EXECUTIVE SETS STRATEGIES FOR BUILDING CANADA PLAN

On November 6th, 2007 Canada and BC signed the Building Canada Infrastructure Framework Agreement, which will deliver $2.2 billion in federal infrastructure funding to BC in the period up to 2014. Over one-half of that funding will be for local government infrastructure.

The UBCM Executive spent time at their recent meeting developing recommendations for delivering that funding to BC’s local governments.

Secure an amendment to the Gas Tax allocations for 2011 to 2014

One-billion dollars ($1 billion) of the funds or nearly one-half of the total to be transferred is in a four-year extension to the Gas Tax Agreement. At $250 million per year this is the largest ever federal program in BC to support local government infrastructure. The Executive’s immediate priority is to secure an amendment to the existing Gas Tax Agreement to add the billion dollars now rather than waiting for other more detailed discussions. The current agreement requires an evaluation of the program by June 2009 but work is underway to have the BC work completed by the end of 2008. UBCM expects that the federal government will be reluctant to renegotiate other terms and conditions of the present agreement, such as eligible projects, until the review and evaluation are completed. Consequently the strategy is to secure the federal dollar commitment in an amended agreement and leave the discussion of future program design and potential amendments until after the review is complete.

Secure participation in negotiations for Communities Component Agreement

The Building Canada Fund (also about $1 billion) contains two funds of interest to local government. First is the Communities Component and second is the Major Infrastructure Component.

The Communities Component is the more “traditional” local infrastructure program and is the successor to the current Municipal Rural Infrastructure Fund (MRIF). Consequently the strategy is to secure the federal dollar commitment in an amended agreement and leave the discussion of future program design and potential amendments until after the review is complete.

Secure Target allowances within Major Infrastructure Component

The Building Canada Infrastructure Framework Agreement also says that two-thirds of the up to $900 million under the Major Infrastructure Component must go to national priorities ($900 million maximum might be reduced if some of this could be shifted to the Communities Component). That would be a maximum of about $600 million for the following types of National projects:

- water
- sewer
- transit
- national highways
- green energy infrastructure

The Executive has set as another of its strategies to develop optimal targets for each of these categories - particularly to ensure that adequate funding is directed to local government infrastructure. This is of added importance because seven municipalities
Continued on page 4
Your UBCM Executive

UBCM Executive Welcomes New Members

Mayor Ella Brown, Small Community Representative, District of Logan Lake

Mayor Terry Lake, Third Vice-President, City of Kamloops

Councillor Brenda Binnie, Past President, City of Castlegar

Councillor Kim Capri, Vancouver Representative, City of Vancouver

Councillor Barbara Steele, City of Surrey, Metro Vancouver (formerly GVRD) Representative

Director Terry Raymond, Electoral Area Representative, Fraser Valley RD

Director Health Slee, Assoc. of Kootenay & Boundary Local Governments, East Kootenay RD

Councillor Bob Long, Lower Mainland Local Government Association, Langley Township

Councillor Mary Sjostrom, Director at Large, City of Quesnel

Councillor Sharon Gaetz, Director at Large, City of Chilcotin

Director Harry Nyce, Director at Large, Kitimat-Stikine RD

Mayor Herb Pond, Director at Large, City of Prince Rupert

Director Rod Sherrell, Association of Vancouver Island & Coastal Communities, Mt Waddington RD

Mayor Joe Snopek, Director at Large, Town of Creston

Director Susan Gimse, President, Squamish-Lillooet RD

Chair Robert Hobson, First Vice-President, Kelowna/Central Okanagan RD

Mayor Sharon Hartwell, Second Vice-President, Village of Telkwa

Councillor Barbara Steele, City of Surrey, Metro Vancouver (formerly GVRD) Representative
UBCM Annual Convention Dates

<table>
<thead>
<tr>
<th>Year</th>
<th>Dates</th>
<th>Location</th>
<th>UBCM Hotel</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>Mon. Sept. 22 to Fri. Sept. 26</td>
<td>Penticton Trade &amp; Convention Centre</td>
<td>TBC</td>
</tr>
<tr>
<td>2009</td>
<td>Mon. Sept. 28 to Fri. Oct. 2</td>
<td>Vancouver Convention &amp; Exhibition Centre</td>
<td>Waterfront Centre</td>
</tr>
<tr>
<td>2010</td>
<td>Mon. Sept. 27 to Fri. Oct. 1</td>
<td>Whistler Conference Centre</td>
<td>TBC</td>
</tr>
<tr>
<td>2011</td>
<td>Mon. Sept. 19 to Fri. Sept. 23</td>
<td>Vancouver Convention &amp; Exhibition Centre</td>
<td>Waterfront Centre</td>
</tr>
<tr>
<td>2012</td>
<td>Mon. Sept. 24 to Fri. Sept. 28</td>
<td>Kelowna</td>
<td>TBC</td>
</tr>
<tr>
<td>2013</td>
<td>Mon. Sept. 16 to Fri. Sept. 20</td>
<td>Vancouver Convention &amp; Exhibition Centre</td>
<td>Waterfront Centre</td>
</tr>
<tr>
<td>2015</td>
<td>Mon. Sept. 21 to Fri. Sept. 25</td>
<td>Vancouver Convention &amp; Exhibition Centre</td>
<td>Waterfront Centre</td>
</tr>
<tr>
<td>2016</td>
<td>Mon. Sept. 26 to Fri. Sept. 30</td>
<td>Penticton Trade &amp; Convention Centre</td>
<td>TBC</td>
</tr>
<tr>
<td>2017</td>
<td>Mon. Sept. 25 to Fri. Sept. 29</td>
<td>Vancouver Convention &amp; Exhibition Centre</td>
<td>Waterfront Centre</td>
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<tr>
<td>2018</td>
<td>TBC</td>
<td></td>
<td>TBC</td>
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<tr>
<td>2019</td>
<td>Mon. Sept. 23 to Fri. Sept. 27</td>
<td>Vancouver Convention &amp; Exhibition Centre</td>
<td>Waterfront Centre</td>
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</table>

In Memorium

UBCM was saddened to learn of the death of Councillor Brenda DeGraaf in early November. Councillor DeGraaf was first elected to the City of Powell River Council in 2002. On behalf of the membership, UBCM extends sympathies to her family, friends and council.

Former Executive

Councillor Bea Holland

Councillor Bea Holland served for the past two years on the UBCM Executive as the Association of Vancouver Island and Coastal Communities Representative. As a Councillor for the City of Victoria, Bea served as Vice Chair of the 2006 Convention Committee, providing a key link with Victoria, the host municipality for the 2006 Convention.

In addition to regular Executive duties, Bea also served as a member of the Community Economic Development Committee in 2006. This past year she served on the First Nations Relations Committee, Nominating Committee and the Community Safety Committee.

We would like to take this opportunity to thank Bea for all of her hard work over the past two years and wish her all the best.

Councillor Janis Dahlen

Councillor Janis Dahlen, Village of Nakusp, joined the Executive in May 2006 as the new President of the Association of Kootenay and Boundary Local Governments (AKBLG). Since she joined the Executive in the latter half of her one year term as AKBLG President, Janis was not appointed to any specific committees but contributed to the Executive meetings in May and July 2006.

In 2007 she was appointed as Chair of the Health Committees Committee and also served as a member on both the Convention and Nominating Committees.

Thanks Janis for your valuable contribution to the UBCM Executive over the past year and a half.

Councillor Craig Caruso

Councillor Craig Caruso, District of Stewart, joined the Executive this past year as the North Central Municipal Association representative. Over the past year, Craig served as a member of the Community Economic Development Committee and the Convention Committee.

We wish to thank Craig for his valuable contribution to the UBCM Executive during the past year.

Thanks to all of you!

In Memorium

Around the Province

2008 CONFERENCE DATES
Area Association Dates

Association of Vancouver Island and Coastal Communities – April 11 – 12 – Langford
Association of Kootenay and Boundary Local Governments – April 17 – 19 – Nelson
Southern Interior Local Government Association – April 30 – May 2 – Vernon
Lower Mainland Local Government Association – May 7 – 9 – Whistler
North Central Municipal Association – May 7 – 10 – Prince George

UBCM Convention
September 22 – 26, 2008 in Penticton

Other Conferences
Municipal Finance Authority: March 26 – 27 in Victoria
Federation of Canadian Municipalities: May 30 – June 2 in Quebec City
GFOABC: May 21 – 23 in Richmond
Local Government Management Association: June 17-19 in Prince George
Municipal Insurance Association: September 23 in Penticton

Good News on Municipal Pension Plan Actuarial Valuation

The Municipal Pension Plan Board of Trustees has released the actuarial valuation that shows a $400 million surplus position as of December 2006. This is a major improvement over the $780 million deficit position of just three years ago.

The full actuarial valuation is available at www.pensionsbc.ca under Board Governance - Board Policies and Documents. It shows the Municipal Pension Plan is in good shape.

The over $1 billion turnaround in the funding position is due to a number of factors but most important on the positive side were the increased employee/employer contributions. These decisions supported by UBCM, have improved the governance of the plan.

The current UBCM trustees on the Municipal Pension Plan Board are:
• Mayor Frank Leonard
• Chair Robert Hobson
• Richard Taylor serves as an alternative to both UBCM primary Trustees.

New UBCM Chair

Chair Robert Hobson was appointed UBCM Chair at the 2007 Annual Convention. As a Councillor for the City of Colwood, Bob served as UBCM’s Vice Chair in 2006, and was a member of the First Nations Relations Committee, Nominating Committee and the Community Safety Committee.

Bob was the driving force behind the UBCM Mainstreaming Women in Municipal Leadership initiative. In 2006 he led the Under 30 in Municipal Leadership initiative to identify and mentor young UBCM members.

Continued from page 2
An Ontario Limited Liability Partnership

This year the overwhelming focus of the Premier’s speech was devoted to climate change. Listed below are some specific measures:

- $10 million annual investment in new flood protection for 10 years; and
- a request that the federal government partner with the Province.

2008 Greenhouse Gas Emissions Legislation
- spring 2008 legislation to make greenhouse gas emission reduction strategies and targets a legal requirement of all official community plans and regional growth strategies; and
- new authority to use development cost charges as a way to encourage green development, small-unit housing and small-lot subdivisions.

Sectoral Symposums
- conduct sectoral symposiums with forest industry, mining, energy and waste and landfill management and agriculture in the fall of 2007.

Greater Vancouver Regional Water District
- GVRD will be granted new authority to produce and sell clean hydropower to third parties.

Landfill Gases
- plan to enact stringent new measures to regulate landfill gases;
- will work closely with UBCM to establish a sensible, rigorous regime for recovery, sale and use of methane gases from landfills; and
- need to think about reducing the long distance trucking of garbage to landfills.

Smart Power Meters
- new BC Building Code will make smart meters mandatory in all new buildings and every residential unit.

Transit
- made statement that the Evergreen Line will be built; and
- will lay out a new transit plan that will touch every community in BC – increasing bus fleets to ensure every community in the province has access to public transit; and
- $50 million to BC Transit this year to buy new buses.

Developing options.

McCarthy Tétrault’s Municipal Group offers experience in all areas of law relevant to local government, including land use and planning, environmental, labour and employment, public private partnerships, tax and litigation.

We regularly advise on many of the largest transactions in Canada and around the world. With a significant presence in all major financial centres in Canada as well as in London U.K., McCarthy Tétrault is Canada’s premier law firm.

Councillor Kim Capri
Director Eileen Benedict

Environment
Mayor Herb Pond, Chair
Director Rhona Martin, Vice Chair
Director Harry Nyce
Director Heath Slee
Councillor Sharon Gaetz
Mayor Joe Snopek

Healthy Communities
Mayor Ella Brown, Chair
Mayor Sharon Hartwell, Vice Chair
Director Rhona Martin
Director Eileen Benedict
Councillor Brenda Binnie (VP Liaison)

First Nations Relations
Director Terry Raymond, Chair
Director Harry Nyce, Vice Chair
Mayor Herb Pond
Director Rod Sherrell
Chair Robert Hobson
Councillor Brenda Binnie (VP Liaison)

Community Economic Development
Councillor Mary Ststroyt, Chair
Director Rod Sherrell, Vice Chair
Mayor Ella Brown
Councillor Bob Long
Mayor Sharon Hartwell (VP Liaison)
What’s New on CivicNet?

The CivicNet website (www.civicnet.bc.ca) is your resource for up-to-date UBCM information, publications and announcements online. Documents and publications of interest to UBCM members are posted regularly under the New Documents drop-down box and current UBCM business and news of note is always available under News/Announcements. Bookmark CivicNet and visit regularly for information on UBCM services, programs, events and resources.

Some of our new additions to the site include the following:

2007 Convention Materials
Check under Convention/Past Conventions/2007 for documents and materials from the 104th Annual UBCM Convention. Included here are links to Convention addresses, election results, resolutions outcomes, media coverage, photos and session presentations.

2007 Minutes
Minutes from the 2007 Convention are now available online, along with UBCM’s 2007 Annual Report and Audited Financial Statement. Access these documents under About UBCM/Annual Reports.

3) Is a person residing on an Indian Reserve that falls within the jurisdiction of a municipality entitled to vote in that municipality’s triennial elections?
Yes. There are about 25 municipalities in BC that include Indian Reserves within their boundaries, which provides the residents of these Reserves with municipal voting rights.

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ENVIRONMENT

POLICY IN BRIEF

Climate Action Charters

In the summer of 2007, UBCM and the Province developed a non-binding Climate Action Charter aimed at fostering collaborative relations for reducing greenhouse gases. The Charter commits local government signatories to: becoming carbon neutral in their operations by 2012; measuring and reporting on their GHG emissions profile; and creating complete, compact, more energy efficient rural and urban communities. It also establishes a joint provincial-UBCM Green Communities Committee and Green Communities Working Groups that will: develop a range of actions for tackling climate change (e.g. taxation reforms); build local government capacity to implement climate change initiatives; and devise a range of strategies for supporting local governments becoming carbon neutral by 2012.

To date, ninety-one (91) local governments have provided UBCM with signed copies of the BC Climate Action Charter, or have notified UBCM of their intent to do so. The inaugural meeting of the Green Communities Committee (GCC) took place at the end of November, and it is anticipated that the GCC working groups will be struck in the new year.

Canada-wide Strategy for the Management of Municipal Wastewater Effluent


Comments and suggestions can be provided to the CCME up until January 31, 2008. The document outlines the national performance standards for treatment plants and the strategies to address combined and sanitary sewer overflows. New requirements regarding monitoring, toxicity testing and reporting are all now identified. Funding priorities are indicated but no specific funding programs are identified. Environment Canada has also indicated that the Canada-wide Strategy will form the basis for the development of a regulation for municipal wastewater discharges under the federal Fisheries Act.

It is UBCM's understanding that following this final round of consultation, the CCME will present the final draft of a proposed Canada-wide Strategy for the Management of Municipal Wastewater Effluent to decision-makers for approval and submission requirements. If you cannot find the CCME up-to-date information which provides the most relevant documents about the site profile process and submission requirements. If you cannot find the CCME up-to-date information which provides the most relevant documents about the site profile process and submission requirements.

Meeting your commitment to BC’s Climate Change Action Charter

Reducing our carbon footprint is an action we should all take, as individuals and organizations. Collectively we can make a significant difference to the world we leave for future generations.

As a local government, meeting the target of being carbon neutral by 2012, as outlined in BC’s Climate Action Charter, may seem like a daunting task, however, there are some simple steps that can be taken to achieve this goal. Reducing energy consumption is one action that will not only reduce your GHG emissions, but will also lower operating expenses. Given that energy is one of your largest operational expenses – and the least predictable making it difficult to operate your building, manage your budget or plan for facility improvements – all the more reason to take action now. Energy typically accounts for at least 25% of the total cost of building operations so it makes sense to look for ways to reduce consumption. Improving energy efficiencies will also reduce GHG emissions, and for municipalities that means helping you reduce your carbon footprint and meet your carbon neutral goal.

A risk free solution to reducing energy consumption is through Energy Performance Contracting, a program offered by energy service companies like Honeywell. The concept behind performance contracts is simple: they leverage money saved on energy and operating costs to pay for building improvements. As a self-funding improvement program they provide equipment replacement and upgrades with new energy-efficient technologies that replace older, less-efficient systems. Reducing electricity, fuel consumption and related costs, as well as environmental emissions. The cost of the energy and operational savings are quantified and guaranteed on an annual basis over the term of the agreement.

POLICY IN BRIEF

Local Climate Change Visioning Project

The University of British Columbia’s Local Climate Change Visioning Project is working to bridge the gap between global climate science and local policy, through a new structured visioning process which uses realistic imagery of alternative climate futures at the local community scale. The intent is to make climate change choices more explicit, in order to build awareness and capacity for policy change. The prototype process draws on downscaled global climate models and socio-economic scenarios, as well as local knowledge and multi-disciplinary expertise, to derive mapping, storylines, and 3D computer visualisations at a scale that matters to decision-makers.

Continued on page 17

Continued on page 17
2007 Award Recipients

2007 LONG SERVICE AWARD RECIPIENTS

In 1969, UBCM created the Long Service Awards to recognize those in local government who have held elected office for 25 years. The elected position held could be one, or a mix of the following: mayor, reeve, alderman, councillor, chair, director or village commissioner.

Over the years, UBCM has recognized 81 individuals, with a collective experience of over 1,800 years. The following elected officials were nominated and qualified for the award this year:

- Councillor Ray Brady, District of Kitimat
- Councillor Simon Gibson, City of Abbotsford
- Director Bob Headrick, RD of Fraser-Fort (not pictured)
- Director Lloyd McKimmon, Fraser Valley Regional District
- Mayor Clifford Pederson, Village of Zeballos
- Councillor John Ratcliffe, City of Kimberley
- Director Les Watmough, Regional District of Kitimat-Stikine
- Councillor James (Jim) Woodruff, District of Vanderhoof

2007 LIFE MEMBER AWARDS

Life Memberships were presented during the Annual Banquet on Thursday, September 27th at the Vancouver Convention and Exhibition Centre. This years’ recipients were Councillor Brenda Binnie, outgoing UBCM President, and Richard Taylor, outgoing UBCM Executive Director.

Councillor Simon Gibson’s award was accepted on his behalf by Mayor George Ferguson

Councillor Ray Brady’s award was accepted on his behalf by Acting Mayor Carol Gottschling

Councillor John Ratcliffe’s award was accepted on his behalf by his daughter, Wendy Qurechi
RESOLUTIONS REFERRED TO THE EXECUTIVE

Fourteen resolutions were referred to the UBCM Executive by the 2007 Convention. Some of these were directly referred to the Executive during resolutions debate and others were automatically referred with the block passage of Section B – Part III resolutions B191-B201 at the end of the resolutions sessions on Friday, September 28.

The Executive considered these resolutions at its November 29-30 meeting and made the following decisions:

B64 PENALTIES FOR BREACH OF CONFIDENTIALITY
Endorsed as Amended:
THEREFORE BE IT RESOLVED that the provincial government develop explanatory materials and guidelines to complement Section 117 of the Community Charter (and parallel section(s) of the Vancouver Charter), in the interest of providing elected officials with a better understanding of the duty to respect confidentiality;
AND BE IT FURTHER RESOLVED that additional penalties (aside from those set out in Section 117 of the Charter) be considered for deliberate breach of confidentiality, including potential disqualification from office.

B86 POLICING COSTS
Referred to Community Safety Committee for consideration during preparations for RCMP contract negotiations.

B142 PROVINCIAL SINGLE BUSINESS LICENCE INITIATIVE
Referred to Community Economic Development Committee for consideration as it moves ahead with provincial consultation on the Single Business Licence Initiative.

B178 ADOPTION OF SUSTAINABLE AQUACULTURE RECOMMENDATIONS
Referred to Community Economic Development Committee.

B190 DENTAL CARE FOR CITIZENS OF BC
Referred to 2008 Convention.

B191 HOME SUPPORT
Endorsed

B192 LABELLING OF GENETICALLY MODIFIED FOOD
Referred to Healthy Communities Committee.

B196 ACCOMMODATION FOR SEASONAL FARM LABOUR
Endorsed

LR4 AGRICULTURAL BOILER EMISSION STANDARDS
Endorsed as Amended:
THEREFORE BE IT RESOLVED that UBCM petition the Province to reconsider its proposed standard of 50 mg/m³, as presented in the Agricultural Waste Control Regulation - Wood Fired Boilers Policy Intentions Paper, and replace it with the higher standard, that will protect clean air and public health, of 20 mg/m³ for all boilers regardless of size, or re-post an intentions paper with the higher standard for boilers regardless of size for review by all stakeholders;
AND BE IT FURTHER RESOLVED that the Province be requested to substantially increase monitoring and enforcement of air emissions throughout British Columbia.

LR7 SINGLE BUSINESS LICENCE
Referred to Community Economic Development Committee for consideration as it moves ahead with provincial consultation on the Single Business Licence Initiative.

LR8 RESOLUTION IN SUPPORT OF CHILDCARE FUNDING
Endorsed

LR9 INCLUDE REGIONAL DISTRICTS IN COMMUNITY CHARTER
Endorsed

LR10 METAL THEFT AND REGULATION OF THE SCRAP METAL INDUSTRY
Endorsed

LR11 DEVELOPMENT COST CHARGES
Endorsed
In addition to these referred resolutions, the Executive also considered the following six resolutions endorsed by the UBCM membership at Convention and requesting UBCM action. Decisions/outcomes are noted below:

A8 PROCEDURES FOR HANDLING RESOLUTIONS
Rule 27(i) of the UBCM Conference Rules and Procedures for Handling Resolutions updated.

B117 GAS TAX TRANSFER FUNDS
Referred to Gas Tax/Public Transit Management Services for follow-up in the ongoing management of the Gas Tax Program.

B143 SMALL BUSINESS LENSP
Referred to staff for further study and report.

B158 UBCM SEMINAR AND WORKSHOP VENUES
UBCM to continue existing regional educational initiatives and advise sponsor of Local Government Leadership Academy’s interest in holding learning sessions at each of the five Area Association Conventions as part of its ongoing educational curriculum.

B187 BLOOD SAMPLES ACT
Further action to be considered upon receipt of provincial response to resolution B187.

B194 CONFLICT IN AFGHANISTAN
Resolution conveyed to the Governor General of Canada, the Prime Minister and the Minister of National Defence.
Sponsors will receive direct written notification of Executive decisions and action on referred resolutions; and the above outcomes have also been conveyed to the full membership in the Executive Release, sent out following the November meeting.

Please contact Errin Morrison, UBCM’s Information & Resolutions Coordinator, in the UBCM office (604.270.8226, ext. 115 or emorrison@civicnet.bc.ca) if you have any questions regarding the above referrals and follow-up to the 2007 Convention resolutions sessions.

2007 Resolutions Conveyance

UBCM conveyed 175 members endorsed resolutions to the provincial government for consideration and comment following the 2007 UBCM Convention. Members will be notified as soon as provincial responses to the 2007 resolutions are received and copied of individual responses will be forwarded to sponsors. All provincial responses will also be posted to UBCM’s online Resolutions Database, available on the CivicNet website (www.civicnet.bc.ca) under the Resolutions & Policy tab.
In addition to the provincial conveyance, 33 resolutions have also been conveyed to various federal government ministries, three to the Federation of Canadian Municipalities, and 14 to crown corporations and other agencies and organizations. Responses to these resolutions will be forwarded to sponsors as they are received throughout the coming year, and will also be added to the online resolutions database as they become available.

Please feel free to contact Errin Morrison in the UBCM office (604.270.8226 ext. 115 or emorrison@civicnet.bc.ca) if you have any questions regarding the above conveyances.
The Community Excellence Awards were presented by President-elect Susan Gimse on Thursday, September 27th at a special breakfast reception honouring all applicants. The audience included winners, applicants, sponsor representatives and Selection Committee members. Audience members heard from Honourable Ida Chong, Minister of Community Services; Ian Rokeby, Vice President, Transportation, CH2M HILL; and, Jim Storie, Chair, Council of Tourism Associations. The following communities were honoured this year:

**BEST PRACTICES:**

**WINNER:** City of Chilliwack, Environmental Services Waste Reduction Programs

**HONOURABLE MENTION:** Islands Trust, A Place in the Islands

**BEST PRACTICES, Annual Reporting:**

**WINNER:** District of Saanich

**HONOURABLE MENTION:** Cariboo Regional District

**BEST PRACTICES, Website:**

**WINNER:** District of Maple Ridge, www.mapleridge.org

Website Innovation **WINNER:** City of Dawson Creek, www.planningforpeople.ca

**LEADERSHIP & INNOVATION**

Small Community: District of Elkford, Sustainability Projects

Large Community: City of New Westminster, Columbia Street Road Diet & Reverse Angle Parking

**PARTNERSHIPS – Excellence in Innovation in Tourism Partnerships**

**WINNER:** City of Campbell River, Weiwaikum Cruise Ship Terminal Project

**HONOURABLE MENTION:** City of Abbotsford, TRADEX

UBCM thanks our 2007 partners:

- Ministry of Community Services
- CH2M HILL
- Tourism British Columbia
- Council of Tourism Associations

The District of Elkford won the Leadership & Innovation, Small Community Award.

In photo (Left to Right): Ian Rokeby, CH2M Hill; Cllr. Shelly McLean, District of Elkford; Mayor Dean McKerrache, District of Elkford, Director Susan Gimse, UBCM President.

The City of New Westminster won the Leadership & Innovation, Large Community Award.

In photo (Left to Right): Ian Rokeby, CH2M Hill; Roger Emmanuel, Coordinator of Transp, Infrastructure; Steven Lan, Asst. Dir. of Engineering; Jim Lowrie, Dir. of Engineering; Cllr. Bob Osterman; Susan Gimse, UBCM President; Mayor Wayne Wright.

The City of Chilliwack won the Best Practices Award.

In photo (Left to Right): Minister of Community Services, Ida Chong; Cllr. Mel Folkman, Chilliwack; Cllr. Sharon Gaetz, Chilliwack; Director Susan Gimse, UBCM President.

The District of Saanich won the Best Practices, Annual Reporting Award.

In photo (Left - Right): Minister of Community Services, Ida Chong; Frank Leonard, Mayor of Saanich; Susan Gimse (Squamish/Lillooet RD), UBCM Chair.

The District of Maple Ridge won the Best Practices, Website Innovation Award.

In photo (Left to Right): Minister of Community Services, Ida Chong; Councillor Linda King; Councillor Ken Stewart; Susan Gimse (Squamish/Lillooet RD), UBCM President.

The City of Dawson Creek won the Best Practices, Website Innovation Award.

In photo (Left to Right): Minister Ida Chong; Emmanuel Machado, Dep. Dir. Developmental Services; Mayor Calvin Kruck; Cllr. Marilyn Belak; Cllr. Mike Bernier; Susan Gimse (Squamish/Lillooet RD), UBCM President.

The City of Campbell River won the Partnerships – Excellence in Innovation in Tourism Partnerships Award.

In photo (Left to Right): Jim Storie, Council of Tourism Associations; Doug Raine, City Manager; Mayor Roger McDonall; Director Susan Gimse, UBCM President.
In 1985, Richard Taylor became the Executive Director of the Union of British Columbia Municipalities. A video tribute was shown during the Delegates Luncheon on Thursday, September 27th outlining the many milestones that were accomplished by UBCM during his 22 years at the helm.

It’s understood that these achievements involved many people, but it’s also understood by all who have worked with him, that Richard was a considerable force in their genesis and conclusion. In the years prior to 1985, issues, policies, legislation and regulations facing local government had become increasingly complex. By the time Richard assumed leadership, it was clear to both he and his serving Executive that UBCM had to expand to meet the ever-growing demand for more information and policy advice. UBCM had to ensure its Executive was adequately prepared to present a strong voice to other orders of government and to build a presence at decision-making tables. And it needed to find a way to finance this expansion. The result has been a period of the most dramatic and fundamental change in UBCM’s history. Through Richard’s leadership, UBCM has worked to achieve:

- Protocol of Recognition, stating the political intent to recognize local government legitimacy.
- Local Government Act providing legislative recognition of municipal government as an independent, responsible and accountable order of government.
- Community Charter, providing the actual legal framework for autonomous action. Local government no longer had to seek Provincial approval for decisions exclusively concerned with municipal matters and when legislation might have consequences at the local level, UBCM is notified in advance and commonly contributes to policy development.
- Improved Relations with Senior Government - there has been a broadening and deepening of the relationship with the provincial government and, in recent years, a new and positive relationship with the federal government.
- Gas Tax - when the federal government announced it would share a portion of the gas tax with local governments, UBCM was ready with its own made-in-BC approach - a model that received the endorsement of Convention delegates. And rather than the provincial government administering these funds, UBCM was designated as the entity to oversee funds administration.
- Administration of Provincial Funds - UBCM administers funds for up to a dozen programs targeted to specific initiatives such as: wildfire prevention, emergency planning, seniors’ housing and support services, community tourism, West Nile Virus prevention, community health promotion and traffic safety.
- New Municipal House - in 2005, the Premier announced that property would be donated to UBCM to establish a new Municipal House at 509 Government Street; a project that Richard will continue to see through to its completion.

2007 Energy Aware Award Winners

The District of Ucluelet won the 2007 Energy Aware Award in the Community Planning and Development category as a result of Ucluelet’s exemplary commitment, leadership and vision, using land-use policy for energy efficiency and climate action. Ucluelet is promoting compact development and smart growth through inclusion of guidelines for its Official Community Plan. Ucluelet is the first community in North America to implement a LEED (Leadership in Energy and Environmental Design) standard for all new development. The District is investigating wave power and electric vehicles. The award was presented at the UBCM Convention by Hon. Ida Chong, Minister of Community Services.

Mayor Dianne St. Jacques received the 2007 Energy Aware Award on behalf of the District of Ucluelet. “The District of Ucluelet is honored to have been recognized through this award. We are excited by the opportunities that we see in building a sustainable community and will continue to move forward in implementing energy sustainability objectives,” said Mayor St. Jacques.

The awards are organized annually by the Community Energy Association in partnership with the Province of British Columbia and Union of British Columbia Municipalities. Two communities were presented with awards in the Corporate Operations category at the September 27th, 2007 annual Energy Aware Awards:

Winner: District of Houston for its commitment to making the best use of available energy including using earth-energy to heat and cool its civic buildings and working with industry and the community to make the best use of biomass.

Honourable Mention: City Richmond for its Hamilton and Sea Island Fire Halls which are a showcase of energy efficiency and renewable energy innovation, setting the bar for efficiency for new fire halls across BC.

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UNION OF BC MUNICIPALITIES

Honourable Ida Chong, Minister of Community Services, addressing delegates in the plenary.

President-elect Susan Cassie and Councillor Sharon Gaetz, LMLGA representative.

New UBCM Executive Director Gary MacIvor and Premier Campbell.

Creating Accessibility for Opportunity workshop participants.

Opposition Leader Carole James addressing delegates.

Mike Harcourt presenting at the Large Urban Forum.

Minister Lunn being interviewed by reporters after a full-day workshop on the Pine Beetle epidemic.

Mayor Terry Lake and members of the Economic Opportunities in Asia Pacific workshop panel.

As part of the Business of Convention, delegates considered 263 resolutions over three days in plenary sessions.

Delegates asking questions of the Climate Change panel, which was held on Monday, Sept. 24th.

Delegates viewing the jellyfish at the Vancouver Aquarium - site of the Welcome Reception.

Dr. Thomas Homer-Dixon gave the keynote address.

Delegates viewing the jellyfish at the Vancouver Aquarium - site of the Welcome Reception.
Premier Gordon Campbell presented his government’s plans for the future during his address on Friday, September 28th.

President Brenda Binnie and Dr. Raj Kahlon dancing at the banquet.

Honourable Stockwell Day addresses delegates.

Hon. Carole Taylor, Min. of Finance, and members of the Climate Action Panel.

Director Terry Raymond speaking to staff at the UBCM booth.

Honourable Rich Coleman speaking at the Pine Beetle workshop.

President Brenda Binnie, President-elect Susan Gimse and Councillor Mary Sjostrom present outgoing UBCM Executive Director Richard Taylor with gifts of artwork and a bell as a thank you for his 25 years of service to UBCM.

Members of the 2006-2007 Executive, UBCM staff and partners at Queen Elizabeth Park in Vancouver.

Delegates enjoying lunch at the Electoral Area Directors Forum Luncheon.

Councillor Kim Capri speaking on a resolution in the plenary.

The Municipal Marketplace is always a popular event during Vancouver-based Conventions, as the VCEC has plenty of space to host this aspect of UBCM.
MFA INVESTMENT PROGRAM

MUNICIPAL FINANCE AUTHORITY LOWERS INVESTMENT COSTS (HIGHER RETURNS) FOR MUNICIPAL STAFF AND ELECTED OFFICIALS!

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The plan offers an extensive selection of funds in both the registered and non registered categories. Contributions can be made through a payroll deduction system similar to Canada Savings Bond, by cheque or by pre-authorized withdrawal. Contributions made through payroll deduction offer the convenience of a tax deduction at source for the RRSP funds.

Municipal Investment Plan members enjoy 24 hour online web access to investment account information and various investment tools, along with access to Sun Life Financial Customer Care Centre to assist with investing and administrative functions.

As with other programs the MFA offers, participation is strictly voluntary.

For further information regarding the Municipal Investment Plan and a copy of the comprehensive start up guide please contact Meagan Carver at (250) 380-0432 ext. 225 or meagan@mfa.bc.ca

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Hollyhock Leadership Institute
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Building Canada Plan

Continued from page 1

with populations over 100,000 are not eligible for the Communities Component funding and must compete with provincial priorities in the Major Infrastructure Component.

The Minister of Transportation will be the lead ministry for the Major Infrastructure component negotiations. The Executive is seeking a meeting with the minister to discuss its views.

B C is expected to complete within one year a BC Infrastructure Plan with a 10-15 year horizon, and any projects it presents for funding under the Major Infrastructure component must be consistent with this Infrastructure Plan. Preparation of the Plan will be a significant undertaking over the next year. The importance to UBCM is that some federal decisions will be based on projects the Sun Life Financial Customer Care Centre to assist with investing and administrative functions.

Further background information on the Building Canada Plan can be found in UBCM’s November 8 Newsletter, as well as advance notification of upcoming seminars and forums, please send your full name and email address to ubcm@civicnet.bc.ca under the subject heading “LGLA Email List.” Further information about the LGLA can be found online at www.lgla.ca.

MFA staff would like to wish you all the best for a safe and happy holiday season!

Municipal Finance Authority of BC
737 Fort Street
Victoria, BC
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Fax: 250-384-3000
Web: www.mfa.bc.ca
Email: mfa@mfa.bc.ca

MFA FINANCIAL FORUM & AGM 2008

The MFA Financial Forum and Annual General Meeting will be held on March 26th & 27th at the Delta Ocean Pointe Resort & Spa, Victoria. We have confirmed guest speaker, Dr. Sherry Cooper, Senior Economist of BMO Nesbit Burns. Registration and more information will become available in the New Year – please check our website for updates. (www.mfa.bc.ca)
Developing a Crime Prevention Strategy

The Institute for the Prevention of Crime (IPC) at the University of Ottawa has released the first report by the National Working Group on Crime Prevention entitled ‘Building A Safe Community’. The report highlights the fact that depending on what information you use to measure crime you get different pictures of what is happening in society. Police statistics in recent years have indicated a decline or leveling off of crime, whereas crime victimization surveys undertaken by Statistics Canada have indicated an increased concern over crime by the public.

The document makes a number of observations on the development of crime prevention initiatives in Canada of particular interest to local government:

• commitment to prevention is hampered by the lack of a national framework to direct the work and allocate roles and responsibilities. This gap results in some tension between central and local orders of government, and in some uncertainty about who should assume the leadership in any particular problem-solving partnership;

• Canada has no clear and measurable vision of what is meant by community safety;

• federal, provincial and territorial governments have often off-loaded responsibilities to local government without providing the requisite resources to adequately meet these responsibilities;

• more attention must be directed to the role of the public in crime prevention;

• the key role of municipal orders of government in forging strong working partnerships and in tailoring and coordinating the delivery of programs that are adapted to local needs should be acknowledged and supported;

• all orders of government must pay greater attention to providing professional development opportunities and technical assistance to elected officials, policy makers, senior executives, managers and practitioners;

• more effort, and more money, needs to be invested in improving our capacity to design, implement and evaluate our initiatives and to sustain our successes.

Overall, the Institute for Prevention of Crime makes the following recommendations to move forward in the development of an evidence-based crime prevention strategy in Canada:

1. Articulate a vision on how crime prevention can contribute to the individual and collective safety and well-being of all Canadians.

2. Develop a national framework for inter-sectoral collaboration and a ten year action plan.

3. Develop permanent and adequately funded responsibility centres at all orders of government.

4. Concentrate resources where they are most needed. Develop better diagnostic tools and data collection mechanisms for assessing our progress in this area.

Changes to Consultation Policy on Radiocommunication Antenna

The federal government, under Section 5 of the Radiocommunication Act, is responsible for determining where radio and broadcasting antenna systems may be located. Industry Canada, which is responsible for the Radiocommunication Act, is introducing a new consultation policy on January 1, 2008 on the installation or modification of antenna systems. The new policy is entitled “Radiocommunication and Broadcasting Antenna Systems” and is available at: www.ic.gc.ca. Click on the “A-Z Index” link and select “Antenna Structures”.

Under the new policy, Industry Canada is requiring that proponents:

• investigate sharing or using existing infrastructure before proposing new antenna supporting structures;

• contact the local government to determine local requirements regarding antennae systems;

• undertake public notification and address relevant local government/public concerns; and

• satisfy Industry Canada’s general and technical requirements.

The only exclusions to these requirements are where the new antenna system is less than 15 metres above ground level or where there are additions, modifications and/or maintenance to an existing antenna system.

A number of key milestones have been established in the consultation process:

120 day period in which to consult with local government/public and address the concerns identified; 30 day public notification period; 14 day period to acknowledge receipt of questions, comments and the proponents response. Official commencement of the process begins when the proponents provide written notice to the local government of the proposed antenna system installation. The expectation is that the consultation will be completed and concerns addressed within the prescribed time periods. In the event that a dispute arises where the parties have reached an impasse, Industry Canada, at the request of a stakeholder, may suggest the parties enter into an alternative dispute resolution process or make a final decision on the issue(s) in question.

In the policy, Industry Canada outlines the expectations it has for both industry and local government. Under the process, industry proponents are required to consult with local government on any proposed antenna system prior to any construction with the aim of:

• discussing site options;

• ensuring that local governments are aware of the activities of industry proponents;

• ensuring that local governments are consulted on matters of interest to them.

Gangs, Drugs and Domestic Violence Issues

A conference on “Gangs, Drugs and Domestic Violence Issues” will be held on February 28th and 29th, 2008 at the Delta Vancouver Airport Hotel in Richmond.

The conference will look at a number of important issues to enhance community safety:

• Community courts;

• New strategies for dealing with youth gang violence;

• Strategies to address drug issues facing local communities and;

• Community-based strategies to address domestic and sexual violence issues in your community.

It will provide local government with an update on the latest actions being taken by the Province in each of the areas outlined, all of which are concerns in local communities.

The provincial government is in the process of developing a crime prevention plan and is looking to local government for input into the process. The session will provide an opportunity for local governments to identify the information and the resources they think are needed to implement effective crime prevention measures.

The session will also provide an opportunity to find out what other communities are doing to address crime and to share information about the type of crime prevention initiatives that are working.

In addition, the conference offers a unique opportunity for elected officials and senior staff to discuss local community concerns about crime prevention directly with senior government officials and to influence the actions that the Province might take in this area.

New Green Building Code Objectives

The provincial government is proposing to add energy efficiency and water efficiency standards to the BC Building Code for new buildings. The changes will cover single family houses and multi-family residents (buildings up to four storeys in height) and high-rise multi-family residential, commercial, industrial and institutional buildings. The Province announced on November 15, 2007 that it was undertaking a web based consultation on the proposed changes to the BC Building Code. In the process or making a final decision on December 21, 2007, the BC Building Code (www.housing.gov.bc.ca/building). This consultation will close on December 21, 2007 and it is anticipated that the changes will take effect sometime in 2008.

The new code will establish a new energy efficiency standard (ASHRAE standards for heating, ventilation, air conditioning; an established construction standard which is currently used in Vancouver) or using a performance based standard (EnerGuide for New House rating of 77). Under the first option the builder will be required to increase the insulation requirements in new home construction and/or using full height basement insulation, attic insulation, etc. Under the second option the builder will follow the guidelines for construction of a new building. Industry Canada outlines the expectations it has for both industry and local government. Under the process, industry proponents are required to consult with local government on any proposed antenna system prior to any construction with the aim of:

• discussing site options;

• ensuring that local governments are aware of the activities of industry proponents;

• ensuring that local governments are consulted on matters of interest to them.

Justice

Continued on page 16
Homelessness Issues

There are a number of different initiatives underway that are attempting to identify the homelessness issues faced by local communities and identify actions to address the problems. The provincial government, in response to the concerns raised, has indicated that it will be increasing the funding for homelessness related programs:

- 24/7 Emergency Shelters – increase funding by $25 million for emergency shelters around the province so that they can be open 24 hours a day/seven days a week to provide better service and assistance for those that are homeless.
- Expand Homeless Outreach – increase funding by $4.4 million to expand homeless outreach services to 27 new and existing communities to connect homeless people to housing and support services and include a new Aboriginal component.
- Homeless Rent Supplements – provide $1.1 million in funding to provide 750 rent supplemental units to assist the homeless.
- Fast-Track Approvals - provide $10 million to assist in pre-development costs, such as architectural, geotechnical and environmental plans and studies, to expedite municipal approvals of new supportive housing developments – preliminary discussions to identify sites has begun with Surrey, Kelowna, Vancouver and Victoria.

The City of Victoria recently reported on the findings of the “Mayor’s Task Force on Breaking the Cycle of Mental Illness, Addictions and Homelessness.” The Task Force determined that there were over 200 organizations in the Greater Victoria area engaged in addressing the needs of the homeless and that there were over 20 funding agencies spending an estimated $76 million annually on housing, mental health and addiction services to support them – the service costs for homelessness was estimated to be $55,000 per annum per person. It was estimated that an additional $62 million was being spent on other services, such as policing, jails, hospital services, emergency shelter, and clean up related to the homeless.

The Task Force estimated that there were approximately 1,500 homeless people in the Greater Victoria – estimated that 230 are affected by mental health issues alone, 520 are affected by severe primary addiction, and 450 are affected by co-occurring mental health and addiction issues. The report estimated that the homeless population would grow by 20-30 per cent a year if no action was taken.

The Task Force made the following recommendations for immediate action:
- implementation of a Housing First strategy, which quickly places people in supported housing, regardless of their current problems;
- a minimum of 1,550 units to be built or secured in the next five years – with 350 units being

Continued on page 17

New Green Building Code Objectives

Continued from page 15

house and an EnerGuide label would be affixed to the electrical box. In the case of larger buildings, developers will have the option of demonstrating compliance with the new standards with the use of energy performance simulation software or the application of ASHRAE standards. In both cases, this would be confirmed with a Letter of Assurance, signed by a professional engineer or architect.

The building standards will vary depending on the climate conditions in the region. For example, in the northern interior, homes will be sealed and will be required to have energy heat exchanger systems to distribute outside air into the house.

The changes to the Building Code will have a number of costs and benefits. It is estimated however that the net benefits of the proposed new standards will outweigh the added costs. For example, it is estimated that the costs for a single family home would increase by approximately $1,300 in the southern interior and by up to $3,900 in the northern interior. The discounted energy savings over and above capital costs, for a single home, would vary from $1,630 in the lower mainland to $2,850 in the northern interior up to the year 2020. The reduction in greenhouse gas emissions from electricity and natural gas is estimated to be 64,300 tonnes by 2012, the equivalent to 12,900 mini-van emissions.

The proposed energy and water efficiency requirements in the Building Code will require trained training of local government staff before they are able to assist developers in understanding the new standards, but is not anticipated that it will significantly change their work. In some cases, local governments are already requiring that developers as part of rezoning use a higher standard in construction. They are also providing bonus density or accelerated building permit approvals to encourage developers to meet the higher building standards at or above the levels being proposed by the province to address the environmental concerns in the local community.

Policy on Radiocommunication Antenna

Continued from page 15

processes related to antenna systems are respected;
- addressing reasonable and relevant concerns from both the local community and the community they represent;
- obtaining land-use concurrence in writing.

Local governments are expected to facilitate the implementation of local radiocommunication services by establishing “reasonable, relevant, and identifiable consultation processes specific to antenna systems that consider the following:
- the designation of suitable contacts or responsible officials;
- the submission requirements;
- public consultation;
- documentation of the consultation process; and
- the establishment of milestones to ensure completion of the process completion within 120 days.”

From this process, industry is looking to receive a “letter or report acknowledging that the relevant municipal process or other requirements have been satisfied, or other valid indication, such as the minutes of a town council meeting indicating land use approval.”

Local governments will need to consider what type of policy they want to establish to deal with local radiocommunication services and who the staff contact person might be in the event that an issue arises. They will also have to determine the nature of the public consultation process and the timelines that are appropriate given their decision-making process. O v e r a l l , t h e underlying intent of the new policy, even in cases where the requirements are excluded, is to ensure that industry consults with local government and the public about the location and installation of the antenna structure, and attempts to address some of the local concerns about the site.
Visioning Project
Continued from page 7
and the community. The process is based
on GIS and available
modelling techniques to help generate pictures of alternative climate worlds extending out to 2100. These worlds,
show different levels of climate change impacts, and alternative decisions and policy changes result in different climate futures and/or mitigative responses. In doing so, these worlds address situations as either a community should expend its limited resources on flood protection, green house gas emission reduction, or both. In the Local Climate Change Visioning Project conducted in two case studies in the Lower Mainland, the visioning worlds of four different worlds are illustrated where local conditions match global climate-change scenarios:
1) A “Do Nothing” world as a baseline where no effective action on climate change is taken;
2) An “Adapt to Risk” world where proactive measures are taken to reduce community vulnerability but no effective actions are taken to reduce greenhouse gases;
3) An “Efficient Development” world where adaptation occurs and sustainable development principles gradually take hold, curbing (but not reducing) overall greenhouse gas emissions; and
4) A “Deep Sustainability” world where significant emissions reductions are made early in the century, together with necessary adaptations.

The different adaptation and mitigation strategies shown in each of the worlds are the outcome of workshops that include municipal practitioners and community stakeholders brainstorming plausible local strategies that fit the characteristics of the four worlds. Using the alternative worlds as a framework, these strategies are then spatialized and visualized in virtual reality with supporting maps, images, and narratives, as a

compelling package of information. These envisioning packages incorporate the best available science, best practices and precedents from other locations on a global basis. They show iconic or typical places in the community, using various media such as Photoshop-type visualisations, computer animations, and time-lapse imagery.

The Visioning Project has recently completed research in the Corporation of Delta on coastal community and sea-level rise issues where visualizations have been tested with community members and municipal practitioners. A team has been working with the District of North Vancouver, Metro Vancouver, and Environment Canada on watershed/mountain development issues. Preliminary results of this visioning process have increased awareness about the inter-connected aspects of climate change impacts and also the response options available to decision-makers and community members. The results have felt people with a sense of the positives and possibilities about key actions that can be taken. The pros and cons of different impacts and response scenarios can be clarified for laypeople and professionals alike, sparking a more informed and enriched community dialogue. The on-the-ground nature of the visual imagery helped community members make sense of the complexity of climate change, as people viewed familiar places evolving down different pathways over time. Important new concerns and opinions were revealed through the visioning exercises. While primarily a research project, the Visioning Project team hopes to utilize this type of visual process to enhance decision support in communities interested in taking climate change action following further testing and local feedback. The Local Climate Change Visioning tools and process, which combine visual imagery with robust science, may prove useful in mainstreaming climate change into community planning in various ways, such as: building capacity for action in communities; generating an initial portfolio of potential response options available and suited to the community context; evaluating alternative methods of meeting emission reduction targets; and motivating behavioural and policy change to meet targets. This project is supported by multiple agencies and NGOs including: Natural Resources Canada, Environment Canada, BC Ministry of Environment, Government of BC, City of Delta, Management Bureau, Fraser Basin Council, Metro Vancouver, City of Vancouver, Corporation of Delta, District of North Vancouver, and David Suzuki Foundation.

Climate Change Action Charter
Continued from page 7
and operations cost
reductions
- • Funded program
- • Addresses facilities and
- • Improves indoor air
- • Repair, modernize
- • Minimizes the
- • Achieves guaranteed

In the City of Chilliwack, who have signed the BC Climate Change Action Charter, recognize the significance of Energy Performance Contracting and are ready to take advantage of the benefits that come with this type of program. They are the first local government to take steps towards reducing energy consumption through an Energy Performance Contract since the inception of the charter. “We are proud to be taking steps towards reducing our carbon footprint and we certainly take our financial and environmental responsibility seriously,” said Mayor Clint Hames. Environmental stewardship is high on our list of priorities.”

Homelessness
Continued from page 16
targeted in the first year,
• creation of Assertive
• Specialized proactive
• Safeguarding of a
dicated to reduce public
decision-making and
50 homeless residents
s o t h a t

Launching Green Buildings BC for Local Governments
Building Energy Efficiency Retrofits - A Free Service to Save Money and Carbon

The City of Chilliwack, who have signed the BC Climate Change Action Charter, recognize the significance of Energy Performance Contracting and are ready to take advantage of the benefits that come with this type of program. They are the first local government to take steps towards reducing energy consumption through an Energy Performance Contract since the inception of the charter. “We are proud to be taking steps towards reducing our carbon footprint and we certainly take our financial and environmental responsibility seriously,” said Mayor Clint Hames. Environmental stewardship is high on our list of priorities.”

From the Community Energy Association

Climate change. Energy costs. Carbon neutral by 2012 – all big challenges for local governments in BC. A good place to start is civic and regional government buildings. Buildings, particularly recreation facilities, are one of biggest energy users for local governments and have significant energy costs and carbon emissions. A free service is now available to support local governments to retrofit existing buildings to use less energy, save money, and get closer to carbon neutrality.

Green Buildings

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PARTNERSHIP ANNOUNCEMENT

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JANUARY 1, 2008
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Mike joined Lidstone, Young and Anderson in 1998 as an associate lawyer and maintains a general municipal practice, with emphasis on real estate development, corporate and commercial transactions, project tendering and construction and environmental issues.

Ray Young
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Healthy Communities

Partners Creating Opportunities – UBCM and BCRPA

by Suzanne Allard Strut, CEO, BC Recreation and Parks Association (BCRPA)

Solid relationships are the foundation of success, both in local government and the not-for-profit sector. Because the Union of British Columbia (UBCM) and the BC Recreation and Parks Association share this value, we have been able to build a historic partnership which is creating new opportunities for communities to become active, healthier and better places to live.

That partnership started in 2003, when UBCM and BCRPA joined other agencies to establish the Coordinating Committee for the BC Healthy Living Alliance (BCHLA). Together we developed The Winning Legacy, a province-wide health promotion plan which led to 27 recommendations and aims at improving the health of British Columbians. The provincial government recognized the foresight and benefits of these recommendations and through ActNow BC, entrusted BCHLA with $3.2 million to act on them.

Since then, UBCM and BCRPA forged ahead with another partnership – co-leading the Built Environment & Active Transportation Initiative (a part of the BCHLA’s $6 million Physical Activity Strategy). This Initiative will be providing grants aimed at helping communities develop plans for active transportation infrastructure – in other words, infrastructure that supports and encourages active lifestyles among citizens (such as walking trails). There will be two rounds of funding. In each phase there will be ten grants of $15,000 - $25,000. Getting one of these grants will assist your community in developing better plans, which in turn increases your chances of landing more funding from provincial, federal, and other sources to apply to your active living projects.

UBCM and BCHLA are also co-leading a component of the BCHLA’s Healthy Eating Strategy which involves funding opportunities. There are $600,000 in grants available through this program. The one-time funding will assist up to 60 communities with the development of sustainable programs for healthy food and beverage sales in recreation centres and local government buildings. The increase in healthy eating habits resulting from this initiative will complement your plans to encourage active lifestyles.

Many UBCM members work closely with BCRPA’s Active Communities Initiative. In this program, they create and enact locally-driven plans tailored to the unique needs of their communities to get 20% of their populations more active. This is exciting to see the opportunities that grow for local governments and their citizens when dedicated agencies like UBCM and BCRPA join forces. Together we’re making BC an active and healthy place to live.

Regional Hospital Districts

The Healthy Communities Committee adopted government relations with Health Authorities as part of its 2007 goals and activities. In pursuit of this topic, the Committee agreed that a meeting of Regional Hospital Districts to discuss capital funding and planning processes between RHDs and the Health Authorities should be convened. This meeting was held on August 2, 2007.

A Convention session entitled “Relations with Health Authorities” was held on Tuesday, September 25. The Minister of Health and Randy MacDonald, Executive Director, Capital Services, Ministry of Health attended this session.

At the Convention session, the priority issues were presented to the Minister and his staff. The Minister agreed that the challenges facing the Health Care System, and its capital funding, continue to need improvement and he welcomed the chance to hear the perspectives of our members.

The meeting concluded with an agreement from the Minister to pursue a review of the 2003 RHD Cost Sharing Review to determine the progress on implementing its recommendations and what work still needs to be done where these agencies have not been fully implemented by the Health Authorities. We also expressed the need to pursue clarity around the issues of First Nations health funding formulas, UBCM staff is currently pursuing this meeting and will advise the members of actions on this ongoing topic of concern.

Time to Renew Your BCRPA Membership

It’s time to renew your BC Recreation & Parks Association (BCRPA) Membership. As a BCRPA Local Government or Individual Government/Affiliate member, you’ll be part of a team, several thousand strong, working on the future of the parks, recreation, physical activity and cultural sector.

The BCRPA is a not-for-profit organization acting as a central resource agency and a voice for members and stakeholders of this vital industry. The BCRPA provides leadership by working with parks and recreation staff on training and best practices. The BCRPA supports diverse communities across the province in fulfilling their goals to create active, healthy, and involved populations.

As an integral part of this team, local governments and community members have benefits including opportunities to network with community representatives, industry professionals, corporate and educational members and many others from around BC. You will have access to membership-only resources and special offerings, and many other benefits. You’ll also be able to secure a discounted membership rate for local governments, local and many other benefits. You’ll also be able to secure a discounted membership rate for local governments, local and many other benefits. You’ll also be able to secure a discounted membership rate for local governments, local and many other benefits.

Renew your BCRPA membership and help to build and sustain healthy and active lifestyles and communities in our province. Membership application/renewal forms are available on our website: http://www.bcrpa.bc.ca/forms_publications/forms/member_renewal. Have you renewed your BCRPA membership yet? Visit our website to find out more about the BCRPA and how you can contribute to a healthier and more active province by becoming a member: www.bcrpa.bc.ca.
LOCAL GOVERNMENT PROGRAM SERVICES - WHAT'S NEW?

LOCAL GOVERNMENT PROGRAM SERVICES

PROGRAMS AT A GLANCE
For program details go to www.civicienr.bc.ca
Look under Programs and Services/Local Government Program Services

Applications are now being accepted for:
Community Tourism Phase 2
Accepting applications until November 30, 2008

Seniors Dialogues
Accepting applications until November 30, 2008 for dialogues before December 31, 2008

Strategic Wildfire Prevention
• Community Wildfire Protection Plans
• Pilot Projects
• Operational Fuel Management
Accepting applications on an on-going basis

Farmed Animal Mass Carcass Disposal Emergency Planning Program
Accepting applications until February 1, 2008

Local Government Reporting deadlines:
• 2007 Community Health Promotion Fund
Final reports due by December 31, 2007

• Community Tourism (phase 1)
Reporting deadline is February 1, 2008

• Integrated Emergency Planning (2006/07)
Reporting deadline is March 31, 2008

2007 Seniors Housing & Support Initiative
Pilot Projects - Final reports due by January 31, 2008
Dialogues – Final Reports due by December 31, 2007

West Nile Virus Prevention (2007)
Reporting deadline is November 30, 2007

Program Highlights – New Reports & Information now on our website:
LGPS Program Summary (November 2007)
General Terms & Conditions for LGPS Grants

New Programs in 2008
As members of the BC Healthy Living Alliance, UBCM and the Recreation and Parks Association are working in partnership to launch two new funding programs early in the new year. With funding from the Ministry of Health to the BC Healthy Living Alliance, these two new programs will target healthy eating and physical activity.

The first fund will provide grants to UBCM members to assist communities develop plans for active transportation infrastructure under the Physical Activity Strategy. The second fund, under the Healthy Eating Strategy, is aimed at increasing options for healthy food and beverages in recreation facilities and local government buildings. Combined, both funds will deliver over $1 million in funding to communities over the next two years.

Program Guides and application details will be available to all members in January and will be posted on UBCM’s website.

QUESNEL REPRESENTATIVE JOINS SPIRIT OF BC PROVINCIAL ADVISORY COMMITTEE

Vancouver, B.C. (Nov. 8, 2007): Spirit of BC is pleased to announce Mary Sjostrom, chair of the Quesnel Spirit of BC Community Committee and Quesnel city councillor, is one of two new members named to the Spirit of BC provincial advisory committee.

Sjostrom, along with Nora Hunt-Haft of Comox Valley, Trail, Vanderhoof, Prince George, Abbotsford and Powell River.

“Mary Sjostrom is a very dedicated and effective chair who has had a tremendous impact in her community,” said Allen Langdon, director of Spirit of BC for 2010 Legacies Now. “We are very pleased she has agreed to take on this role and help ensure our program is moving in the right direction and gaining momentum across the province.”

The Spirit of BC provincial advisory committee was formed in 2006 to provide input and advice regarding the ongoing development of the Spirit of BC program. Supported by 2010 Legacies Now and the Province of B.C., Spirit of BC is a province-wide program that promotes community innovation, pride and excellence, and involves British Columbians in the opportunities arising from the 2010 Olympic and Paralympic Winter Games.

More than 95 Spirit of BC committees, representing more than 200 B.C. communities, are working to inspire people of all ages to address local needs related to sport and recreation, healthy living, arts and culture, literacy and volunteerism.

The Spirit of BC provincial advisory committee meets, via telephone, with the director of the Spirit of BC program on a monthly basis. Members provide advice and feedback on program development from a community perspective.

“I am pleased to be part of the team that will engage the community in opportunities arising from the 2010 Olympics and Paralympic Winter Games,” said Sjostrom. “I want to help Quesnel and the Cariboo region take full advantage of the experiences leading up to 2010 and beyond.”

2010 Legacies Now is a not-for-profit society that works in partnership with community organizations, non-government organizations, the private sector and all levels of government to develop sustainable legacies in sport and recreation, arts, literacy and volunteerism. 2010 Legacies Now actively assists communities to discover and create unique and inclusive social and economic opportunities leading up to and beyond the 2010 Winter Games.

For more information, please visit www.2010LegaciesNow.com or www.SpiritofBC.com.


Community Health Promotion Fund and Seniors Housing & Support Initiative Program Update

Over the fall, Local Government Program Services has been reviewing applications for pilot projects under the Community Health Promotion Fund and the Seniors Housing & Support Initiative. As in previous years, there has been a high level of interest in both of these programs and many creative, innovative and exciting projects have been proposed.

To date, review of Expressions of Interest for both grants is complete. More than 45 local governments have been invited to submit full proposals for the Community Health Promotion Fund and nearly 25 will be continuing the application process for Seniors pilot projects.

A preview of the projects we expect to take place in 2008 include:
• municipal nutrition strategy
• youth engagement in healthy recreation
• civic leadership program for seniors
• Age-Friendly Plan

A complete list of the pilot projects funded for 2008 for both the Community Health Promotion Fund and Seniors Housing & Support Initiative will be available on UBCM’s website in the new year.

UBCM NEWS DECEMBER 2007
First Nation Relations

New Treaty Settlement Legislation

Tsawwassen Final Agreement

This fall the BC Legislature passed legislation to bring into effect the Tsawwassen First Nation Final Agreement between the Tsawwassen First Nation, BC and Canada. This included amendments to the Local Government Act. The most significant is an amendment to Part 24 (Regional Districts) with the creation of a new Division 3.1 called, “Treaty First Nations and Regional Districts”.

While this legislation allows Tsawwassen First Nation to participate in the GVRD, the general model put forth by the Province provides for participation by treaty First Nations in regional districts (RDs). This means the legislation could apply to other First Nations who have provisions in their final agreements that provide for RD membership. A First Nation would participate much like a municipal member. However, a treaty First Nation will not:

- be provided the opportunity to borrow directly through the RDs (hence not through Municipal Finance Authority);
- vote on financing bylaws for municipal undertakings; and
- be liable for municipal borrowing.

The Tsawwassen First Nation Final Agreement also provides:

- a provision for the Tsawwassen First Nation to participate in the Greater Vancouver Water District to receive water from the GVRD.
- a transition provision that deems the Tsawwassen First Nation land use plan, on the effective date of the treaty, to conform to the GVRD Regional Growth Strategy unless the First Nation amends or replaces the plan.
- that BC Building Code applies to treaty lands of the Tsawwassen First Nation. (However, the LGA amendments include provisions for other final agreements that may allow a First Nation and BC to establish standards that are different from the building code.)
- for an amendment to the Community Charter that allows a municipality to provide a service within treaty lands. The amendment requires that an agreement between the municipality and First Nation set out the terms and conditions including limits on services and a process for termination. Under such an agreement, subject to the terms and conditions of that agreement and to the final agreement, a municipality may exercise its service powers on treaty lands.

First Nations Infrastructure Fund

The federal government announced in October 2007 the First Nations Infrastructure Fund (FNIF), which consists of $131 million nationally over five years. Approximately $17 million will be allocated to BC First Nations. The FNIF is an amalgamation of a portion of: INAC’s Capital Facilities and Maintenance Program, and the First Nations component of Infrastructure Canada’s Municipal Rural Infrastructure Fund and the Gas Tax Fund.

FNIF is a project-based proposal driven program aimed at improving infrastructure on reserve. Four categories of projects are eligible for funding:

- community planning and skills development
- solid waste management
- roads and bridges
- energy systems

A portion of the funds

Maa-nulth Final Agreement

On November 21, 2007, the Maa-nulth Final Agreement was ratified in a community vote in the Maa-nulth First Nation. The agreement is a result of negotiations between the Maa-nulth First Nation and the Province, and it includes provisions for participation in regional districts (RDs). The agreement also provides for the establishment of a transition provision that deems the Maa-nulth Final Agreement land use plan, on the effective date of the treaty, to conform to the RD Regional Growth Strategy unless the First Nation amends or replaces the plan.

Treaty Negotiations Update

Tsawwassen

The Tsawwassen First Nation ratified its final agreement in a community vote in July 2007. The BC Legislature also ratified the Tsawwassen agreement in November on behalf of the Province. The Tsawwassen final agreement must go to the federal parliament for assent.

Maa-nulth

The Maa-nulth First Nations also ratified their final agreement through community votes that took place in July and October 2007. The provincial government introduced settlement legislation on November 21st in order to ratify the Maa-nulth final agreement on the Province’s behalf. Following ratification by the provincial legislature the Maa-nulth final agreement must also go to the federal parliament for assent.

Lheidli T’enneh

Lheidli T’enneh com munity members failed to ratify their treaty settlement in a community vote in March 2007. Successful community ratification is a requirement for all treaties before the BC Legislature and federal parliament give their assent for the treaty to take effect. The BC Treaty Commission released its probe into why the treaty was not ratified by the Lheidli

Community to Community Forum Program Update

The 2007/08 funding cycle for the Regional Community to Community Forum program has been one of the busiest yet. In total, more than 50 applications – to hold nearly 70 dialogue events – will be reviewed by the First Nations Relations Committee and First Nations Summit in this funding year.

In the spring, as part of the first call for applications, more than 35 applications were received to hold approximately 45 dialogue events across the province. The majority of these events have occurred recently or will be taking place before December 31, 2007.

A number of applicants have already shared their final reports. Highlights include:

- Development of closer working relationships between the Cariboo Regional District, City of Quesnel and the Nazko First Nation, including the intention to develop a Communications Protocol and undertake joint economic development projects.
- Participation by the Simpcw First Nation and Thompson-Nicola Regional District at a dialogue event focused on eco-tourism that resulted in...
New Treaty Settlement Legislation
Continued from page 20

2007 the provincial government introduced treaty settlement legislation to bring into effect the Maa-nulth Final Agreement. There is a ten-year transition period for each of the five Maa-nulth First Nations to become a member of the applicable regional district – either Alberni Clayoquot Regional District or one of the successors to the Comox-Strathcona Regional District. The Maa-nulth legislation makes more amendments to the Local Government Act. This includes clarification of when a treaty First Nation will vote for an electoral area director. If a treaty First Nation is not a member of a regional district eligible voters living on treaty settlement land will continue to be able to vote for an electoral area director. Once the treaty First Nation is a member of the regional district, the First Nation will appoint a director to the regional district in the same manner as a municipality. During the ten-year transition period eligible voters on Maa-nulth land will continue to vote in electoral area elections. The Maa-nulth treaty settlement legislation provides Maa-nulth with regulatory powers over foreshore (crown) lands adjacent to their treaty settlement lands, as is provided for in the Final Agreement. The Province and each Maa-nulth First Nation will enter into a foreshore agreement, which delegates law-making authority within the applicable foreshore area from the Province to the First Nation. The delegated law-making authorities are likely to be planning, zoning, business regulation and nuisance regulation. Maa-nulth would exercise and enforce the laws in the same manner as a municipality. To the extent that Maa-nulth occupies the regulatory field, existing regional district bylaws are suspended. The Province still retains the authority to lease foreshore lands as it does now and the regional district may still retain jurisdiction for other matters such as taxation.

Treaty Negotiations Update
Continued from page 20

In-SHUCK-ch Nation, Yale First Nation, and Yekuenech Nation are expected to become the next group of First Nations to conclude final agreements in 2008. In addition, the Sliammon First Nation has requested consideration in this round as well. In total, 23 dialogue events have been proposed and we expect to have the approvals in place for these applications by mid-December. A complete report on the 2007/08 Regional Community to Community Forum program will be available in the spring of 2008.

Community to Community Forum Program Update
Continued from page 20

2007/08 funding cycle, for dialogue events before March 31, 2008, was in mid-November. Twelve new applications were received and five applicants that had applied earlier in the year requested consideration in this round as well. In total, 23 dialogue events have been proposed and we expect to have the approvals in place for these applications by mid-December. A complete report on the 2007/08 Regional Community to Community Forum program will be available in the spring of 2008.

Guides to Community to Community Forums in BC
Available from UBCM

Copies of the Guide to Community to Community Forums in BC can be obtained by contacting the UBCM office at 604-270-8226, ext. 116. Alternatively, copies can be downloaded from the UBCM website at www.civicnet.bc.ca (under Programs & Services/Cmty to Cmty Forum Program).

Continued from page 20

Developed in collaboration between UBCM, First Nations Summit, and the provincial and federal governments, the guide was designed to assist communities who have not applied for CRC funding in the past or who have held past dialogues and are looking for advice for future events. It explains the benefits of participating in a forum and describes the process of applying for, planning, holding and reporting out on a CRC forum.

First Nations Infrastructure Fund
Continued from page 20

will be earmarked for Comprehensive Community Planning (CCP) initiatives. CCP is a recent initiative of the last few years supported by Indian and Northern Affairs Canada, under its Sustainable Development Strategy. It is a community-based and holistic planning process used by First Nations to plan for key areas in their community such as governance, land and resources, culture, health, education, infrastructure development, social issues and the economy. The process includes broad community input and enables community members to establish an action-oriented vision for the future. A comprehensive community plan identifies projects, infrastructure and the resources required to achieve that long-term vision, and includes an implementation strategy. CCP allows communities to work towards increased economic development and self-determination, while protecting culturally sensitive areas and resources.

UBCM COMMUNITY EXCELLENCE AWARDS - Honourable Mention Recipients

CITY OF ABBOTSFORD
Partnerships Category - Honourable Mention

Left to Right: Jay Teichroeb, Economic Development Mgr.; Jim Storie, Council of Tourism Associations; Mayor George F. Ferguson; Dan Stefanson, Executive Dir.; Dr. Susan Gimse, Excellence Awards Chair; Cllr. Dave Loeven

ISLANDS TRUST
Best Practices Category

Left to Right: Director Susan Gimse, Excellence Awards Chair; Laura Stringer, Communications Specialist; Linda Adams, CAO; Honourable Ida Chung

CARIBOO REGIONAL DISTRICT
Best Practices, Annual Reporting Category

Left to Right: Honourable Ida Chung; Shelly Barbara, Manager of Communications; Janis Bell, CAO; Chair Jon Walters; Director Susan Gimse, Excellence Awards Chair

Left to Right: Cllr. Dave Loeven; Dr. Susan Gimse, Excellence Awards Chair; Mayor George F. Ferguson; Dan Stefanson, Executive Dir.; City Council; Jim Storie; Jay Teichroeb, Economic Development Mgr.; Councillor; UBCM News December 2007
Gas Tax / Public Transit

2007 Annual Report Released

In late September, UBCM delivered the Gas Tax / Public Transit Agreement Annual Expenditure Report (AER) to the Honourable Lawrence Cannon and the Honourable Ida Chong. This year’s report is structured around three themes that characterize the delivery of Gas Tax and Public Transit funds in BC:

- **Partnerships in Action** highlights the federal-provincial-local government partnership at the heart of the Gas Tax and Public Transit Agreement
- **Results Based Approach** focuses on the outcomes that have been collectively agreed to by the partners and the steps that have been undertaken to set the stage for program success. It also includes stories of some local government achievements to date; and
- **Open, Transparent, Accountable Programming** describes the activities undertaken over the past year to refine the accountability framework embedded in the agreement, with a summary of information addressing specific components of the framework.

The 2007 AER provides a detailed review of the maturing of the Gas Tax and Public Transit Agreements in their second year of operation in BC. The full text of the AER can be downloaded at: www.civicnet.bc.ca in the “Background Information and Reports” section of the Gas Tax/Public Transit page. In the same section you can also find a “List of Current Approved Projects” which provides a summary of approved projects by community.

Small Transit Systems Expand Through Federal Funding

Six small transit systems will be able to expand local services thanks to $1.5 million from the Public Transit fund. Over sixteen communities will benefit from the funding which will flow to the Regional District of East Kootenay, Thompson-Nicola Regional District, Cariboo Regional District, Golden, Merritt and their local transportation partners. The funding announcement was celebrated at UBCM’s 2007 Convention.

Sustainable Planning Projects Announced

The communities of 10 funding recipients are set to benefit from $2.19 million in federal Gas Tax funding for Integrated Community Sustainability (ICS) planning and capacity building projects. The overall goal of each project is to improve the environmental, economic, cultural, and social sustainability of BC communities. Funding announcements took place in Kelowna (Okanagan Basin Water Board), Fort St. John and Dawson Creek. The recipients will be undertaking a wide variety of planning projects:

- **Okanagan Basin Water Board**: A Water Supply and Demand Study for the entire Okanagan Valley
- **Fort St. John**: A LEED Standard Neighbourhood Initiative
- **Dawson Creek**: ICS planning – Phase 2 and 3
- **Kamloops**: A full ICS plan
- **Merritt**: An Integrated Source Water Program and an Integrate Growth Study
- **Harrison Hot Springs**: ICS Planning for Infrastructure
- **Sooke**: A Liquid Waste Management Plan for Stormwater
- **Campbell River**: A Smart Growth Implementation Strategy for Quinsam Heights and Nunn’s Creek
- **Cowichan Valley Regional District**: Cowichan River Floodplain Mapping and Integrated Flood Plan
- **Coldstream**: Sustainability Initiative for Infrastructure Mapping

TransLink Expands Fleet with GTA Funding

TransLink celebrated the approval of $49.1 million in federal funding for the expansion and greening of its fleet at the UBCM Convention. The funding, which flows to TransLink at the request of Metro Vancouver through the Strategic Priorities Fund of the Gas Tax program, will contribute to the purchase of 199 buses in 2008. Ninety of the new vehicles will expand the fleet to improve service, and the remaining 109 vehicles will incorporate alternative fuel technology and replace older models.

(1-5) MP Ron Cannan, Executive Director Anna Warwick Sears, and Mayor John Slater, Chair of the Okanagan Basin Water Board, “toast” GTA funding for a supply and demand water study for the Okanagan Valley.

(6-10) Premier Gordon Campbell, UBCM President Susan Ginnse, the Hon. Stockwell Day and Mayor Malcolm Brodie, Chair of the TransLink Board of Directors, with the first installment of TransLink’s 2007 GTA funding.
Is your Council or Board doing all it can to benefit from the professional expertise available to it from Management and Staff? Is it inadvertently placing obstacles that prevent hired staff from excelling and delivering optimal value to your community?

Sanitizing Professional Advice

After professionally analyzing an issue, a manager arrives at conclusions that the Council or some of its vocal members will be angered by. Fearing the wrath of his political masters or speculating that they will not have the stomach for a strong and honest report, the manager dilutes it by removing the most contentious parts. In another setting, the manager indeed wants to present an honest and full report, but the Chief Administrative Officer overrides him.

Is there a problem here? Of course there is. Without the benefits of unimpeded professional analysis, Council will operate on ignorance and the likelihood of a flawed decision will rise. In addition, if elected members later discover the deliberate omission, they will be angry. Trust levels will be eroded and the parties responsible for sanitizing the report may be punished. If the omission becomes public knowledge, the credibility of the Council will be eroded.

What should be done to prevent such situations? Council should express its clear expectation that staff provide solid professional advice, untainted and undiluted by fear of what elected officials might think of it or whether they might like or dislike it. Staff’s focus must be on providing the best professional advice. They must leave the politics to the elected officials.

When receiving a report that contains bad news, the Council must always focus on the report (“the message”) and must never attack the presenter (“the messenger”). In addition, staff members should be rewarded if they dare take a principled position that points out flaws in a politically popular but shortsighted initiative. Such an approach will encourage staff members to deliver excellent professional advice, without being distracted by fear.

Withholding Observations

Unlike elected Councils, which serve for limited terms, staff members often have the benefit of long term service and continuity with the Municipality. Therefore staff members are bound to be making observations of whether a Council is effective and when it is ineffective. The question is: What do staff members do with their observations of how effective their political masters are? Most times staff members stay safe and keep their observations to themselves. They are afraid to enter the political arena (or even being perceived to be doing so), and prefer to let elected officials figure out how they want to work with one another.

Is there a problem here? There certainly is. Without experience and without the benefit of advice and feedback on how it operates, Council will likely function at a fraction of its potential. It will likely waste time during poorly run meetings and may behave in a manner that conveys immaturity in front of the public. In addition, without direct feedback Council members may inadvertently engage in unethical behaviours, such as divulging data that was shared in a closed meeting or failing to disclose a conflict of interest.

What should be done here? First, there should be an extensive orientation session at the start of Council’s term of office. All Council members should be involved in such orientation, so they all hear the same messages. If such a session did not occur at the start of the term, it should be scheduled as soon as possible, as it is never too late to introduce common sense.

Another step is to schedule regular exchanges of feedback among Council and senior staff. Such feedback should be seen as normal and desirable. It should be treated as a gift and an opportunity to learn and improve, and thereby boost the capacity of Council and Staff to serve the community and provide the depth and caliber of leadership that it deserves.

It is often helpful to have feedback sessions facilitated by a trusted outside party. Such sessions should be frank and open, and could address these topics:

1. What behaviors people can abandon to avoid distracting others from their core duties
2. What new behaviors people can embrace to help others excel in their work
3. What people can do to become more effective at serving the community

Crossing the Line

The role of a Council or Board is to provide high level stewardship to the municipality. Conversely, the role of staff is to focus on the administration and operation of the municipality and provide professional expertise to the governing body. Yet often individuals cross the line and operate outside their defined roles. For example: A Council member may routinely visit with junior staff members, find out what they are doing, and tell them what to do or not do.

The damage? Staff members may be distracted from their jobs and may not be able to perform to their best. Worse yet, they may hesitate to say no to the Councillor, for fear that they may suffer repercussions. They may feel harassed, bullied and interfered with. Some may even leave the organization, and finding and training their replacements may be costly.

To address this issue, the separation of the roles of Council and its members from the roles of staff should be clarified. The following principles should be entrenched proactively (through orientation) and reactively (via direct feedback to offending members):

• Council must operate as a collective decision-making body. No individual Council member has unilateral decision-making powers, except when such powers have been delegated to the individual by the Council.

• Council must generally act as though it has only a handful of statutory employees (the Chief Administrative Officer, the Clerk, etc.), who – in turn – have only one boss: The CAO or their own designated manager. Although, as part of their jobs, staff members may be required to communicate to elected officials, they should take instructions primarily from the CAO or their own managers.

In Closing

It is critical for a municipal Council and Board to examine its relationship and interactions with the CAO and staff, and ensure that it operates in a manner that enables staff to perform to their best and provide quality service to the community.

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JOIN TEAM POWER SMART

MAKE A DIFFERENCE AND CONSERVE TODAY. SET YOUR GOAL AND WE’LL HELP YOU SUCCEED.

These communities have joined:
District of 100 Mile House | City of Abbotsford | Village of Alert Bay | Village of Anmore
City of Armstrong | Village of Ashcroft | Village of Belcarra | Municipality of Bowen Island | City of Burnaby
City of Campbell River | Village of Canal Flats | District of Chetwynd | Village of Clinton | City of Coquitlam
City of Dawson Creek | Corporation of Delta | District of Elkford | Township of Esquimalt
Village of Gold River | City of Fort St. John | District of Highlands | District of Hope | District of Houston
District of Hudson’s Hope | District of Invermere | City of Kamloops | District of Kent
Town of Lake Cowichan | City of Langley | Township of Langley | District of Lilacoe | District of Logan Lake
District of Mackenzie | Village of McBride | City of Merritt | District of Mission | City of Nanaimo
District of New Hazelton | District of North Vancouver | City of Parksville | City of Pitt Meadows
Village of Port Clements | City of Port Moody | Village of Pouce Coupe | City of Prince George
Village of Queen Charlotte | City of Quesnel | City of Revelstoke | City of Richmond | District of Saanich
City of Salmon Arm | District of Sechelt | District of Sooke | District of Squamish | District of Stewart
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