

NOTICE: That a Regular Meeting of the District of Barriere Municipal Council will be held at District Hall, 4936 Barriere Town Road, in Barriere, B.C. on February 3, 2025 at 5:30pm for the transaction of business listed below.

Daniel Drexler, Chief Administrative Officer

AGENDA

“We acknowledge and respect the indigenous peoples of Simpcw First Nation within whose lands we are meeting today.”

1. ADOPTION OF AGENDA

That Council approve the February 3, 2025, Regular Council Meeting Agenda.

2. ADOPTION OF MINUTES

a. That Council adopt the minutes of the January 13, 2024 Regular Council Meeting.

3. PETITIONS AND DELEGATIONS – none scheduled

4. BYLAWS and POLICIES

a. Council Procedure Bylaw No. 251 – adoption
*w/attached staff report

b. DRAFT 2025 Revenue Anticipation Borrowing Bylaw No. 252 – 1st, 2nd & 3rd readings
*w/attached staff report

c. DRAFT Revenue Anticipation Borrowing Bylaw No. 253 – 1st, 2nd & 3rd readings
*w/attached staff report

d. DRAFT Policy No. 54FI – Fire Department Remuneration Policy - adoption
*w/attached staff report

e. DRAFT Policy No. 55FI – Asset Management Policy – adoption
*w/attached staff report

5. STAFF REPORTS

a. Department Updates – Department Heads
*submitted for information

b. 2023 Statement of Financial Information (SOFI) – CAO
Recommendation: THAT Council accepts and approves the statements and schedules included in the 2023 Statement of Financial Information (SOFI) as presented.

- c. SCADA System Installation – C. Matthews, Public Works Manager
Recommendation: THAT Council instructs Staff to implement a Supervisory Control and Data Acquisition (SCADA) system from Exceed Electrical Engineering for the Water and Wastewater systems utilizing COVID-19 relief funds and estimated at up to \$110,000.

6. **PROCLAMATIONS** – *none scheduled*

7. **CORRESPONDENCE**

- a. For Information
- b. For Action
 - i. 2025 SILGA Call for Resolutions w/attached Letter to Province from City of Merritt re: Burden of Delinquent Taxes
 - ii. Simpco First Nation – support request for with establishing Bag and Tag depot within the District of Barriere.

8. **COUNCIL REPORTS**

9. **ACTING MAYOR'S REPORT**

10. **PUBLIC INQUIRIES**

11. **NOTICE OF MOTION**

12. **CONVENE INTO CLOSED SESSION**

Pursuant to Sections 90(1)(c)(e) of the Community Charter, that the public interest requires that persons other than Council Members and required staff be excluded from the meeting and that Council continues the meeting in closed session to discuss confidential matters.

13. **RECONVENE OPEN MEETING**

14. **BUSINESS ARISING FROM CLOSED SESSION** (*if required*)

15. **NEXT MEETING**

- a. Regular Council Meeting, Monday, February 24, 2025 @ 5:30pm

16. **ADJOURNMENT**

**DISTRICT OF BARRIERE
MINUTES OF A REGULAR COUNCIL MEETING**

Held on Monday, January 13 2025 at 5:30pm in the Council Chambers at Municipal Hall
4936 Barriere Town Road, Barriere, B.C.

*“We acknowledge and respect the indigenous peoples of Simpcw First Nation
within whose traditional lands we are meeting today.”*

Present: Acting Mayor Scott Kershaw
 Councillor Judy Armstrong
 Councillor Donna Kibble
 Councillor Louise Lodge
 Councillor Colin McInnis

Staff: Daniel Drexler, Chief Administrative Officer
 Tasha Buchanan, Corporate Officer
 Chris Matthews, Public Works Manager
 Alexis Hovenkamp, Fire Chief

Acting Mayor Kershaw called the meeting to order at 5:30pm

1. ADOPTION OF AGENDA

Moved by Councillor Lodge
Seconded by Councillor Kibble
That Council approve the January 13, 2025, Regular Council Meeting Agenda.

CARRIED

2. ADOPTION OF MINUTES

a. Moved by Councillor Armstrong
Seconded by Councillor McInnis
That Council adopt the minutes of the December 16, 2024 Regular Council Meeting.

CARRIED

b. Moved by Councillor Armstrong
Seconded by Councillor Lodge
That Council adopt the minutes of the December 19, 2024 SPECIAL Council Meeting.

CARRIED

3. PETITIONS AND DELEGATIONS

a. Barriere Trails Society – Harry Waldron, President

Mr. Waldron provided a Power Point presentation to Council outlining an overview of the Society and its request that the District authorize the issuance of a tax receipt for donations to the Society as well as to establish a Stewardship Agreement between the two entities.

**Moved by Councillor Lodge
Seconded by Councillor McInnis
That Council direct staff to prepare a draft Stewardship Agreement with the Barriere Trails Society for consideration at a future Council Meeting.**

CARRIED

**Moved by Councillor Lodge
Seconded by Councillor Armstrong
That Council authorize the issuance of a tax receipt for donations to the Barriere Trails Society with a minimum amount of \$150.00 until Society gets CRA**

CARRIED

4. **BYLAWS and POLICIES** - *none presented*

5. **STAFF REPORTS**

- a. Department Updates – Department Heads
**submitted for information*

Council was provided an overview of the written report.
Councillor Lodge suggested utilizing the Logan Lake FireSmart documentary in Barriere's community awareness program.

Due to time constraints, Council didn't pose any objection to proceeding with KPMG for the 2024 Budget year and potential 2nd and 3rd year if necessary.

- b. Strategic Plan 2025-2026 – CAO

**Moved by Councillor Lodge
Seconded by Councillor Armstrong
THAT Council adopts the 2025-2026 Strategic Plan as presented.**

CARRIED

6. **PROCLAMATIONS** – *none scheduled*

7. **CORRESPONDENCE**

- a. For Information

- b. For Action

- i. 2025 SILGA Call for Resolutions – February 21, 2025 Submission Deadline

Staff will present a draft resolution regarding Mobile Home Taxation Collection for Council consideration at the next Council Meeting.

- ii. Barriere Youth Soccer – \$500.00 Grant Request

**Moved by Councillor Kibble
Seconded by Councillor Lodge
That Council approve a grant in the amount of \$500.00 to Barriere Youth Soccer.**

CARRIED

iii. Barriere Elementary PAC - \$500.00 Grant Request

Moved by Councillor Armstrong

Seconded by Councillor McInnis

That Council approve a grant in the amount of \$500.00 to the Barriere Elementary School Parent Advisory Committee (BCPAC).

CARRIED

iv. Barriere Curling Club – Advertising Sponsorship Request

Ms. Randrup reported that the Barriere Curling Club has been awarded with the 2025 BC Stick Curling Championship to be held February 5-9, 2025 in Barriere.

Moved by Councillor Kibble

Seconded by Councillor Armstrong

That Council purchase an advertising Gold sponsorship in the amount of \$750.00 for the Barriere Curling Club for the 2025 BC Stick Curling Championship in February.

CARRIED

8. COUNCIL REPORTS

a. Councillor Armstrong provided a verbal report on the following:

- NTACS Meat Draw fundraiser was well attended

b. Councillor Kibble provided a verbal report on the following:

- Barriere Museum is working with the Elementary School on this year's Heritage Fair.

c. Councillor Lodge provided a verbal report on the following:

- Participated in a Rec Committee Meeting held today, January 13, 2025 at 9am
- Family Fun Night – February 16th from 5:30pm to 9pm. Seeking volunteers and Silent Auction donations.
- North Thompson Communities Foundation – A *Foundation Voices* column in the paper is being initiated.

9. ACTING MAYOR'S REPORT

Acting Mayor Kershaw provided a verbal report on the following:

- Preparing for upcoming TNRD Board Meetings
- LNTCFS community granting process is complete.

10. PUBLIC INQUIRIES

- a. Wim Houben – Margaret Houben's Mad-Hatter Tea Party event with the Theme of "Zorro" is scheduled for February 8th, 2025
- b. Carol (last name not provided) – Noted a large presence of noxious weeds throughout the community.

11. NOTICE OF MOTION – *none presented.*

12. CONVENE INTO CLOSED SESSION

Moved by Councillor Armstrong

Seconded by Councillor Lodge

THAT pursuant to Sections 90(1)(c)(k) of the Community Charter, that the public interest requires that persons other than Council Members and required staff be excluded from the meeting and that Council continues the meeting in closed session to discuss confidential matters at 6:45pm.

CARRIED

13. RECONVENE OPEN MEETING – *the meeting reconvened into open session at 8:08pm.*

14. NEXT MEETING

- a. Regular Council Meeting, Monday, February 3, 2025 @ 5:30pm

15. ADJOURNMENT

Moved by Councillor Armstrong that the meeting adjourn at 8:09pm

CARRIED

Acting Mayor Scott Kershaw

Tasha Buchanan, Corporate Officer

District of Barriere

REPORT TO COUNCIL

Request for Decision

Date: January 13, 2025	File: 530.20/Rpts
To: Council	From: Chief Administrative Officer
Re: Procedure Bylaw Refresh	
Recommendation: THAT Council adopts Council Procedure Bylaw No. 251.	

Purpose

For Council to consider giving final reading to an update to Council Procedure Bylaw.

Update:

Council reviewed the update to the Procedure Bylaw at the December 16, 2024 meeting and found all to be in order. Subsequently, Council provided first three readings to the new Bylaw No. 251 at the same meeting. As required, advertisements were placed in the Star Journal.

Background

Overall, the *Community Charter* (the “Charter”) requires the establishment of a Procedure Bylaw. Below is the excerpt from the Charter:

- 124 (1)A council must, by bylaw, establish the general procedures to be followed by council and council committees in conducting their business.*
- (2)Without limiting the matters that may be dealt with under this section, a council must, by bylaw, do the following:*
- (a)establish rules of procedure for council meetings, including the manner by which resolutions may be passed and the manner by which bylaws may be adopted in accordance with Division 3 [Bylaw Procedures] of this Part;*
 - (b)establish rules of procedure for meetings of council committees;*
 - (c)provide for the taking of minutes of council meetings and council committee meetings, including requiring certification of those minutes;*
 - (d)provide for advance public notice respecting the time and date and, if applicable, the place of council committee meetings and establish the procedures for giving that notice;*
 - (e)identify places that are to be public notice posting places for the purposes of section 94 [public notice];*
 - (f)establish the procedure for designating a person under section 130 [designation of member to act in place of the mayor];*
 - (g)establish the first regular council meeting date referred to in section 125 (1) [council meetings] as a day in the first 10 days of November following a general local election.*
- (3)A bylaw under this section must not be amended, or repealed and substituted, unless the council first gives notice in accordance with section 94 [public notice] describing the proposed changes in general terms.*

The District's first Bylaw after incorporation was the Procedures of Council Bylaw No. 1 which was established in December 2007. After a few amendments, the current Council Procedure Bylaw No. 100 was established in 2012 and received two minor amendments over the years since then; the first in 2018 to change the date of the inauguration date to November, and the second in 2021 due to the COVID-19 pandemic to permit Electronic Meetings.

Due to recommendation stemming from the responsible conduct for elected officials discussions facilitated by the UBCM working group and overall best practices for transparency and fairness, and due to the 12 year date of the Bylaw, staff took the opportunity to undertake a large refresh of the Bylaw instead of working with an amendment to it only. In doing so, recent Procedure Bylaws from Kamloops, West Kelowna, Penticton, and several others were used to determine the most appropriate and easy to read language when working on this refresh.

This refreshed Bylaw incorporates many of the new standards seen across the Province while equally codifying existing practices, and creating flexibility where needed, while equally strengthening the District's posture when it comes to potential Code of Conduct related issues.

Many parts of the original Bylaw have been retained; however, at times they were moved around for readability purposes, or at other times the language was only slightly updated to add a word or sentence for clarity.

Attached to this report is a clean version of the updated Bylaw (No. 251), a copy of the current Bylaw (No. 100) that shows all the changes (items removed are crossed out and highlighted in blue; items added or relocated are highlighted in orange), and a file that has more details on what was changed in each section and some basic reasoning behind it. The section's referenced in the report speak to the current Bylaw sections in the marked-up version of Bylaw No. 100.

Key Highlights

- The overall format of the Procedure Bylaw has received a minor overhaul. A few sections were moved to other areas for readability. Some sections were also combined under a single heading for the same purpose as often they belong together.
- The Bylaw received a gender-neutral update and previous references have been changed throughout.
- Equally this opportunity was taken to utilize the term "Presiding Member" for the majority of the Bylaw instead of the terms "Chair" or "Mayor". This would allow for better consistency with committees or in the event when the Mayor is not the presiding member at a meeting.
- Definitions were alphabetically ordered, some new ones were added, such as "Code of Conduct", "Notice Board", and the aforementioned "Presiding Member". Some were updated like the "Corporate Officer" to add "or their designate". The definitions for SILGA, UBCM, and FCM were removed given that no language throughout the Bylaw no longer references those organizations. A reference to the Community Charter and Local Government Act definitions were also added.
- Section 4 - The Charter allows, under s.120(2), that a council may establish the oath or solemn affirmation of office by bylaw. The proposed Oath of Office is attached as Schedule A. Updates to the oath of office include abiding by the statutes, bylaws, and policies which govern the City, and following the Council Code of Conduct Bylaw.
- Section 5/6/7 – Time and Notice of Meetings:
 - Language has been adjusted to align with requirements of the Charter, while also providing flexibility for Council to adjust the annual schedule as needed; for example, if it is a particular busy year for the District, Council could opt to have additional meetings; or at other times, reduce the number of meetings for efficiency purposes.

- The Meeting time was also adjusted to start at 5:30pm for each meeting. In this way the In-Camera portion of the meeting will be after the Regular Meeting and as such provides for greater transparency.
- References to Section 94.2 of the Charter were added, which would future proof this Bylaw if Council determines that a Bylaw for Alternate Notification was in order. This type of bylaw is being utilized in many municipalities to not just use the newspaper for notification purposes, but to also utilize electronic means or other avenues that Council deems as a suitable replacement to the newspaper.
- Notices for Special and Regular meetings were combined into one section.
- Annual Report Section 8 – Most municipalities are removing this from their Procedure Bylaws as it's not really a procedure for a Council meeting, and staff is fully aware of this requirement through legislation.
- Section 12 – Adjourning Meetings – expanded the scope to clarify that the Corporate Officer (CO) can cancel a meeting if the CO is aware that no quorum will be present. Also added a clause that Council meetings will end at 10pm, unless Council passes a unanimous resolution to continue.
- Section 13 – Electronic Meetings – a few additions were made to clarify what happens during technical difficulties (vote in the affirmative), verbal confirmation of all those that are participating online, and to allow for the Presiding Member to be online (with a unanimous vote of Council)
- Section 14 – Order of Proceedings
 - This section received updates to allow the CO to vary the order depending on the business at hand; but also, to streamline the flow of the meeting.
 - The order of business was also adjusted to streamline the Council meeting, and items that are related are grouped together like Council and Committee Reports.
 - A Section for Decisions from Registered Delegations has been added after the Mayor's Business. This would be the most appropriate location on the agenda for Council to deliberate the requests from earlier in the day (if they can be addressed on that day, depending on complexity), or from a previous meeting.
 - The CO is also authorized to set other Council agendas like the ones for Inaugural Meetings as necessary.
- Section 15/16 – Agenda and Late Items
 - Late Item approval is delegated to the CAO to determine if the matter is urgent. Council can still overrule this.
 - CAO and CO will establish the items on the agenda; while the CAO (or designate) will review the order of proceedings with the Presiding Member prior to the release of the agenda to all of Council. This allows for some last-minute tweaks to the order of the day, generally due to additional knowledge the Presiding Member may have.
- Section 17 – Delegations and Public Inquiries
 - For Delegations, detailed the list of required information and authorized staff to set the format of materials presented, set the maximum allocated time for 10 minutes (5 minutes is often too short), and allowed for Council to let a member of the public speak via unanimous resolution during the meeting outside of the Public Inquiries section.
 - Added an appeal mechanism if the CO denied adding a Delegation to the agenda. Subsequently adjusted appeal to Staff's decision to appropriate location.
 - Added a limit to delegations (3); clarified and codified items for not debating with Delegations; also, the Delegation section will be closed during elections.
 - For Public Inquiries and other Inquiry style items; added to allow up to 15min in total for members of the public to ask questions about items. Only 2 minutes per person is allowed.

- Similar as with delegations, public participation items on the agenda during elections will be suspended; however, media inquiries will be permitted.
- Section 19 – Proper Form – added requirements for providing contact information before being accepted. To be clear, anonymous items (or items that do not meet the requirements listed) submitted to Council would not be addressed by Staff or added to the agenda going forward.
- Section 20 – Referrals – Items addressed to Council but that were delegated to various departments would be send in a weekly summary email package to Council instead of each item individually. This allows for some structure and standard process.
- Part VI discusses the Form, procedure, and processes around bylaws and adopting bylaws.
 - Section 21 now stipulates that the Bylaw must be included in the agenda package to be considered by Council (unless a unanimous vote occurs)
 - Section 23 has the same content as before but was updated with current Local Government Act (LGA) sections and language more commonly used in Procedure Bylaws. Section 23.7 added language “providing that all outstanding conditions have been met. This provides the necessary flexibility to address other legislation (i.e. Transportation Act requirements) that may apply or sudden changes by the Province.
 - Also added Section 23.8 which will expire unfinished bylaws after 2 years, and 23.9 to allow the CO to make official consolidations of bylaws while also correcting typos, numbering, etc. in bylaws that are already adopted.
 - 24.1 removed the requirement for a seal for the adopted bylaws while also changing language that is more flexible for requires approvals that may occur.
- Part VIII focuses on Motions during a Council meeting
 - Section 26.2 was relocated from Section 34 for readability and ease of use
 - Section 28 on Consideration of Motions was entirely revamped to provide structure and a clear outline of the process. Most other municipalities have a section like this in their Bylaws to ensure a consistent process is followed.
 - Section 31 addresses reconsiderations of a matter, some updated were made to address the authority of the Mayor regarding reconsiderations which then provides better context to the following sections under this heading.
 - For Council to reconsider a motion, both, the mover and seconder of a motion to reconsider must have been on the prevailing side of the original motion or were not present at the meeting to initiate a reconsideration.
 - The timeline was changed to 30 days, same as the Mayor’s timeline.
 - If the reconsideration motion passes, then the matter is open for discussion again as if the original motion never happened.
 - A vote to reconsider a matter cannot be reconsidered.
 - The original sections 31.3 and 31.4 were removed as this can become problematic if a legal challenge is filed, and Council has to undo a Zoning Bylaw final reading and redo part of the process.
- Part IX is intended for the Rules of debate
 - Section 32.6 was added to codify current practice to speak on a topic more than once only with approval of the Chair
 - Section 32.7 - moved from 33.6 (was originally in wrong location) and added a time limit for each Council member on an item for 10 minutes
 - Section 32.8 added a reference to the Code of Conduct Bylaw in regard to general behaviour during a meeting.
 - Section 32.9 permits the Mayor or Presiding Member to remove a member of Council, that is considered as engaging in inappropriate conduct, from the meeting.

- Part X addresses Minutes of the Meetings and additional clarifications were added to what is recorded (members present and absent), the process of recording a declared conflict, or how changes for the minutes that are identified by members of Council are addressed. The CO is also authorized to make minor amendments to adopted minutes as required.
- Part XI speaks to Committee of the Whole (COTW) meetings. Section 36.3 was added to codify the current practice that the COTW had delegated authority by Council. Previously this was only a resolution of Council from 2013 which is no longer adequate.
- Schedule A includes a draft Oath of Office. This version was built using the Oath that Barriere has used in the past and adding or expanding on the original language. Several Oath of Office statement by other municipalities and regional districts were reviewed when formulating these statements to speak to the current responsibilities of a Council in more detail, for example the “stewardship of public assets” or “guiding the growth of a vibrant and sustainable District”. In regard to the responsible conduct discussions that Council is currently having, a sentence was also added to follow the Code of Conduct Bylaw as adopted by Council.

Summary

The Bylaw includes various updates to strengthen the district’s posture regarding responsible conduct, while also codifying current local and local government best practices. It is presented for first three readings at this time. Council can opt to only provide two readings as well to see if there is any feedback from the public on the bylaw once the postings in the paper and the website are made, before giving third reading at the January meeting. Final reading would then be in February.

Benefits or Impact

General

The Procedure Bylaw had the last general overhaul 12 years ago. Legislative changes and current practices around proper conduct have led some sections to be inconsistent with current requirements, procedures, or best practices.

Finances

N/A

Strategic Impact

N/A

Risk Assessment

Compliance: Community Charter, in particular s.120, s124-133, s135-140

Risk Impact: Low

Internal Control Process: Draft has been reviewed both internally and externally prior to delivery to Council.

Next Steps / Communication

- The Bylaw is presented for final reading.
- If adopted, internal processes would be updated to reflect the new Bylaw.
- If adopted, Staff would try to procure an updated Oath of Office sign for Council Chambers.

Attachments

- Procedure Bylaw 100 – showing changes (orange for new, blue for removed)
- Procedure Bylaw - change log
- New Procedure Bylaw No. 251 – showing the proposed final version
- Copy of Advertisement in Star Journal

Recommendation

THAT Council adopts Procedure Bylaw No. 251

Alternative Options

1. Council could choose to alter the proposed Bylaw further or recommend other changes.
2. Council could choose to not to continue with the update to the Procedure Bylaw.

Prepared by:

D. Drexler, Chief Administrative Officer

DISTRICT OF BARRIERE

BYLAW NO. 100

CONSOLIDATED - Amended by Bylaw No. 143 & 209

A BYLAW TO REGULATE THE MEETINGS OF THE
COUNCIL
AND THE CONDUCT
THEREOF

WHEREAS under section 124 of the *Community Charter* Council must establish procedures to be followed for the conduct of its business;

NOW, THEREFORE, the Council of the District of Barriere in open meeting assembled, ENACTS AS FOLLOWS:

1. Title

This Bylaw may be cited for all purposes as "**COUNCIL PROCEDURE BYLAW NO.100**".

PART I -
GENERAL

2. Interpretation

In this Bylaw unless the context requires otherwise:

Acting Mayor means the Councillor designated to act in place of the Mayor when the Mayor is absent or otherwise unable to act for the applicable date.

Advisory Body means an advisory committee appointed by Council for the purpose of providing advice to Committees, Commissions and staff.

CAO means the Chief Administrative Officer for the District of Barriere or their designate.

Code of Conduct means the standards applicable to members of Council of the District of Barriere, as set out in the District of Barriere Code of Conduct Bylaw No. 250, as may be amended or replaced from time to time.

Commission means a municipal commission appointed by Council under Section 143 of the *Community Charter*.

Committee of the Whole means a committee of Council comprised of all members of Council.

Council means the Council of the District of Barriere.

Corporate Officer means the person responsible for corporate administration as set out under Section 147 of the *Community Charter*, or their designate.

Delegation(s) means any person wishing to appear as a speaker and/or make a presentation to Council, a Committee, Advisory Board, or Commission.

District means the District of Barriere.

District Council Chambers means Council Chambers located at the District Offices.

District Offices means District Offices at 4936 Barriere Town Road.

District Website means the information resource found at www.barriere.ca.

~~FCM means the Federation of Canadian Municipalities.~~

In-Camera Meeting means a meeting that is closed to the public in accordance with Sections 90 and 92 of the *Community Charter*.

Mayor means the Mayor of the District.

Member means a member of the Council.

Notice Board means the public notice board at the District Offices designated by the Corporate Officer for posting of legal notices and Council meeting information.

Parcel Tax Roll Review Panel means a panel consisting of at least 3 members appointed by Council under Section 204 of the *Community Charter* to consider complaints respecting the parcel tax roll and to authenticate the roll.

Presiding Member means the Member who has the authority to preside over a meeting as chairperson.

Public Notice Posting Place ~~means the Notice Board at the front entry of the District Offices~~ means the Notice Board and/or the District Website.

Quorum means:

- (1) In the case of Council, a majority of the number of members of which the council consists under the *Community Charter*; and
- (2) In the case of a committee or other body, a majority of the voting members appointed.

~~SILGA means Southern Interior Local Government Association~~

Standing Committee means a committee appointed by the Mayor under Section 141 of the *Community Charter* for matters the Mayor considers would be better dealt with by a Committee and at least half of the members must be Council members.

Select Committee means a committee appointed by Council under Section 142 of the *Community Charter* for a select purpose and to report its findings and opinion to the Council. At least one member of a select committee must be a Council Member

~~UBCM means the Union of British Columbia Municipalities~~

Unless otherwise defined in this bylaw, words used herein shall have the meanings defined in the *Community Charter* or the *Local Government Act*, as applicable.

3. Application of Rules of Procedure

- 3.1 The provisions of this Bylaw govern the proceedings of Council, Commissions, Standing Committees, Select Committees, the Committee of the Whole, and Advisory Bodies.
- 3.2 In cases not provided for under this Bylaw, the current edition of *Robert's Rules of Order*, apply to the proceedings of Council and Council Committees to the extent that those *Rules* are:
 - (a) applicable in the circumstances;
 - (b) not inconsistent with provisions of this Bylaw, the *Community Charter* or the *Local Government Act*.

PART II - COUNCIL MEETINGS

4. Inaugural Meeting

- 4.1 ~~Following a general local election, the first Council meeting will be held in the first ten days of November following a general local election.~~ An inaugural meeting of Council shall be held within the first ten (10) days of November, but no sooner than the third Monday following a general local election to allow time for judicial recount as specified in Section 149 of the *Local Government Act*.
- 4.2 If a quorum of Council members elected at the general local election has not taken office by the date of the meeting referred to in Section 4.1, the first Council meeting must be called by the Corporate Officer and held as soon as reasonably possible after a quorum has taken office.
- 4.3 The inaugural meeting shall be chaired by the Chief Administrative Officer or delegate until the Mayor and Councillors have completed signing their Oath of Office per the *Community Charter*.
- 4.4 The Oath of Office used by the District shall be as shown in Schedule "A" attached to and forming part of this bylaw.

5. Time and Location of Meetings

- 5.1 All Council meetings will take place within the District Council Chambers, except when Council resolves to hold meetings elsewhere and directs the Corporate Administration Department to give notice of the different meeting place by posting a notice of the change on the Public Notice Posting Place at least 24 hours prior to the time of the Council meeting.

~~5.2 Regular Council meetings will (when possible):~~

- ~~(a) be held on the first and third Monday of each month, with the exception of July and August in which only one meeting will be held on the third Monday of the month;~~
- ~~(b) where a Council meeting falls on a statutory holiday or occurs during a week in which Councillors are attending the FCM, UBCM or SILGA annual conferences are held, the meeting should be held on the following Monday.~~

~~(d) begin at 7:00 p.m.~~

- 5.2 Regularly scheduled meetings shall be held on the dates each year as established by a resolution of Council prior to December 15 of the preceding year, unless Council passes a resolution to cancel or alter a particular meeting, or the Corporate Officer determines that there is not sufficient business to be discussed to warrant the holding of a particular meeting.
- 5.3 Meetings shall be scheduled to begin at 5:30pm, typically on a Monday but subject to the dates selected per section 5.2.
- 5.4 Regular Council meetings may:
- (a) be cancelled by Council, provided that two consecutive meetings are not cancelled;
 - (b) be rescheduled by Council, provided the notice requirements set out in Section 127 and 94 of the *Community Charter* are met.

6. Notice of Council and Special Meetings

~~6.1 In accordance with Sections 127 and 94 of the *Community Charter*, Council must prepare and give notice annually, **generally at the first meeting in December**, a schedule of the dates, times and places of Regular Council meetings and must make the schedule available to the public by posting it at the Public Notice Posting Place and on the District website.~~

~~6.2 Where revisions are necessary to the annual schedule of Regular Council meetings, the Corporate Officer must, as soon as possible, post a notice on the Public Notice Posting Place and the District website which indicates any revisions to the date, time and place or cancellation of a Regular Council meeting.~~

- 6.1. In accordance with Section 127 of the *Community Charter*, Council must prepare annually, a schedule of the dates, times and places of Regular Council meetings and must make the schedule available to the public by posting it at the Public Notice Posting Place.
- 6.2 Council must give notice annually, in accordance with Section 94 or 94.2 [Bylaw to provide for alternative means of publication] of the *Community Charter*, of the time and location that the schedule of Regular Council meetings is available to the public.
- 6.3 All Council meetings shall take place at the District Council Chambers, unless Council passes a resolution to hold a particular meeting elsewhere, or the meeting is conducted by means of electronic or other communication facilities.
- 6.4 The Mayor or two members of Council, in accordance with the provisions of the *Community Charter*, may call a Special meeting of Council, which is any meeting other than a regularly scheduled meeting scheduled pursuant to this section or an adjourned meeting.
- 6.4.1 Committee-of-the-Whole meetings may be considered Special Meetings of Council and may be called in the same way, or scheduled by Council resolution.

7. Notice of Special Meetings

7.1 Except where notice of a Special meeting is waived by unanimous vote of all Council members under Section 127(4) of the *Community Charter*, a notice of the date, hour, and place of a Special Council meeting must be given at least 24 hours before the time of the meeting, by:

- (a) posting a copy of the notice on the Public Notice Posting Place ~~and the District website~~, and
- (b) emailing the notice to each Council Member.

7.2 The notice under Section 7.1 must describe in general terms the purpose of the meeting and be signed by the Mayor or the Corporate Officer.

~~8. Annual Municipal Report~~

~~8.1 In accordance with Section 99 of the *Community Charter*, the Council must annually consider the Annual Municipal Report. The Corporate Officer must give notice, in accordance with Section 94 of the *Community Charter*, of the date, time and place when Council will consider:~~

- ~~(a) the annual report prepared under Section 98 of the *Community Charter*;~~
- ~~(b) submissions and questions from the public.~~

PART III - DESIGNATION OF MEMBER TO ACT IN PLACE OF MAYOR

9. Acting Mayor

9.1 Council must, on an annual basis, from amongst its members, designate Councillors to serve on a rotating basis as the member responsible for acting in the place of the Mayor when the Mayor is absent or otherwise unable to act or when the office of the Mayor is vacant.

9.2 Each Councillor designated under Section 9.1 is responsible for fulfilling the duties of the Mayor in ~~his or her~~ their absence.

9.3 If both the Mayor and Acting Mayor are absent from a Council meeting, the next Member in succession on the rotating roster established under Section 9.1 shall preside at the Council meeting.

9.4 Other than at a Council meeting, if both the Mayor and the Acting Mayor are absent or otherwise unable to act, the next Member in succession on the rotating roster established under 9.1 shall be the Acting Mayor.

9.5 The Member designated under Section 9.1, 9.3 or 9.4 ~~has the same powers and duties as the Mayor~~ shall have the same powers and duties as the Mayor during a period of service as Acting Mayor.

PART IV - COUNCIL PROCEEDINGS

10. Attendance of Public at Meetings

- 10.1 Except where the provisions of Section 90 of the *Community Charter* apply, all Council meetings must be open to the public.
- 10.2 Before closing a Council meeting or part of a Council meeting to the public, Council must pass a resolution in a public meeting in accordance with Section 92 of the *Community Charter*.
- 10.3 Section 10 applies to all meetings of the bodies referred to in Section 93 of the *Community Charter* including Council committees, commissions, a Parcel Tax Roll Review Panel, a board of variance, or advisory bodies.
- 10.4 Notwithstanding Subsection 10.1, ~~the Mayor or the Acting Mayor may expel or exclude from a Council meeting a person in accordance with Section 133 of the *Community Charter*~~ if the Presiding Member feels a member of the public is acting improperly at a meeting, the Presiding Member may expel that person from the meeting or have the person removed by a peace officer in accordance with Section 133 of the *Community Charter*.

11. Calling Meeting to Order

- 11.1 As soon after the time specified for a Council meeting as there is a quorum present, the Mayor, if present, must take the chair and call the Council meeting to order; however, where the Mayor is absent, the Councillor designated as the Member responsible for acting in the place of the Mayor in accordance with Section 9 must take the chair and call such meeting to order. The Presiding Member has, for that purpose, all the powers of, and is subject to, the same rules as the Mayor.

12. Adjourning Meeting ~~Where No Quorum~~

- 12.1 If there is no quorum of Council present within 15 minutes of the scheduled time for a Council meeting, the Corporate Officer must:
 - (a) record the names of the members present and those absent; and,
 - (b) adjourn the meeting until the next scheduled meeting.
- 12.2 Notwithstanding section 12.1 if the Corporate Officer knows in advance that there will not be a quorum present for a regularly scheduled meeting, they may cancel the meeting and shall use reasonable efforts to provide public notice of the cancellation by posting notice to the Public Notice Posting Place.
- 12.3 Council Meetings shall adjourn no later than 10:00 p.m. unless an extension beyond that time is determined by unanimous vote of Members present.

~~1342.~~ Electronic Meetings and Electronic Participation of Members

- 13.1 Electronic Meetings are meetings where all members of Council or Committee participate electronically (e.g. videoconference, audioconference or telephone).

- 13.2 Electronic participation allows for a hybrid meeting where some members of Council or Committee attend in person, and other members attend by electronic means (e.g. telephone).
- 13.3 In accordance with Section 128 of the Community Charter, a member of Council or a Council Committee who is unable to physically attend a Council meeting or a Council committee meeting, as applicable, may participate in the meeting by means of electronic or other communication facilities.
- 13.4 At the call of the Mayor, ~~Chair~~ **Presiding Member**, or two members of Council, a Regular, Special or Committee Meeting, may be held electronically in addition to special meetings already authorized under the Charter.
- 13.5 A meeting conducted under this Section is subject to the rules of procedural fairness of this Council Procedure Bylaw, ~~unless otherwise outlined in an Electronic Meetings Policy.~~
- 13.6 A meeting conducted under this Section, except for any part of the meeting that is closed to the public, the method must enable the public to hear, or watch and hear, the proceedings of the meeting and be able to participate during the appropriate section of the Agenda or at the call of the **Presiding Member**.
- 13.7. Council members participating by electronic means will be deemed to have voted in the affirmative on any and all motions made during technical interruptions and disconnections during the course of the Council meeting.
- 13.8 The Presiding Member must verbally confirm the response from any Council Member who is participating electronically to ensure the vote is recorded accurately.
- 13.9 In extenuating circumstances, the Presiding Member at a council meeting may participate electronically, with the unanimous vote of members present.

~~13. Adjourning Meeting Where No Quorum~~

~~13.1 If there is no quorum of Council present within 15 minutes of the scheduled time for a Council meeting, the Corporate Officer must:~~

- ~~(a) record the names of the members present and those absent; and, (b)~~
- ~~adjourn the meeting until the next scheduled meeting.~~

14. Order of Proceedings and Business

14.1 ~~The Agenda for all Regular Council meetings contains the following matters generally in the order in which they are listed below:~~

The agenda for all regular Council meetings contains the following matters in the order in which they are listed below, however, where appropriate for timing or other reasons, the Corporate Officer may determine an alternative order or variation in the agenda:

- ~~Adoption of Agenda~~
- ~~Public Hearing~~
- ~~Adoption of Minutes~~
- ~~Consideration of Committee Recommendations~~
- ~~Petitions & Delegations~~
- ~~Bylaws~~
- ~~Staff Reports (unless directly associated with a specific agenda item)~~
- ~~Proclamations~~
- ~~Correspondence~~
 - ~~For information~~
 - ~~For action~~
- ~~Councillor's Report~~
- ~~Mayor's Report~~
- ~~Public Inquiries~~
- ~~Other Business~~
- ~~Notice of Motion~~
- ~~Closed Session (unless logical placement suggests otherwise)~~
- ~~Next Meeting~~
- ~~Adjournment~~

1. Adoption of Agenda
2. Public Hearing
3. Adoption of Minutes
4. Registered Delegations and Petitions
5. Unfinished Business from Previous Meetings
6. Staff Reports
7. Bylaws
8. Councillor's Business
 - 8.1 Councillor and Committee Reports
 - 8.2 Notice of Motion
9. Mayor's Business
 - 9.1 Mayor's Report
10. Decisions from Registered Delegations (if required)
11. Correspondence
 - 11.1 For Information
 - 11.2 For Action
12. Late Items
13. Public or Media Inquiries (can include items not on Agenda)
14. Closed Session (unless logical placement suggests otherwise)
15. Items Released from In-Camera
16. Adjournment

14.2 Notwithstanding the provisions under Section 14.1, it shall always be in order for the Council to vary the order in which business on the Agenda shall be dealt with by a majority vote of the members present.

14.3 The Corporate Officer may determine the business order, alternative order, or variation in the agendas for all other regulatory and Advisory Body meetings held by the District, such as, and not limited to Public Hearing, In-Camera, Committee of the Whole, and Inaugural meetings.

15. Agenda

- 15.1 Prior to each Council meeting the Corporate Officer shall prepare an Agenda setting out all items for consideration at that meeting.
- 15.2 The deadline for the public to submit items to the Corporate Officer for inclusion on the Council meeting Agenda shall be 1:00 p.m. on the ~~Wednesday~~ **Monday** preceding the meeting, unless otherwise approved by the CAO.
- 15.3 Items received in the Corporate Administration Department after the appropriate deadline in Section 15.2 shall be placed on the Agenda for consideration at the next Regular Council meeting, unless the item is introduced as a Late Item pursuant to Section 15.7 of this Bylaw.
- 15.4 Council Agendas will generally be available electronically online on the District Website to the members of the Council and the public **at least 72 hours** ~~three days~~ prior to Regularly Scheduled Council Meetings. Printed agendas will be available by request only.
- 15.5 Only those matters included on the Agenda shall be considered or dealt with at the Council meeting unless a new matter for consideration is properly introduced as a Late Item pursuant to Section 15.7 of this Bylaw.
- 15.6 In cases where documents are too unwieldy to be readily reproduced, they will be available for review on file in the Corporate Administration Department and noted on the Agenda.
- 15.7 **A late item may be approved for addition to an agenda by the CAO, or by resolution of Council, if the subject matter is of an urgent nature such that the item cannot be held to the next meeting of Council.**
- 15.8 **The CAO, with the Corporate Officer, shall establish items to be included in the agenda.**
- 15.9 **The CAO will review the order of proceedings with the Presiding Member prior to release of agendas to Council.**

members.

16. Late Items:

~~16.1 For the purposes of this section, the following terms are defined as: (a)~~

~~Essential Late Items:~~

~~These would include matters arising after the preparation of the Agenda and which, if not acted upon in a timely manner, would prejudice or compromise the District's position or the position of a constituent or group of constituents.~~

~~(b) Elective Late Items:~~

~~These would include matters which are purely administrative and require no background information to support them or provide additional information pertinent to items on the agenda.~~

~~(c) Deadlines:~~

~~The deadline for essential or elective items to be included as a late item for the agenda is 9:30 a.m. on the morning of the day of the Council meeting. Late Items shall be distributed to Council as far in advance of the commencement of the Council meeting as possible.~~

17. Delegations and Public Inquiries

Delegations:

- 17.1 ~~All delegations requesting permission to appear before Council shall submit a written request to address the members of Council, including a written brief outlining their intended presentation.~~

All delegations requesting permission to appear before Council shall submit a written request, which must include:

- a) the name, physical address, contact phone number or contact email address of the person(s) that will address Council;
- b) a description of the matter to be presented;
- c) a clear ask of Council, and proposed resolution; and
- d) a copy of all materials that will be discussed.

Staff is authorized to define the format that the materials under d) must be presented in, for example (but not limited to) PowerPoint or PDF format, maximum 10 slides, etc.

- 17.2 Any request to appear before Council shall be received, in writing, prior to the appropriate deadline stated in Section 15.2 in order to be placed as a new matter on the Council Agenda.
- 17.3 All delegations shall be afforded ~~five (5) minutes~~ **ten (10) minutes** to make their presentation and shall be restricted to the topic as included on their written submission, unless a longer period is agreed by a majority of members present.
- 17.4 A person, other than a Council Member or an officer or employee of the District, shall only address Council during a meeting if that person is providing a report or presentation that has been scheduled to the agenda for the meeting, or if Council has unanimously passed a resolution to hear from that person at that time.
- a. This section shall not limit participation during “Public or Media Inquiries” or other Public Inquiry sections that may be implemented from time to time. The same limitations would apply for other Public Inquiry sections as defined in s.17.12 & 17.13.
- 17.5 The Corporate Officer shall be granted the authority to:
- a. screen delegation requests and, if deemed appropriate, refuse to place a delegation on the Agenda if the issue is not within the mandate or jurisdiction of a Municipal Council. ~~In the event the delegation wishes to appeal the Corporate Officer’s decision, the information shall not be placed on the Agenda but shall be distributed under separate cover to Council for their consideration.~~
 - b. assign the delegation to a future Agenda if the next Council Meeting Agenda is deemed unsuitable by the Corporate Officer for any reasonable

reason.

- 17.6 Where a delegation has addressed Council on a particular issue, if a subsequent request is received from the same delegation to address Council on the same issue, and no new significant information is being provided, the Corporate Officer will be granted the authority to not place the item on the Agenda, but may circulate the request under separate cover as an item of general information.
- 17.7 An appeal may be made to the CAO where the Corporate Officer has rescheduled a Delegation to a later meeting or refused the Delegation entirely. In the event the delegation wishes to appeal the CAO's decision, the information shall not be placed on the Agenda but shall be distributed under separate cover to Council for their consideration.
- 17.8 ~~The Mayor must not permit a delegation to address a meeting of the Council concerning a bylaw in respect of which a public hearing has been held, where the public hearing is required under an enactment as a prerequisite to the adoption of said bylaw.~~

Council shall not permit a Delegation to address Council during a Council meeting:

- a. regarding a bylaw in respect of which a Public Hearing will be, or has been, held as a pre-requisite to the adoption of the bylaw, or
- b. if the purpose is to address an issue which is before the Courts or on which Council has authorized legal action.

- 17.9 Members shall not engage in debate, except to ask clarifying questions or to correct incorrect information.
- 17.10 There will generally be a limit of three (3) delegations permitted at a given meeting, but the Corporate Officer shall have authority to adjust this number dependent on other items and timing needs for the rest of the agenda.
- 17.11 The "Registered Petitions and Delegations" section of all meetings shall be suspended from the close of the nomination period preceding a general local election or by-election until the meeting of Council following the election.

Public Inquiries:

- 17.12 All Public or Media Inquiries, as outlined in s. 14.1, shall be limited to two (2) minutes, no more than fifteen (15) minutes in total, be restricted specifically to asking questions, and shall not use the opportunity as a public speaking platform or they will be removed from the meeting in accordance with s. 10.4.
- 17.13 The Public Inquiry periods at Council meetings shall be suspended from the close of the nomination period preceding a general local election or by-election until the meeting of Council following the election. Only media inquiries are permitted during the Public or Media Inquiries period during that time.

18. Notice of Motion

- 18.1 Any Council Member may give a "Notice of Motion" respecting an item which ~~he or she intends~~ **they intend** to present by giving a written copy of such motion to the Corporate Officer during a meeting of the Council and upon the Member being acknowledged by the ~~Mayor~~ **Presiding Member** and the Notice of Motion being read at the meeting.
- 18.2 A copy of the motion presented under Section 18.1 shall appear in the Minutes of that meeting as a "Notice of Motion". The Corporate Officer shall place the motion on the Agenda of the next Council meeting, or other future meeting designated by the Member bringing forward the Notice of Motion, for consideration.

PART V- PETITIONS AND COMMUNICATIONS

19. Proper Form

- 19.1 All communications and petitions intended to be presented to Council shall be legibly written, typed or printed, signed by at least one person, and shall be dated and include a **contact name, physical address, mailing address**, contact phone number **or email address**, before being accepted.

20. Referrals

- 20.1 Communications addressed to Council which relate to matters that fall within the scope of responsibility of a particular District department may be referred by the Corporate Officer directly to that department.
- 20.2 If a matter is referred under Section 20.1, ~~an e-copy~~ **a consolidated digital weekly summary of the** communication shall be forwarded to each Member of the Council and to the appropriate Staff members. An acknowledgement may be provided to the writer on receipt of the communication, advising where the matter has been referred.
- 20.3 The Corporate Officer is granted the authority to forward correspondence items to the meeting considered to be most appropriate.
- 20.4 A right of appeal from any referral under Sections ~~19.1 and 19.3~~ **20.1 and 20.3** may be made to the CAO who shall determine the final disposition of the matter. As well, Council may refer any item of correspondence as it deems appropriate to the CAO for follow up.
- 20.5 All petitions or other written communications in which Council requests a report may be referred to the CAO by means of a formal motion.

PART VI - BYLAWS

21. Form of Bylaws

- 21.1 **A proposed bylaw may be introduced at a Regular Council meeting only if a copy of it is included in the final agenda package for the Council meeting, or all Council members unanimously agree to waive this requirement.**
- ~~21.1~~ **21.2** A bylaw ~~introduced at a Council meeting~~ must:
- (a) be printed;

- (b) have a distinguishing name;
- (c) have a distinguishing number;
- (d) contain an introductory statement of purpose;
- (e) be divided into sections.

22. Bylaws to be Considered Separately or Jointly

22.1 Council must consider a proposed bylaw at a Council meeting either:

- (a) separately when directed by the Presiding Member or requested by another Council Member; or,
- (b) jointly with other proposed bylaws in the sequence determined by the Presiding Member.

23. Reading and Adopting Bylaws

~~23.1 Every proposed bylaw shall receive three separate readings prior to its final adoption.~~

~~23.2 The first three readings of a bylaw may be given on the same day, except in the case of an Official Community Plan designation bylaw or a Zoning bylaw which is to be considered at a Public Hearing.~~

~~23.3 An Official Community Plan designation bylaw or a Zoning bylaw which is to be considered at Public Hearing may receive only first and second reading at the time of introduction.~~

~~23.4 Where the Council resolves to consider a bylaw clause by clause, such consideration shall be done at the second reading of the bylaw.~~

~~23.5 Where Council desires to amend a bylaw after third reading, with the exception of those specific provisions respecting an Official Community Plan designation bylaw or a Zoning bylaw, it may do so as follows:~~

~~(a) by motion to reconsider third reading and, if carried;~~

~~(b) by motion to amend the bylaw at third reading in accordance with the procedure set down in this bylaw;~~

~~(c) by motion to pass third reading of the bylaw as amended.~~

~~23.6 Despite Section 135(3) of the Community Charter, and in accordance with Section 890(9) of the Local Government Act, an Official Community Plan designation bylaw or a Zoning bylaw may be adopted at the same meeting at which the bylaw passed third reading.~~

23. Reading and Adopting Bylaws

23.1 The Presiding Member of a Council meeting may:

- (a) read, or have the Corporate Officer read, a synopsis of each proposed bylaw or group of proposed bylaws, and then

- (b) request a motion that the proposed bylaw or group of bylaws be read;
- 23.2 The readings of the bylaw may be given by stating its title and object.
- 23.3 A proposed bylaw may be debated and amended at any time during the first three readings unless prohibited by the *Community Charter* and, if amended, a motion at third reading shall be “to give the bylaw third reading as amended”.
- 23.4 Subject to Part 14, Division 4 of the *Local Government Act* [OCP adoption procedures], each reading of a proposed bylaw must receive the affirmative vote of a majority of the Council members present.
- 23.5 In accordance with Section 135 of the *Community Charter* [requirements for passing bylaws], Council may give up to three readings to a proposed bylaw at the same Council meeting.
- 23.6 If Council wishes to amend a bylaw after third reading, with the exception of those specific provisions respecting an Official Community Plan designation bylaw or a Zoning bylaw, they may do so by:
- a. making a motion to rescind third reading; and if carried,
 - b. making a motion to amend the bylaw; and if carried,
 - c. making a motion to pass third reading of the bylaw as amended.
- 23.7 Despite section 135(3) of the *Community Charter* [requirements for passing bylaws], and in accordance with Part 14 Division 3 of the *Local Government Act* [public hearings], Council may adopt a proposed official community plan or zoning bylaw at the same meeting at which the plan or bylaw passed third reading providing all outstanding conditions have been addressed.
- 23.8 All bylaws which have not completed the requirements to be adopted after a 2-year period may be deemed stale dated and closed.
- 23.9 The Corporate Officer is hereby authorized to consolidate one or more of the bylaws of the municipality pursuant to Section 139 [consolidation of bylaws] of the *Community Charter* for official use, and to make minor corrections to bylaws at third reading or once adopted including, but not limited to, typographical errors, sequential numbering errors, and grammatical errors.

Bylaws Must be Signed

- 24.1 After a bylaw is adopted, signed by the Corporate Officer and the Presiding Member of the Council meeting at which it was adopted, the Corporate Officer must have it placed in the District's records for safekeeping with the following affixed to the bylaw:
- ~~(a) the District's corporate seal,~~
 - (b) the dates of its readings and adoption,
 - (c) the date of the Public Hearing, if applicable; and,
 - (d) the date of ~~required approvals~~ Ministerial approval or approval of the ~~electorate~~, if applicable.

PART VII - RESOLUTIONS

25. Copies of Resolutions to Council Members

- 25.1 A resolution may be introduced and considered at a meeting as long as it has been included as an item on the Council's printed Agenda or placed as a late item in accordance with Section 15.7 of this bylaw.

PART VIII-MOTIONS

26. Introduction of Motion and Voting at Meetings

- 26.1 Every motion must be moved and seconded before it is deemed to be in the possession of the Council. If a motion is not seconded, then the presiding Member shall move onto the next item on the Agenda without further discussion of that motion.

26.2 The following procedures apply to voting at Council meetings:

- (a) when debate on a matter is closed, the Presiding Member may summarize the motion and must put the matter to a vote.
- (b) Council members who are in the room shall take their places when a vote is called for, and shall not leave until the vote has been taken;
- (c) after the Presiding Member finally puts the question to a vote under paragraph (a), a Member must not speak to the question or make a motion concerning it;
- (d) the Presiding Member's decision about whether a question has been finally put is conclusive;
- (e) whenever a vote of the Council is taken for any purpose, each Member present and voting shall signify their vote upon the question, openly and individually by raising their hand, and the Presiding Member shall declare the motion carried or defeated as the case may be;
- (f) A Member present at the meeting at the time of the vote who abstains from voting is deemed to have voted in the affirmative.
- (g) If the votes of the members present at the meeting at the time of the vote are equal for and against a matter, the motion is defeated and the Presiding Member must declare this result.
- (g) no vote shall be taken in a Council meeting by ballot or by any other method of secret voting.

27. Recording of Motions in Minutes:

- 27.1 The names of those who voted against the motion shall be entered in the minutes.
- 27.2 Notwithstanding Section 27.1, motions that have been withdrawn as per Section 29 of this Bylaw, or did not receive a Secunder and therefore not considered, by Council, shall not be recorded in the Minutes.

27.3 The names of the members who moved and seconded a motion presented to may be recorded in the Minutes.

28. Consideration of Motions

~~28.1 When any motion is under consideration, no other motion shall be received, except a motion to amend, refer, lay on the table or postpone.~~

28.1 While Council is considering a question, only the following motions may be made:

- a. to refer the question to committee or staff,
- b. to amend the motion,
- c. to lay on the table (until later in the meeting),
- d. to postpone indefinitely or to a certain time,
- e. to move the previous question, or
- f. to adjourn

28.2 A motion to move (or “call”) the previous question (28.1.e) must be dealt with before any other amendments are made to the motion on the main question, and if the motion on the previous question is decided in the negative *Council* may again debate the main question or proceed to other business.

- a. A motion to move the previous question (28.1.e) requires a seconder and needs a two- thirds majority to cut off debate.

28.3 Motions made under section 28.1.c to 28.1.e are not amendable nor debatable.

28.4 Council must vote separately on each distinct part of a question that is under consideration at a Council meeting if requested by a Member.

28.5 A Council Member may without notice move to amend a motion that is being considered at a Council meeting.

28.6 A proposed amendment to the main motion must be relevant to the main motion and not have the effect of negating or rejecting the main motion.

28.7 A proposed amendment must be reproduced in writing by the mover if requested by the Presiding Member.

28.8 A proposed amendment must be decided or withdrawn before the motion being considered on the main question is put to a vote.

28.9 An amendment may be amended only once.

28.10 A motion to amend that has been defeated by a vote of Council cannot be proposed again.

29. Withdrawal of Motions

29.1 After a motion has been made and seconded, it shall be deemed to be in the possession of the Council, but the motion may be withdrawn by the mover of the motion at any time before a decision or amendment is made, provided that the

mover has the consent of the seconder.

30. Appeal Ruling of ~~the Chair~~ Presiding Member

- 30.1 Whenever the ~~Chair~~ Presiding Member is of the opinion that a motion is contrary to the rules and privileges of the Council, the ~~Chair~~ Presiding Member shall apprise the members thereof without proposing the question and shall cite the rule or authority applicable to the case without argument or comment. The ruling of the ~~Chair~~ Presiding Member may be appealed by the other members of Council then present as per Section 30.2 of this bylaw.
- 30.2 On an appeal by a Council Member from the decision of the ~~Chair~~ Presiding Member, the question shall be immediately put by ~~them~~ ~~him or her~~, and decided without debate "Shall the ~~Chair~~ Presiding Member be sustained?" and the ~~Chair~~ Presiding Member shall be governed by the vote of the majority of the Council members then present, excluding ~~themselves~~ ~~himself or herself~~. In the event of the votes being equal, the question shall pass in the affirmative.
- 30.3 If the ~~Chair~~ Presiding Member refuses to put the question "Shall the ~~Chair~~ Presiding Member be sustained?", the Council shall immediately appoint a ~~Chair~~ Presiding Member pro tem. ~~He or she~~ They shall proceed in accordance with Section 30.2 of this bylaw. A resolution or motion carried under this Section is binding.

31. Reconsideration

- 31.1 The Mayor may require Council to reconsider and vote again on a matter that was the subject of a vote, in accordance with Section 131 of the *Community Charter*.
- a) The Mayor may initiate reconsideration at the same meeting as the vote took place, or within 30 days following that meeting.
- 31.2 A vote on a matter ~~motion/resolution~~ which was adopted or defeated may be reconsidered by Council provided that the ~~matter~~ ~~resolution~~ has not had the assent of the electors, has not been reconsidered under this Section or Section 131 of the *Community Charter*, and has not been acted upon by an officer, servant or agent of the Municipality.

Such a reconsideration motion:

- (a) must be brought forward and seconded by Members ~~by a member~~ who voted on the prevailing side of the motion ~~or were not present at the meeting~~;
- ~~(b) may be seconded by any member,~~
- (c) must be brought forward ~~within thirty (30) days~~ ~~at the next meeting~~ of Council following the original vote;
- (d) must receive a majority vote of Council for ~~the matter to be open for discussion~~ ~~again~~ ~~it to be adopted~~;
- (e) if defeated, and the outcome being that the resolution is preserved unchanged, the same resolution may not be brought back before Council for six (6) months from the date of the latest vote, except with consent of two-thirds of all the members of Council.

31.3 A vote to reconsider a matter, whether affirmative or negative, must not be reconsidered.

~~31.2 Each resolution or reading of a bylaw may be reconsidered under the provisions of Section 31.1~~

~~31.3 Notwithstanding section 31.2, once a bylaw is finally adopted, it may not be reconsidered except in accordance with Section 131 of the Community Charter.~~

~~31.4 Notwithstanding section 31.2, resolutions for third reading or final adoption of an Official Community Plan Bylaw or Zoning Bylaw shall not be reconsidered.~~

PART IX - RULES OF DEBATE

32. Decorum in Debate

- 32.1 Every Council Member who wishes to speak to any question or motion shall raise their hand, wait to be recognized by the ~~Mayor~~ Presiding Member and shall address themselves to the ~~Mayor~~ Presiding Member.
- 32.2 Members of Council shall address the Presiding Member ~~Chair~~ as "Mr. Mayor, "Madam Mayor", or "Your Worship" or "Mr. or Madam Acting Mayor", or "Mr. or Madam Chair" as the case may be, and shall refer to each other as "the Mayor" or "Councillor ", as the case may be.
- 32.3 Members of staff shall be addressed as Mr., Mrs., or Ms. or else shall be referred to by their official title.
- 32.4 Any questions addressed to staff shall be put through the ~~Chair~~ Presiding Member to the CAO ~~Chief Administrative Officer~~ who shall refer the matter to the appropriate staff representative if necessary.
- 32.5 When two or more Council Members desire to speak at the same time, the ~~Chair~~ Presiding Member shall name the Member who shall have the floor.
- 32.6 Members of Council shall seek permission of the Presiding Member to speak more than once in connection with a single question, except to explain a material part of a previous speech, to reply to debate on a substantive motion which the Member has made, or to introduce new information.
- 32.7 No Council Member shall speak longer than a total of ten (10) minutes to a question without the permission of the Presiding Member to any matter other than the question in debate or reflect upon any vote of the Council except for the purpose of moving that such vote be rescinded.
- 32.8 ~~A member speaking at a Council meeting must at all times use respectful language, must not use offensive gestures or signs.~~ While in a Council meeting, a Member must comply with the Code of Conduct Bylaw as amended or replaced from time to time, must speak only in connection with the matter being debated, and may speak about a vote of Council only for the purpose of making a motion that the vote be rescinded.
- 32.9 Despite section 10 of this bylaw, the Mayor or Presiding Member at a Council meeting may expel and exclude from any Council meeting a person, including another Council Member, which the Mayor or Presiding Member considers is

engaging in inappropriate conduct.

32.10 When the ~~Chair~~ Presiding Member is of the opinion that there has been sufficient debate, the Presiding Member ~~he~~ may put the question.

33. ~~Chair~~ Presiding Member - Questions of Order

33.1 When a Council Member is speaking, no other Member may interrupt the speaker except to raise a point of order.

33.2 The ~~Chair~~ Presiding Member may call any Council Member to order while that Member is speaking.

33.3 When such action is taken, the ~~Chair~~ Presiding Member shall immediately suspend the debate, and the Council Member in question shall refrain from speaking until the point of order is determined by the ~~Chair~~ Presiding Member, whose ruling is subject to an appeal by the Council Members.

33.4 Should any Council Member resist or disobey the decision of the ~~Chair~~ Presiding Member, the Members may order the Member in question to leave ~~their his or her~~ seat for that meeting, and in the event of ~~their his~~ refusing to do so, the ~~Chair~~ Presiding Member may order that the Member be removed from the meeting.

33.5 In the event of satisfactory apology being made by the offending Member, the Council may, by vote of the majority, permit the Member to resume ~~their his or her~~ seat forthwith.

~~33.6 No Council member shall speak to any matter other than the question in debate or reflect upon any vote of the Council except for the purpose of moving that such vote be rescinded.~~

33.7 No Council Member shall resist the rules of the Council nor disobey the decision of the ~~Chair~~ Presiding Member on points of order or practice, or upon the interpretation of the rules of the Council.

33.8 Any Council Member may require the question being debated to be read for ~~their his or her~~ information at any period of the debate, but shall not do so in order to interrupt a Member speaking.

33.9 When the question under consideration contains more than one recommendation, any Member may request, by motion, that the vote upon each recommendation shall be taken separately and the Council Members shall decide by majority vote of the Members present how such vote shall be taken.

34. Voting at Meetings

~~34.1 The following procedures apply to voting at Council meetings:~~

~~(a) when debate on a matter is closed, the Presiding Member may summarize the motion and must put the matter to a vote.~~

~~(b) Council members who are in the room shall take their places when a vote is called for, and shall not leave until the vote has been taken;~~

- ~~(c) after the Presiding Member finally puts the question to a vote under paragraph (a), a member must not speak to the question or make a motion concerning it;~~
- ~~(d) the Presiding Member's decision about whether a question has been finally put is conclusive;~~
- ~~(e) whenever a vote of the Council is taken for any purpose, each member present and voting shall signify their vote upon the question, openly and individually by raising their hand, and the Chair shall declare the motion carried or defeated as the case may be;~~
- ~~(f) A member present at the meeting at the time of the vote who abstains from voting is deemed to have voted in the affirmative.~~
- ~~(g) If the votes of the members present at the meeting at the time of the vote are equal for and against a matter, the motion is defeated and the Mayor must declare this result.~~
- ~~(g) no vote shall be taken in a Council meeting by ballot or by any other method of secret voting.~~

PART X-MINUTES

35. Adoption and Distribution

- 35.1 Minutes of the proceedings of Council, Committees, and Commissions must be legibly recorded, certified as correct by the Corporate Officer and signed by the Mayor or other Member presiding at the meeting. Minutes of Advisory Bodies may be signed off by the **Presiding Member Chair** of that Advisory Body.
- 35.2 Prior to adoption, the Corporate Officer shall distribute a copy of all Minutes of Council meetings to each Member of Council.
- 35.3 Whenever possible, Minutes of a given meeting shall be adopted at the next Council meeting or Committee/Commission meeting, as appropriate.
- 35.4 In accordance with Section 97 of the *Community Charter*, Minutes of the proceedings of Council/Committees and Commissions must be available for public inspection at the District of Barriere offices during its regular office hours.
- 35.5 Section 35.4 of this bylaw does not apply to Minutes of a Council meeting or that part of a Council meeting from which persons were excluded under Section 90 of the *Community Charter*.
- 35.6 The names of all members of Council present and absent shall be recorded in the meeting minutes.
- 35.7 If a Member has declared a conflict of interest pursuant to the *Community Charter*, the reason the Member is not participating in the discussion of the matter, and the time at which they left the room and returned, will be recorded in the minutes.
- 35.8 The Corporate Officer is authorized to make minor amendments to approved minutes including, but not limited to, typographical errors, sequential numbering errors, and grammatical errors.

- 35.9 An error or omission in the minutes may be identified by a Member of Council orally and rectified by resolution. Depending on the scale of amendment the adoption of the minutes may be postponed to the next meeting.

PART XI - CONDUCT OF COMMITTEE BUSINESS

36. Committee of the Whole

- 36.1 The Committee of the Whole shall meet on an as needed basis.
- 36.2 The Acting Mayor shall act as ~~Chair~~ **Presiding Member** of the Committee of the Whole, unless otherwise determined by the Mayor.
- 36.3 **As per the Community Charter Section 154 (1) (a), Council is delegating administrative powers to the Committee of the Whole.**

37. Schedule of Meetings

- 37.1 At its first meeting after its establishment a Commission, Committee, or Advisory Body must establish a regular schedule of meetings.
- 37.2 The **Presiding Member** ~~Chair~~ of a Commission, Committee, or Advisory Body may call a meeting in addition to the scheduled meetings or may cancel a meeting.

38. Notice of Meetings

- 38.1 After the Commission, Committee, or Advisory Body has established the regular schedule of meetings, including the times, dates and places of the meetings, notice of the schedule must be given by:
- (a) posting a copy of the schedule at the applicable Public Notice Posting Place ~~and the District website.~~
 - (b) providing a copy of the schedule to each member of the Commission, Committee, or Advisory Body.
- 38.2 Where revisions are necessary to the annual schedule of Commission, Committee or Advisory Body meetings, as soon as possible a notice must be posted at the applicable Public Notice Posting Place ~~and District website~~ which indicates any revisions to the date, time and place or cancellation of a meeting.

39. Minutes of Meetings

- 39.1 Minutes of Committee of the Whole, Commissions, Standing, or Select Committees must be maintained and available to public and:
- (a) legibly recorded,
 - (b) certified as correct by the Corporate Officer,
 - (c) signed by the Mayor or Member presiding at the meeting, and
 - (d) open for public inspection in accordance with Section 97(1)(c) of the *Community Charter*.
 - (e) Subsection 39.1(d) does not apply to minutes of a Commission, Standing, or Select Committee meeting from which persons were

excluded under Section 90 of the *Community Charter*.

40. Quorum

- 40.1 The quorum for a Committee of the Whole, Standing, Select, or Advisory Committee or Commission is a majority of all of its members.
- 40.2 If a Committee/Commission member misses more than 3 meetings in a row, Council may rescind ~~their his or her~~ appointment at any time and appoint another person in place of the person whose appointment was rescinded.

41. Conduct and Debate

- 41.1 The rules of the Council procedure must be observed during Standing or Select Committees, Commission, or Advisory Body meetings, so far as is possible and unless as otherwise provided in this Bylaw.
- 41.2 Council members may attend any meetings of a Standing or Select Committee, Commission, or Advisory Body and may participate in discussions; however, only members who have been appointed, or an alternate member attending in the absence of an appointed committee member, may introduce or vote on the proceedings.
- 41.3 The Mayor shall be an ex-officio voting member of all Committees and Commissions and, when in attendance, shall possess all the rights, privileges, powers and duties of other members. ~~The Mayor He~~ shall not be considered, if absent, when determining a quorum.

42. Delegations

- 42.1 When a person or a group of persons wish to appear as a delegation before a Standing or Select Committee, Commission, or Advisory Body on a matter within the jurisdiction of the Committee, they shall be subject to the requirements set out in this bylaw.

43. Recommendations

Standing or Select Committee, Commission, or Advisory Body recommendations shall be subject to the approval of the Council, except where the Standing, Select, Committee of the Whole, or Advisory Committee has been delegated administrative power by the Council.

PART XII - GENERAL

- 44. If any section, subsection or clause of this bylaw is for any reason held to be invalid by the decision of a court of competent jurisdiction, such decision will not affect the validity of the remaining portions of this bylaw.
- 45. Any one or more of the rules and orders contained in this bylaw may be temporarily suspended by an affirmative vote of the majority of all Council members.
- 46. District of Barriere Council Procedure Bylaw No.0001, 2007” and its amendments are hereby repealed.
- 47. This bylaw may not be amended, repealed or substituted unless Council first gives notice in accordance with Section 94 of the *Community Charter*.

READ A FIRST TIME this 9th day of January, 2012

READ A SECOND TIME this **23rd** day of **January, 2012**

READ A THIRD TIME this **23rd** day of **January, 2012**

Notice of intention to proceed with this bylaw was published on the **16th** day of **January, 2012** and the **23rd** day of **January, 2012** in the Star Journal newspaper, circulating in the District of Barriere, pursuant to Section 94 of the Community Charter.

ADOPTED this 6th day of February, 2012

Original signed by _____
Mayor, Bill Humphreys

Original signed by, _____
Chief Administrative Officer, Colleen Hannigan

SCHEDULE “A” – OATH OF OFFICE

OATH OF OFFICE

CANADA

PROVINCE OF BRITISH COLUMBIA

DISTRICT OF BARRIERE

I, (name of elected official), do (swear, solemnly affirm) that:

I am qualified to hold the office of (Mayor, Councillor) for the District of Barriere to which I have been elected.

I have not, by myself or by any other person, knowingly contravened the Local Government Act respecting vote buying or intimidation in relation to my election to this office.

As required by the Community Charter, I will disclose any direct or indirect pecuniary interest I have in a matter and will not participate in the discussion of that matter nor vote in respect of the matter.

I will faithfully, and with integrity, perform the duties of my office and will not allow any private interest to influence my conduct in public matters.

I will abide by the statutes, bylaws and policies that govern the District and promote openness, accountability, collaboration, and responsible leadership.

I will provide stewardship of the public assets through the development and evaluation of the District’s policies and programs; and

I will make well-informed and transparent decisions, prioritizing the best interests and well-being of the entire community while guiding the growth of a vibrant and sustainable District.

I affirm, ascribe to, and agree to follow the District of Barriere Code of Conduct Bylaw No. 250 adopted by the District Council of the District of Barriere, as amended or replaced from time to time.

(Sworn, Affirmed) before me)
in the District of Barriere)
in the Province of British Columbia)
this ____ day of _____, _____.)

Corporate Officer (or as defined in the
Community Charter S. 120)

Elected Official

Procedure Bylaw – Change Log

Throughout:

- Gender Neutral terms
- Renamed Chief Administrative Officer to CAO throughout
- Renamed Chair and Mayor where applicable to Presiding Member
- Renamed Council Member to “Member” where applicable

Definitions:

- Alphabetically ordered
- Added
 - o Acting Mayor – provided a definition of Acting Mayor
 - o Code of Conduct Definition – Bylaw Link
 - o CAO – did not exist previously
 - o Delegations – provide a definition
 - o Notice Board – added a definition with the intend that the Corporate Officer can designate the location of the board
 - o Presiding Member – references to Chair and Mayor (where appropriate) were replaced with this term throughout the Bylaw.
 - o
- Updated:
 - o Corporate Officer – added “or their designate”
 - o Public Posting Notice Place – updated to include website, now a single term can be used for the Posting Place
 - o Quorum – provide broader definition including committees and other bodies of Council
- Removed:
 - o FCM – no longer needed
 - o SILGA – no longer needed
 - o UBCM – no longer needed

Council Meetings

- 4.1 - Inaugural meeting – added language that allows for judicial recount period
- 4.3 - Chairing of inaugural meeting by CAO or designate
- 4.4 - Oath of Office as included in Schedule A – this section established the attached Oath as the one to be used for Barriere.

Time and Location:

- 5.2 replaced - schedule set by Council each year, was first and third Monday of each month (provides flexibility), December 15 is deadline each year as per Community Charter for public notice of schedule.
- added 5.3. – set time to 5:30pm from 7:00pm (allows for In-Camera to be after Regular meeting) typically on Monday but linked to schedule in 5.2

Procedure Bylaw – Change Log

Notice of Council Meetings:

- Entire Section 6 replaced
- Added language to
 - o 6.2 allows for an Alternate Public Notification Bylaw (S.94.2 of Community Charter)
 - o 6.3 meetings to be at Council Chambers, unless Council determines another location
 - o 6.4 to allow Mayor or two members of Council to call a special meeting (including COTW)

Notice of Special Meeting

- 7.1 – removed District website (included in Posting Place definition).

Annual Municipal Report:

- 8 - This section was removed. Not necessarily a Council Procedure. Not needed as staff is fully aware of legislation. Renumbering required afterwards.

Acting Mayor :

- 9.5 - Minor clarification added under 9.5 “during the period of service”

Attendance at Public Meeting

- Modified Section 10.4 to include stronger language for removal of a person from Council Chambers, including removal by a peace officer. Key as well is change to “Presiding Member”

Adjourning meetings

- 12.1 - Relocated for readability – was S.13
- Added section 12.2 that allows the CO to cancel the meeting ahead of time if no quorum
- Added section 12.3 to adjourn meetings at 10pm. Council can unanimously decide to continue.

Electronic Meetings

- 13.5 - Removed Electronic Meetings Policy (does not exist)
- Added 13.7 – voting in favour if there are tech difficulties, ensures the meeting can continue just in case
- Added 13.8 – confirmation of votes from online participants
- Added 13.9 – generally presiding member is physically present. This language allows the presiding member to be online (unanimous vote of members in attendance to allow for this)

Order of Proceedings

- 14.1 - Updated language that allows variations to agenda order based on business at hand and allows Corporate Officer to amend accordingly
- 14.1 - Changed the default order of agenda items, notable items:
 - o Swapped Staff Reports and Bylaws – allows for some staff to leave after their reports are complete (if they choose to)
 - o Added a section as “Unfinished Business from Previous meetings”

Procedure Bylaw – Change Log

- Removed Proclamations – This is not common anymore and has some risk, removal is recommended. Also, Community Support policy could include ways on supporting such requests without a “proclamation” from Council.
- Moved Councillor and Mayor reports ahead of correspondence
- Moved committee reports and notice of motion under Councillor report
- Added Decisions from Delegations (if required), to Mayor’s Report
- Added 14.3 to allow the CO to set agendas for other meetings and vary their structure as needed

Agendas

- 15.2 - Changed the deadline to receive information from the public for the agenda to Monday (was Wednesday) – allows more time to clarify items or do research before the Council meeting if needed.
- 15.4 - Council agenda availability change to “at least 72 hours” (so, Friday at 530pm) for posting on website. Allows for some future flexibility to possibly provide agendas to Council earlier.
- 15.7 – included late item language to remove Section 16 in its entirety
- 15.8 – added language regarding establishing items to be on the agenda and responsibility
- 15.9 – added language for review of the agenda order of business with the Presiding Member prior to the release of the agenda to Council. Codifying existing practice.

Delegations and Public Inquiries

- Added Public Inquiries to overall topic

Delegations:

- 17.1 - updated language to be more specific about information needed (name, address, clear ask/resolution, materials). Also added authority for Staff to define format for materials to ensure that it works with District technologies etc.
- 17.3 – increased to 10 minutes. 5 minutes is often too short and 10 provides enough time for the delegation to share their materials.
- 17.4 – added language to allow Council (by unanimous resolution) to hear from a member of the public outside of the allotted slot on the agenda. Not limiting participation during those agenda items intended for public inquiries
- 17.7 – added an option for an appeal process if delegation was denied. Appeal to CAO first.
- 17.8 – updated language regarding delegation in regards to items that require a public hearing or if it’s a matter in the courts
- 17.9 – intent for Council is to not debate with the public, just clarify items or correct information
- 17.10 – limit of 3 delegations per meeting, Corporate Officer has authority to adjust as needed
- 17.11 – closing delegation and petition section during election or byelection

Public Inquiries – how the public gets to interact with Council

- 17.12 – 2min max, all items on the agenda and otherwise, not a speaking platform, asking questions only
- 17.13 – no public inquiries during election season, except for media.

Procedure Bylaw – Change Log

Proper Form

- 19.1 – for Petitions and other Communication, included requirement for physical address, contact name, mailing address, and option for contact email. Essentially no anonymous communication is allowed.

Referrals

- 20.2 – changed e-copy for each item to “consolidated weekly summary”; allows for staff to collect information and send a single package to Council with important information.

Bylaws – Form

- 21.1 – added clause regarding a bylaw must be included in agenda to be discussed at a meeting. Allowance for waiving of this requirement by Council.
- 21.2 – more important that the final version is printed (not the “introduced” one) in this manner and includes the items listed.

Readings and Bylaws Adoption

- 23 – replaced entirely to include updated language, updated LGA legislation, same context is maintained except for sections detailed below.
- 23.7 – for flexibility, added language “providing that all outstanding conditions have been met (ie. “Transportation Act” or other Provincial directives as implemented from time to time)
- 23.8 – added an expiry clause for bylaws that are incomplete
- 23.9 – added an option for the CO to officially consolidate bylaws, and also make minor corrections as those are discovered.

Singed Bylaws

- 24.1.a - Removed corporate seal requirement – not needed
- 24.1.d – changed to “required approvals” – more flexibility as legislation and directives change

Introduction of Motions and Voting at Meetings

- 26 - Added “voting At Meetings” for readability (combining for readability) – was S.34 previously

Consideration of Motions

- 28 – entire section replaced with more details on how motions are debated, referred, postponed, how amendments would be addressed, etc.
 - o Provides structure and clear outline on process, if required

Reconsideration of Motion

- 31.1 – added regarding the authority of the Mayor and to provide context.
- 31.2 – changed language to focus on the “matter” that a decision needs to be reconsidered for
- 31.2.a+b – consolidated into one line, changed to allow members who were not present to request reconsideration, both mover and seconder would need to have been on prevailing side of motion
- 31.2.c – expanded to 30 days, same as authority of Mayor

Procedure Bylaw – Change Log

- 31.2.d – if a reconsideration motion is passed, essentially the “matter” is open for discussion as if the adoption of the original resolution never happened. A subsequent motion is required regarding the original matter.
- 31.3 – a vote on a reconsideration motion can not be reconsidered.
- Original 31.2-31.4 are removed. Most municipalities have this removed as there is legislation that governs this, so no Bylaw is needed to specify those steps.

Decorum in debate

- 32.6 – new section added – allows the Presiding Member to manage the debate and limit how often a member can speak to a question.
- 32.7 – relocated from 33.6 - added a total length of 10min for each member per item. Chair has ability to allow further debate.
- 32.8 – language change to reference the Code of Conduct Bylaw
- 32.9 – added, to allow the Presiding Member to remove a Councillor that’s inappropriate

Question of Order

- 33.6 – moved to 32.7 as it was in terms of speaking to a question.

Voting at Meetings – s.34 was moved to S. 26

Minutes – Adoption

- 35.6 – added – names of Members are recorded and if Member is absent – codifying current practice
- 35.7 – added – conflict of interest – recording in minutes – codifying current practice
- 35.8 – added – authority for the CO to make minor corrections to minutes
- 35.9 – added – if an amendment to the minutes is needed, adoption may not occur until the next meeting.

Committee of the Whole

- 36.3 – added – authorizing COTW to make administrative decisions. (previous Council resolution only, not allowed, must be a bylaw; previous resolution: “That Council delegate administrative power to the Committee of Whole” from Jan 21, 2013)

Committee – Notice of Meetings

- 38.1 – updated Posting Place (which already includes the website)

Schedule A – Oath of Office

- Updated to reflect current standards, similar language used by other municipalities or regional District that use a distinguished Oath of Office to address current responsibilities in more details, i.e. stewardship of public assets; and sustainability of the community.
- Includes language that specifically highlights the Code of Conduct Bylaw.



THE CORPORATION OF THE DISTRICT OF BARRIERE

COUNCIL PROCEDURE BYLAW NO. 251

A bylaw to govern meetings of the Council of the District of Barriere.

The Council for the District of Barriere, in open meeting lawfully assembled, **ENACTS** as follows:

1. Citation

This bylaw may be cited as the “**Council Procedure Bylaw No. 251**”

PART I - GENERAL

2. Definitions

In this bylaw, unless the context otherwise requires:

- 2.1. **Acting Mayor** means the Councillor designated to act in place of the Mayor when the Mayor is absent or otherwise unable to act for the applicable date;
- 2.2. **Advisory Body** means an advisory committee appointed by Council for the purpose of providing advice to Committees, Commissions and staff.
- 2.3. **CAO** means the Chief Administrative Officer appointed by Council for the District of Barriere, or their designate;
- 2.4. **Code of Conduct** means the standards applicable to members of Council of the District of Barriere, as set out in the District of Barriere Code of Conduct Bylaw No. 250, as may be amended or replaced from time to time.
- 2.5. **Commission** means a municipal commission appointed by Council under Section 143 of the Community Charter.
- 2.6. **Committee of the Whole** means a committee of Council comprised of all members of Council.
- 2.7. **Corporate Officer** means the person responsible for corporate administration as set out under Section 147 of the Community Charter, or their designate.
- 2.8. **Council** means the municipal council of the District of Barriere;
- 2.9. **Delegation** means any person wishing to appear as a speaker and/or make a presentation to *Council*, a Committee, or Commission;
- 2.10. **District** means the District of Barriere.
- 2.11. **District Council Chambers** means Council Chambers located at the District Offices.

- 2.12. **District Offices** means District Offices at 4936 Barriere Town Road.
 - 2.13. **District Website** means the information resource found at www.barriere.ca.
 - 2.14. **In-Camera Meeting** means a meeting that is closed to the public in accordance with Sections 90 and 92 of the Community Charter.
 - 2.15. **Mayor** means the Mayor of the District.
 - 2.16. **Member** means:
 - 2.16.1. in the case of Council, a member of Council, including the Mayor; or
 - 2.16.2. in the case of an Advisory Board, Committee, or Commission, a person appointed by Council to sit on that Advisory Board, Committee, or Commission.
 - 2.17. **Notice Board** means the public notice board at the District Offices designated by the Corporate Officer for posting of legal notices and Council meeting information.
 - 2.18. **Parcel Tax Roll Review Panel** means a panel consisting of at least 3 members appointed by Council under Section 204 of the Community Charter to consider complaints respecting the parcel tax roll and to authenticate the roll.
 - 2.19. **Presiding Member** means the Member who has the authority to preside over a meeting as chairperson.
 - 2.20. **Public Notice Posting Place** means the Notice Board and/or the District website.
 - 2.21. **Quorum** means:
 - 2.21.1. In the case of Council, a majority of the number of members of which the council consists under the Community Charter; and
 - 2.21.2. (2) In the case of a committee or other body, a majority of the voting members appointed.
 - 2.22. **Standing Committee** means a committee appointed by the Mayor under Section 141 of the Community Charter for matters the Mayor considers would be better dealt with by a Committee and at least half of the members must be Council members.
 - 2.23. **Select Committee** means a committee appointed by Council under Section 142 of the Community Charter for a select purpose and to report its findings and opinion to the Council. At least one member of a select committee must be a Council Member
3. Unless otherwise defined in this bylaw, words used herein shall have the meanings defined in the Community Charter or the Local Government Act, as applicable.
 4. **Application of Rules of Procedure**
 - 4.1. The provisions of this Bylaw govern the proceedings of Council, Commissions, Standing Committees, Select Committees, the Committee of the Whole, and Advisory Bodies.

- 4.2. In cases not provided for under this Bylaw, the current edition of Robert's Rules of Order, apply to the proceedings of Council and Council Committees to the extent that those Rules are:
 - 4.2.1. applicable in the circumstances;
 - 4.2.2. not inconsistent with provisions of this Bylaw, the Community Charter or the Local Government Act.

PART II – COUNCIL MEETINGS

5. Inaugural Meeting

- 5.1. An inaugural meeting of Council shall be held within the first ten (10) days of November, but no sooner than the third Monday following a general local election to allow time for judicial recount as specified in Section 149 of the Local Government Act.
- 5.2. If a Quorum of Council members elected at the general local election has not taken office by the date of the meeting referred to in Section 5.1, the first Council meeting must be called by the Corporate Officer and held as soon as reasonably possible after a Quorum has taken office.
- 5.3. The inaugural meeting shall be chaired by the Chief Administrative Officer or delegate until the Mayor and Councillors have completed signing their Oath of Office per the Community Charter.
- 5.4. The Oath of Office used by the District shall be as shown in Schedule “A” attached to and forming part of this bylaw.

6. Time and Location of Meetings

- 6.1. All Council meetings will take place within the District Council Chambers, except when Council resolves to hold meetings elsewhere and directs the Corporate Administration Department to give notice of the different meeting place by posting a notice of the change on the Public Notice Posting Place at least 24 hours prior to the time of the Council meeting.
- 6.2. Regularly scheduled meetings shall be held on the dates each year as established by a resolution of Council prior to December 15 of the preceding year, unless Council passes a resolution to cancel or alter a particular meeting, or the Corporate Officer determines that there is not sufficient business to be discussed to warrant the holding of a particular meeting.
- 6.3. Meetings shall be scheduled to begin at 5:30pm, typically on a Monday but subject to the dates selected per section 6.2.

6.4. Regular Council meetings may:

- 6.4.1. be cancelled by Council, provided that two consecutive meetings are not cancelled;
- 6.4.2. be rescheduled by Council, provided the notice requirements set out in Section 127 and 94 of the Community Charter are met.

7. Notice of Council and Special Meetings

- 7.1. In accordance with Section 127 of the Community Charter, Council must prepare annually, a schedule of the dates, times and places of Regular Council meetings and must make the schedule available to the public by posting it at the Public Notice Posting Place.
- 7.2. Council must give notice annually, in accordance with Section 94 or 94.2 [Bylaw to provide for alternative means of publication] of the Community Charter, of the time and location that the schedule of Regular Council meetings is available to the public.
- 7.3. All Council meetings shall take place at the District Council Chambers, unless Council passes a resolution to hold a particular meeting elsewhere, or the meeting is conducted by means of electronic or other communication facilities.
- 7.4. The Mayor or two members of Council, in accordance with the provisions of the Community Charter, may call a Special meeting of Council, which is any meeting other than a regularly scheduled meeting scheduled pursuant to this section or an adjourned meeting.
 - 7.4.1. Committee-of-the-Whole meetings may be considered Special Meetings of Council and may be called in the same way, or scheduled by Council resolution.
- 7.5. Except where notice of a Special meeting is waived by unanimous vote of all Council members under Section 127(4) of the Community Charter, a notice of the date, hour, and place of a Special Council meeting must be given at least 24 hours before the time of the meeting, by:
 - 7.5.1. posting a copy of the notice on the Public Notice Posting Place, and
 - 7.5.2. emailing the notice to each Council Member.
- 7.6. The notice under Section 7.5 must describe in general terms the purpose of the meeting and be signed by the Mayor or the Corporate Officer.

PART III - DESIGNATION OF MEMBER TO ACT IN PLACE OF MAYOR

8. Acting Mayor

- 8.1. Council must, on an annual basis, from amongst its members, designate Councillors to serve on a rotating basis as the member responsible for acting in the place of the Mayor when the Mayor is absent or otherwise unable to act or when the office of the Mayor is vacant.

- 8.2. Each Councillor designated under Section 8.1 is responsible for fulfilling the duties of the Mayor in their absence.
- 8.3. If both the Mayor and Acting Mayor are absent from a Council meeting, the next Member in succession on the rotating roster established under Section 8.1 shall preside at the Council meeting.
- 8.4. Other than at a Council meeting, if both the Mayor and the Acting Mayor are absent or otherwise unable to act, the next Member in succession on the rotating roster established under 8.1 shall be the Acting Mayor.
- 8.5. The Member designated under Section 8.1, 8.3 or 8.4 shall have the same powers and duties as the Mayor during a period of service as Acting Mayor.

PART IV - COUNCIL PROCEEDINGS

9. Attendance of Public at Meeting

- 9.1. Except where the provisions of Section 90 of the Community Charter apply, all Council meetings must be open to the public.
- 9.2. Before closing a Council meeting or part of a Council meeting to the public, Council must pass a resolution in a public meeting in accordance with Section 92 of the Community Charter.
- 9.3. Section 9 applies to all meetings of the bodies referred to in Section 93 of the Community Charter including Council committees, commissions, a Parcel Tax Roll Review Panel, a board of variance, or advisory bodies.
- 9.4. Notwithstanding Subsection 9.1, if the Presiding Member feels a member of the public is acting improperly at a meeting, the Presiding Member may expel that person from the meeting or have the person removed by a peace officer in accordance with Section 133 of the Community Charter.

10. Calling the Meeting to Order

- 10.1. As soon after the time specified for a Council meeting as there is a Quorum present, the Mayor, if present, must take the chair and call the Council meeting to order; however, where the Mayor is absent, the Councillor designated as the Member responsible for acting in the place of the Mayor in accordance with Section 8 must take the chair and call such meeting to order. The Presiding Member has, for that purpose, all the powers of, and is subject to, the same rules as the Mayor.

11. Adjourning Meetings

- 11.1. If there is no Quorum of Council present within 15 minutes of the scheduled time for a Council meeting, the Corporate Officer must:
 - 11.1.1. record the names of the members present and those absent; and,
 - 11.1.2. adjourn the meeting until the next scheduled meeting.

- 11.2. Notwithstanding section 11.1 if the Corporate Officer knows in advance that there will not be a Quorum present for a regularly scheduled meeting, they may cancel the meeting and shall use reasonable efforts to provide public notice of the cancellation by posting notice to the Public Notice Posting Place.
- 11.3. Council Meetings shall adjourn no later than 10:00 p.m. unless an extension beyond that time is determined by unanimous vote of Members present.

12. Electronic Meetings and Electronic Participation of Members

- 12.1. Electronic Meetings are meetings where all members of Council or Committee participate electronically (e.g. videoconference, audioconference or telephone).
- 12.2. Electronic participation allows for a hybrid meeting where some members of Council or Committee attend in person, and other members attend by electronic means (e.g. telephone).
- 12.3. In accordance with Section 128 of the Community Charter, a member of Council or a Council Committee who is unable to physically attend a Council meeting or a Council committee meeting, as applicable, may participate in the meeting by means of electronic or other communication facilities.
- 12.4. At the call of the Mayor, Presiding Member, or two members of Council, a Regular, Special, or Committee Meeting, may be held electronically in addition to special meetings already authorized under the Charter.
- 12.5. A meeting conducted under this Section is subject to the rules of procedural fairness of this Council Procedure Bylaw.
- 12.6. A meeting conducted under this Section, except for any part of the meeting that is closed to the public, the method must enable the public to hear, or watch and hear, the proceedings of the meeting and be able to participate during the appropriate section of the Agenda or at the call of the Presiding Member.
- 12.7. Council members participating by electronic means will be deemed to have voted in the affirmative on any and all motions made during technical interruptions and disconnections during the course of the Council meeting.
- 12.8. The Presiding Member must verbally confirm the response from any Council Member who is participating electronically to ensure the vote is recorded accurately.
- 12.9. In extenuating circumstances, the Presiding Member at a council meeting may participate electronically, with the unanimous vote of members present.

13. Order of Proceedings and Business

- 13.1. The agenda for all regular Council meetings contains the following matters in the order in which they are listed below, however, where appropriate for timing or other reasons, the Corporate Officer may determine an alternative order or variation in the agenda:

- 13.1.1. Adoption of Agenda
 - 13.1.2. Public Hearing
 - 13.1.3. Adoption of Minutes
 - 13.1.4. Registered Delegations and Petitions
 - 13.1.5. Unfinished Business from Previous Meetings
 - 13.1.6. Staff Reports
 - 13.1.7. Bylaws
 - 13.1.8. Councillor's Business
 - 13.1.8.1. Councillor and Committee Reports
 - 13.1.8.2. Notice of Motion
 - 13.1.9. Mayor's Business
 - 13.1.9.1. Mayor's Report
 - 13.1.10. Decisions from Registered Delegations (if required)
 - 13.1.11. Correspondence
 - 13.1.11.1. For Information
 - 13.1.11.2. For Action
 - 13.1.12. Late Items
 - 13.1.13. Public or Media Inquiries (can include items not on Agenda)
 - 13.1.14. Closed Session (unless logical placement suggests otherwise)
 - 13.1.15. Items Released from In-Camera
 - 13.1.16. Adjournment
- 13.2. Notwithstanding the provisions under Section 13.1, it shall always be in order for the Council to vary the order in which business on the Agenda shall be dealt with by a majority vote of the members present.
- 13.3. The Corporate Officer may determine the business order, alternative order, or variation in the agendas for all other regulatory and Advisory Body meetings held by the District, such as, and not limited to Public Hearing, In-Camera, Committee of the Whole, and Inaugural meetings.

14. Agenda

- 14.1. Prior to each Council meeting the Corporate Officer shall prepare an Agenda setting out all items for consideration at that meeting.
- 14.2. The deadline for the public to submit items to the Corporate Officer for inclusion on the Council meeting Agenda shall be 1:00 p.m. on the Monday preceding the meeting, unless otherwise approved by the CAO.
- 14.3. Items received in the Corporate Administration Department after the appropriate deadline in Section 14.2 shall be placed on the Agenda for consideration at the next Regular Council meeting, unless the item is introduced as a Late Item pursuant to Section 14.7 of this Bylaw.
- 14.4. Council Agendas will generally be available electronically online on the District Website to the members of the Council and the public at least 72 hours prior to Regularly Scheduled Council Meetings. Printed agendas will be available by request only.

- 14.5. Only those matters included on the Agenda shall be considered or dealt with at the Council meeting unless a new matter for consideration is properly introduced as a Late Item pursuant to Section 14.7 of this Bylaw.
- 14.6. In cases where documents are too unwieldy to be readily reproduced, they will be available for review on file in the Corporate Administration Department and noted on the Agenda.
- 14.7. A late item may be approved for addition to an agenda by the CAO, or by resolution of Council, if the subject matter is of an urgent nature such that the item cannot be held to the next meeting of Council.
- 14.8. The CAO, with the Corporate Officer, shall establish items to be included in the agenda.
- 14.9. The CAO will review the order of proceedings with the Presiding Member prior to release of agendas to Council.

15. Delegations and Public Inquiries

Delegations

- 15.1. All delegations requesting permission to appear before Council shall submit a written request, which must include:
 - 15.1.1. the name, physical address, and contact phone number or contact email address of the person(s) that will address Council;
 - 15.1.2. a description of the matter to be presented;
 - 15.1.3. a clear ask of Council, and proposed resolution; and
 - 15.1.4. a copy of all materials that will be discussed.

Staff is authorized to define the format that the materials under d) must be presented in, for example (but not limited to) PowerPoint or PDF format, maximum 10 slides, etc.
- 15.2. Any request to appear before Council shall be received, in writing, prior to the appropriate deadline stated in Section 14.2 in order to be placed as a new matter on the Council Agenda.
- 15.3. All delegations shall be afforded ten (10) minutes to make their presentation and shall be restricted to the topic as included on their written submission, unless a longer period is agreed by a majority of members present.
- 15.4. A person, other than a Council Member or an officer or employee of the District, shall only address Council during a meeting if that person is providing a report or presentation that has been scheduled to the agenda for the meeting, or if Council has unanimously passed a resolution to hear from that person at that time.
 - 15.4.1. This section shall not limit participation during "Public or Media Inquiries" or other Public Inquiry sections that may be implemented from time to time. The

same limitations would apply for other Public Inquiry sections as defined in s.15.12 & 15.13.

- 15.5. The Corporate Officer shall be granted the authority to:
 - 15.5.1. screen delegation requests and, if deemed appropriate, refuse to place a delegation on the Agenda if the issue is not within the mandate or jurisdiction of a Municipal Council.
 - 15.5.2. assign the delegation to a future Agenda if the next Council Meeting Agenda is deemed unsuitable by the Corporate Officer for any reasonable reason.
- 15.6. Where a delegation has addressed Council on a particular issue, if a subsequent request is received from the same delegation to address Council on the same issue, and no new significant information is being provided, the Corporate Officer will be granted the authority to not place the item on the Agenda, but may circulate the request under separate cover as an item of general information.
- 15.7. An appeal may be made to the CAO where the Corporate Officer has rescheduled a Delegation to a later meeting or refused the Delegation entirely. In the event the delegation wishes to appeal the CAO's decision, the information shall not be placed on the Agenda but shall be distributed under separate cover to Council for their consideration.
- 15.8. Council shall not permit a Delegation to address Council during a Council meeting:
 - 15.8.1. regarding a bylaw in respect of which a Public Hearing will be, or has been, held as a pre-requisite to the adoption of the bylaw, or
 - 15.8.2. if the purpose is to address an issue which is before the Courts or on which Council has authorized legal action.
- 15.9. Members shall not engage in debate, except to ask clarifying questions or to correct incorrect information.
- 15.10. There will generally be a limit of three (3) delegations permitted at a given meeting, but the Corporate Officer shall have authority to adjust this number dependent on other items and timing needs for the rest of the agenda.
- 15.11. The "Registered Petitions and Delegations" section of all meetings shall be suspended from the close of the nomination period preceding a general local election or by-election until the meeting of Council following the election.

Public Inquiries:

- 15.12. All Public or Media Inquiries, as outlined in s. 13.1, shall be limited to two (2) minutes, no more than fifteen (15) minutes in total, be restricted specifically to asking questions, and shall not use the opportunity as a public speaking platform or they will be removed from the meeting in accordance with s. 9.4.
- 15.13. The Public Inquiry periods at Council meetings shall be suspended from the close of the nomination period preceding a general local election or by-election until the

meeting of Council following the election. Only media inquiries are permitted during the Public or Media Inquiries period during that time.

16. Notice of Motion

- 16.1. Any Council Member may give a "Notice of Motion" respecting an item which they intend to present by giving a written copy of such motion to the Corporate Officer during a meeting of the Council and upon the Member being acknowledged by the Presiding Member and the Notice of Motion being read at the meeting.
- 16.2. A copy of the motion presented under Section 18.1 shall appear in the Minutes of that meeting as a "Notice of Motion". The Corporate Officer shall place the motion on the Agenda of the next Council meeting, or other future meeting designated by the Member bringing forward the Notice of Motion, for consideration.

PART V- PETITIONS AND COMMUNICATIONS

17. Proper Form

- 17.1. All communications and petitions intended to be presented to Council shall be legibly written, typed or printed, signed by at least one person, and shall be dated and include a contact name, physical address, mailing address, contact phone number or email address, before being accepted.

18. Referrals

- 18.1. Communications addressed to Council which relate to matters that fall within the scope of responsibility of a particular District department may be referred by the Corporate Officer directly to that department.
- 18.2. If a matter is referred under Section 18.1, a consolidated digital weekly summary of the communication shall be forwarded to each Member of the Council and to the appropriate Staff members. An acknowledgement may be provided to the writer on receipt of the communication, advising where the matter has been referred.
- 18.3. The Corporate Officer is granted the authority to forward correspondence items to the meeting considered to be most appropriate.
- 18.4. A right of appeal from any referral under Sections 18.1 and 18.3 may be made to the CAO who shall determine the final disposition of the matter. As well, Council may refer any item of correspondence as it deems appropriate to the CAO for follow up.
- 18.5. All petitions or other written communications in which Council requests a report may be referred to the CAO by means of a formal motion.

PART VI - BYLAWS

19. Form of Bylaws

- 19.1. A proposed bylaw may be introduced at a Regular Council meeting only if a copy of it is included in the final agenda package for the Council meeting, or all Council members unanimously agree to waive this requirement.
- 19.2. A bylaw must:
 - 19.2.1. be printed;
 - 19.2.2. have a distinguishing name;
 - 19.2.3. have a distinguishing number;
 - 19.2.4. contain an introductory statement of purpose;
 - 19.2.5. be divided into sections.

20. Bylaws to Consider Separately or Jointly

- 20.1. Council must consider a proposed bylaw at a Council meeting either:
 - 20.1.1. separately when directed by the Presiding Member or requested by another Council Member; or,
 - 20.1.2. jointly with other proposed bylaws in the sequence determined by the Presiding Member.

21. Reading of Bylaws

- 21.1. The Presiding Member of a Council meeting may:
 - 21.1.1. read, or have the Corporate Officer read, a synopsis of each proposed bylaw or group of proposed bylaws, and then
 - 21.1.2. request a motion that the proposed bylaw or group of bylaws be read;
- 21.2. The readings of the bylaw may be given by stating its title and object.
- 21.3. A proposed bylaw may be debated and amended at any time during the first three readings unless prohibited by the Community Charter and, if amended, a motion at third reading shall be "to give the bylaw third reading as amended".
- 21.4. Subject to Part 14, Division 4 of the Local Government Act [OCP adoption procedures], each reading of a proposed bylaw must receive the affirmative vote of a majority of the Council members present.
- 21.5. In accordance with Section 135 of the Community Charter [requirements for passing bylaws], Council may give up to three readings to a proposed bylaw at the same Council meeting.
- 21.6. If Council wishes to amend a bylaw after third reading, with the exception of those specific provisions respecting an Official Community Plan designation bylaw or a Zoning bylaw, they may do so by:

- 21.6.1. making a motion to rescind third reading; and if carried,
 - 21.6.2. making a motion to amend the bylaw; and if carried,
 - 21.6.3. making a motion to pass third reading of the bylaw as amended.
- 21.7. Despite section 135(3) of the Community Charter [requirements for passing bylaws], and in accordance with Part 14 Division 3 of the Local Government Act [public hearings], Council may adopt a proposed official community plan or zoning bylaw at the same meeting at which the plan or bylaw passed third reading providing all outstanding conditions have been addressed.
- 21.8. All bylaws which have not completed the requirements to be adopted after a 2-year period may be deemed stale dated and closed.
- 21.9. The Corporate Officer is hereby authorized to consolidate one or more of the bylaws of the municipality pursuant to Section 139 [consolidation of bylaws] of the Community Charter for official use, and to make minor corrections to bylaws at third reading or once adopted including, but not limited to, typographical errors, sequential numbering errors, and grammatical errors.

22. Bylaws must be signed

- 22.1. After a bylaw is adopted, signed by the Corporate Officer and the Presiding Member of the Council meeting at which it was adopted, the Corporate Officer must have it placed in the District's records for safekeeping with the following affixed to the bylaw:
- 22.1.1. the dates of its readings and adoption,
 - 22.1.2. the date of the Public Hearing, if applicable; and,
 - 22.1.3. the date of required approvals, if applicable.

PART VII - RESOLUTIONS

23. Copies of Resolutions to Council Members

- 23.1. A resolution may be introduced and considered at a meeting as long as it has been included as an item on the Council's printed Agenda or placed as a late item in accordance with Section 14.7 of this bylaw.

PART VIII - MOTIONS

24. Introduction of Motion and Voting at Meetings

- 24.1. Every motion must be moved and seconded before it is deemed to be in the possession of the Council. If a motion is not seconded, then the presiding Member shall move onto the next item on the Agenda without further discussion of that motion.
- 24.2. The following procedures apply to voting at Council meetings:
- 24.2.1. when debate on a matter is closed, the Presiding Member may summarize the motion and must put the matter to a vote.
 - 24.2.2. Council members who are in the room shall take their places when a vote is called for, and shall not leave until the vote has been taken;

- 24.2.3. after the Presiding Member finally puts the question to a vote under Section 24.2.1, a Member must not speak to the question or make a motion concerning it;
- 24.2.4. the Presiding Member's decision about whether a question has been finally put is conclusive;
- 24.2.5. whenever a vote of the Council is taken for any purpose, each Member present and voting shall signify their vote upon the question, openly and individually by raising their hand, and the Presiding Member shall declare the motion carried or defeated as the case may be;
- 24.2.6. A Member present at the meeting at the time of the vote who abstains from voting is deemed to have voted in the affirmative.
- 24.2.7. If the votes of the members present at the meeting at the time of the vote are equal for and against a matter, the motion is defeated and the Presiding Member must declare this result.
- 24.2.8. no vote shall be taken in a Council meeting by ballot or by any other method of secret voting.

25. Recording of Motions in Minutes

- 25.1. The names of those who voted against the motion shall be entered in the minutes.
- 25.2. Notwithstanding Section 25.1, motions that have been withdrawn as per Section 27 of this Bylaw, or did not receive a Secunder and therefore not considered, by Council, shall not be recorded in the Minutes.
- 25.3. The names of the members who moved and seconded a motion presented may be recorded in the Minutes.

26. Considerations of Motions

- 26.1. While Council is considering a question, only the following motions may be made:
 - 26.1.1. to refer the question to committee or staff,
 - 26.1.2. to amend the motion,
 - 26.1.3. to lay on the table (until later in the meeting),
 - 26.1.4. to postpone indefinitely or to a certain time,
 - 26.1.5. to move the previous question, or
 - 26.1.6. to adjourn
- 26.2. A motion to move (or "call") the previous question (26.1.5) must be dealt with before any other amendments are made to the motion on the main question, and if the motion on the previous question is decided in the negative Council may again debate the main question or proceed to other business.
 - 26.2.1. A motion to move the previous question (26.1.5) requires a seconder and needs a two- thirds majority to cut off debate.

- 26.3. Motions made under section 26.1.3 to 26.1.5 are not amendable nor debatable.
- 26.4. Council must vote separately on each distinct part of a question that is under consideration at a Council meeting if requested by a Member.
- 26.5. A Council Member may without notice move to amend a motion that is being considered at a Council meeting.
- 26.6. A proposed amendment to the main motion must be relevant to the main motion and not have the effect of negating or rejecting the main motion.
- 26.7. A proposed amendment must be reproduced in writing by the mover if requested by the Presiding Member.
- 26.8. A proposed amendment must be decided or withdrawn before the motion being considered on the main question is put to a vote.
- 26.9. An amendment may be amended only once.
- 26.10. A motion to amend that has been defeated by a vote of Council cannot be proposed again.

27. Withdrawal of Motions

- 27.1. After a motion has been made and seconded, it shall be deemed to be in the possession of the Council, but the motion may be withdrawn by the mover of the motion at any time before a decision or amendment is made, provided that the mover has the consent of the seconder.

28. Appeal Ruling of Presiding Member

- 28.1. Whenever the Presiding Member is of the opinion that a motion is contrary to the rules and privileges of the Council, the Presiding Member shall apprise the members thereof without proposing the question and shall cite the rule or authority applicable to the case without argument or comment. The ruling of the Presiding Member may be appealed by the other members of Council then present as per Section 28.2 of this bylaw.
- 28.2. On an appeal by a Council Member from the decision of the Presiding Member, the question shall be immediately put by them, and decided without debate "Shall the Presiding Member be sustained?" and the Presiding Member shall be governed by the vote of the majority of the Council members then present, excluding themselves. In the event of the votes being equal, the question shall pass in the affirmative.
- 28.3. If the Presiding Member refuses to put the question "Shall the Presiding Member be sustained?", the Council shall immediately appoint a Presiding Member pro tem. They shall proceed in accordance with Section 28.2 of this bylaw. A resolution or motion carried under this Section is binding.

29. Reconsideration

29.1. The Mayor may require Council to reconsider and vote again on a matter that was the subject of a vote, in accordance with Section 131 of the Community Charter.

29.1.1. The Mayor may initiate reconsideration at the same meeting as the vote took place, or within 30 days following that meeting.

29.2. A vote on a matter which was adopted or defeated may be reconsidered by Council provided that the matter has not had the assent of the electors, has not been reconsidered under this Section or Section 131 of the Community Charter, and has not been acted upon by an officer, servant or agent of the Municipality.

Such a reconsideration motion:

29.2.1. must be brought forward and seconded by Members who voted on the prevailing side of the motion or were not present at the meeting;

29.2.2. must be brought forward within thirty (30) days of Council following the original vote;

29.2.3. must receive a majority vote of Council for the matter to be open for discussion again;

29.2.4. if defeated, and the outcome being that the resolution is preserved unchanged, the same resolution may not be brought back before Council for six (6) months from the date of the latest vote, except with consent of two-thirds of all the members of Council.

29.3. A vote to reconsider a matter, whether affirmative or negative, must not be reconsidered.

PART IX – RULES OF DEBATE

30. Decorum in Debate

30.1. Every Council Member who wishes to speak to any question or motion shall raise their hand, wait to be recognized by the Presiding Member and shall address themselves to the Presiding Member.

30.2. Members of Council shall address the Presiding Member as "Mr. Mayor, "Madam Mayor", or "Your Worship" or "Mr. or Madam Acting Mayor", or "Mr. or Madam Chair" as the case may be, and shall refer to each other as "the Mayor" or "Councillor ", as the case may be.

30.3. Members of staff shall be addressed as Mr., Mrs., or Ms. or else shall be referred to by their official title.

30.4. Any questions addressed to staff shall be put through the Presiding Member to the CAO who shall refer the matter to the appropriate staff representative if necessary.

- 30.5. When two or more Council Members desire to speak at the same time, the Presiding Member shall name the Member who shall have the floor.
- 30.6. Members of Council shall seek permission of the Presiding Member to speak more than once in connection with a single question, except to explain a material part of a previous speech, to reply to debate on a substantive motion which the Member has made, or to introduce new information.
- 30.7. No Council Member shall speak longer than a total of ten (10) minutes to a question without the permission of the Presiding Member to any matter other than the question in debate or reflect upon any vote of the Council except for the purpose of moving that such vote be rescinded.
- 30.8. While in a Council meeting, a Member must comply with the Code of Conduct Bylaw as amended or replaced from time to time, must speak only in connection with the matter being debated, and may speak about a vote of Council only for the purpose of making a motion that the vote be rescinded.
- 30.9. Despite section 9 of this bylaw, the Mayor or Presiding Member at a Council meeting may expel and exclude from any Council meeting a person, including another Council Member, which the Mayor or Presiding Member considers is engaging in inappropriate conduct.
- 30.10. When the Presiding Member is of the opinion that there has been sufficient debate, the Presiding Member may put the question.

31. Presiding Member – Questions of Order

- 31.1. When a Council Member is speaking, no other Member may interrupt the speaker except to raise a point of order.
- 31.2. The Presiding Member may call any Council Member to order while that Member is speaking.
- 31.3. When such action is taken, the Presiding Member shall immediately suspend the debate, and the Council Member in question shall refrain from speaking until the point of order is determined by the Presiding Member, whose ruling is subject to an appeal by the Council Members.
- 31.4. Should any Council Member resist or disobey the decision of the Presiding Member, the Members may order the Member in question to leave their seat for that meeting, and in the event of their refusing to do so, the Presiding Member may order that the Member be removed from the meeting.
- 31.5. In the event of satisfactory apology being made by the offending Member, the Council may, by vote of the majority, permit the Member to resume their seat forthwith.
- 31.6. No Council Member shall resist the rules of the Council nor disobey the decision of the Presiding Member on points of order or practice, or upon the interpretation of the rules of the Council.

- 31.7. Any Council Member may require the question being debated to be read for their information at any period of the debate, but shall not do so in order to interrupt a Member speaking.
- 31.8. When the question under consideration contains more than one recommendation, any Member may request, by motion, that the vote upon each recommendation shall be taken separately and the Council Members shall decide by majority vote of the Members present how such vote shall be taken.

PART X – MINUTES

32. Adoption and Distribution

- 32.1. Minutes of the proceedings of Council, Committees, and Commissions must be legibly recorded, certified as correct by the Corporate Officer and signed by the Mayor or other Member presiding at the meeting. Minutes of Advisory Bodies may be signed off by the Presiding Member of that Advisory Body.
- 32.2. Prior to adoption, the Corporate Officer shall distribute a copy of all Minutes of Council meetings to each Member of Council.
- 32.3. Whenever possible, Minutes of a given meeting shall be adopted at the next Council meeting or Committee/Commission meeting, as appropriate.
- 32.4. In accordance with Section 97 of the Community Charter, Minutes of the proceedings of Council/Committees and Commissions must be available for public inspection at the District of Barriere offices during its regular office hours.
- 32.5. Section 32.4 of this bylaw does not apply to Minutes of a Council meeting or that part of a Council meeting from which persons were excluded under Section 90 of the Community Charter.
- 32.6. The names of all members of Council present and absent shall be recorded in the meeting minutes.
- 32.7. If a Member has declared a conflict of interest pursuant to the Community Charter, the reason the Member is not participating in the discussion of the matter, and the time at which they left the room and returned, will be recorded in the minutes.
- 32.8. The Corporate Officer is authorized to make minor amendments to approved minutes including, but not limited to, typographical errors, sequential numbering errors, and grammatical errors.
- 32.9. An error or omission in the minutes may be identified by a Member of Council orally and rectified by resolution. Depending on the scale of amendment the adoption of the minutes may be postponed to the next meeting.

PART XI – CONDUCT OF COMMITTEE BUSINESS

33. Committee of the Whole

- 33.1. The Committee of the Whole shall meet on an as needed basis.
- 33.2. The Acting Mayor shall act as Presiding Member of the Committee of the Whole, unless otherwise determined by the Mayor.
- 33.3. As per the Community Charter Section 154 (1) (a), Council is delegating administrative powers to the Committee of the Whole.

34. Schedule of Meetings

- 34.1. At its first meeting after its establishment a Commission, Committee, or Advisory Body must establish a regular schedule of meetings.
- 34.2. The Presiding Member of a Commission, Committee, or Advisory Body may call a meeting in addition to the scheduled meetings or may cancel a meeting.

35. Notice of Meetings

- 35.1. After the Commission, Committee, or Advisory Body has established the regular schedule of meetings, including the times, dates and places of the meetings, notice of the schedule must be given by:
 - 35.1.1. posting a copy of the schedule at the applicable Public Notice Posting Place.
 - 35.1.2. providing a copy of the schedule to each member of the Commission, Committee, or Advisory Body.
- 35.2. Where revisions are necessary to the annual schedule of Commission, Committee or Advisory Body meetings, as soon as possible a notice must be posted at the applicable Public Notice Posting Place and District website which indicates any revisions to the date, time and place or cancellation of a meeting.

36. Minutes of Meetings

- 36.1. Minutes of Committee of the Whole, Commissions, Standing, or Select Committees must be maintained and available to public and:
 - 36.1.1. legibly recorded,
 - 36.1.2. certified as correct by the Corporate Officer,
 - 36.1.3. signed by the Mayor or Member presiding at the meeting, and
 - 36.1.4. open for public inspection in accordance with Section 97(1)(c) of the Community Charter.
 - 36.1.5. Subsection 36.1.4 does not apply to minutes of a Commission, Standing, or Select Committee meeting from which persons were excluded under Section 90 of the Community Charter.

37. Quorum

- 37.1. The Quorum for a Committee of the Whole, Standing, Select, or Advisory Committee or Commission is a majority of all of its members.
- 37.2. If a Committee/Commission member misses more than 3 meetings in a row, Council may rescind their appointment at any time and appoint another person in place of the person whose appointment was rescinded.

38. Conduct and Debate

- 38.1. The rules of the Council procedure must be observed during Standing or Select Committees, Commission, or Advisory Body meetings, so far as is possible and unless as otherwise provided in this Bylaw.
- 38.2. Council members may attend any meetings of a Standing or Select Committee, Commission, or Advisory Body and may participate in discussions; however, only members who have been appointed, or an alternate member attending in the absence of an appointed committee member, may introduce or vote on the proceedings.
- 38.3. The Mayor shall be an ex-officio voting member of all Committees and Commissions and, when in attendance, shall possess all the rights, privileges, powers and duties of other members. The Mayor shall not be considered, if absent, when determining a Quorum.

39. Delegations

- 39.1. When a person or a group of persons wish to appear as a delegation before a Standing or Select Committee, Commission, or Advisory Body on a matter within the jurisdiction of the Committee, they shall be subject to the requirements set out in this bylaw.

40. Recommendations

- 40.1. Standing or Select Committee, Commission, or Advisory Body recommendations shall be subject to the approval of the Council, except where the Standing, Select, Committee of the Whole, or Advisory Committee has been delegated administrative power by the Council.

PART XII - GENERAL

- 41. If any section, subsection or clause of this bylaw is for any reason held to be invalid by the decision of a court of competent jurisdiction, such decision will not affect the validity of the remaining portions of this bylaw.
- 42. Any one or more of the rules and orders contained in this bylaw may be temporarily suspended by an affirmative vote of the majority of all Council members.
- 43. District of Barriere Council Procedure Bylaw No.100” and its amendments are hereby repealed.
- 44. This bylaw may not be amended, repealed or substituted unless Council first gives notice in accordance with Section 94 of the Community Charter.

Read a first, second, and third time by the Municipal Council this 16th day of December, 2024.

Notice of intention to proceed with this bylaw was published on the 23rd day of January, 2025 and the 30th day of January, 2025 in the Star Journal newspaper, circulating in the District of Barriere, pursuant to Section 94 of the Community Charter.

Adopted this ___ day of _____, 202__.

Acting Mayor, Scott Kershaw

Tasha Buchanan, Corporate Officer

SCHEDULE "A" – OATH OF OFFICE

OATH OF OFFICE

CANADA

PROVINCE OF BRITISH COLUMBIA

DISTRICT OF BARRIERE

I, (name of elected official), do (swear, solemnly affirm) that:

I am qualified to hold the office of (Mayor, Councillor) for the District of Barriere to which I have been elected.

I have not, by myself or by any other person, knowingly contravened the Local Government Act respecting vote buying or intimidation in relation to my election to this office.

As required by the Community Charter, I will disclose any direct or indirect pecuniary interest I have in a matter and will not participate in the discussion of that matter nor vote in respect of the matter.

I will faithfully, and with integrity, perform the duties of my office and will not allow any private interest to influence my conduct in public matters.

I will abide by the statutes, bylaws and policies that govern the District and promote openness, accountability, collaboration, and responsible leadership.

I will provide stewardship of the public assets through the development and evaluation of the District's policies and programs; and

I will make well-informed and transparent decisions, prioritizing the best interests and well-being of the entire community while guiding the growth of a vibrant and sustainable District.

I affirm, ascribe to, and agree to follow the District of Barriere Code of Conduct Bylaw No. 250 adopted by the District Council of the District of Barriere, as amended or replaced from time to time.

(Sworn, Affirmed) before me)
in the District of Barriere)
in the Province of British Columbia)
this ____ day of _____, _____.)

Corporate Officer (or as defined in the
Community Charter S. 120)

Elected Official

Two candidates vying for Barriere mayor seat in March 1 byelection

Hettie Buck

Two people are in the running to become Barriere's next mayor when voters go to the polls on March 1.

The District of Barriere (DOB) released the candidate nominees who have put their names forward - former mayor of Barriere, Bill Humphreys, and former deputy mayor and district councillor, Rob Kerslake.

A byelection was called following the resignation of former mayor Ward Stamer who was elected as the MLA for Kamloops-North Thompson in the recent fall provincial election.

These names will appear on the ballot and become official once

the Declaration of by-election is authorized by the close of business on Monday, February 3.

There will also be an election for councillor.

Candidate nominees are Stephen Boylan, former DOB councillor, Alan Fortin, Bob George and Brody Mosdell who is the youngest candidate running.

These four candidates will be running for the seat vacated by Kerslake who was required to step down as a district councillor while running for mayor.

Candidates may withdraw their nominations up to 4:00 p.m. on January 31. The official campaign begins on February 1 in the District of Barriere.



The District of Barriere has released the names of candidates running for mayor and one seat on council for the March 1 byelection. (Hettie Buck / Black Press Media)

Winter prescribed burning essential if conditions warrant for mitigation

Hettie Buck

The BC Wildfire Service, working with land managers, owners, First Nations and area fire officials regularly engage in fuel management activities which may also include the use of prescribed burns to help reduce wildfire severity and related threats to communities. A prescribed burn is an effective mitigation tool because it decreases the amount of combustible material, such as underbrush and dead wood, on the landscape.

The BC Wildfire Service may carry out limited prescribed burns during winter months

and winter burns would only be considered during periods of dry weather with minimal snow cover and suitable wind conditions.

"Planned and prescribed burning during the winter season helps to reduce excess piles of forest debris and unwanted materials," said Mike Savage, chief of the Blackpool and Little Fort Fire Rescue in the North Thompson Valley, "Fire Smarting efforts often result in limbing and trees that need to be disposed of by landowners. Humidity and fuel, moisture levels are high, so the risk of spread is low."

Savage advises that landowners are required to obtain burn permit numbers and advice from their local fire departments when they plan to light slash or burn piles, adding, "The venting index often prevents burning until now when conditions are right for burning. We encourage FireSmart efforts around homes and properties to reduce the wildland fire risks in fire season starting now helps in the long run," he said.

Fire chief for Chu Chua Fire Department at Simpcw First Nation, Ron Lampreau explains, "Winter fuel mitigation and prescribed burns are essential tools for pro-

tecting our communities from the threat of wildfires. These proactive measures reduce the buildup of flammable material, helping to prevent wildfires before they start. By carefully planning and managing these efforts, we create safer conditions for residents and first responders, while also supporting the health of our forests. It's important to remember that these steps are not just about fire prevention but about building resilience and peace of mind for everyone."

To report a wildfire, unattended campfire, or open burning violation, call 1 800 663-5555 toll-free or *5555 on a cellphone.

Public Notice District of Barriere



Please be advised that the Council of the District of Barriere intends to repeal and replace "Council Procedure Bylaw No. 100" with "Council Procedure Bylaw No. 251" which will provide overall housekeeping updates, references Council's new Code of Conduct Bylaw, changes the Regular Council Meetings usual start time to 5:30pm, sets a maximum time to adjourn, minor changes to an agenda's order of proceedings, and Council's Oath of Office was added as a 'schedule' to the Bylaw.

The newly re-written and updated bylaw will strengthen the district's posture regarding responsible conduct, while also codifying current local government best practices.

Council will deal with the consideration of "Council Procedure Bylaw No. 251," at a Regular Council Meeting scheduled for February 3, 2025 at 5:30pm in Council Chambers at 4936 Barriere Town Road, "The Ridge". A copy of the draft bylaw along with a detailed outline of the various updates can be viewed on the District website: www.barriere.ca or at the District Office during regular office hours: Mon - Fri 8:30am to 4:30pm (excluding statutory holidays).

If you have any questions, comments or concerns, please contact the District Office at (250) 672-9751.

Tasha Buchanan
Corporate Officer

✉ inquiry@barriere.ca

🌐 www.barriere.ca



Wildfire fuel mitigation work can be helpful during winter depending on conditions and the venting index in the North Thompson Valley. (Black Press File photo)

JOURNALISM

With a few keystrokes you can sample thousands of opinions, afloat in a sea of information. But as the volume increases, the accuracy and reliability of professional journalism is essential. Professional journalists are committed to balanced, independent and non-partisan reporting. They cut through the spin to give you the information and perspective you need. With today's information overload, gathering and sorting the facts, weighing and interpreting events, and following the story from beginning to end is more important than ever.

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District of Barriere
REPORT TO COUNCIL
Request for Decision

Date: February 3, 2025	File: 530.20/Rpts
To: Council	From: T. Buchanan, Corporate Officer
Re: DRAFT 2025 Revenue Anticipation Borrowing Bylaw No. 252	
<u>Recommendation:</u> <i>THAT Council give first three readings to the 2025 Revenue Anticipation Borrowing Bylaw No. 252</i>	

Purpose

To establish an annual revenue anticipation borrowing bylaw which is required annually for in order to permit a municipal government to possess a bank overdraft agreement. Draft 2025 Revenue Anticipation Borrowing Bylaw No. 252 is presented to Council for consideration and first three readings.

Background

Section 177 of the *Community Charter* (Revenue Anticipation Borrowing) gives municipalities the authority to borrow money to meet operational cash flow shortfalls between the beginning of the year and the receipt of property taxes or monies from other governments. Any funds that are borrowed must be immediately repaid as these amounts are subsequently received.

The maximum amount the District can borrow under Section 177 of the Community Charter is the total of all unpaid taxes for all purposes, imposed during the current year and the money remaining due from other governments. If the annual property tax bylaw has not been adopted, as is the case here, the taxes are deemed to be 75% of municipal property taxes imposed for all purposes in the previous year, along with the sum of money remaining due from other governments. The 75% limit for 2025 from the 2024 municipal property taxes collected in the amount of \$1,062,195 would be approximately \$796,646, which when added to the District's annual small community grant of \$585,000, the maximum limit the District can set to borrow in this bylaw, is \$1,381,646. The \$750,000 amount proposed in this bylaw is therefore substantially below the 75% limit set by the *Community Charter*.

With this bylaw, the District would have the choice of establishing an operating line of credit with the local Credit Union for this purpose or with the Municipal Finance Authority (MFA). Staff are recommending establishing an agreement with the local Credit Union as the interest rates are moderately comparable and the process is simpler. The interest rate offered by the Barriere Credit Union is Prime minus 0.5%. There is a one time application fee of \$1875.00 with no additional yearly fees or monthly operating fees.

Although staff do not anticipate a need to borrow any funds to cover normal operations, the adoption of an annual Revenue Anticipation Bylaw is a requirement for the District to establish and operating loan (overdraft) agreement with the Barriere Credit Union. The attached Draft Bylaw No. 252 is the District's proposed 2025 Revenue Anticipation Borrowing Bylaw for this \$750,000 million operating line of credit. Going forward, this will be an annual bylaw adoption process as required by the Community Charter, most likely to be included for Council consideration by November/December each year.

Benefits or Impacts

General

This bylaw is a statutory and contractual requirement for the District to establish an operating loan and overdraft arrangement with the Barriere Credit Union.

Finances

The establishment of an operating loan agreement with the Barriere Credit Union to borrow up to \$750,000 through a line of credit, will ensure the overall operations of District services can continue without interruption should it be necessary due to any unexpected low cash flows.

Strategic Impact

N/A

Risk Assessment

Compliance:

This is an annual bylaw which is authorized under Section 177 of the Community Charter and will fulfil the requirement of a banking agreement with the Credit Union.

Risk Impact:

Moderate. Adoption of this bylaw is necessary if the District wishes to establish an overdraft and operating loan with the Credit Union and will be required annually in order to maintain the agreement.

Internal Control Process:

Staff will need to provide the Credit Union with a copy of the bylaw upon adoption.

Next Steps / Communication

Staff will provide the Credit Union with a copy of the bylaw upon adoption.

Attachments

- 1) DRAFT 2025 Revenue Anticipation Borrowing Bylaw, No. 252

Recommendation

THAT Council gives 1st, 2nd and 3rd readings to 2025 Revenue Anticipation Borrowing Bylaw, No. 252

Alternative Options

1. Council could choose not to give this bylaw first three readings. In that case, the District would not have an overdraft facility on its operating account and would not be able to take advantage of operational short-term borrowing if it became necessary to do so.

**Revenue Anticipation Borrowing Bylaw
District of Barriere**

DRAFT - Bylaw No. 252

A bylaw to provide for the borrowing of money in anticipation of revenue

WHEREAS the municipality may not have sufficient money on hand to meet the current lawful expenditures of the municipality;

AND WHEREAS it is provided by Section 177 of the *Community Charter* that Council may, without the assent of the electors or the approval of the Inspector of Municipalities, provide for the borrowing of such sums of money as may be necessary to meet the current lawful expenditures of the municipality provided that the total of the outstanding liabilities does not exceed the sum of:

- a) The whole amount remaining unpaid of the taxes for all purposes levied during the current year, provided that prior to the adoption of the annual property tax bylaw in any year, the amount of the taxes during the current year for this purpose shall be deemed to be 75% of the taxes levied for all purposes in the immediately preceding year; and
- b) The whole amount of any sums of money remaining due from other governments;

AND WHEREAS there are no liabilities outstanding under Section 177;

AND WHEREAS the total amount of liability that Council may incur is \$1,381,646.25 made up of the sum of \$796,646.25, being 75% of the whole amount of the taxes levied for all purposes in prior year, and \$585,000.00 being the whole amount of the sum of money remaining due from other governments;

NOW THEREFORE the Council of the District of Barriere, in open meeting assembled, enacts as follows:

1. This bylaw may be cited as "*Revenue Anticipation Borrowing Bylaw No. 252*".
2. The Council shall be and is hereby empowered and authorized to borrow upon the credit of the municipality an amount or amounts not exceeding the sum of \$750,000.00.
3. The form of obligation to be given as acknowledgement of the liability shall be a promissory note or notes bearing the corporate seal and signed by the Mayor and the officer assigned the responsibility of financial administration of the municipality.
4. All unpaid taxes and the taxes of the current year when levied or so much thereof as may be necessary shall, when collected, be used to repay the money so borrowed.

READ A FIRST TIME this day of , 2025

READ A SECOND TIME this day of , 2025.

READ A THIRD TIME this day of , 2025.

RECONSIDERED and FINALLY PASSED and ADOPTED this day of , 2025.

Mayor

Corporate Officer

Certified a true copy of Bylaw No. 235 as adopted.

Corporate Officer

District of Barriere
REPORT TO COUNCIL
Request for Decision

Date: February 3, 2025	File: 530.20/Rpts
To: Council	From: T. Buchanan, Corporate Officer
Re: DRAFT Revenue Anticipation Borrowing Bylaw No. 253	
<u>Recommendation:</u> <i>THAT Council give first three readings to the Revenue Anticipation Borrowing Bylaw No. 253</i>	

Purpose

To establish a revenue anticipation borrowing bylaw which will allow the District to obtain interim funding for the construction of its Wastewater Treatment Upgrade project funded in part under the Investing in Canada Infrastructure Program (ICIP). The Province will make financial contributions to the District which will not exceed the lesser of seventy three point thirty three percent (73.33%) of the total Eligible Expenditures of the Project or Five Million Two Hundred Thirteen Thousand Three Hundred Dollars and Zero Cents (\$5,213,376) being the maximum amount (the 'Total Contribution') approved to be paid under the funding agreement to pay for Eligible Expenditures incurred by the District.

Background

Section 177 of the *Community Charter* (Revenue Anticipation Borrowing) gives municipalities the authority to borrow money for a short term in anticipation of the receipt of funding such as grant payments from other levels of government, or to fund operating expenditures pending the receipt of current year property taxes. The maximum allowable term for this borrowing is one year.

The District is forecasting significant capital expenditures towards the Wastewater Treatment Upgrade project in 2025 and may face cash flow shortfalls due to the turnaround time between cash being outlaid and reimbursed by the Provincial government.

The total amount approved under the grant is \$5,213,376.00 and to date, a total of \$184,446.25 in expenses have been submitted and reimbursed by the Province. This leaves a total of \$5,037,193.04 of the ICIP grant outstanding.

Any borrowing under this bylaw will only be used to fund expenditures which have been included in the 2025-2029 financial plan.

The loan would be in the form of a non-revolving line of credit with the Municipal Finance Authority, with interest payable only when drawdowns are made against it.

Council approved similar bylaws in 2012, and 2017 to finance the Solar Aquatics Wastewater Reclamation and the Water Supply and Distribution System Improvement projects, respectively. The same scenario is expected for 2025 and use of these funds is only a last resort to fund unforeseen cashflow constraints that may arise.

This bylaw, No. 253, relates only to the grant revenue available under the ICIP program, as it relates to capital expenditures for Wastewater Treatment Upgrades, and is separate and distinct from Bylaw No. 252, which applies to the District's proposed operating line of credit with the Barriere Credit Union. Although borrowing for both the credit union and MFA could be included in a single bylaw, the Municipal Finance Authority has recommended that the District adopt two separate bylaws.

Benefits or Impacts

General

Revenue anticipation bylaws can cause confusion. For clarification, this bylaw does not allow the District to take on a debt in the amount of \$5.1million. This bylaw reflects that the District has already been approved for and will be receiving, prior to the end of 2025, \$5,213,376m to complete an already approved and funded project. It also allows the District, in the event that the District does not have \$5.1m in cash to pay for the expenses incurred by this project up front without impacting day to day operational expenditures while waiting for reimbursement, to borrow in this amount, provided it be reimbursed by December 31st 2025. As noted previously, this is a purely precautionary and proactive measure to ensure the District can continue meeting their short-term grant-funded capital project expenditure cashflows.

Finances

This short-term borrowing would be at a variable interest rate which, at the time of writing this report is 3.88%. Interest charges are not eligible expenses under the ICIP funding agreement. This expense will not be incurred unless the District utilizes the loan.

Strategic Impact

Priority #3 – Goal 1 – Complete Wastewater Treatment Project

Risk Assessment

Compliance:

This is an annual bylaw authorized under Section 177 of the Community Charter and is required to set up short-term credit with the Municipal Finance Authority, and will expire at year end.

Risk Impact:

Moderate.

Internal Control Process:

Staff will need to provide the Municipal Finance Authority with a copy of the bylaw upon adoption, as well as a copy of this report.

Any funds received from the Federal or Provincial Governments as included in this bylaw, must be used to repay amounts borrowed under this bylaw, with the loan repayable in full by the end of the year.

Next Steps / Communication

If Council provides this draft Bylaw's first three readings at this meeting, the bylaw will return for adoption consideration at the next Regular Council Meeting. From there, if adopted, Staff will proceed with setting up the line of credit with the Municipal Finance Authority.

Attachments

- 1) DRAFT Revenue Anticipation Borrowing Bylaw, No. 253
-

Recommendation

THAT Council gives first three readings to Revenue Anticipation Borrowing Bylaw, No. 253

Options

1. Council could choose not to consider this draft bylaw. In that case, the District would not be able to access any short-term borrowing to fund Water Treatment Upgrade expenditures and a cash flow issue may occur.



DRAFT - BYLAW NO. 253

REVENUE ANTICIPATION BORROWING BYLAW

DISTRICT OF BARRIERE

A bylaw to provide for the borrowing of money in anticipation of revenue

WHEREAS the District of Barriere does not have sufficient money on hand to meet the current lawful expenditures of the municipality;

AND WHEREAS it is provided by Section 177 of the *Community Charter* that Council may, without the assent of the electors or the approval of the Inspector of Municipalities, provide for the borrowing of such sums of money as may be necessary to meet the current lawful expenditures of the municipality provided that the total of the outstanding liabilities does not exceed the sum of:

- a) The whole amount remaining unpaid of the taxes for all purposes levied during the current year, provided that prior to the adoption of the annual property tax bylaw in any year, the amount of the taxes during the current year for this purpose shall be deemed to be 75% of the taxes levied for all purposes in the immediately preceding year; and
- b) The whole amount of any sums of money remaining due from other governments;

AND WHEREAS the District of Barriere's grant application for a Wastewater Treatment Upgrade has been approved under the Investing in Canada Infrastructure Program (ICIP) for the amount of \$5,213,376.00 or 73.33% of the actual eligible costs;

AND WHEREAS \$5,037,193.04 of the ICIP grant is still outstanding;

AND WHEREAS claims will be submitted to the Province on a monthly basis;

AND WHEREAS a maximum of Two Million Dollars (\$2,000,000) may be outstanding under this bylaw at any given time;

AND WHEREAS there are no liabilities outstanding under Section 177;

NOW THEREFORE the Council of the District of Barriere, in open meeting assembled, enacts as follows:

1. This bylaw may be cited as "**Revenue Anticipation Borrowing Bylaw No. 253.**"

2. The Council shall be and is hereby empowered and authorized to borrow upon the credit of the municipality an amount or amounts not exceeding the sum of Five Million, Thirty-Seven Thousand, One Hundred and Ninety-Three Dollars and Four Cents (\$5,037,193.04), of which a maximum of Two Million Dollars (\$2,000,000.00) may be outstanding at any given time.
3. The form of obligation to be given as acknowledgement of the liability shall be a promissory note or notes bearing the corporate seal and signed by the Mayor and Financial Officer.
4. All ICIP funds received or so much thereof as may be necessary shall, when collected, be used to repay the money so borrowed.
5. Any money so borrowed shall be paid before December 31, 2025.

READ A FIRST TIME this day of , **2025**.

READ A SECOND TIME this day of , **2025**.

READ A THIRD TIME this day of , **2025**.

RECONSIDERED ADOPTED this **day of** , **2025**.

Acting Mayor, Scott Kershaw

Tasha Buchanan, Corporate Officer

District of Barriere

REPORT TO COUNCIL

Request for Decision

Date: February 3, 2025	File: 530.20/Rpts
To: Council	From: Fire Chief
Re: Policy Number change and Fire Department Remuneration	
Recommendations: THAT Council adopts Policy Number 54FI – Fire Department Remuneration. THAT Council rescinds Policy No.38 – Fire Department Remuneration.	

Purpose

For Council to review a change to the Barriere Fire Rescue's wage allocation and consider approving a small wage increase.

Background

In reviewing the Fire Department Remuneration Policy, staff noticed that policy number 38 was assigned to two separate policies. To avoid confusion between policies, a suggestion is to change Policy Number 38: Fire Department Remuneration to '54FI'. For the purpose of this document and throughout this document, anytime 'Policy Number 38' is referenced, it is speaking to 'Fire Department Remuneration.'

In 2021, changes were made to Policy No. 38 increasing the Fire Department Remuneration, however, these changes were never made official in the policy. (Staff highlighted these changes in yellow in the policy) Staff are proposing a formal change in policy to accurately showcase these changes in remuneration moving forward. The amounts paid to volunteer firefighters in the last three years have been under the unofficial changes and no foreseen additional costs are expected (depending on call volume).

Key Changes

There are several additions to the Policy recommended at this stage which are highlighted in blue font and highlighted in more detail below:

Fire Department Honorarium:

Staff propose to add a \$20 honorarium at the 6-hour mark for an event, a \$20 honorarium at the 8-hour mark of an event and to pay the Junior Firefighters the rate of Firefighters, once the probationary period is complete. As council may be able to imagine, at the 6-hour mark, volunteers have either cancelled shifts at work, given up an entire night of sleep, missed important family time including birthdays and holidays or given up a weekend day to attend these events. Staff believe that a good way to show appreciation would be to offer another \$20 per 2 hours worked for each volunteer at the incident and capping this amount at the 8-hour mark.

There has been no increase in Fire Department Remuneration since 2021. With the changes mentioned above, Staff are requesting to add in an honorarium at a calls 6-hour mark and 8-hour mark. This will have little effect on the current budget but displays support from the District of Barriere for calls where members are more commonly missing work hours. Staff feel these amounts can assist the volunteer when time is spent away from their employment and wages are ultimately lost during a longer emergency event.

Longer calls can be harder to keep volunteers for – typically these calls include much more demanding tasks of our volunteers, including extrication of deceased individuals, mop up of structure fires after being in full gear already for 6 hours (a minimum of 65lbs of unbreathable bunker gear and tools), wildfires, and investigations. In 2024, only one call would have been eligible for the additional \$20 for a total cost of \$200 for 10 members (for two hours’ worth of work per person). If an hourly rate was given for those two hours, this would mean they were making \$10 per hour.

As shown in the table below, out of 326 calls from 2021 to 2024, only 6 calls went above 6 hours and 4 of those extended into the 8-hour mark.

Calls Going over 6 hours and 8 Hours						
Fire Call Number	6hrs	8hrs	Total hrs	Firefighters Attending	Officers Attending	Additional Cost Per Call
I-24-39	X		6hrs	7	3	\$200
I-23-65	X	X	10hrs	7	3	\$400
I-23-18	X	X	9.5hrs	6	2	\$320
I-22-36	X	X	8hrs	7	3	\$400
I-22-15	X		7hrs	6	2	\$160
I-21-41	X	X	9hrs	8	2	\$400
					Total Amount that would have been paid over 4 years (out of 326 calls)	\$1880
Calls lasting over 8 hours since 2021: 4					Total Cost Yearly	\$470
Calls lasting over 6 hours since 2021: 6						

On average, this remuneration change would result in roughly \$470 on average in additional costs to the District.

Junior Firefighter Pay:

Currently, Barriere Fire Rescue has one Junior Firefighter. The member mentioned above has been with the fire department since June 2023 and has showed an exceptional amount of engagement with both the fire department and its association. In the past, we have had Junior members graduate from high school while still with the Fire Department and continue to assist as firefighters, or they have moved on to other volunteer firehalls or even pursued careers in Industrial Firefighting. Junior volunteers are required to make 70% of all training practices, and 50% of eligible calls (juniors are not allowed to attend Highway Rescue Calls, Motor Vehicle Incidents, or any fire that has a known deceased person. Junior firefighters are also not permitted in the 'hot zone' (ie. Inside a burning structure fire). Junior firefighters are still tasked with hard and grueling work such as: operating pumps, digging or trenching with wildfires, running equipment back and forth, mop-up, etc. This work still exposes them to particulates that can cause cancer and other diseases.

Currently, Junior members are not eligible for pay under the current Bylaw #55 (limit to age 18+) nor under the current Policy No. 38 for Fire Department Remuneration.

To recognize the contribution that junior firefighters bring to the department and community, Staff would like to propose that Junior Members become eligible for pay at the firefighter pay out rate after their probation period. This would be a cost of roughly \$1,300 per year if the Junior member attends all practices and attends 15 callouts per year.

BC Wildfire Contracted Deployments:

This addition is new to the policy; however, it is the standard that the District of Barriere has been paying firefighters when they are deployed under the Interagency Agreement with BC Wildfire Service. The 'Engine Boss' is responsible for attending daily safety meetings, submitting all paperwork before, on and after the event, and organizing the crew during the event – and as such, gets paid as per the agreements 'Single Resource Firefighter Rate.' An Engine Boss is required to have additional training, and all efforts are made to have an Officer of Barriere Fire Rescue as an Engine Boss. The crew holds less responsibility during a wildfire deployment and has been paid \$2.00 less per hour than an Engine Boss.

At the end of the day, the District of Barriere still receives a substantial amount of income from these deployments per hour. Each fire apparatus has a different rate at which it gets paid in an 'All Found Rate'. With the lowest profiting truck, after paying out wages for the crew, the District of Barriere still receives \$217 per hour (for a Type 3 Tender and crew of 2 people). Deployments can last anywhere from 12 hours (minimum pay rate) to 14 days (12 hours of pay each day).

Scope, Policy Principals, Payment: These sections have been added for consistency purposes and codify current practices and for example payment standards into Policy.

Summary

The updated policy is intended to codify current practices, allow for remuneration of junior firefighters, and allow for remuneration for calls lasting 6 hours or more.

Benefits or Impact

General

Overall, the proposed changes would allow for a correction of the Policy Number from 38 to 54FI, while also including a minimal increase for longer call outs and establishing a small remuneration amount for junior firefighters.

Finances

As detailed above, based on current call volume and length of call lasting 4 or more hours, the additional cost on average would be roughly \$470 per year to accommodate the call-out length changes.

A Junior Firefighter inclusion could result in costs up to \$1,300 per year, per Junior Member. However, this also provides for a valuable resource during emergencies. The current Fire department policies do not allow more than 3 junior members at any time.

Strategic Impact

Enhanced engagement with our Community and our Partners.

Risk Assessment

Compliance: Fire Regulations Bylaw No. 55. (This by-law is currently under review by staff and a proposal to amend the current bylaw will be submitted to Council at a later date.); Policy No 38 – Fire Department Remuneration.

Risk Impact: Low

Internal Control Process: Staff follow standardized practices for amending policies.

Next Steps / Communication

- Staff will be reviewing the Fire Safety Bylaw No. 55 in the coming months and present amendments that would remove the exclusion by age for volunteer members, while also presenting options to modernize the current Bylaw.
 - Work with Financial staff to update approved pay rates, and establish Junior Firefighter pay
-

Attachments

- Draft Policy No. 54FI – Fire Department Remuneration
- Current Policy No. 38 – Fire Department Remuneration

Recommendations

THAT Council adopts Policy Number 54FI – Fire Department Remuneration.

THAT Council rescinds Policy No.38 – Fire Department Remuneration.

Alternative Options

1. Council can maintain the current policy. If Council chooses this option, additional work may need to be done to ensure that only the changes from 2021 are applicable (as they had yet to be codified in policy).
2. Council can make amendments to the proposed Policy.

Prepared by:

A. Hovenkamp, Fire Chief



DISTRICT OF BARRIERE

COUNCIL POLICY MANUAL

Page 1 of 1
Approval Date:

NO: 54FI
DEPARTMENT: Finance
SUBJECT: FIRE DEPARTMENT REMUNERATION

SCOPE:

This policy applies to all Volunteer Firefighters of Barriere Fire Rescue.

POLICY PRINCIPALS:

- A) This policy only applies following successful completion of a 3-month probation period, or as specified in the department bylaws and policies.
- B) Time spent at Association Events will not be considered fire service time and will not be tracked or remunerated through this policy.

POLICY REMUNERATION:

The following remuneration figures for the Barriere Fire Recue shall be as follows:

Administration:	Assistant to FC	\$25/hr*
	Admin	\$20/hr*

*(*max of \$8,000 total per year for Fire Chief approved projects, unless otherwise approved by the CAO)*

Chief Officers:	Fire Call	\$30
	Practice	\$25

Fire Inspections:		\$25*
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*(*Per site visit – max 2 visits per location – pay only for lead inspector)*

Incident Commander:	Fire Call	\$25/hr (max 3hrs)
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Officers (All):	Fire Call	\$30*
	Practice	\$20

- *Officers will receive another \$20 honorarium when a call hits 2 hours*
- *Officers will receive another \$20 honorarium when a call hits 4 hours*
- *Officers will receive another \$20 honorarium when a call hits 6 hours*
- *Officers will receive another \$20 honorarium when a call hits 8 hours*

Training Officer <i>(*when training):</i>	Practice/Training session	\$25/hr*
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Firefighters	Fire Call	\$25
& Junior Firefighters	Practice	\$17

**Firefighters will receive another \$20 honorarium when a call hits 2 hours*

**Firefighters will receive another \$20 honorarium when a call hits 4 hours*

**Firefighters will receive another \$20 honorarium when a call hits 6 hours*

**Firefighters will receive another \$20 honorarium when a call hits 8 hours*

Probationary/Rookie/Junior	All Events	Volunteer
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BC WILDFIRE CONTRACTED DEPLOYMENTS:

When firefighters are out on a provincially contracted deployment, remuneration will differ from the above policy. Engine Boss’s will be paid at the Single Resource rate (found under ‘Firefighter Wage Rate) and Crew Members will be paid no less that \$2.00 under that wage amount.

If the Chief is deployed or working on administrative assignments specifically for a wildfire deployment event, they will be paid according to their Employment Contract.

PAYMENT:

- A) Payment will occur once per quarter.
- B) All firefighters must provide banking information and a social insurance number for payroll at the beginning of their ‘start’ date.



DISTRICT OF BARRIERE

COUNCIL POLICY MANUAL

Page 1 of 1
Approval Date: September 4, 2018

NO: 38
DEPARTMENT: Finance
SUBJECT: FIRE DEPARTMENT REMUNERATION

The following remuneration figures for the Barriere Volunteer Fire Department shall be as follows:

Fire Chief: <i>(*max of 60 hrs per month unless otherwise approved by the CAO)</i>	Admin	\$25/hr*
	Fire Inspection	\$25
	Fire Call	\$25/hr (max 3hrs)
	Practice	\$12/hr
Incident Commander:	Fire Call	\$25/hr (max 3hrs)
Officers (All):	Fire Call	\$30
	Practice	\$12
Training Officer <i>(*when training):</i>	Practice/Training session	\$25/hr*
Firefighters:	Fire Call	\$25
	Practice	\$10
Probationary/Rookie	all events	Volunteer

The above remuneration applies to the Fire Department's - Road Rescue Team as well.

District of Barriere

REPORT TO COUNCIL

Request for Decision

Date: February 3, 2025	File: 530.20/Rpts
To: Council	From: Chief Administrative Officer
Re: Policy No. 55FI - Asset Management Policy	
Recommendations:	
THAT Council adopts Policy No. 55FI as presented.	
THAT Council rescinds the Asset Management Policy dated December 12, 2016, and the related Asset Management Strategy dated December 12, 2016.	

Purpose

For Council to consider replacing the current Asset Management Policy and Strategy, both dated December 12, 2016, with an updated Policy No. 55FI.

Background

In December 2016, Council adopted the District's first Asset Management Policy and Strategy to establish an Asset Management Program. Due to requirements for continuing to receive grant funding from provincial and federal governments, this was an essential first step to provide for the potential for grant revenue for the District towards evolving the related asset management plans and implementing asset management projects.

Over the past 8 years, Staff continued to work with District engineers to advance the program forward by applying for specific grants and developing in 2022 for example, a Risk Analysis for the District's Water and Wastewater systems which will form an integral part of asset replacement planning.

Currently, the District is in need to reassess our Asset Management Policy and Strategy to align with the current and future needs of the organization and community. As part of the Strategic Plan which Council adopted on January 13, 2025, Council's number one priority was to better understand our current practices and the state of our assets, followed by a development of Asset Management related policies and plans with a focus on the financial investments needed across the organization.

In reviewing the current policy and strategy, the past focus was primarily on Roads, Water, and Wastewater as often these include the assets that have the highest replacement cost associated with them. To achieve the desire of Council for a holistic organizational Asset Management

Program, the Policy and Strategy have to be revamped from the ground up to adjust for that need. As such, the proposed policy has this focus in mind which would then also include other assets such as Facilities, Parks, Equipment, and Technology Infrastructure. The information gained by including these categories will now allow the District to make decisions based on criticality while evaluating all District activities and priorities at the same time.

To update our policy, Staff reviewed Asset Management Policy templates from the Town of Gibsons (this was provided by Asset Management BC as a recent template), the Village of Ashcroft (a similar sized community in the region that has received praise for their Asset Management program), and other municipalities that had success with their programs in the past.

Key Highlights

Below are some of the Key Highlights of the proposed policy and changes from the original one.

Purpose – The Purpose Section originally included the background information of the Asset Management program. This section has been shortened now to reflect the intent “to set guidelines for implementing consistent Asset Management processes” within the organization. Some of the original content was moved to the Background and Vision Section.

Definitions – This section is entirely new and includes key terms that are used throughout the document. For example Engineered Assets are defined as:

Assets that have been constructed and are owned by the District (e.g., water systems, wastewater systems, roads, streetlights, buildings, etc.), land that is owned by the District and supports assets (e.g., land under roads or buildings), and land that is undeveloped and owned by the District. This category would also include other non-linear assets such as fleet & equipment, technology infrastructure, parks facilities & playgrounds, etc. These assets must be operated, maintained, managed, and, with the exception of land, ultimately replaced as they wear out.

Scope – The Scope has been updated to include all activities and services that the District provides to the community.

Background and Vision – This section now contains some of the background information but also additional information that the District generally was not aware of in 2016. For example, we now know, that as of December 2023, the historical costs of Engineered Assets for the District are roughly \$37.5Million.

Policy Statements – The District’s original language is still reflected throughout those statements; however, it is now complimented by newer standards and clearer definitions what some of the expected outcomes are, which are in line with Council’s Strategic Plan priorities and goals. For example, item 8. speaks to Staff developing a rolling 20-year Asset Management Investment Plan (AMIP) which would be included in budget deliberations annually. Item 9 then further details the establishment of an Asset Management Financial Policy (AMFP) which would work in conjunction with the AMIP to determine revenue models. While item 10. then ensures that the budget would ultimately focus on the essential, critical priorities for the next 5 years, while always keeping an eye on the long-term needs of the District.

Responsibilities – The main change here has been a move to a table format for ease of use for the reader and end user.

References – This section includes key reference materials for the development of future asset management documents, which may need to be expanded upon in the future as other policies are finalized.

Related Documents – Staff also added a list of related internal documents that will need to be completed. This list only includes the main Asset Management documents each organization should have, but the list can be expanded upon. As Council approves future items, Staff would be amending this list.

Summary

In summary, the proposed policy includes updated language that intends to achieve a holistic Asset Management Program throughout the organization. It clearly defines the roles and responsibilities of Council, Staff, and the Public.

Benefits or Impact

General

As the Asset Management Policy is the foundation of our Asset Management Program it is essential as the first policy that's adopted by Council to reflect the direction that Council would like the organization to take in relation to the program.

Finances

N/A – any financial decisions will be brought annually to Council as part of the budget process.

Strategic Impact

Priority #1: Implement an Organizational Asset Management Program

Goal 2. – Develop Asset Management Policies

Actions to get us there:

- a. **Develop or amend Asset Management Program Policies**
- b. Develop an Asset Management Investment Plan (AMIP)
- c. Develop Asset Management Financial Investment Policy

The Results We Want to See:

- a. Present Asset Management Framework Policies and Plans for Council consideration, including:
 - a. Tangible Capital Assets Policy
 - b. Asset Management Policy**
 - c. Asset Management Framework/Strategy
 - d. Asset Management Investment Plan (AMIP)
 - e. Asset Management Financial Investment Policy
- b. In the Policies and Plans, consider the current State of Our Assets (from Goal 1.) and Asset Deficits.
- c. Provide a list of immediate critical renewal needs as part of the annual budget with a 5 year forecast.

Risk Assessment

Compliance: Public Sector Accounting Board (PSAB) 3150, Asset Management BC

Risk Impact: Low

Internal Control Process: Staff is following establishes processes to update policies.

Next Steps / Communication

- If adopted, Staff will continue to work on following the other strategic goals of Council in relation to the Asset Management Program.
-

Attachments

- Draft Policy No. 55FI – Asset Management
- Asset Management BC – Executive Summary
- Asset Management BC – Asset Management for Sustainable Service Delivery: A BC Framework
- Current Asset Management Policy
- Current Asset Management Strategy

Recommendations

THAT Council adopts Policy No. 55FI as presented.

THAT Council rescinds the Asset Management Policy dated December 12, 2016, and the related Asset Management Strategy dated December 12, 2016.

Alternative Options

1. Council could choose not to amend the policy at this time. Staff would subsequently utilize the older policies when focusing on Asset Management.
2. Council could choose to amend the proposed policy before adoption.

Prepared by:

D. Drexler, Chief Administrative Officer



DISTRICT OF BARRIERE COUNCIL POLICY MANUAL

Approval Date: MMM DD, 2025

Amended Date: N/A

NO: 55FI
SECTION: Finance
SUBJECT: Asset Management

Purpose

To set guidelines for implementing consistent Asset Management processes within the District of Barriere (the “District”).

Definitions

Asset Management: an integrated, lifecycle approach to effective stewardship of infrastructure assets to maximize benefits, manage risk and provide satisfactory Levels of Service to the public in a Sustainable manner. The majority of the services that the District provides are related to Asset Management.

Asset Management Financing Policy (AMFP): a funding cash flow analysis for all of the District's Engineered Assets that utilizes the projected costs from the AMIP.

Asset Management Investment Plan (AMIP): a 20 year cost cash flow analysis for all of the District's Engineered Assets.

Engineered Assets: assets that have been constructed and are owned by the District (e.g., water systems, wastewater systems, roads, streetlights, buildings, etc.), land that is owned by the District and supports assets (e.g., land under roads or buildings), and land that is undeveloped and owned by the District. This category would also include other non-linear assets such as fleet & equipment, technology infrastructure, parks facilities & playgrounds, etc. These assets must be operated, maintained, managed, and, with the exception of land, ultimately replaced as they wear out.

Level of Service: the service level delivered to the public by the District. This can take the form of the selection of services that are provided (e.g., bike lanes, doggie bags, or a new pool), the standard of infrastructure in place (e.g., concrete sidewalks versus gravel paths), or the standard to which an asset is maintained (e.g., the frequency of scheduled curb sweeping). The desire of Council or the public for a particular Level of Service will directly affect utility fees or taxation.

Natural Assets: naturally occurring land or subsurface features which perform or support service delivery to the District (e.g., the aquifers, which filters and stores water, and the rivers, which convey and treat stormwater run-off). This category also includes artificial features that mimic naturally occurring features (e.g., ditches, ponds, and wetlands). If these assets did not exist, Engineered Assets would be required to provide these services. Natural Assets must be operated and maintained but, if managed appropriately, require no replacement.

Risk: analysis of the 'likelihood' and the 'consequences' of a given event. Establishing the risk associated with lower infrastructure performance due to Levels of Service or postponement of asset replacement will identify system vulnerabilities and assist in prioritizing work. For example, puddles on a gravel walkway may have a high likelihood of occurring but the consequences are not significant. In comparison, an ageing sanitary main may have a high likelihood of failure and the consequences of a break may be significant.

Staff: means the Chief Administrative Officer (CAO) or designate.

Sustainable: meeting the needs of the present without compromising the ability of future generations to meet their own needs. In relation to Asset Management a sustainable approach takes into consideration the current and future benefits and costs of existing and new assets or services.

Scope

This Policy applies to all District services and activities.

Background and Vision

Council's vision and goal for the community includes providing a safe, livable, Sustainable and economically vibrant community underpinned by well managed and maintained infrastructure assets. These assets include but are not limited to efficient transportation networks, an economical and reliable water distribution network, a safe and reliable sewage collection system, reliable information technology systems, appropriate fleets, and accessible parks, recreation, and civic facilities.

The District is committed to implementing a systematic Asset Management Program in order to apply appropriate Asset Management best practices across all areas of the organization. This includes ensuring that assets are planned, created, operated, maintained, renewed and disposed of, where appropriate, in accordance with the District's Levels of Service priorities.

As of December 2023, the District owns and operates approximately \$37.5 Million (historical costs) of Engineered Assets to support its core business of delivery of service to the community. Although the equivalent values have not been established, the District also recognizes the additional and significant contribution made by Natural Assets in the delivery of service to the community.

Adopting Asset Management principles will assist Council in achieving its strategic plans and long-term financial objectives while demonstrating to the community that District is exercising good stewardship and is delivering affordable services while considering its legacy to current and future residents, businesses, and industry.

Policy Statements

1. Asset Management is the core service of the District. The goal is to strategically and systematically integrate Asset Management into corporate, financial, technical, and budgetary planning across the organization.
2. The District will maintain and manage infrastructure assets at sustainable levels to support public safety, community well-being, economic prosperity, and strategic goals.
3. The Asset Management program will develop, maintain, and report on the following;
 - a. Asset inventories of all its major Engineer Assets.
 - b. Levels of Service for each asset and asset type.
 - c. Long term asset replacement, renewal, and construction strategies.
 - d. Long term financial planning to support the asset replacement, renewal, and construction strategies.
4. The District will establish infrastructure investment strategies through the use of full life cycle costing principles. Life cycle costs will be considered in decisions relating to new services and assets and upgrading of existing services and assets.
5. The District will plan financially for the appropriate level of infrastructure investment to deliver service levels and extend the useful life of assets at acceptable levels of Risk.
6. The District will plan for and provide sustainable long-term funding to replace and/or renew and/or expand and/or decommission infrastructure assets.
7. The District will consider and incorporate Asset Management in its other organizational plans, such as (but not limited to) master plans, the Official Community Plan, business plans, resource management plans, environmental plans, designs, facility plans, and economic development plans.
8. Staff will develop and maintain a rolling 20-year AMIP, which will include all cost drivers. The AMIP shall be included as part of the annual budget preparations as an information item for Council.
9. Council and Staff will develop an AMFP. The intent is that there will be a balance between the AMIP costs and AMFP revenues by making informed decisions, identifying all long-term cost drivers and revenues associated with infrastructure asset decisions, including additions and deletions.

10. Annual budget processes will prioritize essential Asset Management projects for the next 5 years.
11. Climate change and resiliency, as it relates to impact on infrastructure and service delivery, will be considered in asset management activities.
12. Natural Assets are recognized by the District as performing essential service delivery and will be identified and managed in a similar manner as Engineered Assets.
13. Staff will implement the Policy by utilizing the *Asset Management for Sustainable Service Delivery: A BC Framework* and general asset management best practices to help with the development of the District's practices. Staff will collaborate with the Senior Management Team and key departmental employees in their infrastructure decision-making and in their recommendations to Council. Since the performance of asset management is organization-specific, reflective of knowledge, technologies and available tools, and will evolve overtime, the responsibilities for guidelines, practices, and development of support tools are delegated to Staff.

Responsibilities

Asset Management is a corporate responsibility that involves all District staff and members of Council in the effective implementation of Sustainable service delivery. While District staff, the public, or other agencies may provide input on the nature of this policy, Council retains sole authority to approve, update, amend or rescind the Policy and any subsequent related items. The responsibility of implementation is delegated to Staff.

Role	Responsibility
Adopt Asset Management Policy and related items	Council
Implement Policy	CAO, Senior Management Team
Establish Levels of Service	Council, CAO
Develop and maintain infrastructure strategies including development & service plans	CAO, Senior Management Team
Report to citizens on status of the District's infrastructure and asset management program	Council, CAO, Senior Management Team
Ongoing review of policies, issue identification and policy updates	Council, CAO, CFO, Manager responsible for Engineering
Integrated asset management, including inventories, condition, service levels, mapping, financial plans for appropriate level of maintenance, rehabilitation, extension and decommission of assets and full life cycle costing	CAO, CFO, Manager responsible for Engineering
Implement and maintain Geographic Information Systems and associated datasets	Manager responsible for Engineering

References

- Asset Management BC – Asset Management for Sustainable Service Delivery: A BC Framework
- Public Sector Accounting Board - PSAB 3150 Tangible Capital Assets Reporting Requirements

Resolutions and Amendments

MMM DD, YYYY – Council Policy No. 55FI Established – Previous Asset Management Policy and Strategy Rescinded.

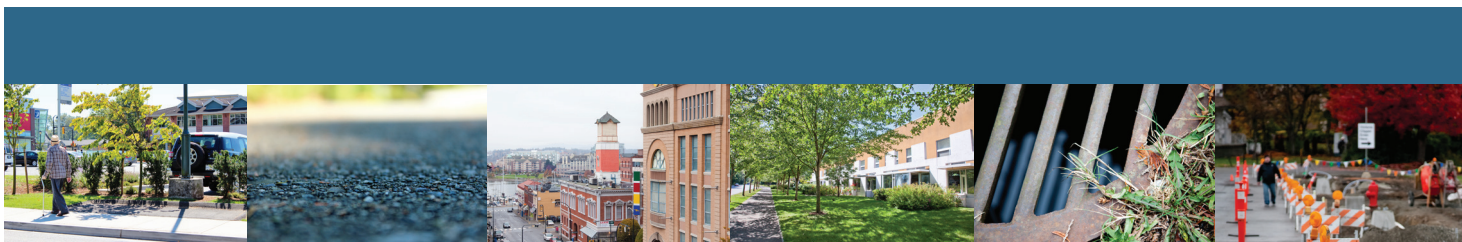
Related Documents

Staff is authorized to update the list of Related Documents below as Council provides approval through resolutions.

Document Title	Approval / Revision Date
Asset Management Investment Plan (AMIP)	To be developed
Asset Management Financing Policy (AMFP)	To be developed
Tangible Capital Asset (TCA) Policy	To be developed

Asset Management for Sustainable Service Delivery

A BC Framework



Sustainable Service Delivery

Sustainable Service Delivery ensures that current community service needs, and how those services are delivered (in a socially, economically and environmentally responsible manner), do not compromise the ability of future generations to meet their own needs. Communities build and maintain infrastructure to provide services. These services support our quality of life, protect our health and safety, and promote social, economic and environmental well-being. Failure to care for our infrastructure, manage our natural resources and protect the benefits provided by nature risks degrading, or even losing, the services communities enjoy, and that future generations may rely on.

Sound asset management practices support Sustainable Service Delivery by considering community priorities, informed by an understanding of the trade-offs between the available resources and the desired services.

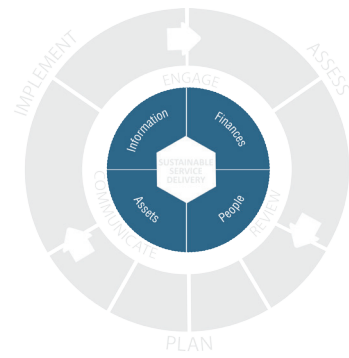
Asset Management

Asset Management is an integrated process, bringing together skills, expertise, and activities of **People**; with **Information** about a community's physical **Assets**; and **Finances**; so that informed decisions can be made, supporting Sustainable Service Delivery.



The Core Elements

People, Information, Assets, and Finances are considered the core elements of asset management. Each of these elements is necessary for sustainable service delivery. Success requires the integration of these four elements throughout the **Process** of asset management.



People

Asset management is a corporate function. Local governments that successfully implement asset management have staff and elected officials who; understand the need for asset management and support its implementation, are effective leaders, have a culture of inter-disciplinary teamwork, value informed decision making, and continuously develop their skills, experience and capacity.



Information

Information is needed to support decisions that are cost effective, manage risks, and support long-term service delivery. The quality of information, information collection and dissemination can evolve over time to support informed decision-making.



Assets

The physical infrastructure owned by local governments to enable service delivery including, but not limited to; water and wastewater systems, drainage and flood protection systems, transportation systems, civic facilities, parks and fleet. It may also include natural resources and the essential ecological functions nature provides.



Finances

A holistic understanding of the long-term costs of providing services and the infrastructure required is a critical element of asset management. Proactive asset management will yield fewer service disruptions, more predictable results and lower total lifecycle costs than a reactive approach to repair and replacement.

Asset Management: The Process

Asset management is a **continuous quality improvement process**. This ongoing **Process** is **incremental** and **scalable**, involving; **Assessing** capacity, demand and results, **Planning** what needs to be done, and **Implementing** the plans. This continually informs how to enhance and expand the **Process**.

Review, Communicate and Engage

Integral to, and throughout the asset management **Process**, it is important to include regular **reviews** and provide effective **communication** internally and externally with all affected stakeholders. Internally, it is critical to develop organizational alignment and build knowledge/understanding prior to external **communication** and **engagement**. Educating and building awareness will improve the ability to implement asset management.

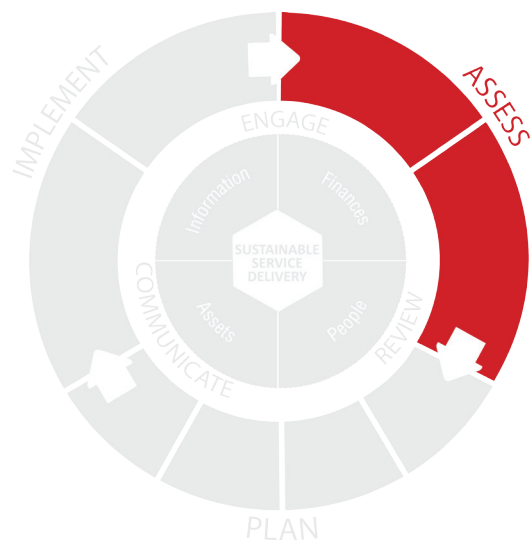
ASSESS

Assess Asset Management Practices

Determine organizational capacity to undertake asset management as an ongoing corporate function. This includes a high level assessment of all the core elements: **people, information, assets, and finances**. The assessment results serve as a foundation for developing and implementing the **Process**.

Assess the Current State of Assets

Assessing the current state of assets includes; knowing the inventory, asset conditions, both defined customer and technical levels of service and risks within each asset group. This assessment is the foundation for the development of **Asset Management Plans**.



PLAN

Asset Management Policy

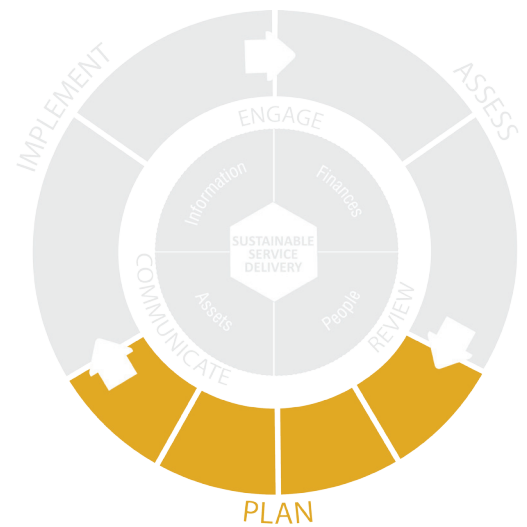
A document that broadly outlines the principles and mandated requirements for undertaking asset management across the organization in a systematic and coordinated way, consistent with the organization's plans.

Asset Management Plan

Long-term plans that outline the assets, asset conditions, levels of service, asset and service risks, activities and programs for each service area and resources required to provide a defined level of service in the most cost effective way. Each Asset Management Plan is a readable and user-friendly living document that is continuously improved to incorporate new information or changing requirements.

Integrate to Long-term Financial Plan

Asset Management Plans are integral to a robust Long-Term Financial Plan and support **Sustainable Service Delivery**. This integration identifies gaps between long-term costs and available funding. The financial planning process identifies opportunities to close the gap through adjusting service levels (reducing costs) and/or increasing funding (raising revenue).



Asset Management Strategy

The high-level, long-term approach to asset management, including **Asset Management Plans** and objectives for managing assets.

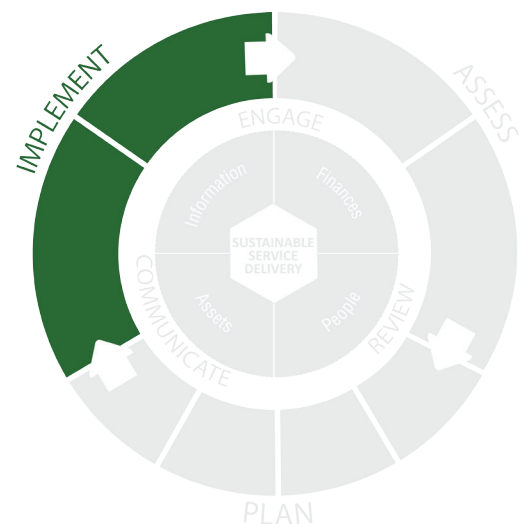
IMPLEMENT

Implement Asset Management Practices

Asset management practices establish and implement ways that integrate people, organizational culture and capacity. The implementation of these practices is guided by an **Asset Management Strategy** and the actions in **Asset Management Plans**.

Measure and Report

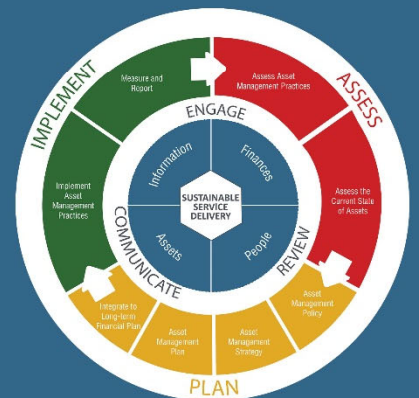
Annual and financial reports include asset management objectives and outcomes identified in an **Asset Management Strategy** and **Asset Management Plans**. Reporting demonstrates measurable progress in implementing the **Process** and achieving outcomes that contribute to **Sustainable Service Delivery**.



Asset Management for Sustainable Service Delivery



A BC Framework
2019



“Local Governments too often take core infrastructure for granted until it breaks down. Without robust Asset Management practices, it is too easy for local governments to starve capital replenishment and bring in artificially low tax rates and user fees in order to balance budgets – the long-term consequences of this can be catastrophic. Sustainable service delivery is critical for the guarantee of future livability with our communities.”

- Mike Little, Mayor, District of North Vancouver, 2019



Preface

Local governments in British Columbia are increasingly working to implement asset management practices as a way to deal with aging infrastructure, the costs of replacing assets, increasing expectations for service levels, and increasing risks to the delivery of critical services such as water delivery, sewage collection, transportation, recreation, and civic services. *Asset Management for Sustainable Service Delivery: A BC Framework* (“the Framework”) was developed to provide local governments with a high-level overview of the process of asset management. This 2019 update reflects advancements in asset management over the past five years – it references new resources, profiles additional progress in BC local governments, and better integrates land use planning, operations and maintenance, natural assets, and climate change.

The Approach

The Framework aligns with the ‘BC Approach’ for asset management which is being led by Asset Management British Columbia (AMBC). It is based on current international best practices, as well as best practices that have been developed and endorsed by BC local government practitioners. The Framework recognizes the diversity of BC communities and is scalable to community size, character, and capacity. The Framework focuses on desired outcomes rather than prescribing specific methodologies which allows local governments to develop and implement an approach that local governments can adapt to their unique local conditions.

The Framework describes asset management as a process, providing a guide to the what and why of asset management, with a high-level review of the how. It is a principal resource for local governments looking for strategic direction or guidance on asset management. The Framework is complemented by the Asset Management Roadmap which provides step-by-step directions on asset management, along with the additional tools and resources identified throughout this document.

Acknowledgements

The development of the Framework was funded by the Union of British Columbia Municipalities (UBCM). The Framework was developed in partnership with the Ministry of Municipal Affairs and Housing and AMBC, with consulting services provided by Urban Systems Ltd.

Special thanks to the members of Asset Management BC for providing input and feedback, and particularly to members of the Asset Management Framework Steering Committee:

- Glen Brown, Chair, Union of British Columbia Municipalities
- Brian Bedford, Ministry of Municipal Affairs and Housing
- Wally Wells, Coordinator, Asset Management BC
- David Allen, Chief Administrative Officer, City of Courtenay
- Andy Wardell, Chief Financial Officer, District of North Vancouver
- Doug Allin, Chief Administrative Officer, Township of Spallumcheen
- Kala Harris, Executive Director, Government Finance Officers Association of BC

About Asset Management BC

AMBC is the greater community of any person, organization or agency engaged in or has an interest in asset management. AMBC is governed by a Partnership Committee that includes; Union of BC Municipalities, Local Government Management Association, Government Finance Officers of BC, Planning Institute of BC, Public Works Association of BC, BC Water & Waste Association, Municipal Insurance Association of BC, CivicInfo and the Province of BC. In addition, the 'Asset Management BC Community of Practice' which is a broader group of Associations, local governments, First Nations, and committed individuals has a purpose that includes:

- Supporting British Columbia's asset management's greater community of practice through learning, collaboration, sharing, educating, and encouraging the development and implementation of asset management best practices.
- Providing support, advice and recommendations to the AMBC Partnership Committee.
- Supporting the development and implementation of the AMBC activities.

The formation of AMBC involved broad consultation and discussion with a wide selection of stakeholder parties including local governments, professional associations, private and academic sectors.

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1.0 About this Framework

Asset Management for Sustainable Service Delivery: A BC Framework (the “Framework”) is a high-level, systematic approach designed to support local governments in moving toward service, asset, and financial sustainability through an asset management process. The Framework addresses three questions:

1. What is asset management?
2. Why is asset management necessary?
3. How can asset management be implemented?

The Framework was designed for local government staff to advance asset management practices in their organizations. It provides a common system for understanding the key concepts of asset management. It is represented graphically as a circular, continuous process that is ongoing and requires continuous review and improvement.

This document is intended to be used as a reference to guide asset management work within local governments. It may be helpful to read the whole document initially, but the chapters were designed to make it easier for users to move to the section that is most relevant for them. There is also an executive summary version that is intended to provide a high-level overview of the Framework for council and staff who would like an introduction but do not need the details for their role.

The first part of this document provides information about the what and why of asset management (Section 2.0). The second part delves into the how of asset management through a review of each component of the wheel (Section 3.0, 4.0 and 5.0).

The Framework is based on current international best practices (International Infrastructure Management Manual and the International Organization for Standardization (ISO) 55000 Standard for Asset Management), as well as best practices that have been developed and endorsed by local government practitioners in BC. It is part of a series of asset management foundation documents released by Asset Management BC (AMBC).



AMBC ASSET MANAGEMENT FOUNDATIONAL RESOURCES

Resource	Description
Asset Management for Sustainable Service Delivery: A BC Framework	A resource that describes the high-level process of asset management to achieve the objective of sustainable service delivery.
AssetSMART 2.0	A tool for assessing the state of asset management practices.
Asset Management BC Roadmap	A resource to support implementation of asset management.
Sustainable Service Delivery Primers	A set of reference documents that expand on specific topics included in the Framework. These primers currently include: <ol style="list-style-type: none"> 1. Climate Change and Asset Management 2. Integrating Natural Assets into Asset Management 3. The Role of Operations and Maintenance in Asset Management 4. Land Use Planning and Asset Management

The Framework recognizes the diversity of BC communities and that asset management and corresponding best practices must be scalable to community size, character, and capacity. The Framework focuses on desired outcomes rather than prescribing specific methodologies, which allows local governments to develop and implement approaches that are tailored to their specific needs and capacities.

The Framework is a living document. Recognizing that best practices change and are updated, this document will be periodically updated and made publicly available through AMBC.

Overview of Sections of the Framework

SECTION 2.0 – Asset Management for Sustainable Service Delivery

Sustainable service delivery is the primary objective of asset management and is at the centre of the process diagram. This section describes what sustainable service delivery is, and the role of asset management in achieving it. This section also presents definitions and benefits of asset management.

SECTION 3.0 - Core Elements

This section describes each of the core elements shown in the blue circle inside the wheel: assets, information, finances, and people. Each of these elements are required to support all asset management and service delivery activities.

SECTION 4.0 - Communicate, Engage and Review

This section describes the importance of the white circle inside the wheel: ongoing communication, engagement, and review throughout the entire process of asset management.

SECTION 5.0 - The Process

This section describes the outer circle of the Framework wheel: Assess (red), Plan (yellow), and Implement (green). This section details why each component of the process is important, example activities to undertake (including where to start) and provides examples of application.

SECTION 6.0 - Resources and Tools

This section summarizes the resources and tools referenced throughout this document.

All the referenced resources are available through www.assetmanagementbc.ca.

2.0 Asset Management for Sustainable Service Delivery

Communities build and maintain infrastructure to provide services. These services support quality of life, protect health and safety, and promote social, economic and environmental well-being. Failure to care for infrastructure, manage natural resources, and protect the services provided by nature risks degrading—or even losing—the services that communities enjoy, and future generations rely on.



2.1 What is sustainable service delivery?

Sustainable service delivery is defined as a process of providing services to the community in a way that fosters the economic, social, and environmental well-being – today and into the future. Sound asset management practices support sustainable service delivery by integrating community priorities, values, and an informed understanding of the trade-offs between risks, costs, and services.

Sustainable service delivery lies at the centre of the asset management process; it is the purpose and desired outcome of asset management. Infrastructure represents a significant investment for every local government, and council members are the stewards of local government assets for current and future generations.

Stewardship and sustainable service delivery requires more than just replacing assets when they get old. Every day, in ways big and small, local governments are making decisions and taking actions that influence the levels of service being delivered, the risks to those services, and the costs of delivering those levels of service – today and into the future. Sustainable service delivery involves understanding and making informed decisions about trade-offs between delivering service, managing risk, and reducing cost throughout the lifecycle of the asset. Balancing these trade-offs starts with early stages of community planning, and continues with design, procurement, operations, maintenance, asset renewal, and ultimate asset retirement. It includes recognizing and managing natural assets that have a critical role in the delivery of core services and community well-being.

Asset management processes focused on sustainable service delivery will help local governments to achieve their primary purposes.

PURPOSE OF LOCAL GOVERNMENT

The purposes of a local government include:

- a) providing for good government of its community,
- b) providing for services, laws and other matters for community benefit,
- c) providing for stewardship of the public assets of its community, and
- d) fostering the economic, social and environmental well-being of its community.

*Community Charter, s7, Municipal Purposes
Local Government Act, s185, Purposes of Regional Districts*

2.2 What is asset management?

Asset management is a formalized process that integrates the four core elements:

- **PEOPLE** – The training, skills, expertise, activities, and leadership of staff and elected officials.
- **ASSETS** – The engineered and natural assets that allow the delivery of services to a community.
- **FINANCES** – The understanding of long-term costs of capital, operations, and maintenance of engineered and natural assets.
- **INFORMATION** – The information you need to make decisions about your services and assets, such as the age, condition, and lifecycle costs of engineered and natural assets.

For as long as local governments have delivered services, they have managed assets. Asset management is about more than just managing assets. It is a formalized, corporate-wide ongoing process of continuous improvement for making decisions about assets that balance costs, risks, and service to support sustainable service delivery.

Asset management is a process within the everyday business of local government; it is not a separate activity, software, or a plan.

DEFINING ASSETS

Assets are physical components of a system that enables a service, or services to be provided.

Engineered assets are the designed and constructed components of infrastructure systems. For example, roads and water treatment plants are engineered assets.

Natural assets are ecosystems or natural resources that communities rely on for critical services community functioning and overall well-being. Examples of natural assets include rivers and creeks, foreshore areas, wetlands, forests, and aquifers. Examples of services and community benefits provided include flood protection, drainage and rainwater attenuation, water treatment and storage, recreation, and air quality regulation, to name only a few.

ASSET MANAGEMENT: DEFINITIONS OF THE CONCEPT

ISO 55000 defines asset management as:

A coordinated activity of an organization to realize value from assets. Realization of value will normally involve a balancing of costs, risks, opportunities and performance benefits.

National Roundtable for Sustainable Infrastructure defines asset management as:

Asset management is an integrated business approach involving planning, finance, engineering and operations to effectively manage existing and new infrastructure to maximize benefits, reduce risk and provide satisfactory levels of service to community users in a socially, environmentally and economically sustainable manner.

International Infrastructure Management Manual describes asset management as:

The combination of management, financial, economic, engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost-effective manner.

2.3 What are the benefits of asset management?

A formal approach to the management of engineered and natural assets leads to significant benefits:

- Adequate quality information to support decision-making.
- Effective and reliable delivery of critical services – today and into the future.
- Reduced lifecycle costs of service delivery.
- Enhanced value of a community’s investment in assets over their lifecycle.
- Defensible prioritization of limited resources using a consistent and repeatable system.
- Improved financial planning and better management of deferred maintenance and any unfunded liability associated with renewing or replacing aging engineered assets.
- Alignment of organizational and community objectives with technical and financial decisions and actions.
- Demonstrated stewardship that builds confidence with constituents, customers, and other stakeholders.

THE CASE FOR ASSET MANAGEMENT: DISTRICT OF NORTH VANCOUVER ASSET MANAGEMENT STRATEGY

“These best practices profile and reinforce that:

1. Community infrastructure is a foundation of sustained growing economic and social development.
2. Infrastructure is critical to meeting the recreational, institutional, cultural and other needs of the community.
3. Properly built and effectively maintained infrastructure supports public health and safety and mitigates potential adverse environmental impacts of society.
4. Financial sustainability requires strong connections between long-term infrastructure investment needs, long-term funding plans and financial performance measures to track progress over time.
5. Well informed decisions contribute to achieving the goals of the community, while balancing the financial capacity of current and future generations.”

- *Asset Management Strategy, District of North Vancouver*



2.4 How does asset management apply throughout the asset lifecycle?

Asset management for sustainable service delivery is an ongoing process that applies throughout the asset lifecycle. At each lifecycle stage, there are opportunities to make decisions about levels of service, managing risk, and containing or reducing costs.

Lifecycle Stage	Considerations Impacting Service, Risk, and Cost
<p>Planning</p>	<p>Before any infrastructure is even designed or built, land use planning sets the direction for the type and scale of infrastructure that will be needed in a community – decisions that will drive service levels and costs for decades. Land use planning decisions provide opportunities to identify and maintain or enhance natural assets, which can increase service while managing risk and reducing costs of service delivery.</p> <p>For more on how land use planning connects to asset management, refer to <i>Land Use Planning and Asset Management: A Sustainable Service Delivery Primer</i>.</p> <p>For more information on natural assets, refer to <i>Integrating Natural Assets into Asset Management: A Sustainable Service Delivery Primer</i>.</p>
<p>Design</p>	<p>Good design, procurement and construction can significantly improve service delivery, reduce risks, and reduce costs. Design that applies asset management principles incorporates factors like changing demands (including population growth or decline, technology changes, climate change, etc.), operating conditions and constraints, social and environmental impacts, and full lifecycle costs.</p> <p>For more information on how climate change can be considered in asset management, refer to <i>Climate Change and Asset Management: A Sustainable Service Delivery Primer</i>.</p>
<p>Procure / Construct</p>	<p>An improperly installed or constructed asset will often experience higher service disruptions, higher costs, and a service life below the expected design life. Asset management during the procurement and construction stage requires considering trade-offs between quality and lifecycle cost, following good installation or construction processes, conducting appropriate inspections and testing, identifying and adapting to field conditions that were not anticipated during design, and creating the appropriate documentation about the new assets to include them in the asset inventory.</p>
<p>Operate and Maintain</p>	<p>Operate and Maintain (O&M) activities within the context of asset management involve optimizing operations and maintenance activities to deliver service and manage risk while containing costs. This requires understanding lifecycle performance of assets and the cost-benefit trade-offs of investing in operational changes or increased levels of maintenance. O&M plans and processes need to be reviewed on a regular basis as conditions change due to factors like asset age, changing service demands, or climate change.</p> <p>For more information on O&M, refer to <i>The Role of Operations and Maintenance in Asset Management: A Sustainable Service Delivery Primer</i>.</p>

Lifecycle Stage	Considerations Impacting Service, Risk, and Cost
Renew	In planning for asset renewal, service, risk, and cost are best balanced by identifying which assets should be prioritized for proactive renewal, and which can be run-to-fail. These decisions will be based on level of service goals, risk tolerance, and costs.
Retire	Decommissioned assets should be disposed of in a cost-effective manner that aligns with environmental stewardship goals. This stage of the asset lifecycle should also include a process for updating the asset register to remove the retired asset.

ASSESSING SERVICE SUSTAINABILITY: A TOOL

Local governments across BC are striving to provide sustainable services to their residents. However, many are not certain how their services are performing today or if they're prepared for the future. Factors such as scarcity of resources, rising expectations, and aging infrastructure can threaten the sustainability of municipal services. The Service Sustainability Assessment Tool (SSAT) was prepared to help local governments identify areas where service sustainability may be threatened, and to provide feedback on practices that contribute to service sustainability.

The SSAT will help you:

- Communicate to Council and the public about sustainability
- Identify areas where services are doing well
- Identify areas where the sustainability of the service is at risk
- Develop plans to improve the sustainability of service provision
- Track progress over time

The SSAT is available on the Asset Management BC website.

ADDITIONAL RESOURCES

Sustainable Service Delivery Primers | Asset Management BC

International Infrastructure Management Manual | Institute of Public Works Engineering Australasia

ISO 55000:2014 | International Organization for Standardization

Building Sustainable and Resilient Communities with Asset Management: An Introduction for Municipal Leaders | Federation of Canadian Municipalities

Asset Management Resources | Canadian Network of Asset Managers

ASSET MANAGEMENT: THE PARADIGM SHIFT

“Sustainable service delivery integrates all the principles of asset management. It understands the value of land-use planning; and it understands the impacts that land-use planning has on service delivery. It also integrates the ‘design with nature’ philosophy.”

“Asset management usually commences after something is built. The challenge is to think about what asset management entails BEFORE the asset is built. Cost-avoidance is a driver for this ‘new business-as-usual’. This paradigm-shift starts with land use and watershed-based planning, to determine what services are affordable, both now and over time.”

“We know that if we do things right at the front-end, the outcome will be a lot better, and everyone will wind up saving time and money. And we will have a healthier environment.”

- Derek Richmond, Secretary, Partnership for Water Sustainability in BC, 2015



AN OUTCOMES-FOCUSED APPROACH: A LOCAL GOVERNMENT CAO PERSPECTIVE

“The Town of Gibsons has recognized, formally and in practice, that nature, and the ecosystem services it provides, are a fundamental and integral part of the Town’s infrastructure system. Gibsons is one of the first communities in North America to do so. The policy change occurred with the adoption of the 2013/14 Strategic Plan. This hybrid document combines a sustainability framework with a more traditional strategic plan.

Natural assets are considered cheaper to operate; can last indefinitely, if properly managed; are carbon neutral, and in some cases can be carbon positive. It is important to differentiate green infrastructure, which is designed and built to mimic nature, such as a rain garden, from a natural asset such as a creek. Gibsons is also creating sub-categories in asset lists and financial statements to include Eco-Assets and implementing a strategy to manage these assets specifically.

Ultimately, the goal is to move from simply maintaining infrastructure to a service delivery model, where those services are delivered by the smallest number, the most natural, most energy energy-efficient, and the most reliable municipal assets, that cost the least to operate over the long term.”

- Emanuel Machado, Chief Administrative Officer, 2015



THE SUSTAINABLE FOUNDATION: SERVICE, ASSET & FINANCIAL SUSTAINABILITY AT THE DISTRICT OF NORTH VANCOUVER

“With clear Council direction, staff expertise and the use of international best practices in asset management, our interdisciplinary Asset Management Steering Committee has been working since 2006 to continuously improve and manage our existing infrastructure assets.”

“At the District, our asset management is grounded in what we call “The Sustainable Foundation”; a fully integrated asset management approach that brings the four core elements and our entire organization into alignment. Integration is achieved by:

- Developing asset management plans from the bottom up and setting policy at the top. Strategy brings it all together.
- Combining best practices in accounting, engineering, financial planning and sustainability performance measurement.
- Shifting our culture away from silos to a corporate mindset focused on continuously building organizational capacity.
- Training staff in finance, engineering, operations and planning together on how to develop asset management plans and integrate these requirements into long-term financial planning.”

“Building a sustainable foundation takes time but if you don’t start you will not finish. Once you have a vision you need to make it a shared vision. That is what The Sustainable Foundation is really all about; having a shared vision, continuously striving to bringing alignment to the organization and the key stakeholders that all play a role in stewarding local government toward long-term sustainability.”

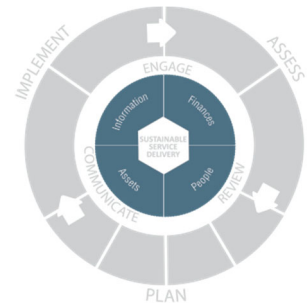
- Andy Wardell, Director, Financial Services, 2015



3.0 The Core Elements

Assets, information, people, and finances are considered the core elements of asset management. Sustainable service delivery requires understanding, developing, and integrating these four elements over time, using an approach of incremental continuous improvement. The core elements are the foundation for the process of asset management. Just like the process of asset management, the capacities required in each of the four core elements are scalable to the context of each local government.

Assets enable service delivery. Assets include the physical infrastructure owned by local governments, as well as the elements of nature that provide services critical to the well-being of the community. The table below provides examples of types of assets that may be included in asset management processes.



3.1 Examples of Assets

Engineered Assets

- Water and wastewater systems
- Drainage and flood protection systems
- Solid waste management infrastructure
- Transportation systems
- Civic facilities
- Parks
- Fleet
- Information technology
- Others

Natural Assets

- Rivers and creeks
- Foreshore areas
- Wetlands
- Forests and urban trees
- Natural landscapes
- Aquifers
- Soil
- Others

The data required for asset management comes from answering the following questions about engineered and natural assets:

- What assets do we own?
- What services are provided by these assets?
- Where are the assets located?
- What are their attributes? (e.g. size, material, make, model, etc.)
- What is their depreciated value and replacement value?
- What condition are they in?
- What is their expected remaining life?

Compiling this data into a consolidated asset inventory can be helpful for decision-making. Each local government in BC has a basic inventory or register of their engineered assets developed to meet Public Sector Accounting Board reporting requirements. This basic inventory or register can serve as a starting point for collecting asset information.

Building an understanding of infrastructure and natural assets is a process that can be completed over time. It begins with compiling available and anecdotal knowledge and prioritizing more detailed data collection based on what is needed to inform decision-making.

3.2 Information

Information brings together data about assets in a way that supports decision-making about service, risk, and cost trade-offs. This is often done through tools such as asset management strategy and asset management plans. The quality of information and its collection and dissemination can evolve over time to strengthen informed decision-making. Answering the following questions provides much of the information needed about both engineered and natural assets:

- What is the current and desired or targeted level of service?
- What service and asset risks need to be prioritized and managed?
- When will repair, upgrade, or replacement of assets be required to manage risk and deliver target levels of service?
- What O&M activities will optimize the life of the asset?
- How much will it cost?
- Which assets can be disposed?
- Which new assets may be required and when?

While it may take time, information should be updated over time to capture asset acquisitions or renewals, changing costs, retired assets, changing asset conditions, and service level expectations.

3.3 People

Asset management is a corporate responsibility, it is not the role of one person. The importance of ensuring people have the necessary knowledge, skills, and attitudes, along with enabling corporate processes and culture, cannot be overlooked. Local governments that successfully implement asset management generally have some key attributes:

- Elected officials understand the need for and benefits of asset management.
- Top-down leadership: senior management or leadership endorses and promotes a culture of asset management.
- Bottom-up leadership: staff at all levels understand their role in asset management and take actions that contribute to desired service delivery outcomes.
- Culture and corporate alignment that fosters teamwork and integration across departments and disciplines, including land use planning, environmental stewardship, engineering, public works, and finance. For example, the asset management team includes someone from planning, or the engineering department regularly communicates with the finance and planning departments.
- Staff with the required knowledge and skills to develop and implement asset management practices.
- Commitment to continuous improvement.

3.4 Finances

To achieve sustainable service delivery, services need to be financially viable over the long term. Asset management requires the integration of technical information about services, risks, and assets with information about costs and funding to inform decision-making.

Balancing costs and funding strategies is an iterative and ongoing process that begins with ensuring that the levels of service provided can be financially sustained. This information should be integrated in a financial plan.

Costs throughout the asset lifecycle need to be understood and considered, including long-term costs of capital, operations, maintenance, renewal, and disposal. Having information on assets and lifecycle costs helps prevent financial surprises.

Costs should be supported by a mix of funding strategies, including planning for changes to revenue rates or fees, reserves, and debt. Debt can be either a useful tool for a local government, or a burden and significant risk. In general terms, the correct amount of debt is subjective and context specific. Use of debt is best when it is strategic and augments progress toward steady state replacement of existing assets.

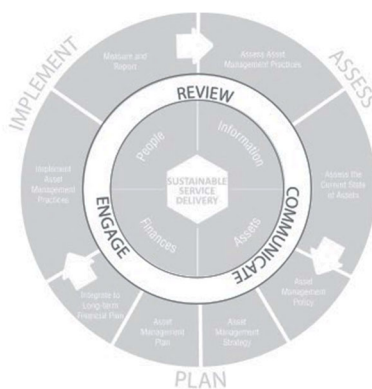
Some of the most important actions communities can take to contain their costs and maintain financial sustainability involve asset management:

1. **Setting an appropriate level of service.** Establishing both customer and technical levels of service ideally begins with decisions made in the up-front planning stage and continues throughout the lifecycle of the asset. Levels of service targets should be informed by affordability and public willingness to pay and consider both engineered and natural assets. Clearly defining levels of service ensures efforts and expectations are aligned and enables the identification of efficiencies.

- 2. Managing risk.** Risk management involves a cycle of assessing risk, identifying risk tolerance, implementing actions to treat risks, and assessing the effectiveness of those actions. Effective risk management is done at a system level and considers potential risks to short-term service and costs, as well as ongoing service and financial sustainability (such as changing climate). It applies a variety of actions to manage risks such as proactive maintenance, modified operations, public education programs, defined renewal strategies, appropriate insurance policies, and management of financial reserves.
- 3. Considering full lifecycle costs.** An understanding of the full lifecycles costs of assets should be used to inform decisions throughout the asset lifecycle. Asset management practices can support land use planning through consideration of the lifecycle costs of building and maintaining infrastructure for growth. Because cost implications can extend over decades, considering land use planning and asset management together can help a community be more proactive. Making land use planning decisions without understanding the implications on infrastructure can compromise service sustainability and leave a community playing “catch up” for many years. For the same reasons, full lifecycle costs are important to consider in decisions about asset design, procurement and construction. Lifecycle costs can also be used to inform decisions about the appropriate time to renew or replace an asset rather than continuing to invest in maintaining it.
- 4. Proactive and effective operations and maintenance.** A robust and optimized O&M program will yield fewer service disruptions, more predictable results, and lower total lifecycle costs when informed decisions are made about when to apply proactive vs. reactive maintenance and renewal. Effective O&M programs are reviewed and updated over time to consider changing demands or circumstances.

4.0 Communicate, Engage and Review

Communicating, engaging, and reviewing are a set of ongoing activities that are applied, to some extent, in each stage of the process. Although these activities are ongoing and embedded in the overall process, their importance justifies dedicated consideration to ensure that they are central to the process and not an afterthought.



4.1 Purpose

The purpose of communicating, engaging, and reviewing is to work towards the following goals:

- Providing general education and increasing awareness of asset management among staff, elected officials, and the public.
- Aligning people and departments within an organization, including commitment from senior leadership and elected officials.
- Working towards common goals and reducing or preventing silos.
- Efficiently implementing asset management by providing a bridge between the technical information and incorporating this information into decision-making and programming.
- Gaining support for asset management from elected officials, staff, residents, and other ratepayers.

4.2 Approach

The scope and scale of these activities will vary based on organizational context, culture, and the level of maturity of the asset management process that an organization is at. However, there are a number of important steps that apply to all contexts:

- Identify the various stakeholders or audiences and their concerns or perspective (e.g. council, ratepayers, management, operations, etc.).
- Identify the goals for each type of communication or engagement method that will be used.
- Design and implement communications activities that support these goals. Both formal and informal communication and engagement channels may be leveraged.
- Use information obtained through communication and engagement to support the review and improvement of the asset management process.

Never advance a solution to an issue prior to having public awareness of the issue, or the solution may become the issue.

- Frank Leonard, Former Mayor, District of Saanich & Past President, Union of BC Municipalities

The following are common topics for asset management communication and engagement:

- Importance of infrastructure and natural assets in service delivery.
- State of assets.
- State of finances and funding challenges.
- Levels of service.
- Service delivery costs and trade-offs.
- Organization's approach to asset management.
- Staff and community members roles.
- Work, training, and education being completed to ensure long-term sustainable service delivery.
- Opportunities to leverage land use planning process to support service sustainability.
- Understanding risks, such as climate change.

These topics are relevant both internally and externally to an organization; however, the level of detail and the delivery of the message will depend on the audience. It is advisable to develop internal alignment and an understanding of assets, services, and related costs and risks prior to external communication and engagement.

4.3 Activities

Each organization will develop and tailor communication and engagement activities to suit their unique context. The following are some examples of activities:

1. Establishing an Asset Management Steering Committee with a mandate and a regular meeting schedule.
2. Identifying executive sponsors.
3. Developing and regularly communicating an asset management vision statement.
4. Engaging with the planning department on long-range planning exercises to incorporate an asset management lens.
5. Communicating progress in asset management and sustainable service delivery in public reports (e.g. financial plans, annual reports, general purpose financial statements, etc.).
6. Developing and implementing an asset management communications policy, strategy and/or plan. Reviewing and updating these documents regularly.
7. Leveraging public engagement events (e.g. open houses, satisfaction surveys, community workshops, etc.) to obtain input to inform asset management decision-making and priorities (e.g. willingness to pay, levels of service, etc.).
8. Educate the public and stakeholders on the importance of natural assets in service delivery. Educate the public and stakeholders on the impacts of climate change on sustainable service delivery.

THE IMPORTANCE OF COMMUNICATION

Local infrastructure is the foundation of the health, well-being, and economic prosperity of communities across the country. Throughout my tenure in local government, as Mayor and Councillor, it had become apparent to me that the general public remains largely unaware of the cost implications of maintaining and renewing existing infrastructure.

During my final term as Mayor, I conducted an inquiry project to investigate how the Town of Golden engaged the community in Asset Management. The goal was to develop a meaningful process that was focused on engaging the community and providing an opportunity to bring the staff, elected officials, and residents of Golden together to collectively decide what services the people need, want, and are willing to pay for. There were two opportunities for residents to participate in the inquiry. Data analysis led to the following findings:

1. Residents of Golden placed a high value on communication, and they wished to be able to access information through a variety of channels.
2. Although the citizens of Golden recognized the broad range of services provided by the local government, they did not understand the magnitude of the cost associated with providing those services or replacing those services.
3. Minor tax increases were generally acceptable to maintain or to improve levels of service.
4. The roles and responsibilities of local government are not always clearly understood by residents.

These findings, combined with my experience as Mayor of Golden, resulted in the following:

1. Citizens expect to be involved in local government decisions and to have a say on how their tax dollars are spent.
2. Communication, engagement, and education are critical factors for:
 - a) Improving the level of trust between the citizens and the local government;
 - b) Building awareness and understanding of the roles, responsibilities, and limitations of the local government; and
 - c) Creating capacity in citizens to participate in conversations involving community owned assets.

Local governments need to engage their communities in a dialogue to consider what resources/ services they want and, more importantly, what are they willing to pay for. Building a common understanding allows the community to address this complex issue in a collaborative manner.

- Christina Benty, Former Mayor of Golden & Owner of Christina Benty Strategic Leadership Solutions,
2015

ADDITIONAL RESOURCES – COMMUNICATE, ENGAGE, REVIEW

Communication Toolkit | Asset Management BC

Asset Management Communication Plan | City of Prince George

AM Communications Strategy | Mickelson Consulting Inc.

Level of Service and Community Engagement: Practice Note 8 | Institute of Public Works Engineering Australasia

Why Invest in Asset Management? Video | Federation of Canadian Municipalities

Starting the Asset Management Conversation in Your Community – Tool | Federation of Canadian Municipalities

5.0 The Process of Asset Management



5.1 An Overview

The process of asset management is a continuous, data-driven process for making decisions about the use and care of assets to deliver services. Asset management is not a standalone project – it is integrated into the everyday business of local government. As a continuous process, asset management involves a cycle of three repeating stages:

- Assessing asset management practices and the state of assets.
- Planning what needs to be done to improve asset management.
- Implementing the plans.

This cycle integrates the four core elements. It is scalable and can be used to guide asset management practices at organizations of all sizes and capacity levels because it does not require any expensive software or external support. An organization makes incremental improvements to their asset management practices by moving through the cycle multiple times. The cycle continues even when things are going well, allowing an organization to be proactive about managing risks and delivering services in a cost-effective way.

The following sections introduce each of these stages, explain why they are important, and provide examples of typical activities to illustrate what is involved. Within each stage, the examples of typical activities can be modified to reflect an organization’s size, capacity level, and local priorities.

TIPS FOR GETTING STARTED

There is no 'correct' place to start. Each local government must first consider where they are within the asset management cycle. If you're not sure where to start, it makes sense to start with "Assess" and follow a few initial steps:

1. **Assess existing practices.** Complete an assessment of asset management practices and organizational capacity using a tool like **AssetSMART 2.0** to identify good practices and opportunities for improvement. Refer to the **Assess Asset Management Practices** section for additional information, tools, and resources.
2. **Take stock of assets and finances.** Collect information on the asset inventory/registry and condition information (if available) to provide estimated remaining life of assets. This can be integrated with available financial data regarding replacement costs, O&M costs, and allocations. The existing Tangible Capital Asset registry used for financial reporting is a good starting point for basic asset inventory and historic cost information. Refer to the **Assess Current State of Assets** section for additional information, tools and resources.
3. **Build awareness.** Raise awareness with staff and council about the status of assets and finances, compared to long-term goals and objectives. Building awareness is key to getting the commitment needed to move through the asset management process and exercise continuous improvement. Refer to the **Review, Communicate and Engage** section for additional information, tools and resources.

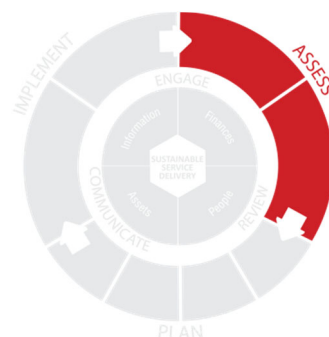
If asset management is new to your organization, consider investing in training for key staff or council to build awareness of asset management and learn how to use this Framework.

5.2 Assess

Assess Asset Management Practices

Assessing asset management practices will help an organization identify the practices and processes that are currently in place, how they work together, and how effective they are. It will also identify areas where the organization has good practices and areas where there is room for improvement.

The table below provides some prompts that can be used to initiate the assessment process, across the four core elements of the Framework. However, there are several assessment tools available for local governments and these are referenced below.



People	Assets
<ul style="list-style-type: none"> - Is there a cross-functional team in place? - What is the level of asset management knowledge of relevant staff? - Are roles and responsibilities clear? - How do we communicate across departments and ensure our priorities are aligned? 	<ul style="list-style-type: none"> - Do we have the data we need about our engineered and natural assets? - Is the asset data complete, accurate, and reliable? - Is asset data compiled into a format that is accessible?
Information	Finances
<ul style="list-style-type: none"> - Have we processed our asset data into information that can be used for decision-making? - Have we developed asset management policies, strategies, and plans? - Are we using our asset management policies, plans, and strategies? 	<ul style="list-style-type: none"> - Do we have policies and practices in place related to: <ul style="list-style-type: none"> o Long-term financial planning? o Infrastructure backlog? o Cost recovery? o Reserves? o Debt? o Financial tracking?

TOOLS TO ASSESS ASSET MANAGEMENT PRACTICES

AssetSMART 2.0 | Ministry of Municipal Affairs and Housing

NAMS.PLUS Maturity Assessment | Institute of Public Works Engineering Australasia

Asset Management Readiness Scale | Federation of Canadian Municipalities

Why It's Important

When starting to implement asset management, it is common for people within the organization to have different perspectives on the effectiveness of practices in place, priorities for improvement, and the ideal approach to asset management. An assessment can also be helpful in identifying what practices and processes are already in place that contribute to asset management. Completing an assessment helps establish a common understanding across departments about the current state of asset management and helps identify areas for improvement. It is part of the process of getting everyone on the same page, a key component of successful asset management.

When used as part of a continuous process, assessing asset management practices can help an organization monitor progress and provides feedback on what initiatives are working well and which can be adjusted. Assessment results can be helpful to report on progress with senior management and council and communicate the need for improvement.

Activities

1. Hold an inter-departmental workshop to assess the asset management practices and competencies of the organization, using a widely accepted assessment tool or framework such as **AssetSMART 2.0** or others (see additional resources) and knowledgeable facilitators (internal or external).
2. Conduct a high-level assessment of current organizational policies, strategies, and plans for alignment with asset management objectives and practices.
3. Use assessment results to establish an organizational benchmark of asset management practices and inform improvement goals.
4. Communicate the results of the asset management practices assessment to internal stakeholders, such as staff, management, and council.
5. Conduct an annual review of asset management practices and competencies, tracking progress and improvement against the established benchmark.

TIPS FOR GETTING STARTED

Build a team. Assemble a corporate asset management team with representatives from finance, public works, engineering, planning, and other areas to undertake an integrated assessment. Identify a team champion to ensure the initiative moves forward. The team should evaluate their own capacity and resources available, and accordingly choose to lead the assessment internally, or to access external support to facilitate the assessment.

WHERE TO START WHEN DEVELOPING A CORPORATE ASSET MANAGEMENT PROGRAM - ASSETSMART

“The City Kelowna faced this dilemma approximately three years ago when they started their corporate asset management journey. Prior to 2012, the City’s asset management was being carried out within asset “silos” (e.g. water, wastewater, transportation, parks, building, etc.) with limited cross department integration. This presented a number of challenges and inefficiencies as departments vied for limited funding at budget time and there were lost opportunities to bundle renewal projects. So where do you start? Kelowna utilized the tools and resources from AMBC beginning with AssetSMART – A Local Government Self-Assessment Tool. The process and questions from AssetSMART were presented to the City’s asset management cross functional team to identify gaps in the existing asset management practices and to develop priority projects for advancing the asset management program. The priority projects identified in the “up-front” AssetSMART exercise have proven to be very valuable for advancing the City’s asset management program and the City continues to work its way through the priority projects identified three years ago. AssetSMART – A Local Government Self-Assessment Tool is an excellent way to start development of a community’s asset management program.”

– Joel Shaw, Capital Assets and Investment Manager, City of Kelowna, 2015



Assess the Current State of Assets

Assessing the current state of assets helps build an understanding of the assets owned by an organization, their service performance, risks, and related costs. Assessing the current state of assets requires understanding the:

- Infrastructure asset inventory/register.
- Natural asset inventory/register.
- Condition of assets.
- Customer and technical levels of service.
- Asset risks (e.g., condition, impact of climate change).
- Annual and lifecycle asset costs (including capital, operations, and maintenance).

Infrastructure report cards and infrastructure status reports are common examples of the output created after the completion of an assessment on the current state of assets.

Some asset information may not be readily available and may need to be compiled into a consolidated asset register from diverse sources or created for the first time. Whether from past assessments, studies, plans, or staff knowledge, pulling together existing information is the best place to start. Data gaps can be filled with anecdotal knowledge until more accurate data is available. Investing time and resources into obtaining new data should be prioritized only when the new information will significantly improve decision-making. Asset management is a continuous process and the understanding of the current state of assets will improve over time.

The assessment of the current state of assets is the foundation for the development of asset management plans. Developing an asset management plan requires identifying the gaps between the current state of assets and the desired state of assets and service levels, and the activities needed to close these gaps.

TOOLS TO ASSESS THE CURRENT STATE OF ASSETS

Asset Management Data Register | Master Municipal Construction Documents Association

NAMS.PLUS | Institute of Public Works Engineering Australasia

Developing Levels of Service | Federation of Canadian Municipalities

International Infrastructure Management Manual | Institute of Public Works Engineering Australasia

Primer on Asset Management | Canadian Infrastructure Report Card

Condition Assessment and Asset Performance Guidelines | Institute of Public Works Engineering Australasia

Practice Note 8: Levels of Service & Community Engagement | Institute of Public Works Engineering Australasia

Why It's Important

Assessing the current state of assets - especially the first time - is the beginning of the local government journey into asset management. It provides the basis for knowing the assets and their role in service delivery, identifying risks, understanding the resources required to sustain the assets at current levels of service, and quantifying what (if any) infrastructure backlog exists.

Assessing the current state of assets can also help shed light on the effectiveness of existing asset management practices. For example, if data is difficult to find or incomplete, this may highlight gaps in existing practices. The assessment process can also be used to inform the development of asset management objectives and form the basis of policy, strategy, and plan development or improvements. The results of the assessment to communicate with staff and council about the current state of assets, risks, and priorities.

Assessing the current state of assets is not a one-time activity that is done at the outset of building asset management practices. It is important that information about what assets are owned, their replacement value, age, risk, and role in service delivery is updated as new assets are added or replaced, degrade in condition, or are retired; the replacement costs change; or the community's service needs change. An asset registry is a powerful tool that can inform decision-making about day-to-day activities or long-term plans and it must be kept up-to-date to add value to the organization.

A NOTE ABOUT ASSET MANAGEMENT SOFTWARE

Software is a valuable tool for supporting asset management and it is best used when there are already good processes in place. Software alone won't "do" asset management. More important than any software package is a commitment to, and strong process for, collecting and maintaining good data about your assets and using this information to make decisions that consider risk, cost, and level of service.

For more information, refer to **Questions to Ask** before your municipality considers asset management software, a resource by the Federation of Canadian Municipalities.

ASSET CONDITION ASSESSMENT AND GAS TAX FUNDING

“It is my view that our asset management project is our single, greatest corporate challenge. Every service we deliver depends upon the many millions of dollars in tangible capital assets owned by the City. Led by Council, we have a statutory responsibility for the stewardship of those assets on behalf of all present users, and on behalf of all those who will use them in the future.

Asset condition assessment is an ongoing practice that underpins the entire project. However, with a limited flow of funding each year, the approach to it will be strategic. For example, in our early stages, it is generally better to develop basic information on all assets in all asset classes, rather than exhaustive information on a few assets isolated within one or two asset classes or departments. This is because the City’s assets exist to deliver a broad range of public services, and each service-delivery unit should have equal assurance that the assets it depends upon will not suffer in-service failure.

To that end, the Asset Management Working Group will use the Condition Grading System regardless of asset class and asset condition assessments will have continuing priority use of Gas Tax revenue as its funding source.”

– David Allen, Chief Administrative Officer to Courtenay, Asset Management BC, 2015



Activities

1. Identify and compile existing sources of asset information, such as the asset register developed for Public Sector Accounting Board (PSAB) compliance; asset plans, reports, and studies; condition assessments; operations logs or reports; maintenance history; specialized staff knowledge.
2. Determine the appropriate type of asset register or inventory to develop, based on current capacities, needs, staffing levels, ability to use software, and types of assets (including infrastructure and natural assets).
3. Develop the asset register to consolidate asset information:
 - Physical asset attributes, including infrastructure and natural assets;
 - Replacement values;
 - Asset conditions - physical condition, demand/capacity condition, and functional condition;
 - Asset risk profiles, including emerging risks such as changing climate;
 - Current and desired levels of service; and
 - Long-term financial requirements for capital, maintenance and operating expenditures.
4. Conduct asset condition assessments as appropriate, or document known asset condition information.
5. Conduct asset risk assessments that consider both the probability and consequence of failure.
6. Define the current customer and technical levels of service.
7. Tabulate current capital and O&M expenditures by asset class.
8. Identify fully amortized assets and review their suitability for continued service. Extend lifecycles of fully amortized assets based on condition assessment results.
9. Evaluate accumulated amortization by asset class and compare it to past and present maintenance and capital renewal expenditures of that asset class.
10. Identify changes in asset replacement values, condition, risk profiles, and levels of service if the state of assets has been assessed in the past.
11. Compile information from the assessment into a summary report and communicate key messages with staff and council as context for the need for asset management.
12. Develop relevant policies and programs to ensure that asset data is kept up-to-date as conditions, assets, and costs change.

TIPS TO GETTING STARTED

Start small. Asset management includes all asset classes, but it may be easier to start with one class as an internal learning exercise to build understanding of the process and achieve a “quick win” before expanding the process to capture all asset classes.

Build upon your Tangible Capital Asset (TCA) Registry. If no other asset registry is in place, the information compiled for TCA reporting can be a good place to start. This information can be compiled into your asset registry. Use widely available software tools, such as Excel and Geographical Information System (GIS) to develop the initial asset registry. More sophisticated tools can be implemented later if needed.

Invest in training. Send representatives from finance, public works, and engineering to asset management training together as a team (see AMBC for training opportunities). Up-front training can go a long way to building an organization’s capacity for asset management and ensuring that the organization can make progress quickly.

5.3 Plan

The “Plan” stage represents the formalization of an organization’s commitment to asset management and the documentation of how the four core elements of assets, information, people, and finances come together in asset management practices and improvement goals.

Asset Management Policy

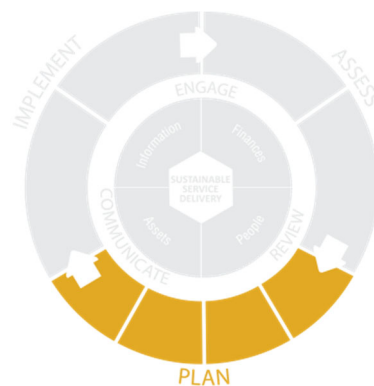
The asset management policy is a document that formalizes corporate commitment to asset management. The policy broadly outlines the principles and guides the development and implementation of asset management across the organization in a systematic and coordinated way, consistent with the organization’s plans.

The asset management policy will identify the connection between community objectives and the management of infrastructure assets; principles to guide decision-making about assets and services, such as connection to levels of service and risk; the integration of asset management into other documents, plans, and processes (such as land use planning); and the organization’s approach to asset renewal and financing.

Why It’s Important

Having an asset management policy is critical to ensuring effective long-term implementation of asset management. It helps accomplish four main objectives:

1. Establishes the organization’s commitment to asset management and stable, long-term funding for the operation, maintenance, renewal, replacement or decommissioning of infrastructure.
2. Sets out clear guidance for council and staff for undertaking the asset management process. This includes corporate goals and objectives and may specify what is to be included in the asset management process (for example, natural assets and climate change response shall be included in asset management processes). The policy and may set up timelines for achieving results.
3. Ensures the approach to asset management is integrated throughout the organization and aligned with high-level objectives.
4. Provides direction for developing the asset management strategy and asset management plans.



EXAMPLE POLICY PRINCIPLES

- All relevant legislative requirements together with political, social, and economic environments will be taken into account in asset management.
- Asset management will be incorporated into land use planning and development processes, as well as growth and master planning exercises.
- Natural assets, as a key component of overall service delivery, will be included in asset management practices.
- Asset management principles will be integrated within planning and operational processes, including long-range land use planning and O&M programs.
- Performance will be measured and monitored, and activities adjusted based on results.
- Climate change mitigation and adaptation will be incorporated into asset management practices.
- A consistent asset management strategy will exist for implementing systematic asset management and appropriate asset management best-practices throughout a municipality.
- Asset management plans will be developed for major service/asset categories. These plans will be informed by community consultation consistent with engagement strategies and activities; land use planning, financial planning and reporting.
- Asset renewals and agreed service levels will be identified in asset management plans. Asset management plans will be used to update the long-term financial plan.
- An inspection regime will be used to ensure agreed service levels are maintained and neither drop nor creep without input or Council approval.
- Annual budget deliberations will be informed by asset renewal alternative options, along with operating, maintenance and capital budget impacts. Service and risk consequences of asset renewal alternative options will be made clear in both asset management plans and budget documentation.
- Asset renewal plans will be prioritized and implemented progressively based on agreed service levels and the effectiveness of the current assets to continue providing that level of service.
- Assets are to be managed, valued and depreciated in accordance with appropriate best practice using replacement values - not historical costs.

ADOPTION OF AN ASSET MANAGEMENT POLICY CITY OF MERRITT

“Adoption of the asset management policy helped formalize some of the good things we were already doing and define what we could be doing better. Adoption of an asset management policy helped us create a culture of big picture thinking. Every time we take on a new asset, we are looking at what it’s going to cost to operate and eventually replace in the future. The asset management policy also helped set the tone for budget deliberations and everyone is always looking forward and not just at today. The policy helped us to look at our utility systems from a full life cycle cost basis. This was instrumental in setting user rates that will sustain the utility systems into the future and plan for their renewal. With our asset management policy, we are no longer in a state of crisis but have set rates that will ensure the safe reliable operation and renewal of our utility systems well into the future.”

- Shawn Boven, Public Works Manager / Approving Officer, City of Merritt, 2015



Activities

1. Engage key people in the organization to identify linkages between the long-term community vision, objectives, and plans; and the short- and long-term management of assets including risks and opportunities.
2. Identify the primary drivers for asset management.
3. Communicate the state of assets and practices to provide context for policy setting.
4. Establish goals and objectives for the asset management process that are aligned with asset management drivers, to set a clear understanding for council/board and staff undertaking the asset management process.
5. Draft a policy (refer to resource links and sample policies referenced).
6. Get council/board endorsement on the policy.
7. Communicate the policy throughout the organization.
8. Review and update the policy as needed, or every three to five years.

TIPS FOR GETTING STARTED

Identify the right approach. The most efficient path to implementing successful asset management depends on the organization. Some find success with a top-down approach, starting with the endorsement and support of senior management and council. A top-down approach requires leadership and council buy-in, vision, and strong communication abilities. Endorsing an asset management policy can come early in these organizations. Other organizations begin with a bottom-up approach. In these organizations, early asset management plans are developed to provide good and clear examples to senior leadership and council of the value of asset management. A bottom-up approach requires motivated teams working together and strong communication among team members.

These approaches are not mutually exclusive, they can be very effectively used together.

ADDITIONAL RESOURCES

[How to Develop an Asset Management Policy, Strategy, and Governance Framework](#) | Federation of Canadian Municipalities

[Asset Management Policy](#) | Town of Gibsons

[Asset Management Policy](#) | City of Vernon

Asset Management Strategy

The asset management strategy is a corporate-level document that summarizes asset management objectives and how they relate to organizational objectives, and how the organization will approach the development of asset management practices and plans to achieve the objectives. The asset management strategy achieves the following purpose:

- Documents a summary of the current state of infrastructure and natural assets (e.g. replacement values, conditions, risk, levels of service), establishing a big picture context of the state of sustainable service delivery and the need for asset management.
- Identifies the desired state of assets, the target levels of service and critical risks to be managed.
- Outlines current asset management practices, asset management objectives, significant gaps between current practices and objectives, and approaches to filling these gaps.
- Provides a guide to each department to effectively implement asset management by documenting the desired asset management practices, including the corporate approach to assessing risks (including climate change), defining levels of service, and developing and implementing asset management plans.
- Identifies how other corporate plans for finances, community growth, and sustainability are linked to asset management plans, and how asset management decision-making is integrated into the organization.
- Provides clarity on governance and the representation, roles, and responsibilities within the asset management team.
- Summarizes projected resource requirements for developing and implementing asset management plans, including future requirements for capital, operations, and maintenance.
- Identifies the approach to reviewing and updating the strategy.

CONNECTING ASSET MANAGEMENT TO OTHER CORPORATE INITIATIVES

An asset management strategy identifies linkages to other organizational plans, initiatives, and priorities. These include, but are not limited to:

- Overarching plans such as the Official Community Plan, Council Strategic Plan, or Integrated Community Sustainability Plan
- Focused plans, such as a Community Economic Development Plan, Downtown Revitalization Plan, or Climate Change Adaptation Plan
- Service area plans, such as infrastructure master plans, maintenance management plans
- Departmental plans, such as departmental business plan

Why It's Important

Having an asset management strategy provides a corporate-level guide for all asset management activities. It identifies how other corporate plans, initiatives, or priorities connect to asset management and serves as a connection point between the principles in an asset management policy and actions in asset management plans. Without alignment of objectives, priorities, and approach, an organization risks missing key organizational connection points, as well as ineffective and inefficient use of assets, staff time, and financial resources.

MAKING PROGRESS IN ASSET MANAGEMENT

“Prince George assessed its capacity to undertake asset management (AM) in 2004 followed by development of a business plan in 2006 which identified the tools required and how these might be integrated to optimize city systems while managing the costs of ownership. Prince George initiated a “top-down” approach to evaluate the high level and long-term funding requirements for the replacement of its infrastructure.

The funding requirements for its roads, drainage, water and sanitary networks were first reported to Council in 2006. In 2007 the City added an Asset Manager position to develop internal capacity and provide the resources to allow the AM work to continue to develop. In 2013 the city’s estimate of the replacement value of its assets was \$2.3 billion as compared to a reported cost (PSAB-3150) of \$810 million. This information together with estimates of the City’s backlog of infrastructure re-investments together with Council understanding and support of the importance of the issues to be addressed has increased the City’s AM activity.

Prince George’s AM Policy was implemented in December 2012 followed by its first Strategic Plan in February 2013. The strategic plan outlines the progress made from 2004 to 2013 and includes a corporate work plan for the short-medium term. The strategic plan is now under review together with updates to the replacement value of the City’s infrastructure. All of this activity is scalable to any organization along with a varying sophistication of available tools from spreadsheets to custom software which can be tailored to an organization’s AM maturity.”

- Frank Blues, Asset Manager, City of Prince George, 2015



Activities

1. Articulate the benefits the organization wants to achieve from asset management.
2. Identify corporate asset management objectives.
3. Engage the right people throughout the organization to define the linkages between asset management and other organizational plans or initiatives.
4. Develop a standard corporate approach to:
 - Assessing and managing risks (including risks related to climate change)
 - Defining and measuring levels of service
 - Developing and updating asset management plans
 - Measuring asset management performance against asset management objectives
 - Financial and service sustainability performance reporting
5. Communicate progress on the asset management strategy with senior leadership and council annually.
6. Review annually and update the asset management strategy as necessary.
7. Provide an asset management orientation to ensure new councils understand the basics of asset management and the corporate asset management strategy.

TIPS FOR GETTING STARTED

Build a framework. Rather than developing a full strategy, it can be helpful to begin by drafting a high-level corporate asset management framework. The framework summarizes the key elements of asset management, the organization's approach to asset management, and how asset management connects to other corporate plans and processes. This framework can be considered the skeleton of the asset management strategy and can be easily reviewed and iterated by internal stakeholders, building awareness and alignment with staff.

ADDITIONAL RESOURCES

Infraguide – Managing Infrastructure Assets | Federation of Canadian Municipalities and National Research Council

ISO 55000 | International Organization for Standardization

How to Develop an Asset Management Policy, Strategy, and Governance Framework | Federation of Canadian Municipalities

Asset Management Framework | District of North Vancouver

Asset Management Plan

A local government may choose to have an asset management plan for each asset type, and/or a corporate asset management plan that includes all of the assets owned by the organization. Each asset management plan should tell the story of the assets it discusses. It should be a readable and user-friendly document that is long-term in scope. These asset management plans are continuously improved and regularly incorporate new information or changing requirements.

Asset management plans identify the following:

- Engineered and natural assets that are used to provide services to the community and their condition.
- Gaps between the current and desired levels of service.
- Risks to service delivery.
- Capital and O&M practices, projects, and programs required to meet organizational asset management objectives, manage risks, mitigate and/or adapt to climate change, and achieve the desired level of service in the most cost-effective way.
- A timeline for implementation.
- Resources required.
- Necessary future improvements to the plan.

While each asset or group of assets is unique with specialized requirements, certain key elements can be standardized using a corporate approach to achieve the best results. Some examples include the following:

- Condition rating scales (e.g. very good - 1, good - 2, fair - 3, poor – 4, very poor – 5).
- Risk frameworks based on the consequence and probability of failure, and incorporating consistent types of risk (e.g. condition, growth, capacity, climate change, etc.).
- Levels of service focused on both customers and technical requirements.
- Capital and O&M expenditure requirements.
- Process for connecting asset management with land use planning processes.
- Planning time frame (minimum 10 years) and structure to support easy update of long-term financial plans.

Why It's Important

Asset management plans provide clear direction on what to do, when to do it, and how much it will cost. It should also identify the consequences of not doing it. The plan supports the implementation of the asset management strategy and policy, identifies actions for achieving the asset management objectives, helps plan for and allocate human and financial resources, and provides the basis for developing the long-term financial plan. This all supports making informed decisions about assets and achieving asset management objectives.

Activities

1. Obtain asset information (outputs from assessing the state of the assets).
2. Identify data gaps.
3. Prioritize and fill data gaps or make informed and documented assumptions where there are information gaps.
4. Document current levels of service and asset performance.
5. Identify the target level of service for each asset type.
6. Identify risks to service delivery for each asset type, such as condition, capacity, and climate change.
7. Identify actions required to manage risks, meet the target level of service and the associated costs.
8. Review O&M costs and identify areas for optimization.
9. Compile information into a minimum 10-year plan for each asset class.
10. Identify improvements to asset management practices and processes.
11. Summarize information into an asset management plan for each service area (e.g. water, transportation, recreation, etc.).
12. Communicate the asset management plan(s) throughout the organization.
13. Review the asset management plan annually, and update with new information or adjustments.

TIPS FOR GETTING STARTED

Start wherever you are. If an asset management strategy is in place, it should outline the corporate approach to developing asset management plans. If the corporate approach has been defined, it can be followed and areas for improvement can be identified. For some organizations, developing a basic asset management plan is the first thing they do, and no corporate approach has been defined yet. In most cases, these early asset management plans are based on available information and anecdotal knowledge. They have large information gaps and significant areas for improvement. However, these early plans are important tools for communicating the process of asset management and can be very helpful in building momentum in an organization.

OUR ASSET MANAGEMENT PRACTICE

Our approach to asset management can be compared to living a healthy lifestyle that involves discipline and making good choices; a multifaceted and lifelong endeavor. You can't complete a 6-month program and claim a successful finish. Neither is it a do or don't proposition whereby you don't take care of yourself and you immediately wither and die. Thus, the issue is not whether you do "asset management"; it is whether you manage your assets well. Accordingly, we view asset management as a philosophy that we practice. This helps us imbed what we believe to be a sound and responsible methodology for effective service delivery in everything we do.

Our asset management strategies are founded in achieving sustainable service delivery.

- No unfunded liabilities by reconciling service levels desired by the community with the community's willingness to pay (LOS vs \$).
- Integrated decision making across the service delivery spectrum.

In order to achieve our goals, we differentiate and focus on both the technical and political processes involved to secure successful outcomes.

Technical aspects need but follow well established asset management methodologies. The trick is to keep it as simple as possible and avoid overanalyzing.

Political tactics can be much more challenging but are essential to obtaining support from decision makers. Obtaining long-term political support requires achieving community buy-in. Every practical long-range infrastructure plan or initiative involves change and leading the change represents the challenge. We strive to put as much focus and effort into the public aspects of our asset management practice as we do on technical aspects and we believe the combination of these factors has been key achieving success.

Case in point is our Water Master Plan adopted by Council in 2012 which identifies a very ambitious \$80 million capital improvement program intended to be delivered over 20 years. The plan required raising water rates from approximately \$500 per year per household to \$750. Obviously, this had the potential to result in significant community backlash. Our success in obtaining community buy-in resulted from clearly articulating the issues followed by presenting solutions including benefits. Inevitably the questions boil down to "What's in it for me?" and "How much is it going to cost?". We didn't always get enthusiasm, but we often got understanding, "I don't like it, but I get it!". In the end our objective is not consensus but community solidarity because solidarity is much more powerful and lasting than consensus which is apt to change.

- Greg Buchholz, Director of Infrastructure Services, District of Lake Country, 2015



ADDITIONAL RESOURCES

Asset Management Roadmap | Asset Management BC

Roadmap Case Studies | Asset Management BC

Primer on Asset Management | Canadian Infrastructure Report Card

Infrastructure Costs and Urban Growth Management | Sustainable Cities International

Optimized Asset Decision Making at the Region of Peel | Region of Peel

NAMS.PLUS (Training Program) | Institute of Public Works Engineering Australasia

Level of Service & Community Engagement: Practice Note 8 | Institute of Public Works Engineering Australasia

Presentation on Developing Levels of Service | City of Prince George

Integrate to Long-term Financial Plan

The integration of asset management plans with the long-term financial plan is necessary for sustainable service delivery. This integration identifies gaps between long-term potential costs and available funding and includes a review of requirements for capital (renewal/growth), operations, and maintenance. Integrating asset management plans with the financial planning process provides the basis for developing, reviewing, updating, and implementing financial strategies for sustainability. This integration may result in the identified need to reduce costs (adjust service levels) or increase funding (raise revenue).

Residents and ratepayers are both the recipients of services and the primary source of funding. Therefore, adjustments between service levels and funding should reflect the community's priorities, willingness to pay, and Council decisions in fulfilling their stewardship and governance obligations. Both asset management plans and the long-term financial plan require regular updates and are the foundation for significant parts of the annual budget plan.

Why It's Important

Integrating services and financial resources is necessary for sustainable service delivery. This integration translates asset management plans from a wish list to an actionable plan. This puts the organization on track to manage and reduce their infrastructure backlog. It also provides rationale for financial support requests to higher levels of government, for managing natural assets, or for evaluating alternative models of service delivery (e.g. Public Private Partnerships), reduced levels of service, or service/asset elimination.

Activities

1. Compare asset management plans with the long-term financial plan to identify gaps between projected costs and projected revenues.
2. Implement strategies to gradually raise revenues or reduce costs to meet the target annual investment level and desired levels of service.
3. Communicate the value and costs associated with service delivery with Council and residents.
4. Consult residents and ratepayers about willingness to pay for services and service levels.
5. Identify an annual target asset investment level that is considered sustainable.
6. Identify and adjust service levels to reflect affordability and willingness to pay.
7. Update asset management plans and the long-term financial plan to reflect adjustments made or actions identified to reduce costs or increase funding.

TIPS FOR GETTING STARTED

Build a shared understanding. Arrange for a meeting between financial and technical personnel to build a shared understanding around relevant topics such as the use of Tangible Capital Asset data reported for PS3150, long-term financial planning for asset replacement, and financial risks.

ADDITIONAL RESOURCES

Long-term Financial Planning and Asset Management Presentation | District of North Vancouver

Long-term Financial Plans | Local Government Association of South Australia

Practice Note 6: Long-term Financial Planning | Institute of Public Works Engineering Australasia

LONG-TERM FINANCIAL PLANNING IN PORT MOODY

“Port Moody Council and staff fully endorse the principles of sustainable financial planning to ensure the financial well-being of future generations. In 2012, Council funded a detailed assessment of all of our major assets and then proceeded to develop and implement a long-range strategic financial plan. This plan took into consideration the current asset renewal backlog and the future planned replacement needs. Although our water and sewer utilities were appropriately funded, it was determined that other areas, particularly roads, bridges, and facilities, were under-resourced and required an increase in our asset levy of approximately 10%.

Port Moody Council considered the detailed analysis and the longer-term financial implications and committed to addressing infrastructure renewal before adding new infrastructure. As City Manager, there is nothing more rewarding than having a brave Council who addresses the “unsexy” asset replacement challenges before adding any “sexy” new projects. Port Moody Council should be congratulated on their courage to do the right thing – sustain your existing assets before adding anything new. These great decisions were a direct result of developing the detailed science behind long-term asset renewal.”

- Kevin Ramsay, Former City Manager, City of Port Moody, 2015



5.4 Implement

The “Implement” stage is about putting organizational asset management policies, strategies, and plans into practice, and measuring and reporting on progress.

Implement Asset Management Practices

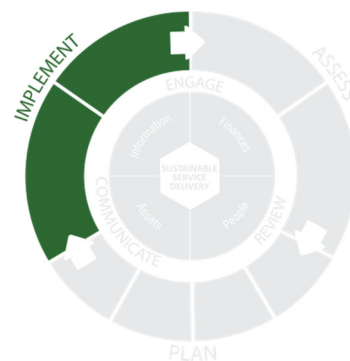
Implementing asset management practices means implementing asset management policies, strategies, and plans. Implementation is focused on delivering target levels of service and managing risks at a minimum cost. Implementing asset management practices includes wide-ranging activities, such as evaluating the lifecycle costs of various servicing scenarios when planning for land use, updating design standards to reflect the changing climate, renewing existing assets, optimizing preventative maintenance programs to enhance asset lifespan. Successful implementation requires participation and leadership from all local government functions.

The implementation of practices will be related to some or all of the core elements: people, assets, information, and finances. Implementation can be incremental and based on available financial and human resources. This can be part of a continuous process where improvements are made over time, guided by the priorities and projects identified in the Plan stage of the asset management process.

Why It's Important

Although the necessity of implementing plans may seem obvious, many communities become so focused on developing asset management plans that they consider themselves finished once the plans are done. While the development of the plans is important, it is the implementation of the plans and ongoing asset management practices that are most impactful.

Asset management is meant to be a continuous process integrated within day-to-day practices. The value of asset management is maximized when initial investments such as building an asset inventory kick-start a regular process of updating asset information and using this information to make informed decisions. By updating inventory regularly and working towards the implementation of asset management plans, an organization will build capacity in asset management and ensure that quality information is available for decision-making.



Activities

1. Update the asset inventory by including improved information as it becomes available, adding new assets, identifying asset renewals, replacements, and decommissioned assets.
2. Update asset replacement costs or natural asset values.
3. Implement risk management plans and projects.
4. Implement asset O&M, renewal, and replacement projects.
5. Incorporate asset management into procurement processes.
6. Hold regular asset management team meetings to review implementation progress, successes, and challenges.
7. Review and update lifecycle analysis of assets in the asset management plan;
8. Update related corporate plans to reflect asset management information (e.g. utility master plans, the official community plan, etc.).
9. Implement appropriate asset management systems to support data management.
10. Train staff to enhance asset management competencies, skills, and organizational capacity.
11. Develop succession plans.
12. Update and develop job descriptions to align with asset management requirements.

Measure and Report

Best practices in progress measurement use high-level, corporate-wide indicators expressed in financial terms as overall indicators of progress. These indicators are tangible, measurable, and help to highlight the connections between cost, service, and performance trends over time.

Reporting demonstrates measurable progress in implementing the process and achieving sustainable service delivery. Asset management is an important part of overall sustainable service delivery. Annual and financial reports should include progress on the asset management objectives and outcomes identified in the asset management strategy and asset management plans, including performance on the indicators selected.

Each local government may wish to develop their own set of performance measures and processes for reporting in a way that best supports effective communication in their organization and achievement of their goals.

WHY MEASURE AND REPORT

The Status of Asset Management in British Columbia (UBCM, 2016) shows that:

- 92% of local governments have not developed or underdeveloped asset management progress measures.
- 88% of local government reporting on asset management to key stakeholders is undeveloped or underdeveloped.

Measurement and reporting on asset management processes and outcomes is a critical step in raising awareness of the need for asset management and progress that has been made. Measurement and reporting will support the development of an organizational culture that prioritizes and implements asset management. The Status of Asset Management in British Columbia report is a mechanism to measure and report the development and continuous improvement of asset management in local governments across BC.

TYPES OF MEASUREMENT AND REPORTING

Local governments can use several types of progress measurement tools and approaches, depending on what and who the information is needed for.

- Corporate indicators are used to measure progress on high-level objectives across the entire organization, though they may be categorized by department. These indicators are often tied to council priorities or a corporate strategic plan.
- Sustainable service delivery indicators are used to measure how the local government is meeting present needs while supporting the community's ability to meet future needs.

AMBC's Service Sustainability Assessment Tool helps local governments assess current performance and preparedness for the future across eight service areas: wastewater, water, drainage and flood protection, transportation, fire protection, parks and recreation, solid waste, and civic facilities.

- Key performance indicators can be used to report on the state of assets (e.g. average condition of assets), progress in asset renewal (e.g. lane km of road resurfaced), and financial performance (financial sustainability ratios).
- Asset management indicators are used to monitor improvements in specific asset management practices.
- Tools like **AssetSMART 2.0** or **The Asset Management BC Roadmap** helps local governments measure progress on asset management in five competency areas: data and information, policy and governance, planning and decision-making, people and leadership, and contribution to asset management.

Regardless of what kind of tool or approach is taken, progress measurement is most helpful when it is done on an annual basis to allow for year-to-year comparisons.

Why It's Important

Asset management is a continuous improvement process, and processes are more likely to improve when results are being measured. Setting optimal levels of service requires understanding both the assets and finances needed to sustain service levels over the long-term. Understanding the connection between service and price is fundamental to being able to communicate progress to stakeholders toward achieving service, asset and financial sustainable. Making progress against indicators demonstrates the reduction of infrastructure backlogs and that service levels (and costs) are at a level people are willing to pay for.

Activities

1. Identify the audience segments for reporting and the reporting objectives for each audience. Examples of audience segments include the public, council, senior leadership, and staff.
2. Develop or select key performance indicators for measurement (customers, technical, financial and environmental health) for each of the audience segments, in support of achieving the reporting objectives.
3. Measure performance against each of the indicators.
4. Communicate performance results through appropriate channels for each audience segment. For example, communication to the public may be done through the community annual report.

ASSET MANAGEMENT BC ROADMAP IN PRACTICE

“The Regional District of Nanaimo is finalizing its integrated asset management strategy and implementation plan. Using the Asset Management BC Roadmap (AMBC Roadmap) as a guide we were able to assess where we are with asset management and where to focus in developing an effective and sustainable asset management process.

The Asset Management BC Roadmap is scalable, non-prescriptive and gives a realistic and understandable view of the asset management components. “Modules of practice”, six in all, capture the key principles. Using these modules, we were able to work through our current strengths and weaknesses and then move on to develop our implementation plan. What we now have is baseline information and a tool that allows us to measure progress as we implement asset management practices.

An important aspect of the Asset Management BC Roadmap is that it allows for plans to be developed that reflect each local government’s individual needs. It isn’t a one solution fits all approach, it gives you the tools to build a process that meets your community infrastructure profile.

The Asset Management BC Roadmap has been invaluable in clearly setting out the practices that our organization needs to effectively understand, manage and make informed decisions about the long-term sustainability of our community infrastructure.”

- Mike Donnelly, Manager of Water & Utility Services, 2015



ADDITIONAL RESOURCES

Sustainable Service Assessment Tool | City of Grand Forks

Financial Sustainability Information Paper #9 | Local Government Association (Australia)

Asset Management Roadmap | Asset Management BC

AssetSMART 2.0 | Asset Management BC

Asset Management Readiness Scale | Federation of Canadian Municipalities

Long-Term Financial Planning – Practice Note 6 | Institute of Public Works Engineering Australasia

6.0 Resources & Tools

As referenced in Section 1.0 of this Framework, this Framework is part of a set of foundational asset management resources prepared by AMBC. These resources include:

1. Asset Management for Sustainable Service Delivery: A BC Framework
2. Sustainable Service Delivery Primers, which currently include:
 - a. Climate Change and Asset Management
 - b. Integrating Natural Assets into Asset Management
 - c. Land Use Planning and Asset Management
 - d. The Role of Operations and Maintenance in Asset Management
3. AssetSMART 2.0
4. The Asset Management BC Roadmap

Other documents and tools have also been listed throughout this framework as resources to support the development and implementation of asset management practices. Publicly available presentations, plans, and other documents from BC municipalities have also been listed throughout the framework to provide examples. All these listed resources, and more, are available through the AMBC website (www.assetmanagementbc.ca). The Federation of Canadian Municipalities also has a compilation of national resources (www.fcm.ca/en/resources/mamp/asset-management-resources) including a list of recommended resources for beginning asset management.

ASSET MANAGEMENT BC | ASSET MANAGEMENT ROADMAP

Description

A document that guides the reader through the steps of implementing asset management at a basic, intermediate, and advanced level through a modular approach.

This may help you with

- Understanding the scope of asset management activities
- Developing asset management plans
- Implementing asset management practices

ASSET MANAGEMENT BC | ASSET MANAGEMENT ROADMAP CASE STUDIES

Description

A report summarizing the approach and results of four case studies in applying the Asset Management Roadmap.

This may help you with

- Understanding how to implement the roadmap
- Identifying how your results compare to other local governments

ASSET MANAGEMENT BC | ASSETSMART 2.0

Description

A tool to assess your local government's asset management practices. Asset SMART2.0 aligns with this framework.

This may help you with

- Evaluating your asset management practices in a comprehensive way
- Establishing priorities
- Developing your asset management strategy

CANADIAN NETWORK OF ASSET MANAGERMENTS | ASSET MANAGEMENT 101 BOOKLET

Description

A guide on the what, why, and how of infrastructure asset management.

This may help you with

- Getting introduced to asset management
- Communicating about asset management to council and other staff

CANADIAN NETWORK OF ASSET MANAGERMENTS | RESOURCES

Description

A range of resources on different aspects of asset management

This may help you with

- Developing your organization's asset management practice

CITY OF GRAND FORKS | SERVICE SUSTAINABILITY ASSESSMENT TOOL

Description

A tool for local governments to assess current service delivery performance and preparedness for the future.

This may help you with

- Assessing your organizations service sustainability

CITY OF PRINCE GEORGE | ASSET MANAGEMENT COMMUNICATIONS PLAN

Description

An example of an asset management communications plan.

CITY OF PRINCE GEORGE | PRESENTATION ON DEVELOPING LEVELS OF SERVICE

Description

An example of an approach for developing levels of service.

CITY OF VERNON | ASSET MANAGEMENT POLICY

Description

An example of an asset management policy.

DISTRICT OF NORTH VANCOUVER | ASSET MANAGEMENT FRAMEWORK

Description

An example of an asset management framework.

This may help you with

- Developing an asset management framework or strategy

DISTRICT OF NORTH VANCOUVER | LONG-TERM FINANCIAL PLANNING AND ASSET MANAGEMENT PRESENTATION

Description

An example of an approach to long-term financial planning and asset management.

This may help you with

- Integrating your asset management plan with your long-term financial plan

FEDERATION OF CANADIAN MUNICIPALITIES | BUILDING SUSTAINABLE AND RESILIENT COMMUNITIES WITH ASSET MANAGEMENT: AN INTRODUCTION FOR MUNICIPAL LEADERS

Description

An introduction to asset management.

This may help you with

- Getting started on asset management for municipal leaders

FEDERATION OF CANADIAN MUNICIPALITIES | STARTING THE ASSET MANAGEMENT CONVERSATION WITH YOUR MUNICIPAL COUNCIL

Description

An editable template presentation that can be used to introduce asset management to council.

This may help you with

- Communicating what asset management is and why it is important with council

FEDERATION OF CANADIAN MUNICIPALITIES, CANADIAN CONSTRUCTION ASSOCIATION, CANADIAN PUBLIC WORKS ASSOCIATION, CANADIAN SOCIETY OF CIVIL ENGINEERS | ASSET MANAGEMENT PRIMER – CANADIAN INFRASTRUCTURE REPORT CARD

Description

An accompanying document to the Canadian Infrastructure Report Card, this primer describes asset management and makes a set of recommendations for implementing asset management. The primer also includes an asset management plan outline.

This may help you with

- Developing asset management plans.
- Understanding key components of asset management.

FEDERATION OF CANADIAN MUNICIPALITIES | QUESTIONS TO ASK BEFORE YOUR MUNICIPALITY CONSIDERS ASSET MANAGEMENT SOFTWARE

Description

A short guide of tips in selecting software and questions to ask vendors.

This may help you with

- Selecting an asset management software.

FEDERATION OF CANADIAN MUNICIPALITIES | INFRAGUIDE – DECISION MAKING AND INVESTMENT PLANNING: MANAGING INFRASTRUCTURE ASSETS

Description

A series of 'best practice' documents for public works and asset management (www.fcm.ca).

This may help you with

- Developing an asset management plan

INTERNATIONAL ORGANIZATION FOR STANDARDIZATION | INTERNATIONAL STANDARDS 55000, 55001 AND 55002: ASSET MANAGEMENT

Description

An international standard for asset intensive businesses that provides an overview of the benefits, elements, requirements, and design of an asset management system (www.iam.org).

This may help you with

- Understanding asset management strategy
- Understanding the role of leadership in asset management
- Understanding the importance of a communication plan and what should be included

INSTITUTE OF PUBLIC WORKS ENGINEERING OF AUSTRALIA | INTERNATIONAL INFRASTRUCTURE MANAGEMENT MANUAL

Description

A definitive manual that outlines what asset management is and provides guidelines for how to implement asset management, techniques that can be used, and information management (www.ipwea.org).

This may help you with

- Deepening understanding of asset management concepts through a description of implementation and several case studies

INSTITUTE OF PUBLIC WORKS ENGINEERING AUSTRALASIA | NAMS.PLUS

Description

A subscription-based service that includes a set of templates and modelling tools to assist organizations in writing and updating asset management plans, based on the Infrastructure Management Manual.

This may help you with

- Assessing your organization's asset management practices
- Developing asset management policy and strategy
- Developing asset management plans
- Develop long-term maintenance and capital works programs
- Developing multi-disciplinary teams

INSTITUTE OF PUBLIC WORKS ENGINEERING AUSTRALASIA | CONDITION ASSESSMENT AND ASSET PERFORMANCE GUIDELINES

Description

Generic principles for condition assessment and asset performance, applicable to all asset types.

This may help you with

- Planning for condition assessments or setting up a condition assessment program

INSTITUTE OF PUBLIC WORKS ENGINEERING AUSTRALASIA | PRACTICE NOTE 6: LONG-TERM FINANCIAL PLANNING

Description

A document that provides guidance for the preparation of a long-term financial plan.

This may help you with

- Developing a long-term financial plan

INSTITUTE OF PUBLIC WORKS ENGINEERING AUSTRALASIA | PRACTICE NOTE 8: LEVEL OF SERVICE AND COMMUNITY ENGAGEMENT

Description

A guide to support local governments in defining affordable and appropriate levels of service.

This may help you with

- Community engagement with respect to services
- Developing levels of service
- Identifying tradeoffs between cost and level of service

LOCAL GOVERNMENT ASSOCIATION OF SOUTH AUSTRALIA FINANCIAL | MODEL FINANCIAL STATEMENTS

Description

A document with samples of model financial statements

(https://www.dpti.sa.gov.au/__data/assets/pdf_file/0006/482235/SAModel2018.pdf).

This may help you with

- Preparing a financial statement

MASTER MUNICIPAL CONSTRUCTION DOCUMENTS ASSOCIATION | ASSET MANAGEMENT DATA REGISTER PROJECT

Description

The project includes an Infrastructure Data Scheme that provides conventions for use in an asset register, and an Infrastructure Data Management Utility database that can be used by local governments to create and manage an asset inventory. The Master Municipal Construction Documents website includes several videos and other resources.

This may help you with

- Developing your asset inventory
- Reporting the status of your inventory

MICKELSON CONSULTING INC. | AM COMMUNICATIONS STRATEGY

Description

A presentation outlining key messages for communication and strategies for effective communication.

This may help you with

- Internal and external asset management communication and engagement

NATIONAL ROUND TABLE ON SUSTAINABLE INFRASTRUCTURE | AN ASSET MANAGEMENT GOVERNANCE FRAMEWORK FOR CANADA

Description

A document outlining the role of various stakeholders in improving and enhancing the service by municipalities by promoting better management techniques.

This may help you with

- Identifying asset management stakeholders

REGION OF PEEL | OPTIMIZED ASSET DECISION MAKING AT THE REGION OF PEEL

Description

An example of asset decision making.

This may help you with

- Making decisions for your capital plans, operations and maintenance plans, and asset management plans

SUSTAINABLE CITIES INTERNATIONAL | INFRASTRUCTURE COSTS AND URBAN GROWTH MANAGEMENT

Description

A guide for understanding the full costs of infrastructure and urban growth scenarios.

This may help you with

- Undertaking cost of infrastructure studies

TOWN OF GIBSONS | ASSET MANAGEMENT POLICY MANUAL

Description

An example of an asset management policy manual.

This may help you with

- Developing an asset management policy

UBCM | STATUS OF ASSET MANAGEMENT IN BRITISH COLUMBIA

Description

A summary of results from the 2016 Gas Tax Fund asset management baseline survey.

This may help you with

- Learning more about the state of asset management in BC

Asset Management Policy

District of Barriere



December 12, 2016

ENGINEERING ■ PLANNING ■ URBAN DESIGN

Original Report Submission

Report Prepared By:
Daniel Grant, EIT
Project Engineer

Report Reviewed By:
Dave Underwood, P. Eng.
Project Engineer

Revision Log

<i>Revision #</i>	<i>Revised by</i>	<i>Date</i>	<i>Issue / Revision Description</i>

Council Approval – *December 12, 2016*

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1.0 Purpose

The District of Barriere has, since 2008, worked towards creating and maintaining best practices towards the sustainable stewardship of services and assets for the municipality. The District, through support of staff and leadership from mayor and council, are pursuing the formalization and constant improvement of their Asset Management practices.

Asset Management is a broad strategic framework that encompasses many disciplines and involves the entire organization. The term Asset Management, as used in this document, is defined as “the application of sound technical, social, and economic principles that considers present and future needs of users, and the service from the asset”.

This Policy articulates the District’s commitment to Asset Management. This Policy also demonstrates to the community that the District is exercising good stewardship, and is delivering affordable services while considering its legacy to future residents.

The objective of this document is to provide guidance for the District’s staff in producing and maintaining efficient Asset Management practices for the sustainable delivery of community services. This will be accomplished by ensuring adequate provisions are made for engineering, finance, operations, and planning to provide long-term operation, renewal, replacement, and construction of new and existing assets.

The District’s vision and goal for the community is a safe, livable, sustainable and economically vibrant community underpinned by well managed and maintained assets. These assets include transportation networks, water distribution networks, sewage collection systems, information technology systems, fleets, parks, and recreation and civil facilities.

The District will operate an Asset Management Program for the ongoing sustainable delivery of services to the community. The Program will generally consist of this Policy, the Asset Management Strategy, and detailed Asset Management Plans.

2.0 Asset Management Policy Statements

To guide the District, the following Policy statements have been developed:

1. This Policy applies to Council and to staff who use or manage the District's assets to provide services to the community. The District's goal is to integrate corporate, financial, technical, and budgetary planning across the organization.
2. The long term goal is to complete the Basic Level Modules under Asset Management BC's Asset Management Roadmap, in all major asset categories. Intermediate and Advanced Modules will not be completed under the current Policy.
3. The Asset Management Strategy will prioritize the implementation of both:
 - a. The Asset Management Planning of the asset categories with the highest capital value first. These categories are Roads, Water and Wastewater; and,
 - b. The completion of the Asset Management Roadmap Modules, starting with 1.1, 1.2, and 2.1.
4. The Asset Management program will develop and maintain the following;
 - Asset inventories.
 - Levels of Service for each asset and asset type.
 - Long term asset replacement, renewal, and construction strategies.
 - Long term financial planning to support the asset replacement, renewal, and construction strategies.
5. The District aims to manage assets sustainably. Asset Management planning will be based on horizons appropriate to the class of asset, but will be for a minimum of 20 years.
6. A key goal in the management of assets is the minimization of life cycle costs. Life cycle costs will be considered in decisions relating to new services and assets and upgrading of existing services and assets.
7. Where appropriate, this Policy will be incorporated into other corporate plans.
8. The Asset Management Policy, Asset Management Strategy, and the detailed Asset Management Plans are public documents, to be used to communicate goals and progress to the community.



3.0 Responsibilities

Asset Management is a responsibility that involves all staff and members of Council. Specific responsibilities are;

3.1 Council

- To act as stewards of the assets of the community;
- To set Asset Management Policy and Asset Management Strategy, consistent with the Official Community Plan (OCP);
- To set Level of Service standards;
- To ensure that appropriate resources are made available for asset management activities.

3.2 Chief Administrative Officer

- To implement the Asset Management Policy and Asset Management Strategy;
- To periodically review the Asset Management Policy and Asset Management Strategy and advise Council of any recommended changes;
- To annually monitor and review performance of the District in achieving the Asset Management Strategy;

3.3 Managers

- To implement the Asset Management Policy and Asset Management Strategy;
- To develop and implement Asset Management Plans;
- To develop and implement maintenance, refurbishment and capital works programs in accordance with Asset Management Plans and Annual Budget;
- To deliver Levels of Service to agreed standards;
- To manage infrastructure assets with consideration of long term sustainability;
- To regularly report performance in delivering the Asset Management Plan;
- To annually review and update Asset Management Plans.

3.4 Staff

- To comply with the Asset Management Policy and Strategy;
- To implement the Asset Management Plans including the delivery of levels of service to agreed standards;

4.0 Review Date

The organization understands that the process of Asset Management is ongoing, and will need to adapt to meet the changing needs of the community. Thus, it is required that this Policy be reviewed and updated on a regular basis.

The Chief Administrative Officer shall review compliance with this policy and the Asset Management Plans and report to Council on an annual basis.

The next revision of this document shall occur no later than January 2022.

5.0 Related Documents

Asset Management Strategy

Asset Management Plans (To be developed)

PSAB 3150 Reporting

2011 Official Community Plan

Asset Management Strategy

District of Barriere



December 12, 2016

ENGINEERING ■ PLANNING ■ URBAN DESIGN

Original Report Submission

Original Draft Prepared By:
Daniel Grant, EIT
Project Engineer
TRUE Consulting

Original Draft Reviewed By:
Dave Underwood, P. Eng.
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Council Approval - *December 12, 2016*

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Introduction

This document is a compilation of excerpts from the “Guide for using the Asset Management BC Roadmap” (May 2011, Asset Management BC) and suggested corresponding Asset Management Strategies (broad) for satisfying each of the 18 Basic Level Roadmap Building Blocks.

This document is intended to be utilized as a guideline to completing the goals laid out in the District of Barriere’s Asset Management Policy.

This document address each of the 18 Basic Level Roadmap Building Blocks and provides initial guidance towards completing them. This document must be updated accordingly as building blocks are completed, or the resources behind achieving them have changed.

1.0 Know Your Assets

1.1 Basic Asset Inventory

An Asset Inventory is the record of information about your assets. It needs to be an itemized list of all the assets and it must have some basic facts about each of those assets (attribute data).

- What type of asset is it;
- Where is it located;
- What size is it;
- What is it made of; and
- How old is it.

The more information you know about an asset the easier it is to identify and respond to management issues.

- What format should the asset inventory be (Excel, GIS, Financial System);

1.1.1 Strategy

Conduct an evaluation of available format options and determine who should manage the inventory;

- *Who should have responsibility for maintaining the accuracy and completeness of which parts of the data;*
- *Who should have access and what type of access should they have; and;*

1.1.2 Strategy

Consolidate existing inventories into a single cohesive and consistent format

1.1.3 Strategy

Assign responsibility(ies) for the upkeep or oversight of the inventory

1.2 Identify Asset Components

The way to define a component is that it is an asset or part of an asset that can be independently replaced or has a significantly different life span.

Recording components of an asset as separate items in the inventory will enable you to keep your inventory up to date and to manage and financially account for your assets more effectively.

1.2.1 Strategy

a) Componentize existing aggregated assets.

b) Develop and assign a unique ID system

c) Identify what attribute data is missing and determine what data should be collected. Assess strategies for including missing attribute information of asset components (e.g.: water service, water valves, sanitary manholes, storm manholes) into current inventory

Ex: Public Works to survey and investigate asset systems and complete inventory, utilizing record drawings, maintenance records, video inspections, site inspections, etc.

- ***Dedicated project***
- ***As part of ongoing / routine maintenance***

Ex: Consultant to survey and investigate asset systems and complete inventory utilizing record drawings, maintenance records, video inspections, site inspections, etc.

1.3 Current Data, Software and Tools

Software and tools refers to any systems that the District uses for:

- Accounting/Financial/Valuation Data;
- Work History/Maintenance Records;
- Decision Tools (Prioritization/Risk); and
- GIS/Inventory.

The first step in making improvements to anything is to understand what you currently have.

1.3.1 Strategy

Determine and evaluate what tools / software are currently utilized by team members

- ***Staff discussion***
- ***Look holistically at the organization and collate corporate list of current data, software and tools***
- ***Consider benefits and drawbacks of linking tabulated information to mapping through tools such as GIS***

Objectives

- *Eliminating unnecessary duplication of data;*
- *Providing data in a more useful format;*
- *Defining who is in the best position to be responsible for management of the data;*
- *Highlighting where integration of data sets is desired;*
- *Sharing data to those who should know about it; and*
- *Identifying more efficient ways of using current tools and software.*

Ex: If a waterline is replaced or a sewer main is re-lined, how is this documented?

- *By whom is this documented?*
- *Is this information duplicated?*
- *Is this information available to other departments?*

2.0 Know Your Financial Situation

2.1 Current Asset Investment

Current Asset Investment is a measure of the assets value in terms of:

- What would it cost to replace the asset today (current replacement value); and
- What value is the current asset considering its age (current depreciated value)?

Understanding the value of an asset helps to make good decisions about the best way to operate, maintain and plan for replacement of that asset.

An understanding of Current Asset Investment is useful to determine:

- How long before we need to replace this asset;
- How much money should we put aside per annum to fund asset replacements;
- What is the asset currently worth (depreciated value in today's dollars);
- Should we keep fixing it or should we replace it;
- When should we replace it (from an economic point of view);
- Do we have any big financial hurdles looming up in the foreseeable future;
- Are there other options to provide this service, with or without this asset or with a different more cost effective asset; and
- Can we prove we are sustainable?

2.1.1 Strategy

a) In completion of 1.1 / 1.2, include / develop current replacement unit rate values for all asset components

- ***Identify team member(s) responsible for determining current replacement unit rate values***
- ***Document methodology / assumptions used to develop values***

b) In completion of 1.1 / 1.2 research / identify / estimate

- ***the asset component original value***
- ***remaining life / estimated expected life / install date***
- ***document methodology / assumptions used to develop values***

2.2 Current Operations and Preventative Maintenance Costs vs Specific Repair Costs

Many operational and preventative maintenance costs cannot be assigned to a particular or specific asset as it is a function that relates to the whole network or to the service being provided and they are difficult to track, particularly in a small municipality.

Specific repair costs however relate to the cost of actual physical repair work to a specific asset or group of assets. As time progresses and assets age, the occurrence and cost of repairs for any particular asset will increase. There are many advantages and opportunities that become available when these costs are tracked against the relevant assets.

2.2.1 Strategy

a) Record and Track Specific Repair Costs and Capital Costs

b) Define and document a methodology / process for recording costs as they occur

- ***Coordination amongst all departments***
- ***Definition of Specific Repair Costs***
- ***Ex: Record hours, materials, equipment costs for repair of watermain breaks***

2.3 Future Capital Costs

Future capital costs are an estimate of the most likely future funding needs. It is usually determined for at least a 20 year forecast.

It is only by looking ahead that it is possible to gauge the long term affordability of continuing to operate and manage the assets in the same way as we do now.

Future cost forecasts are therefore a fundamental component of ensuring long term sustainable management of the assets.

2.3.1 Strategy

Complete an overall Utility Asset Management Plan that encompasses Water, Wastewater, Storm, and Roads and provides methodology for prioritizing all renewal and expansion works in a manner which is achievable within the Districts resource limits

- ***Include minimum 20 year costs and timelines (new and renewal)***

2.4 Funding Sources

Funding sources refer to all the options where funding could come from and an estimate of how much that funding will be. The main funding sources for public assets will typically comprise:

- Taxes;
- Fees and Charges;
- Reserves;
- Grants; and,
- Loans.

It is essential that equal consideration is given to assessing future income as predicting future costs. Understanding the full financial picture sooner rather than later allows appropriate decisions to be made and action to be taken to ensure adverse financial dilemmas are avoided.

It is recommended that the review of income versus expense be done as a collaborative exercise.

Strategy 2.4.1

a) Continue with a regular (annual) collaborative discussion between all departments / managers to determine / evaluate and allocate the available funding from taxes, revenues, grants, etc. for presentation to Council as part of the annual Strategic Planning and Budgeting processes

b) Document the process

Ultimate goal

- ***Achieving estimated available income for 20 year horizon to match expense horizon (2.2 / 2.3)***

3.0 Understand Decision-Making

3.1 Evaluate Decision / Process

Evaluate Decision Processes means to think about all the key decision areas regarding assets and services and to identify who is responsible for making these decisions, what information they use and whether there is any procedure on how they decide.

All important decision processes should be documented and periodically reviewed.

The key objectives for desired decision processes are to ensure that:

- All important decisions are robust, consistent and repeatable;
- Decisions are not subjective unless this is deemed appropriate;
- The person accountable for a decision has all the necessary information; and
- Any assessment tools being used are being applied correctly and appropriately.

3.1.1 Strategy

Conduct an initial evaluation of current decision processes

- ***Review and document the current decision processes;***
- ***Identify and document desired decision processes; and***
- ***Document the improvement gap between current and desired processes.***
- ***Identify who is responsible for what decisions***

3.2 Improvement Plan and Process

Details of gap between current and desired decision-making processes will form the beginning of an improvement plan.

Generating and implementing an improvement plan is fundamental to sustainable asset management. This is because:

- There are always things that can be improved over time;
- Parameters change, assets age, funding levels change;
- Customer expectations change;
- The actions taken today cause change; and
- In response to change it is prudent to check if the original action plan is still the most appropriate course of action.

A basic process for an improvement plan is any process that:

- Identifies improvement tasks;
- Assigns responsibility for completing the tasks;
- Determines what funding is required;
- Documents the tasks in a schedule for completion (Improvement Plan); and
- Has a regular review cycle (typically completed at least once per year).

3.2.1 Strategy

Following 3.1 (based on results of) undertake the development of a basic improvement plan (relates to 2.3 and an overall AMP) consistent with the roadmap.

3.3 Prioritized Improvement Plan

3.3.1 Strategy

In the completion of modules 3.1, 3.2, 2.3, include a documented decision process for prioritizing projects

A basic process for prioritizing an improvement plan is to:

- ***Determine what criteria should be considered to assess how important a task is;***
- ***Establish a scoring system for the criteria;***
- ***Assess each task according to the criteria and scoring system; and***
- ***Order tasks by outcome score (priority).***

4.0 Manage Your Asset Lifecycle

4.1 Asset Condition

The condition of an asset component is a measure of its physical state compared to a brand new component

Tracking the change in condition over time will:

- Provide an indicator for rate of deterioration;
- Identify what type of remedial treatment is appropriate;
- Help determine the best timing for a remedial treatment;
- Support more accurate estimates for remaining useful life; and
- Indicate the most likely year that the asset will fail.

Not tracking condition increases the risk of sudden unexpected failures occurring. Such failures usually incur greater costs for remedial works in emergency situations compared to planned maintenance or renewal costs. Not tracking the remaining life of an asset increases the risk of being unprepared for large unavoidable expenditures.

4.1.1 Strategy

a) Conduct and record an evaluation / assessment of the condition data that exists

b) Determine:

- ***The most appropriate condition data to measure;***
- ***How condition data should be recorded (including what rating system to use);***
- ***How often measured data should be collected (condition monitoring interval);***
- ***Who should be responsible for tracking condition data;***
- ***How the condition data should be analyzed and used (deterioration modelling);***
- ***How work history records should be linked to asset records; and***
- ***How work history records can be reliably used to indicate condition.***

c) Implement:

- ***Documentation of process for collection and upkeep of asset condition data (tied to 1.1 – 1.3)***
- ***Collection and documentation of asset condition monitoring***

4.2 Level of Service

Level of Service is all about understanding what is being provided by the asset and to whom. The level of Service is defined by the following elements:

- Quantity (expressed in terms relevant to the asset group i.e. for roads it may be lane kilometers whereas for water it may be number of connections or total length of mains);
- Location (in terms of where is the asset, and therefore the service, located);
- Availability (is the service available 24/7 or are there some seasonal or other conditions that limit when the service is available); and
- Quality of Service (this is a measure of the benefit that the customer receives).

An asset owner should know about current service levels being provided and this should be recorded and tracked on a regular basis with outcomes reviewed at least annually.

4.2.1 Strategy

Undertake a Level of Service analysis consistent with the Asset Management Roadmap with the objective of determining, in measurable terms, the current level of service being provided and an indication of the cost of service / level of service relationship.

4.3 Assess Asset Renewal Alternatives

To assess Asset Renewal Alternatives means to look at:

- Technologies and methods to replace an asset by a method that is different to how the asset was originally installed; or
- Technologies and methods that do not replace the asset but are appropriate to the circumstances; or
- New and emerging technologies relating to asset replacement or in-place rehabilitation.

4.3.1 Strategy

When completing 3.1 / 3.2 / 3.3 document and incorporate the assessment of all renewal alternatives

- ***Ex: Roads – Crack sealing vs overlay vs repave vs full depth reconstruction***

4.4 Assess Asset Maintenance Strategies

An Asset Maintenance Strategy is a document that identifies the:

- Key goals that maintenance activities seek to achieve;
- Service level to be maintained;
- Parameters or criteria to be used for decision-making; and
- Rules and standards that the activity must comply with or within which it must operate.

An Asset Maintenance Strategy provides guidance to ensure all work tasks are focused on achieving the same goals. Maintenance management has a much larger significance to the organization than just keeping assets functioning. Timely intervention with the right techniques can extend the life of the asset for a cost saving to the organization. Conversely, poor decisions on maintenance intervention and treatment will increase costs.

4.4.1 Strategy

Prepare an Asset Maintenance Strategy consistent with the Asset Management Roadmap by:

- i) Consider (and document) how maintenance options are currently being decided and by whom (refer 3.1)***
- ii) Identify (and document) what the maintenance goals are and any criteria or rules applying to maintenance decisions (refer 5.1, 5.2);***
- iii) Identify what the typical maintenance options are;***
- iv) Evaluate the maintenance options using the decision criteria and rules (identified in (ii) above);***
- v) Develop (and document) a maintenance strategy that defines how maintenance work is to be done to achieve the maintenance goals;***
- vi) Monitor maintenance activities and review overall outcomes once a year; and***
- vii) Based on the outcome of the maintenance activities, determine if any of the decision criteria for the Maintenance Strategy should be changed.***

5.0 Know the Rules

5.1 Strategic Goals

The strategic goals of the organization are the guiding principles for all activities of the organization. They are usually printed in a strategic plan document and reported on annually. It is common for strategic goals to incorporate sustainability objectives as well as social, economic, environmental and governance goals.

5.1.1 Strategy

- ***Continue to provide regular updates to Strategic Plan***
- ***Regard the principles of Asset Management when forming Strategic Goal statements***
- ***Work to define the connection between the strategic goals and the day to day business decisions and management of municipal assets***

5.2 Legal Obligations and Standards

Legal Obligations and Standards relate to all legislation, regulation, policies, standards and any other requirements that impact or relate in some way to the assets or the services associated with them.

Essentially, reference should be given to any document that:

- Sets out parameters within which the asset must be operated; or,
- Has a requirement or condition that the asset must comply with (i.e. the 'rules').

These requirements can generally be grouped into legal obligations (legislation and regulation) and general standards (industry best practice, guidelines, organizational policy).

5.2.1 Strategy

Produce a single collated list that references and documents all relevant legislation, regulation, policies, standards and other requirements regarding the operation and / or ownership of all municipal assets

- ***Ex: IHA 4-3-2-1-0 Objectives, Canadian Drinking Water Guidelines, MoE Permits (sanitary discharge), etc.***

6.0 Sustainability Monitoring

6.1 Sustainability Assessment

A Sustainability Assessment is a review of whether or not sustainability goals are being met. In the context of asset management practice this will include an assessment of current business processes and outcomes relative to sustainability goals.

At a corporate level, having sustainability goals does not necessarily mean that an organization is sustainable. Likewise, at an asset management level, implementing sustainability programs (such as energy efficiency targets; reduction of carbon footprint; or greenhouse gas emissions etc.), does not mean the assets and services are sustainable. A Sustainability Assessment however compares the outcome of asset activities to the ideals of the organization's sustainability goals. This is necessary to identify if:

- The sustainability goals are being met;
- The outcome of asset activities supports sustainability;
- The business goals for management of the assets are promoting sustainability;
- The sustainability goals are still appropriate and provide the right drivers; or
- The sustainability goals should be amended.

6.1.1 Strategy

Conduct a Sustainability Assessment consistent with the Roadmap that includes determination and documentation of the following:

- ***Current Sustainability Status (what is the current assessment of how sustainably the assets and activities are being managed)***
- ***Desired Processes to better ensure long-term sustainability and required strategies needed to manage long-term sustainability of the asset***
- ***Improvement Gap identification and action plan preparation***

6.2 Coordinating Infrastructure Works

Coordinating Infrastructure Works refers to taking practical steps to try to coordinate physical works projects for the purposes of:

- Saving on total costs by combining projects where possible;
- Reduction in overall disturbance; and
- Increased confidence in efficiency of organization

6.2.1 **Strategy**

- a) ***Identify and document the current procedure for co-ordination of infrastructure works programs.***
- b) ***Conduct an annual infrastructure work program co-ordination meeting***

District of Barriere

REPORT TO COUNCIL

Date: February 3, 2025	
To: Council	From: Department Heads
Re: Departmental Updates	

CORPORATE OFFICER:

By-Election

- A Declaration of By-Election by Voting was made on February 3, 2025 at 4pm as legislatively required.
- A dedicated 2025 By-Election webpage is live on www.barriere.ca under the Mayor & Council tab. A direct link to that page can also be found in the Declaration of By-Election by Voting posted Notice on the front page. The website is a living page which is updated consistently so voters and candidates are advised to check back often.

Indigenous Engagement Requirements Funding Program – Forum: February 10, 2025

- The District of Barriere is pleased to have scheduled its Emergency Management Climate Readiness (EMCR) Indigenous Engagement forum on February 10th, 2025. There are two components to this forum: one being a meeting between key staff and membership directly involved in the administration of the District's and Simpcw First Nation's Emergency Response, and the other, being a gathering of both Simpcw and DoB Council membership, staff and local first/emergency responders in the evening. This forum will meet the obligations and objectives of the funding program and is not a public meeting.

Recreation

- Family Fun Night planning underway – Sunday, February 16, 2025 @5:30pm – 9pm. The annual Provincial funding provided in conjunction with BC Parks & Recreation, has not been made available this year. For the past 7 years, this 100% funding in the amount of \$1000.00 has been helping to facilitate this popular family event. In order to ensure the event can continue as planned this year, both NTACS and the Rec Committee will be splitting donations and other funds raised equally. NTACS' portion will be used to help support youth programming as it always has, and the remainder will be used by the Rec Committee to help recoup the event's expenses. With the high volume of dedicated volunteers, reduced vendor rates and public donations, this funding setback (while disappointing) should not affect this year's event. The Rec Committee will discuss other funding options going forward.

Development/Planning

- One Board of Variance application process is underway; a number of development inquiries are ongoing; and two subdivision applications are currently active and in their final stages.

Other

- Continues to work on a Ridge key catalogue with all tenants/users of this building.
- Continues to work on updating the record management system of the District's received grants and funding programs.
- Worked with the CFO in the finalization of the 2023 SOFI Report
- Completed the Interim LGHI Housing Needs Funding Report and final ETSI Funding Report.
- Participated in various working group meetings with the Fire Chief and Indigenous Engagement facilitating staff in planning of the upcoming forum on February 10th, 2025.

PUBLIC WORKS MANAGER:

Roads

- Winter roads maintenance contractor is maintaining a high level of service in the community. Very few complaints have been received on road conditions.

Parks

- Skating rink is operational and is being maintained by staff and volunteers (after business hours)
- Received Community Forest grant to add shade trees along pathway in Community Park. Still awaiting decision of grant application to BC Hydro for same project.
- Planning to work with Community Garden user group to upgrade and clean-up the garden. Looking at creating more garden plots.
- Staff will be commencing some FireSmart work in Community Park this winter.

Utilities

- Dustin Doherty has been re-hired for the Utility Operator II position on a part-time term starting February 3rd. Will be part of on-call rotation.
- MOE inspector was here to conduct inspection at SAWRC. We don't anticipate any fines as they know we are in the process of upgrading.
- The WWTP process design RFP has been issued.

Facilities

- Property condition assessments are on-going for all DOB owned facilities as part of asset management program
- Local contractors have been contacted for construction on Unit #4 at the BBC. Still waiting for all cost estimates to come in. Funding to come from LGCAP.

FIRE DEPARTMENT:

Calls:

- 3 Fire Alarms
- 2 Rural Rescues
- 1 Burning Complaint
- 1 Hydro Line Down

Training that occurred in January:

- First Responder Certification
 - SCBA Training
 - Ropes and Knots
 - NFPA 1001 (Two classes: Exterior Crew and Interior Crew)
- Community Fire Risk Reduction Dashboard Meetings
 - Draft Community Wildfire Resiliency Plan submitted for edits to Utilities and Fire Department

FireSmart:

- FireSmart Fridays
- A BC FireSmart Program poster was created and sent off for printing (Advertising around the community).
- Two FireSmart Lunch-ins have been scheduled for March 15th from 11am-2pm and April 19th from 11am-2pm at the Seniors Center.
- An overall FireSmart Program update along with the proposed, spring Yard Waste Day will be provided at the next Regular Council Meeting.

CHIEF ADMINISTRATION OFFICER:

Finance:

- Working on 2025 budget process and capital request items. Budget process will be a primary focus for Council once the by-election is complete and the new Mayor and member of Council are determined.

Governance:

- Planning is underway for a Council Orientation workshop that should occur as soon as the new council members are determined through the by-election.
- Agreements / Contracts:
 - Trails Stewardship Agreement – actively being worked on
 - Community Hall Lease Agreement – actively being worked on
 - CN Rail – received update draft agreements regarding Hall Road crossing
- Policies / Bylaws:
 - Focus is on Strategic Priorities of Council and Asset Management was a top priority in the plan. A draft updated Asset Management policy is attached as a separate report.
 - Worked with the Fire Chief on challenges with Remuneration Policy for Volunteer Fire Fighters.

Administration:

- ETSI-BC gave conditional approval to the Chamber and District regarding the Wayfinding grant just before the winter holiday season. Some requirements were still outstanding (an official quote for the requested dollar amount from a qualified provider), which was recently provided to ETSI-BC which should now remove the condition. The grant provides up to \$25,000 in funding for projects up to \$50,000. Simpcw First Nation has so far verbally committed to \$5,000 as well, reducing the remainder for funding required to \$20,000. The Chamber will now approach other community partners about this project and potential funding and sponsorship.

Information Technology:

- District Office is now operating on new network cables and infrastructure. The District wide Phone System is planned to be swapped over on February 6, 2025. We are also moving to digital fax lines in 2 locations. There may be some interruptions to service to the public on that day.

**submitted for information*



THE DISTRICT OF BARRIERE

STATEMENT OF FINANCIAL INFORMATION

Year Ended December 31, 2023

In Compliance with the Public Bodies Financial Information Act Statutes
Of British Columbia, Chapter 140



DISTRICT OF BARRIERE
SCHEDULE OF REMUNERATION AND EXPENSES
PAID ON BEHALF OF EMPLOYEES
FOR THE 2023 FISCAL YEAR

COUNCIL REMUNERATION

	DUTIES REMUNERATION	EXPENSE PAYMENTS	TOTAL
ARMSTRONG, JUDY	\$8,929.32	\$ 1,656.03	\$10,585.35
KERSHAW, SCOTT	\$8,929.32	\$ -	\$8,929.32
KERSLAKE, ROBERT	\$8,929.32	\$ 993.59	\$9,922.91
KIBBLE: DONNA	\$8,929.32	\$ 966.20	\$9,895.52
LODGE. LOUISE	\$8,929.32	\$ 2,094.24	\$11,023.56
MCINNIS, COLIN	\$8,929.32	\$ 510.00	\$9,439.32
STAMER: WARD	\$13,919.76	\$ 3,805.24	\$17,725.00
	\$67,495.68	\$10,025.30	\$77,520.98

STAFF REMUNERATION 2023

	DUTIES REMUNERATION	EXPENSE PAYMENTS	TOTAL
EMPLOYEES WITH REMUNERATION & EXPENSES EXCEEDING \$75,000.00			
P. AMOS	\$ 76,760.84	\$ 330.69	\$ 77,091.53
T. Buchanan	\$ 85,470.47	\$ 3,182.87	\$ 88,653.34
C. Matthews	\$ 79,905.60	\$ 2,693.50	\$ 82,599.10
R. Payette	\$ 134,137.64	\$ 9,796.88	\$ 143,934.52
C. YOUNG	\$ 90,922.94	\$ 1,327.58	\$ 92,250.52
CONSOLIDATED TOTAL FOR EMPLOYEES WITH EARNINGS LESS THAN \$75,000.00	<u>\$ 497,300.89</u>	<u>\$ 38,833.82</u>	<u>\$ 536,134.71</u>
	<u>\$ 964,498.38</u>	<u>\$ 56,165.34</u>	<u>\$ 1,020,663.72</u>

RECONCILIATION

TOTAL REMUNERATION FOR ELECTED OFFICIALS	\$ 77,520.98
TOTAL REMUNERATION FOR STAFF	\$ 1,020,663.72
T4'S	\$ 1,119,092.37
FIRE PAY IN T4 NOT IN PAYROLL	\$ 68,447.74
	<u>\$ 2,285,724.81</u>
RECONCILING ITEMS-WAGES IN GL	\$ 1,119,070.68
RECONCILING ITEMS-TAXABLE BENEFITS IN GL	\$ 8,234.73
SICK & HOLIDAY CREDITS	\$ (76,660.78)
FIRE PAY	\$ 68,447.74
T4S	\$ (1,119,092.37)
	<u>\$ -</u>



DISTRICT OF BARRIERE
2023 SCHEDULE OF PAYMENT MADE FOR
PROVISION OF GOODS AND SERVICES

SUPPLERS WHO RECEIVED AGGREGATE PAYMENTS EXCEEDING \$25000.00	AMOUNT PAID
0802230 B. C. LTD. INC. NO. BC0802230	77,479.09
ALS CANADA LTD.	28,393.36
ARMCO CONSTRUCTION LTD	84,001.86
BARRIERE AND AREA CHAMBER OF COMMERCE	37,552.00
BC HYDRO AND POWER AUTHORITY	145,152.35
BORROW ENTERPRISES LTD.	476,476.82
CANADA REVENUE AGENCY	251,542.67
COLLABRIA	86,634.72
DEFIANCE ENT INC.	25,613.70
DJ'S PLUMBING	198,032.07
EXCEED ELECTRICAL ENGINEERING LTD.	26,141.83
FULTON & COMPANY LLP, INTRUST	116,870.08
GILLESPIE & CO. LLP	210,000.00
H2FLOW TANKS & SYSTEMS INC	1,034,403.44
J.D.V. LOT RESTORATION INC.	69,342.00
KPMG LLP	29,925.00
MISC PAYMENTS	231,722.76
RECEIVER GENERAL FOR CANADA	36,846.62
MUNICIPAL INSURANCE ASSOCIATION	44,053.00
ROCKY MOUNTAIN PHOENIX	63,463.87
SCHOOL DISTRICT NO. 73 (KAMLOOPS/THOMPSON)	75,166.44
SIMPCWRESOURCES 2020LLP	34,813.26
SPARK INDUSTRIES LTD.	131,037.03
SPOONER INDUSTRIAL LTD.	69,283.20
SUNCOR ENERGY PRODUCTS PARTNERSHIP	40,987.86
SUNDOWN CONSTRUCTION LTD.	60,342.87
TAX PAYMENTS	29,017.39
THOMPSON CHAIN LINK LTD.	60,528.22
THOMPSON REGIONAL HOSPITAL DISTRICT	136,022.61
THOMPSON-NICOLA REGIONAL DISTRICT	373,796.29
TRUE CONSULTING GROUP	229,432.82
WORKSAFE BC	37,744.16
	<u>692670.42</u>
	<u>5,244,489.81</u>

EXPENDITURES PER FINANCIAL STATEMENTS	\$ 5,415,028.00
Non Expenditure Payments	- 170,538.19
Electronic Payments	- 1,424,468.81
Adjustments (GST, Benefits, Changes in A/P)	- 1,261,702.00
Capital Acquisitions	- 1,934,899.00
Annual Depreciation	- 623,420.00
TOTAL \$	<u><u>-</u></u>

RECEIVER GENERAL RECONCILIATION

CRA Payments 2023	\$ 295,587.15
Employee Portion	-\$ 229,982.35
Employer Portion	-\$ 65,604.80
	<u><u>\$ -</u></u>

Council Distributed Grants from the District of Barriere - 2023.

Rabbits, B. C.	Rabbit Show	\$ 500.00
Dan Winiski	Block Watch	\$ 414.94
Darin Underhill	RCMP Bike Rodeo	\$ 500.00
Yellowhead Community	Raise a Reader Literacy	\$ 500.00
Better Beginnings	Cat/Animal Rescue	\$ 500.00



District of Barriere

MANAGEMENT REPORT

The Financial Statements contained in this Statements of Financial Information under the Financial Information Act have been prepared by management in accordance with generally accepted accounting principles or stated accounting principles, and the integrity and objectivity of these statements are management's responsibility. Management is also responsible for all the statements and schedules, and for ensuring that this information is consistent, where appropriate, with the information contained in the financial statements.

Management is also responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that reliable financial information is produced.

The Mayor and Council are responsible for ensuring that management fulfils its responsibilities for financial reporting and internal control and exercises this responsibility through the Committee of the Whole of The District of Barriere. The District of Barriere Council meets with management and external auditors during the year.

The external auditor, KPMG LLP, Chartered Accountants conduct an independent examination, in accordance with generally accepted auditing standards, and express their opinion on the financial statements. The examination does not relate to the other schedules and statements required by the Act. The examination includes a review and evaluation of the District of Barriere's system of internal control and appropriate tests and procedures to provide reasonable assurance that the financial statements are presented fairly. The external auditors have full and free access to the Council of the District of Barriere and meet when necessary.

On behalf of The District of Barriere

Original signed by, _____
David Alderdice
Finance Officer
February 3, 2025

Original signed by, _____
Daniel Drexler
Chief Administrative Officer
February 3, 2025



District of Barriere

DISTRICT OF BARRIERE STATEMENT OF FINANCIAL
INFORMATION APPROVAL FOR THE FISCAL YEAR 2023

The undersigned, as authorized by the Financial Information Regulation, Schedule 2, subsection 9(2), approves all the statements and schedules included in this Statement of Financial Information, produced under the Financial Information Act.

David Alderdice
Finance Officer
February 3, 2025

Scott Kershaw
Acting Mayor
February 3, 2025



District of Barriere

SCHEDULE OF DEBTS

A Schedule of Debts has not been prepared because the information required is disclosed in the Notes to Financial Statement, and no additional information would be provided in the Schedule.



District of Barriere

**SCHEDULE OF GUARANTEES AND INDEMNITY
PAYMENTS FOR THE FISCAL YEAR 2023**

The District of Barriere has not given any guarantees or indemnities under the Guarantees and Indemnity Regulation.



District of Barriere

STATEMENT OF SEVERANCE FOR THE FISCAL YEAR 2023

There were no severance agreements made between the District of Barriere and its nonunion employees during the fiscal year.

Financial Information Regulation, Schedule 1

Checklist – Statement of Financial Information (SOFI)

For the Corporation:

Corporate Name: District of Barriere Contact Name: David Alderdice
 Fiscal Year End: 2023 Phone Number: 250-672-9751
 Date Submitted: Feb 3, 2025 E-mail: dalderdice@barriere.ca

For the Ministry:

Ministry Name: _____ Reviewer: _____
 Date Received: _____ Deficiencies: Yes No
 Date Reviewed: _____ Deficiencies Addressed: Yes No
 Approved (SFO): _____ Further Action Taken: _____

Distribution: Legislative Library Ministry Retention

FIR Schedule 1 Section	Item	Yes	No	N/A	Comments
General					
1 (1) (a)	Statement of assets and liabilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1 (1) (b)	Operational statement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1 (1) (c)	Schedule of debts	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
1 (1) (d)	Schedule of guarantee and indemnity agreements	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
1 (1) (e)	Schedule of employee remuneration and expenses	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1 (1) (f)	Schedule of suppliers of goods and services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1 (3)	Statements prepared on a consolidated basis or for each fund, as appropriate	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1 (4) 1 (5)	Notes to the financial statements for the statements and schedules listed above	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

FIR Schedule 1 Section	Item	Yes	No	N/A	Comments
Statement of Assets & Liabilities					
2	<ul style="list-style-type: none"> • A balance sheet prepared in accordance with GAAP or stated accounting principles / policies, and • Show changes in equity and surplus or deficit due to operations 	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Operational Statement					
3 (1)	<p>Prepared in accordance with GAAP or stated accounting principles / policies and consists of:</p> <ul style="list-style-type: none"> • a Statement of Income or Statement of Revenue and Expenditures, and • a Statement of Changes in Financial Position 	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3 (2) 3 (3)	<ul style="list-style-type: none"> • The Statement of Changes in Financial Position may be omitted if it provides no additional information • The omission must be explained in the notes 	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3 (4)	Community colleges, school districts, and municipalities must prepare a Statement of Changes in Financial Position for the Capital Fund	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Schedule of Debts					
4 (1) (a) 4 (2)	List each long-term debt (secured by debentures, mortgages, bonds, etc.), stating the amount outstanding, the interest rate, and the maturity date	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
4 (1) (b)	Identify debts covered by sinking funds or reserves and amounts in these accounts	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
4 (3) 4 (4)	<ul style="list-style-type: none"> • The schedule may be omitted if addressed under section 2 or 5 and it provides no additional information • The omission must be explained in a note to the schedule 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

FIR Schedule 1 Section	Item	Yes	No	N/A	Comments
Schedule of Guarantee and Indemnity Agreements					
5 (1)	List financial agreements that required government approval prior to being given (see Guarantees and Indemnities Regulation in FIA Guidance Package)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
5 (2)	State the entities involved, and the specific amount involved if known	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
5 (3) 5 (4)	<ul style="list-style-type: none"> • The schedule may be omitted if addressed under section 2 or 4 and it provides no additional information • The omission must be explained in a note to the schedule 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Schedule of Remuneration and Expenses (See Guidance Package for suggested format)					
6 (2) (a)	List separately, by name and position, the total remuneration and the total expenses for each elected official, member of the board of directors, and employee appointed by Cabinet	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
6 (2) (b)	List alphabetically each employee whose total remuneration exceeds \$75,000 and the total expenses for each [excluding the persons listed under 6 (2) (a)]	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
6 (2) (c)	Include a consolidated total for employees whose remuneration is \$75,000 or less [excluding the persons listed under 6 (2) (a)]	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
6 (2) (d)	Reconcile or explain any difference between total remuneration in this schedule and related information in the operational statement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
6 (3)	Exclude personal information other than name, position, function or remuneration and expenses of employees	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

FIR Schedule 1 Section	Item	Yes	No	N/A	Comments
Schedule of Remuneration and Expenses (See Guidance Package for suggested format)					
6 (6)	Report the employer portion of EI and CPP as a supplier payment to the Receiver General for Canada rather than as employee remuneration	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
6 (7) (a) 6 (7) (b)	Include a statement of severance agreements providing: <ul style="list-style-type: none"> • the number of severance agreements under which payment commenced in the fiscal year being reported on for non-union employees, and • the range of equivalent months' compensation for them (see Guidance Package for suggested format)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
6 (8)	Provide the reason for omitting a statement of severance agreements in a note to the schedule of remuneration and expenses	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Schedule of Suppliers of Goods or Services (See Guidance Package for suggested format)					
7 (1) (a)	List in alphabetical order all suppliers of goods and services who received aggregate payments exceeding \$25,000	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
7 (1) (b)	Include a consolidated total of all payments to suppliers who received \$25,000 or less	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
7 (1) (c)	Reconcile or explain any difference between the consolidated total and related figures in the operational statement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
7 (2) (b)	Include a statement of payments for the purposes of grants or contributions	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

FIR Schedule 1 Section	Item	Yes	No	N/A	Comments
Inactive Corporations					
8 (1)	The ministry reports for the corporation if the corporation is not operating to the extent required to produce a SOFI	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
8 (2) (a)	The ministry's report contains the statements and schedules required under section 1 (1), to the extent possible	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
8 (2) (b)	The ministry's report contains a statement of the operational status of the corporation (see Guidance Package regarding what to include)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Approval of Financial Information					
9 (1)	Corporations other than municipalities – the SOFI is signed as approved by the board of directors or the governing body (see Guidance Package for example)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
9 (2)	Municipalities – the SOFI is approved by its council and by the officer assigned responsibility for financial administration (see Guidance Package for example)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
9 (3)	A management report is included, signed by the head and chief financial officer, or by the municipal officer assigned responsibility for financial administration (see examples in annual report at http://www.gov.bc.ca/cas/popt/)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
9 (4)	The management report explains the roles and responsibilities of the board of directors or governing body, audit committee, management, and the auditors	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
9 (5)	Signature approvals required in section 9 are for each of the statements and schedules of financial information, not just the financial statements	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Financial Statements of

DISTRICT OF BARRIERE

And Independent Auditor's Report thereon

Year ended December 31, 2023

DISTRICT OF BARRIERE

Financial Statements

Year ended December 31, 2023

Financial Statements

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MANAGEMENT'S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

The accompanying financial statements of District of Barriere (the "District") are the responsibility of management and have been prepared in compliance with legislation, and in accordance with generally accepted accounting principles for local governments established by the Public Sector Accounting Board of The Chartered Professional Accountants of Canada. A summary of the significant accounting policies are described in note 1 to the financial statements. The preparation of financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

The District's management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of the financial statements. These systems are monitored and evaluated by management.

Mayor and Council meet with management and the external auditors to review the financial statements and discuss any significant financial reporting or internal control matters prior to their approval of the financial statements.

The financial statements have been audited by KPMG LLP, independent external auditors appointed by the District. The accompanying Auditor's Report outlines their responsibilities, the scope of their examination and their opinion on the District's financial statements.

Original signed by,

Chief Administrative Officer

Original signed by,

Finance Officer



KPMG LLP
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Kamloops BC V2C 2B2
Canada
Tel (250) 372 5581
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INDEPENDENT AUDITOR'S REPORT

To the Mayor and Council of District of Barriere

Opinion

We have audited the financial statements of the District of Barriere (the "District"), which comprise:

- the statement of financial position as at December 31, 2023
- the statement of operations and accumulated surplus for the year then ended
- the statement of changes in net financial assets for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies and other explanatory information

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the District as at December 31, 2023, and its results of operations, its changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "***Auditor's Responsibilities for the Audit of the Financial Statements***" section of our auditor's report.

We are independent of the District in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the District's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the District or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the District's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.



- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the District's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the District's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the District to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

KPMG LLP

Chartered Professional Accountants

Kamloops, Canada

December 23, 2024

DISTRICT OF BARRIERE

Statement of Financial Position

December 31, 2023, with comparative information for 2022

	2023	2022
Financial assets:		
Cash and investments (note 3)	\$ 4,706,918	\$ 4,159,039
Accounts receivable (note 4)	849,106	703,636
Land held for resale	109,860	-
	<u>5,665,884</u>	<u>4,862,675</u>
Liabilities:		
Accounts payable and accrued liabilities	422,524	513,043
Deferred revenue (note 5)	727,442	1,172,227
Asset retirement obligation (note 6)	83,573	-
	<u>1,233,539</u>	<u>1,685,270</u>
Net financial assets	4,432,345	3,177,405
Non-financial assets:		
Inventory of supplies	30,726	48,307
Prepaid expenses and deposits	23,375	536
Tangible capital assets (note 7)	28,614,079	27,392,655
	<u>28,668,180</u>	<u>27,441,498</u>
Commitments (note 9)		
Trust funds (note 16)		
Accumulated surplus (note 8)	\$ 33,100,525	\$ 30,618,903

See accompanying notes to financial statements.

DISTRICT OF BARRIERE

Statement of Operations and Accumulated Surplus

Year ended December 31, 2023, with comparative information for 2022

	Budget (note 14)	2023	2022
Revenue:			
Tax requisition (note 10)	\$ 962,647	\$ 1,005,791	\$ 987,967
Service revenue	1,217,450	1,256,133	1,031,341
Government transfers (note 11)	459,570	3,569,215	1,046,850
Grants in lieu of taxes	42,331	40,408	55,530
Other income	28,400	90,204	335,541
Total revenue	2,710,398	5,961,751	3,457,229
Expenses:			
General government	847,874	1,154,127	1,130,742
Protective services	170,942	335,377	193,692
Transportation services	423,960	564,077	568,522
Environmental services	174,788	205,552	189,072
Development services	49,072	49,393	46,339
Parks and recreation	136,674	281,378	380,241
Water utility	371,187	533,415	608,087
Sewer utility	279,738	356,810	390,628
Total expenses	2,454,235	3,480,129	3,507,323
Annual surplus (deficiency)	256,163	2,481,622	(50,094)
Accumulated surplus, beginning of year	30,618,903	30,618,903	30,668,997
Accumulated surplus, end of year	\$ 30,875,066	\$ 33,100,525	\$ 30,618,903

See accompanying notes to financial statements.

DISTRICT OF BARRIERE

Statement of Change in Net Financial Assets

Year ended December 31, 2023, with comparative information for 2022

	Budget (note 14)	2023	2022
Annual surplus (deficiency)	\$ 256,163	\$ 2,481,622	\$ (50,094)
Acquisition of tangible capital assets	(174,700)	(1,934,899)	(851,412)
Disposal of tangible capital assets	-	168,972	-
Amortization of tangible capital assets	-	623,420	647,862
Recognition of asset retirement obligation	-	(78,917)	-
	(174,700)	(1,221,424)	(203,550)
Acquisition of prepaid expenses	-	(23,375)	(536)
Acquisition of inventories	-	(30,726)	(48,307)
Use of prepaid expenses	-	536	2,260
Use of inventories	-	48,307	33,833
	-	(5,258)	(12,750)
Net change in net financial assets	81,463	1,254,940	(266,394)
Net financial assets, beginning of year	3,177,405	3,177,405	3,443,799
Net financial assets, end of year	\$ 3,258,868	\$ 4,432,345	\$ 3,177,405

See accompanying notes to financial statements.

DISTRICT OF BARRIERE

Statement of Cash Flows

Year ended December 31, 2023, with comparative information for 2022

	2023	2022
Cash provided by (used in):		
Operating activities:		
Annual surplus (deficiency)	\$ 2,481,622	\$ (50,094)
Items not involving cash:		
Amortization of tangible capital assets	623,420	647,862
Loss on disposal of tangible capital assets	168,972	-
Accretion expense	4,656	-
Change in non-cash operating assets and liabilities:		
Accounts receivable	(145,470)	(121,949)
Inventory of supplies	17,581	(14,474)
Prepaid expenses	(22,839)	1,724
Accounts payable and accrued liabilities	(90,519)	84,635
Deferred revenue	(444,785)	687,209
Land held for resale	(109,860)	-
	2,482,778	1,234,913
Capital activities:		
Acquisition of tangible capital assets	(1,934,899)	(851,412)
Investing activities:		
Net investment in term deposits	(566,533)	(305,880)
Increase (decrease) in cash during the year	(18,654)	77,621
Cash, beginning of year	344,580	266,959
Cash, end of year	\$ 325,926	\$ 344,580
Supplemental cash flow information:		
Cash received from interest	\$ 31,122	\$ 13,076

See accompanying notes to financial statements.

DISTRICT OF BARRIERE

Notes to Financial Statements

Year ended December 31, 2023

District of Barriere (the "District") is incorporated and operates under the provisions of the Local Government Act and the Community Charter of British Columbia.

The District provides municipal services to residents of the incorporated area. These include protective services, transportation services, environmental services, development services, water utilities, sewer utilities, parks and recreation, and general government services.

1. Significant accounting policies:

The financial statements of District of Barriere (the "District") are prepared by management in accordance with Canadian generally accepted accounting principles for governments as recommended by the Public Sector Accounting Board ("PSAB") of the Chartered Professional Accountants of Canada. Significant accounting policies adopted by the District are as follows:

(a) Basis of accounting:

The District follows the accrual method of accounting for revenues and expenses. Revenues are normally recognized in the year in which they are earned and measurable. Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and/or the creation of a legal obligation to pay.

(b) Revenue recognition:

Property taxes, parcel taxes, frontage taxes, special assessments and grants in lieu of taxes are recognized as revenue in the year in which they are assessable.

Service revenue, such as water and sewer user rates, connection fees, sale of services, and interest and penalties are recognized as revenue in the year the related service is provided.

Investment income is reported as revenue in the period earned.

Land sales are recognized when the title transfers and all of the rights and responsibilities of ownership have transferred, the price to the buyer is determinable and collectibility is reasonably assured.

(c) Government transfers:

Government transfers are recognized in the financial statements as revenues in the period in which events giving rise to the transfer occur, providing the transfers are authorized, any eligibility criteria have been met, and reasonable estimates of the amounts can be made unless the transfer contains stipulations that create a liability in which case the transfers are recognized as revenue in the period that the liability is extinguished.

DISTRICT OF BARRIERE

Notes to Financial Statements (continued)

Year ended December 31, 2023

1. Significant accounting policies (continued):

(d) Deferred revenue:

Deferred revenue includes grants, contributions and other amounts received from third parties pursuant to legislation, regulation and agreement which may only be used in certain programs, in the completion of specific work, or for the purchase of tangible capital assets. In addition, certain user charges and fees are collected for which the related services have yet to be performed.

These amounts will be recognized in revenue in the fiscal year taxes are levied, services are performed, or revenues are earned.

(e) Investments:

Investments are comprised of term deposits with maturity dates greater than 90 days after acquisition as well as savings accounts. Investments are recorded at cost.

(f) Statutory reserves:

The statutory reserves include various funded reserves to be used to fund specified expenditures, as authorized by Council. These statutory reserves are set up by bylaw under the authority of the Community Charter. Each year Council evaluates the statutory reserve funds, reallocating balances between reserves, from accumulated surplus, and from reserve accounts.

(g) Non-financial assets:

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

DISTRICT OF BARRIERE

Notes to Financial Statements (continued)

Year ended December 31, 2023

1. Significant accounting policies (continued):

(g) Non-financial assets (continued):

(i) Tangible capital assets:

Tangible capital assets are recorded at cost which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets, excluding land, are amortized on a straight line basis over their estimated useful lives as follows:

Asset	Rate
Equipment	5-25 years
Vehicles	5-15 years
Roads and bridges	30-80 years
Wastewater infrastructure	15-80 years
Waterworks infrastructure	20-100 years
Buildings	50 years

Assets under construction are not amortized until the asset is available for productive use. Annual amortization is charged in the year of acquisition and in the year of disposal.

(ii) Contributions of tangible capital assets:

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt and also are recorded as revenue.

(iii) Natural resources:

Natural resources that have not been purchased are not recognized as assets in the financial statements.

(iv) Works of art and cultural and historic assets:

Works of art and cultural and historic assets are not recorded as assets in these financial statements.

(v) Interest capitalization:

The District capitalizes interest costs associated with the acquisition or construction of a tangible capital asset when they are directly attributable to the asset.

DISTRICT OF BARRIERE

Notes to Financial Statements (continued)

Year ended December 31, 2023

1. Significant accounting policies (continued):

(g) Non-financial assets (continued):

(vi) Inventory of supplies:

Inventories held for consumption are recorded at the lower of cost and replacement cost.

(vii) Land held for resale:

Land held for resale is recorded at the lower of cost and net realizable value. Cost includes amounts for improvements to prepare the land for sale or servicing.

(h) Use of estimates:

The preparation of financial statements in accordance with PSAB requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, and disclosure of contingent assets liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the period. Actual results could differ from those estimates. Management reviews these estimates on a periodic basis and, where necessary, makes adjustments prospectively.

(i) Taxes collected on behalf of other agencies:

The District collects taxes on behalf of the Regional District, the Regional Hospital District, British Columbia Assessment Authority, Municipal Finance Authority ("MFA"), and School and Police taxes on behalf of the Province. The taxation, other revenues, expenditures, assets and liabilities with respect to the operations of the Regional District and School Board are not reflected in these financial statements.

DISTRICT OF BARRIERE

Notes to Financial Statements (continued)

Year ended December 31, 2023

2. Accounting policy changes:

(a) PS 3280, Asset Retirement Obligations:

As of January 1, 2023, the District adopted the Canadian public sector accounting standard PS 3280 Asset Retirement Obligations (ARO) on a prospective basis. An asset retirement obligation is recognized when, as of the financial reporting date, all of the following criteria are met:

- There is a legal obligation to incur retirement costs in relation to a tangible capital asset;
- The past transaction or event giving rise to the liability has occurred;
- It is expected that future economic benefits will be given up; and,
- A reasonable estimate of the amount can be made.

The District's asset retirement obligations represent the estimated cost of abatement for individual properties owned by the District. Measurement of the asset retirement obligation is based on the best estimate of future cash flows that will be required to settle the liability. The estimate of the ARO includes costs directly attributable to the asset retirement activities. The estimated costs have been recorded as a liability and capitalized into the carrying amount of tangible capital assets, which is being amortized in accordance with the amortization accounting policy outlined in note 1(g)(i).

The carrying value of the liability is reviewed at each financial reporting date, with changes to the timing or amount of the original estimate of cash flows recorded as an adjustment to the liability and related tangible capital asset. Changes in the liability due to the passage of time are recorded as an accretion expense and are incorporated into the Statement of Operations and Accumulated Surplus. If the related tangible capital asset is no longer in productive use or unrecognised, any unamortized asset retirement obligation is immediately expensed.

DISTRICT OF BARRIERE

Notes to Financial Statements (continued)

Year ended December 31, 2023

2. Accounting policy changes (continued):

(b) PS 3450, Financial Instruments:

On January 1, 2023, the District adopted Canadian public sector accounting standard PS 3450 Financial Instruments. The adoption of this standard did not have any impact on the amounts presented in these financial statements.

Financial instruments include cash and investments, accounts receivable, and accounts payable.

Financial instruments are recorded at fair value on initial recognition. Equity instruments and derivatives that are quoted in an active market are subsequently recorded at fair value as at the reporting date. All other financial instruments are subsequently recorded at cost or amortized cost unless management elects to carry the instruments at fair value. The District has not elected to carry any other financial instruments at fair value.

Unrealized changes in fair value are recognized on the statement of remeasurement gains and losses. They are recorded in the statement of operations and accumulated surplus when they are realized. There are no unrealized changes in fair value as at December 31, 2023 and December 31, 2022. As a result, the District does not have a statement of remeasurement gains and losses.

Transaction costs incurred on the acquisition of financial instruments subsequently measured at fair value are expensed as incurred.

All financial assets are assessed for impairment on an annual basis. When a decline is determined to be other than temporary, the amount of the loss is reported in the statement of operations and accumulated surplus.

(c) Other new standards:

On January 1, 2023, the District adopted standard PS 2601 Foreign Currency Translation, PS 1201 Financial Statement Presentation, and PS 3041 Portfolio Investments. The adoption of these standards did not have any impact on the amounts presented in these financial statements.

DISTRICT OF BARRIERE

Notes to Financial Statements (continued)

Year ended December 31, 2023

3. Cash and investments:

Cash and investments reported on the statement of financial position have costs that approximates market value. Cash and investments consist of the following:

	2023	2022
Cash	\$ 325,926	\$ 344,580
Investments	4,380,992	3,814,459
	<u>\$ 4,706,918</u>	<u>\$ 4,159,039</u>

Investments include term deposits and savings accounts bearing interest at rates between 1.40% to 5.90%.

4. Accounts receivable:

Accounts receivable consists of amounts receivables from the following sources:

	2023	2022
Property taxes	\$ 321,361	\$ 311,247
Goods and services tax	258,710	119,909
Service	204,392	179,028
Other	64,643	93,452
	<u>\$ 849,106</u>	<u>\$ 703,636</u>

5. Deferred revenue:

	2023	2022
Prepaid transfers from other governments	\$ 609,704	\$ 928,888
Prepaid development cost charges	66,314	66,314
Prepaid property tax	33,854	50,296
Restricted funds	17,570	68,851
Deferred gas tax	-	57,878
	<u>\$ 727,442</u>	<u>\$ 1,172,227</u>

DISTRICT OF BARRIERE

Notes to Financial Statements (continued)

Year ended December 31, 2023

6. Asset retirement obligation ("ARO"):

ARO for buildings represent the discounted estimated costs for abatements in three buildings owned by the District.

The remediation cost is estimated by management based on their knowledge of the properties, the year of built and the composition of buildings. The closure and remediation is estimated to incur in 10 years (2032). Management calculated the present value of the cost as of the date of the balance sheet using discount rate of 5.90% which is the District's opportunity cost rate (interest earned on short-term investments).

The amortization of the ARO asset and the accretion of the ARO liability for the year are presented in the table below.

	Opening balance	Amortization	Net ending balance
ARO asset	\$ 78,917	\$ 7,892	\$ 71,025

	Opening balance	Accretion expense	Closing balance
ARO liability	\$ 78,917	\$ 4,656	\$ 83,573

DISTRICT OF BARRIERE

Notes to Financial Statements (continued)

Year ended December 31, 2023

7. Tangible capital assets:

2023	Land	Roads and bridges	Buildings	Equipment	Vehicles	Wastewater infrastructure	Waterworks infrastructure	Total 2023
Cost:								
Balance, beginning of year	\$ 4,945,629	\$ 7,310,000	\$ 1,429,081	\$ 1,224,371	\$ 1,456,443	\$ 8,849,252	\$ 10,253,495	\$ 35,468,271
Additions	-	-	702,561	287,803	-	18,397	1,190,931	1,934,907
Disposals	-	-	-	-	(37,400)	(168,972)	-	(206,372)
Asset retirement obligation	-	-	78,917	-	-	-	-	78,917
Balance, end of year	\$ 4,945,629	\$ 7,310,000	\$ 2,210,559	\$ 1,512,174	\$ 1,419,043	\$ 8,698,677	\$ 11,444,426	\$ 37,275,723
Accumulated amortization:								
Balance, beginning of year	\$ -	\$ 3,413,332	\$ 431,200	\$ 705,596	\$ 798,749	\$ 850,787	1,875,952	\$ 8,075,616
Disposals	-	-	-	-	(37,400)	-	-	(37,400)
Amortization	-	95,206	86,024	170,316	101,471	137,390	210,998	801,405
Asset retirement obligation	-	-	7,892	-	-	-	-	7,892
Transfers	-	8,350	-	-	-	-	(8,350)	-
Balance, end of year	-	3,516,888	525,116	875,912	862,820	988,177	2,078,600	8,847,513
Net book value, end of year	\$ 4,945,629	\$ 3,793,112	\$ 1,685,443	\$ 636,262	\$ 556,223	\$ 7,710,500	\$ 9,365,826	\$ 28,428,210

DISTRICT OF BARRIERE

Notes to Financial Statements (continued)

Year ended December 31, 2023

7. Tangible capital assets (continued):

2022	Land	Roads and bridges	Buildings	Equipment	Vehicles	Wastewater infrastructure	Waterworks infrastructure	Total 2022
Cost:								
Balance, beginning of year	\$ 4,945,629	\$ 7,050,748	\$ 1,280,376	\$ 1,158,825	\$ 1,371,900	\$ 8,746,379	\$ 10,063,002	\$ 34,616,859
Additions	-	259,252	148,705	65,546	84,543	102,873	190,493	851,412
Balance, end of year	\$ 4,945,629	\$ 7,310,000	\$ 1,429,081	\$ 1,224,371	\$ 1,456,443	\$ 8,849,252	\$ 10,253,495	\$ 35,468,271
Accumulated amortization:								
Balance, beginning of year	\$ -	\$ 3,221,879	\$ 399,406	\$ 665,957	\$ 732,014	\$ 711,091	\$ 1,697,407	\$ 7,427,754
Amortization expense	-	191,453	31,794	39,639	66,735	139,696	178,545	647,862
Balance, end of year	-	3,413,332	431,200	705,596	798,749	850,787	1,875,952	8,075,616
Net book value, end of year	\$ 4,945,629	\$ 3,896,668	\$ 997,881	\$ 518,775	\$ 657,694	\$ 7,998,465	\$ 8,377,543	\$ 27,392,655

DISTRICT OF BARRIERE

Notes to Financial Statements (continued)

Year ended December 31, 2023

7. Tangible capital assets (continued):

(a) Works of art and historical treasures:

The District manages and controls various works of art and non-operational historical cultural assets including buildings, artifacts, paintings and sculptures located at District sites and public display areas. These assets are not recorded as tangible capital assets and are not amortized.

8. Accumulated surplus:

Accumulated surplus consists of individual fund surplus and reserves and reserve funds as follows:

	2023	2022
Unrestricted surplus	\$ 2,446,985	\$ 1,103,675
Equity in tangible capital assets	28,535,162	27,392,655
Reserve funds:		
Roads	176,585	173,617
Fire protection	121,725	85,044
Water	336,954	172,101
Louis Creek Industrial Site	277,142	584,630
Municipal hall	321,570	307,130
Environmental	192,216	174,028
Land sales	45,745	45,113
Highway signs	8,620	8,500
Community hall	19,892	16,617
First responders	192	192
Highway rescue	10,612	10,612
Wildfires	259,478	188,119
Parks	126,452	135,675
COVID Relief Funds	155,605	155,605
Parkland Reserve	65,590	65,590
Total reserve funds	2,118,378	2,122,573
	\$ 33,100,525	\$ 30,618,903

DISTRICT OF BARRIERE

Notes to Financial Statements (continued)

Year ended December 31, 2023

9. Commitments:

The District has entered into contracts for snow removal with annual minimum payments for the next 2 years for a total of \$294,421 (2024: \$174,601; 2025: \$119,820).

10. Taxation and grants in lieu:

General fund taxation revenues comprises the following amounts raised less transfers:

	2023	2022
Municipal and school property taxes levied	\$ 2,271,677	\$ 2,138,878
Less collections on behalf of other government entities:		
Province of B.C. - School taxes	680,736	603,579
Thompson-Nicola Regional District ("TNRD")	315,452	312,266
Thompson Regional Hospital District	135,682	133,669
Police taxes	111,855	84,710
B.C. Assessment Authority	20,752	15,530
Payment in lieu of taxes	1,177	1,157
Other	232	-
	1,265,886	1,150,911
	\$ 1,005,791	\$ 987,967

DISTRICT OF BARRIERE

Notes to Financial Statements (continued)

Year ended December 31, 2023

11. Government transfers:

The District recognizes the transfer of government funds as expenses or revenues in the period that the events giving rise to the transfer occurred. The government transfers reported on the statement of operations are:

	2023	2022
Growing Community	\$ 1,316,000	\$ -
Louis Creek Industrial Park ("LCIP") water upgrade	928,888	71,112
Barriere Business Centre	522,656	-
Small Community	431,000	566,000
Gas tax	197,377	331,678
Business Development Officer	70,770	-
Climate Action	44,508	55,082
Participation	35,714	-
Other	22,302	8,075
Asset Management Planning	-	14,903
	<hr/> \$ 3,569,215	<hr/> \$ 1,046,850

12. Contingent liabilities:

Under the Local Government Act, all monies borrowed by a Regional District shall be upon its credit at large and shall, in the event of any default, constitute an indebtedness of the member municipalities for which they are jointly and severally liable. Therefore, the District is responsible for its share of any operating deficits or capital debt related to functions in which it participates.

From time to time, the District is brought forth as a defendant in various lawsuits. The District reviews its exposure to any potential litigation for which it would not be covered by insurance and assesses whether a successful claim would materially affect the financial statements of the District. The District is currently not aware of any claims brought against it that if not defended successfully would result in a material change to the financial statements.

DISTRICT OF BARRIERE

Notes to Financial Statements (continued)

Year ended December 31, 2023

13. Pension liability:

The District of Barriere and its employees contribute to the Municipal Pension Plan (a jointly trustee pension plan). The board of trustees, representing plan members and employers, is responsible for administering the plan, including investment of assets and administration of benefits. The plan is a multi-employer defined benefit pension plan. Basic pension benefits are based on a formula. As at December 31, 2023, the plan has about 240,000 active members and approximately 124,000 retired members. Active members include approximately 42,000 contributors from local governments.

Every three years, an actuarial valuation is performed to assess the financial position of the plan and adequacy of plan funding. The actuary determines an appropriate combined employer and member contribution rate to fund the plan. The actuary's calculated contribution rate is based on the entry-age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the plan. This rate may be adjusted for the amortization of any actuarial funding surplus and will be adjusted for the amortization of any unfunded actuarial liability.

The most recent valuation for the Municipal Pension Plan as at December 31, 2021, indicated a \$3,761 million funding surplus for basic pension benefits on a going concern basis.

The District of Barriere paid \$47,780 (2022 - \$46,231) for employer contributions while employees contributed \$37,150 (2022 - \$42,750) to the plan in fiscal 2023.

The next valuation will be as at December 31, 2024, with results available in 2025.

Employers participating in the plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the plan records accrued liabilities and accrued assets for the plan in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the plan.

DISTRICT OF BARRIERE

Notes to Financial Statements (continued)

Year ended December 31, 2023

14. Budget:

The Financial Plan (Budget) bylaw adopted by Council on May 15, 2023 was not prepared on a basis consistent with that used to report actual results (Public Sector Accounting Standards). The budget figures anticipated using surpluses accumulated in previous years to reduce current year expenditures in excess of current year revenues to \$nil. In addition, the budget expensed all tangible capital asset additions rather than including amortization expense. As a result, the budget figures presented in the statements of operations and change in net financial assets represent the Financial Plan adopted by Council on May 15, 2023 with adjustments as follows:

	2023
Annual surplus - statement of operations	\$ 161,346
Adjust for budgeted cash items not included in statement of operations:	
Acquisition of tangible capital assets	(85,000)
Transfer to reserves	(76,346)
Total adjustments	(161,346)
Financial plan balance	\$ -

15. Segmented information:

Segmented information has been identified based upon lines of service provided by the District. District services are provided by departments and their activities are reported by functional area in the body of the financial statements. Certain lines of service that have been separately disclosed in the segmented information, along with the services they provide, are as follows:

(a) General government:

The General Government operations provide the functions of Building Services and Maintenance, Corporate Administration, Finance, Human Resources, Legislative Services, Bylaw enforcement services and any other functions categorized as non-departmental.

(b) Protective services:

Protective Services is comprised of fire protection, emergency services and building inspection services.

DISTRICT OF BARRIERE

Notes to Financial Statements (continued)

Year ended December 31, 2023

15. Segmented information (continued):

(c) Transportation services:

Transportation Services is responsible for roads and snow removal within the District boundaries.

(d) Environmental services:

The Environmental Health Department consists of landfill maintenance and garbage collection and processing.

(e) Parks and recreation:

Parks and recreation is responsible for parks and playgrounds, recreation programming, cemetery services, and cultural buildings and programs.

(f) Water utility:

The District is responsible for environmental programs including the engineering and operation of the potable water system.

(g) Sewer utility:

The District is responsible for environmental programs including the engineering and operation of the wastewater system.

For each reported segment, revenues and expenses represent both amounts that are directly attributable to the segment and amounts that are allocated on a reasonable basis. Therefore, certain allocation methodologies are employed in the presentation of segmented financial information. The accounting policies used in these statements are consistent with those followed in the preparation of the financial statements.

DISTRICT OF BARRIERE

Notes to Financial Statements (continued)

Year ended December 31, 2023

15. Segmented information (continued):

2023	Protective services	Transportation services	Environmental services	Development services	Parks and recreation	Water utility	Sewer utility	General government	Total
Revenue:									
Tax requisition	\$ 99,996	\$ 229,562	\$ 92,533	\$ 24,843	\$ 82,374	\$ -	\$ -	\$ 476,483	\$ 1,005,791
Grants in lieu	-	-	-	-	-	-	-	40,408	40,408
Sales of services	226,435	65,208	207,423	49,428	9,680	511,982	131,011	54,966	1,256,133
Government transfers	-	-	-	-	21,200	928,888	-	2,619,127	3,569,215
Other	-	-	-	-	1,125	-	-	89,079	90,204
Total revenue	326,431	294,770	299,956	74,271	114,379	1,440,870	131,011	3,280,063	5,961,751
Expenses:									
Operating	240,242	398,461	98,952	22,472	97,838	151,501	133,121	452,420	1,595,007
Salaries and benefits	55,953	59,794	99,877	26,921	121,362	163,741	86,301	647,753	1,261,702
Amortization	39,182	105,822	6,723	-	62,178	218,173	137,388	53,954	623,420
Total expenses	335,377	564,077	205,552	49,393	281,378	533,415	356,810	1,154,127	3,480,129
Annual surplus (deficit)	\$ (8,946)	\$ (269,307)	\$ 94,404	\$ 24,878	\$ (166,999)	\$ 907,455	\$ (225,799)	\$ 2,125,936	\$ 2,481,622

DISTRICT OF BARRIERE

Notes to Financial Statements (continued)

Year ended December 31, 2023

15. Segmented information (continued):

2022	Protective services	Transportation services	Environmental services	Development services	Parks and recreation	Water utility	Sewer utility	General government	Total
Revenue:									
Tax requisition	\$ 93,659	\$ 232,271	\$ 95,734	\$ 26,873	\$ 74,888	\$ -	\$ -	\$ 464,542	\$ 987,967
Grants in lieu	-	-	-	-	-	-	-	55,530	55,530
Sales of services	72,755	64,886	200,734	53,428	8,025	482,043	127,094	22,376	1,031,341
Government transfers	-	-	-	-	-	71,112	-	975,738	1,046,850
Other	-	-	-	127,500	171,486	-	-	36,555	335,541
Total revenue	166,414	297,157	296,468	207,801	254,399	553,155	127,094	1,554,741	3,457,229
Expenses:									
Operating	115,013	320,818	81,052	18,094	254,369	263,081	171,133	462,025	1,685,585
Salaries and benefits	43,632	46,328	94,770	28,245	78,114	166,461	79,799	636,527	1,173,876
Amortization	35,047	201,376	13,250	-	47,758	178,545	139,696	32,190	647,862
Total expenses	193,692	568,522	189,072	46,339	380,241	608,087	390,628	1,130,742	3,507,323
Annual surplus (deficit)	\$ (27,278)	\$ (271,365)	\$ 107,396	\$ 161,462	\$ (125,842)	\$ (54,932)	\$ (263,534)	\$ 423,999	\$ (50,094)

DISTRICT OF BARRIERE

Notes to Financial Statements (continued)

Year ended December 31, 2023

16. Trust funds:

The District operates the Barriere Cemetery and maintains a cemetery perpetual care fund in accordance with the Cemetery and Funeral Services Act. Trust fund assets and related reserve balance have been excluded from the financial statements, as the assets are only held beneficially in trust for unrelated third parties. At December 31, 2023 the District held \$18,395 (2022 - \$19,313) in trust.

DISTRICT OF BARRIERE

Schedule 1 - unaudited
COVID-19 Safe Restart Grant

Year ended December 31, 2023, with comparative information for 2022

	2023	2022
Balance, beginning of year	\$ 155,605	\$ 561,453
Storage Shelter	-	(124,779)
Various	-	(75,232)
Warming hut	-	(56,389)
Backhoe machinery	-	(45,000)
2016 Ford Explorer	-	(24,288)
Dog Park Fence	-	(19,840)
Pickleball court netting	-	(17,254)
Reception Desk	-	(10,087)
Council AV	-	(9,707)
LED Crosswalk Signals	-	(8,658)
Storm Covers	-	(8,391)
Electrical work	-	(6,223)
Balance, end of year	\$ 155,605	\$ 155,605

District of Barriere
REPORT TO COUNCIL
Request for Decision

Date: February 3, 2025	File: 530.20/Rpts
To: Council	From: Public Works Manager
Re: SCADA System Implementation	
Recommendation: THAT Council instructs Staff to implement a Supervisory Control and Data Acquisition (SCADA) system from Exceed Electrical Engineering for the Water and Wastewater systems utilizing COVID-19 relief funds and estimated at up to \$110,000.	

Purpose

For Council to consider providing approval to modernize the District’s water and wastewater systems by implementing a Supervisory Control and Data Acquisition (SCADA) system that ensures enhanced operational efficiency, integrate all utility systems, and maintain system reliability.

Background

The District has never had a SCADA system, and its implementation will significantly enhance operational efficiency and system reliability. A new SCADA system will support real-time monitoring and control of water and wastewater utilities, improving service delivery and reducing maintenance costs. Additionally, the system will reduce the need for facility site visits and potential call-outs, reducing overtime costs, and thereby freeing up staff to focus on other critical projects. Our current electrical engineering consultant, Exceed Electrical Engineering Ltd (Exceed), has extensive knowledge of our operating systems, equipment, and installation, ensuring seamless integration and operational efficiency.

In addition, the soon to be constructed wastewater treatment plant will incorporate this type of system and should the other treatment facilities be upgraded to the same SCADA system it will ensure system wide compatibility with a centralized management interface instead of a variety of independent systems.

During the recent staffing shortage in the Water and Wastewater Department is also became apparent how critical a SCADA system would be to continue our operations by utilizing for example remote support resources during staff vacancies.

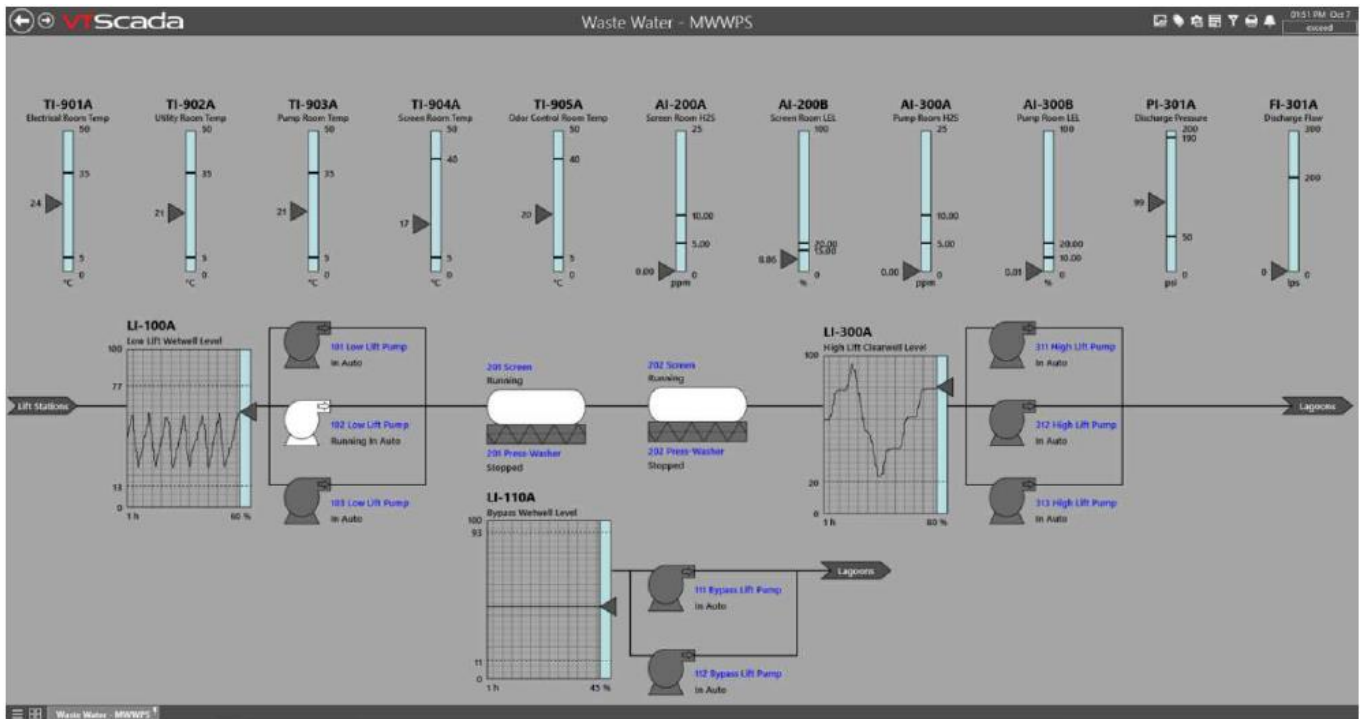
The funding for this project is available through the remaining COVID-19 relief funds, which allow for computer and other electronic technology costs. Given the technical complexity of the SCADA system and the consultant’s familiarity with our current infrastructure, a sole-source procurement is recommended to maintain system compatibility, reduce implementation risks, and ensure cost-effectiveness. Total initial costs to implement including hosting and licensing are estimated at \$110,000 including taxes and disbursements.

The current procurement policies prevent Staff from sole sourcing this equipment even though all parameters are in line with standard processes & procedures, and the project is included in Council’s Strategic Plan. As such, Council has to approve this sole sourcing request.

Below are some screenshots of similar SCADA systems:



Above: showing a simple trending graph.



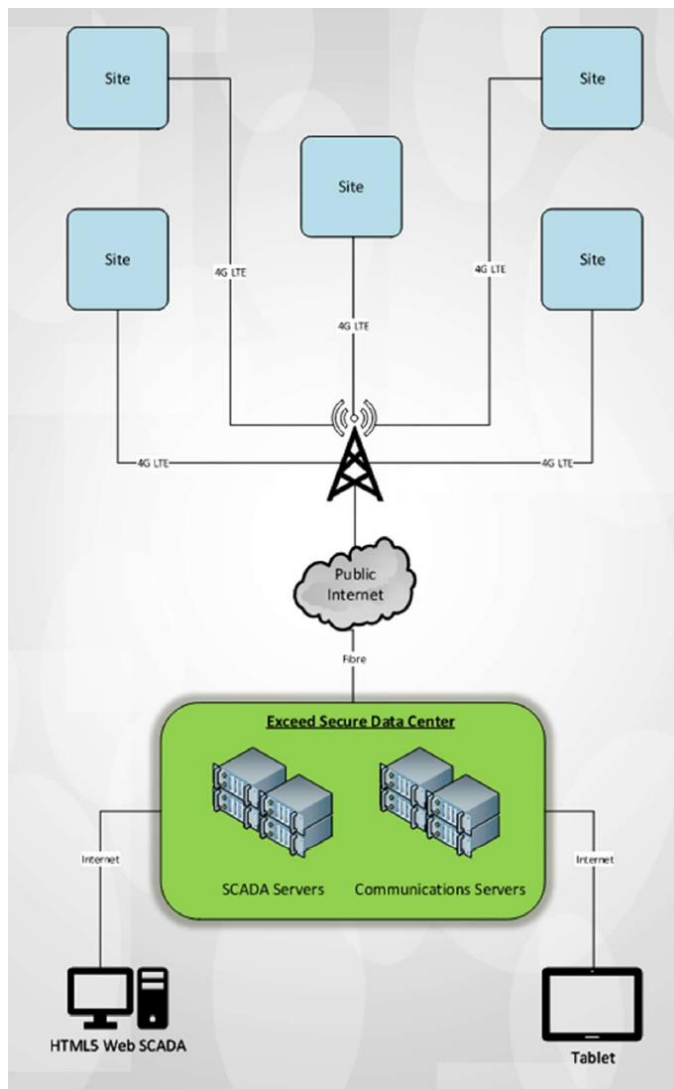
Above: showing water pump activity and water levels

To the Right: Showing a basic network communication diagram.

Benefits or Impact

General

1. **Enhanced System Performance:** A new SCADA system will provide better data accuracy, improved automation, and increased operational control.
2. **Reduction in Site Visits:** The system will allow for remote monitoring and control, reducing the need for staff to conduct on-site inspections, thus increasing efficiency.
3. **System Compatibility & Integration:** Exceed has designed and implemented previous SCADA system upgrades and is familiar with our current infrastructure, minimizing integration challenges.
4. **Efficiency & Cost Savings:** Implementing a new system with an experienced consultant reduces the need for extensive training and system overhauls, leading to lower costs and reduced downtime.
5. **Technical Expertise & Continuity:** The consultant's prior experience with our systems ensures continuity in design, troubleshooting, and long-term support, reducing operational risks. Other local governments such as Clearwater use the same proposed technology which would subsequently allow for collaboration and potential emergency support if needed.
6. **Funding Utilization:** The use of COVID-19 relief funds provides a timely opportunity to modernize and enhance our SCADA infrastructure while ensuring compliance with funding requirements.



Finances

The project is fully funded through unused COVID-19 relief funds. We're structuring the purchase so that the first three years of support fees are included. After the initial 3 years, there would be annual operational technology costs of roughly \$5,000 or \$415 per month. We anticipate that this cost would be fully recovered by a combination of reducing call-outs and efficiency gained for staff to focus on other critical tasks.

Hard costs for SCADA System supply and implementation at all sites, including up front licencing and technology costs, are roughly \$95,000 + taxes and disbursements.

Strategic Impact

The SCADA integration aligns with Priority #3, Goal 1 to complete the wastewater treatment plant project and SCADA System as per the 2025/26 Strategic Plan. Further, this also aligns with Priority #2 – Fiscally Responsible Operations in particular this project is intended to reduce operational costs to fund additional contributions to reserves.

Risk Assessment

Compliance:

The acquired system data is easily tabulated and could then be sent to the Ministry of Environment as part of our quarterly reporting thus eliminating human errors and saving time manually compiling data. The funding to be used are eligible costs under the Covid Safe Restart Grant. This project would be included in the Financial Plan Bylaw as a Capital Project.

Risk Impact: low

Internal Control Process:

Current procurement policy prohibits sole sourcing by Staff for this monetary amount. Staff is asking council to allow Exceed to supply, install and maintain the SCADA system.

Next Steps / Communication

- Finalize the procurement process and begin implementation of the systems.
-

Attachments

- N/A

Recommendation:

THAT Council instructs Staff to implement a Supervisory Control and Data Acquisition (SCADA) system from Exceed Electrical Engineering for the Water and Wastewater systems utilizing COVID-19 relief funds and estimated at up to \$110,000.

Alternative Options

1. Maintain the Current Operations Without SCADA: This would require continued manual monitoring and facility visits, increasing labor costs and operational inefficiencies. Remote support would be limited during staffing shortages.
2. Deferring the Project: This would delay necessary upgrades, potentially impacting system reliability and compliance.

Prepared by: C. Matthews, Public Works Manager

Reviewed by: D. Drexler, CAO



December 5, 2024

To: All SILGA Members

Call for Resolutions for 2025 Convention

The SILGA Annual General Meeting and Convention is scheduled to be held in Merritt between April 29th to May 2nd, 2025. The SILGA Constitution requires that resolutions to be considered at the Annual Meeting are to be received by the Secretary-Treasurer no later than 60 days prior to this meeting. Friday, February 21, 2025 will be the deadline for receipt of resolutions.

If your local government wishes to submit a resolution for consideration at the 2025 SILGA Convention, please forward by email your resolution to info@silga.ca. Any background information on the resolution would be helpful. Please be discerning when you submit a resolution as the volume of resolutions received becomes difficult to properly debate. Each resolution should be endorsed by the sponsoring Member's Municipal Council or Regional Board. The resolution should be relative to regional issues and should not pertain to a finite local interest.

- 1. If you do not receive a confirmation email regarding your resolution, please contact the SILGA office at 250 851 6653.**
- 2. Please note it is the responsibility of the local government to follow up with the appropriate ministry on the recommendation from the resolution after it has been endorsed by both SILGA and UBCM.**
- 3. The earlier you can submit a resolution, the better. In the past over 50% of the resolutions are received less than three days prior to the deadline. SILGA has a very short deadline to get the resolutions to UBCM.**

For information on how to properly write a resolution please refer to the UBCM website below.

<http://www.ubcm.ca/EN/main/resolutions/resolutions/resolutions-procedures.html>

or go to the resolutions page on the SILGA website at

<http://www.silga.ca/convention/resolutions/>



Resolutions not received by February 21, 2025 will be considered late resolutions and must go through the following procedures to be considered at the AGM.

Late Resolutions

- (1) Resolutions submitted following the expiry of the regular deadline noted in section 10.4 shall be considered "Late Resolutions" and shall comply with all other submission requirements, except that a copy of the resolution shall be provided to SILGA by noon on the Friday preceding the date of the Annual General Meeting. The resolutions committee will meet on the Tuesday preceding the Annual General Meeting to provide recommendations as to whether the late resolution(s) should be brought to the Members for inclusion in the resolution debate. All late resolutions must be adopted by a Special Resolution of the Member Representatives in attendance at the Annual General Meeting to be included in the discussion.
- (2) Late resolutions will be reviewed by the Resolutions Committee prior to the Meeting and only those of a subject matter which could not have been submitted by the normal deadline date outlined in section 10.4 will be considered.
- (3) Late Resolutions shall be available for discussion after resolutions printed in the resolutions book have been considered.
- (4) Late Resolutions admitted for plenary discussion shall be dealt with in the order presented in the Late Resolutions report.
- (5) In the event that a late resolution is recommended to be admitted for discussion, the sponsoring member of the late resolution shall produce sufficient copies for distribution to the Members at the Annual General Meeting.
- (6) The Late Resolution will, after reading, be properly before the meeting, and the regular procedures for handling resolutions will apply.

Alison Slater
General Manager, SILGA

September 25, 2024

Heather Wood
Deputy Minister of Finance
Secretary to Treasury Board
PO Box 9417 Stn. Prov. Govt
Victoria, BC V8W 9V1

Dear Deputy Minister Wood,

RE: Burden of Delinquent Taxes

On behalf of the City of Merritt Council I am writing to highlight the impact of the *Community Charter* allowance for taxpayers to become delinquent on their property taxes over a period of three years.

Property tax arrears significantly impact the operating capability of small municipalities, which are then forced to significantly increase taxes or limit essential services.

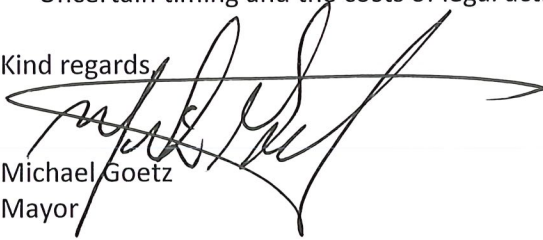
During our meeting with the Minister and staff at UBCM, it was expressed that the ministry was unaware that property owners use the strategy of paying off one year of arrears to remove the property from the tax sale and that they do this year after year to avoid paying the total outstanding amount. To help broaden the ministries understanding of this issue and the impact it has on communities, we have polled other communities and heard from over 20 municipalities across the province including, Burnaby, Prince Rupert, Township of Langley, Hope, Metchosin, Comox, Mission, Golden and Rossland. These communities all report a similar systemic issue of repeat offenders who carry balances owing on their property taxes to the detriment of the greater community. Small municipalities like the City of Merritt cannot continue to subsidize non-payment of property taxes. At year end 2023, the City of Merritt was owed \$893,711 in outstanding taxes and penalties, this equates to 8% on our tax levy. The cost to a community is compounded when you factor in the 100's of hours of staff time required to contact property owners, conduct follow up calls and serve notice of the tax sale by small Finance departments that are often operating with minimal staff and limited resources. This impact will increase significantly with the upcoming implementation of enhanced requirements for notice of tax sales that will require municipalities to bare the cost of bailiff services without the ability to recover full costs.

We request that the Provincial government review and revise the *Community Charter* to relieve this unfair burden. Following are three potential tactics:

1. Reduce the number of years a property can be in arrears on their property tax or allow municipalities to run a deficit.

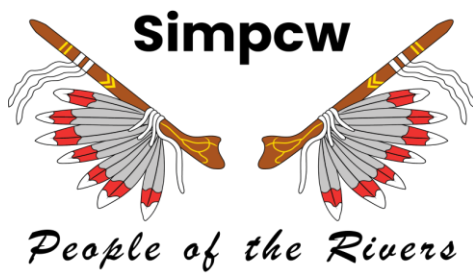
2. Assign a dedicated contact for municipalities to assist in dealing with properties that have escheated to the Crown and help remove them from property tax rolls expeditiously. Currently they linger on the rolls, accumulating tax levies that will ultimately have to be written off by the Ministry.
3. Implement a province-wide, cost-effective solution for municipalities to recover taxes owed by mobile homes. While we place liens through the registry, the property still needs to be sold or moved legally. Uncertain timing and the costs of legal action make future net recovery uncertain and challenging

Kind regards,



Michael Goetz
Mayor





Simpcw
7555 Dunn Lake Road
PO Box 220
Barriere, BC V0E 1E0
Phone 250-672-9995
Fax 250-672-5858

January 23, 2025

Attention:
Daniel Drexler
CAO District of Barriere
ddrexler@barriere.ca

RE: Request for support

Hello Daniel,

The Natural Resources Department (NRD) from Simpcw First Nation seeks the support of your organisation to assist in our efforts to detect, monitor and mitigate the incursion of Chronic wasting disease (CWD) within Simpcwulecw (SimpCW territory). CWD is a fatal, infectious and degenerative disease of the central nervous system affecting species of the deer family (cervids). A recent occurrence (the fourth in B.C.) was discovered in the Kootenays, and that region is on high alert for further outbreaks. Simpcwulecw is currently at low risk for infection, but this could change very quickly. The diagnosis of CWD in one or multiple cervid populations in B.C. has the potential for far-reaching conservation, social and economic impacts. This disease threatens food security for First Nations and licensed hunters, cultural traditions, agricultural practices and local economies. Currently, there is no direct evidence that CWD is transmissible to humans.

For the sake of simplicity and brevity, NRD is proposing 3 priorities that will form the framework for a Simpcw CWD Plan:

1. Information gathering and dissemination

- Distribute CWD pamphlets and booklets within our communities.
- Placement of a Bag and Tag depot in Barriere.
- Host a visit from the Province to teach community members sampling techniques for the Bag and Tag stations.

2. Collaborate with neighbours and the Province

- Develop two more Bag and Tag depots- one in Clearwater and Valemount (2025/26)
- Attend working group meetings with the Province.

3. Establish procedures to minimise disease vectors

- Apply provincial measures to minimise disease spread (2025).
- Apply Simpcw specific measures to minimise disease spread.
- Stop the movement of hay from Alberta.

Specifically, we are asking if you would support our plan and assist with establishing Bag and Tag depot within your community. A Bag and Tag depot is simply a convenient store front location where hunters can deposit voluntary samples from their harvest in a large chest freezer. The location of the freezer does not need to be secure or visible to patrons of the business- the only essential requirement would be a

proximal power source to run the freezer. NRD will provide the freezer, an information kiosk with pamphlets and information sheets on CWD for hunters and the required sample bags and sample tags. \

The goal is to have several Bag and Tag depots within Simpcwulecw to ensure convenient drop off and pick up locations and dispersed sampling throughout the territory. Sampling will occur during the regular hunting season and regular retrieval of samples will be managed by the Province and/or NRD. Given what is known about CWD such as disease vectors, prevalence and persistence in the environment and what we do not know such as transmissibility amongst species other than cervids, Simpcw would like to follow a precautionary approach and get in front of this disease so that it does not grow roots and threaten Simpcw culture and food sustainability.

Please do not hesitate to contact me if you require more information on the disease or have general questions or concerns with our request.

Kukwstemc (thank you),

Wayne Sim
Wildlife Coordinator
Simpw First Nation
wayne.sim@simpw.com
250 674 8336

THE DISTRICT OF
BARRIERE

**2025 LOCAL
BY-ELECTION**

Residents of the District of Barriere will elect one (1) Mayor
and one (1) Councillor to Council.

GENERAL VOTING DAY:

Saturday, March 1, 2025

ADVANCED VOTING OPPORTUNITIES:

**Saturday, February 15, 2025 - and -
Wednesday, February 19, 2025**



All Voting Opportunities are held at "the Ridge",
4936 Barriere Town Road
8:00 am to 8:00 pm

Same Day Voting Registration - Qualified Electors must
bring 2 pieces of Identification. For more information &
Voter qualification requirements, check www.barriere.ca
or call (250) 672-9751



Tasha Buchanan

Subject: Update: BC Hydro EV fast charging stations at the Barriere Library

From: Melissa Lowenberg <mlowenberg@tnrd.ca>

Sent: January 13, 2025 12:15 PM

To: Pam Rudd <prudd@tnrd.ca>; Daniel Drexler <ddrexler@barriere.ca>

Cc: Ian Dalgleish <idalgleish@tnrd.ca>; Judy Moore <jmoore@tnrd.ca>

Subject: Update: BC Hydro EV fast charging stations at the Barriere Library

Hello Daniel and Pam,

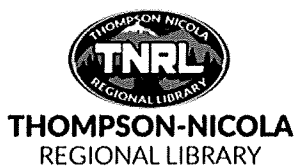
I wanted to share an update with you both. This project is now on hold by BC Hydro. Daniel, I appreciated the District's support of this project and I look forward to future collaborations.

Strategic Shift in BC Hydro's EV Charging Deployment: With the electric highway now connecting BC to the Alaska border, BC Hydro is having to shift focus to prioritize the highest public EV need. This strategic pivot, aligned with budgetary constraints, concentrates on expanding infrastructure in high-traffic areas where EV users need chargers most.

Reassessment of Priority Zones and Site Availability: BC Hydro is actively reassessing priority zones to ensure we're securing the most impactful sites. Our focus is on high-traffic locations where utilization potential is highest so that we can maintain and expand the EV network at scale.

Current Pause on Barriere: To prioritize these high-impact sites, and allow Barriere's demand to develop, BC Hydro must temporarily step back from our collaboration at this site. We look forward to revisiting this partnership in the future as provincial priorities and our EV network needs evolve.

Kind regards,
Melissa



Melissa Lowenberg

Manager of Community Libraries & Engagement

Thompson-Nicola Regional Library

100 - 465 Victoria Street | Kamloops, BC | V2C 2A9

Office: 250 377-7072 Mobile: 250 318-6577

tnrl.ca

*Located on the traditional Tk'emlúps te Secwépemc territory,
within the unceded, ancestral lands of the Secwépemc Nation.*

The information contained in this transmission may contain privileged and confidential information of the TNRD – Thompson-Nicola Regional District. It is intended for review only by the person(s) named above. Dissemination, distribution or duplication of this communication is strictly prohibited by all recipients unless expressly authorized otherwise. If you are not the intended recipient, please contact the sender by reply email and destroy all copies of the original message. Thank you.



377, rue Bank Street
Ottawa, Ontario K2P 1Y3
tel./tél. 613 236 7238
fax/télé. 613 563 7861
www.cupw-sttp.org



CUPW respectfully acknowledges this office is located on the traditional unceded territory of the Anishinaabeg People.

Le STTP reconnaît, en tout respect, que son bureau est situé sur le territoire traditionnel et non cédé des peuples anishinaabés.

BY EMAIL AND MAIL

January 16, 2025

JAN 28 2025
RECEIVED

Ward Stamer, Mayor
District of Barriere
PO Box 219 4936 Barriere Town Rd
Barriere, BC V0E 1E0

Dear Ward Stamer:

RE: Industrial Inquiry Commission Reviewing Canada Post

As you may know, the Canada Industrial Relations Board, as instructed by the Minister of Labour, Steven MacKinnon, ordered the resumption of mail service at Canada Post on December 17, 2024, under Section 107 of the *Canada Labour Code*. What many do not know is that under Section 108, he also created an Industrial Inquiry Commission led by William Kaplan that will work with CUPW and Canada Post to examine the future of the public post office with a very broad scope.

The Commission has been tasked with reviewing the obstacles to negotiated collective agreements, as well as making recommendations about the future structure of Canada Post. The Commission has until May 15, 2025, to submit its final report to the government.

While time is extremely short, the good news is that there is an opportunity for you to make a submission as part of the Commission's public review. CUPW would like to ensure that the views of municipalities are considered. Therefore, if at all possible, we would like you to provide input to the Commission.

During the last public review on the mandate of Canada Post in 2016, the active engagement of municipalities was critical in the decision to maintain door-to-door delivery and immediately stop the further rollout of community mailboxes. However, there is nothing to stop the Commission from making recommendations to bring that back or to suggest other cutbacks.

We have enclosed a sample resolution that your municipality can adopt about making a submission to the Commission, expanding services at the public post office, and the need for more robust public stakeholder consultation. We have also included a document with some suggested themes to consider for your written submission. If you can, please let us know if you plan to participate, pass a resolution, and can send us copies of the materials you submit.

Upcoming Federal Election

We also find ourselves in a period of federal political uncertainty, with the possibility of a federal election only months away. This will raise public discussion and debates on many issues affecting the public and all municipalities.

In all likelihood, it will be the next federal government that will determine what will be done with the Commission's report.



In the run-up to the federal election, we urge you to question the political parties on their intentions for Canada Post, and insist they make clear their public commitments regarding the following issues:

- Preserving our universal and public postal service;
- Maintaining the moratorium on post office closures;
- Maintaining door-to-door mail delivery; and,
- Establishing postal banking to offset the loss of financial services in many communities.

Thank you very much for considering our request. There's a lot at stake and we appreciate anything you can do to help. CUPW is confident that we can build on our past success and convince the Commission to recommend against service cuts, to maintain good jobs in our communities, expand services that generate additional revenues to keep Canada Post self-sustaining and allow us to build a universal, affordable and green public postal system for future generations.

For more information, please visit deliveringcommunitypower.ca or contact Brigitte Klassen at bklassen@cupw-sttp.org.

Sincerely,



Jan Simpson
National President

Encl.

c.c. National Executive Committee, Regional Executive Committees, Regional and National Union Representatives, CUPW Locals, Specialists





Canada Post is Under Review through Section 108 of the *Canada Labour Code*

As you may know, the Minister of Labour, Steven MacKinnon, ordered the resumption of mail service at Canada Post just before the holiday break, ordering CUPW members to return to work under Section 107 of the *Canada Labour Code*. What many do not know is that under Section 108, he also created an Industrial Inquiry Commission lead by William Kaplan that will work with CUPW and Canada Post to examine the future of the public post office with a very broad scope.

It will review Canada Post's financial situation, the possible diversification or alteration of delivery models, Canada Post's viability as it is currently configured, as well as bargaining issues, including full-time employment, health and safety and job security and produce a report not later than May 15, 2025. Accordingly, Kaplan's "recommendations may include amendments to the collective agreement, and any other changes to be implemented, including the structures, rights and responsibilities of the parties in the collective bargaining process."

The Commission is Seeking Input

We have an incredibly short timeline to follow. Hearings will begin January 27 with statements from both CUPW and Canada Post. The good news is that there is an opportunity for third parties to send in a written submission to the Commission as part of its public review. CUPW and Canada Post must have their bilingual submissions in to the commission by end of day Monday, January 20. We do not have a date or mechanism yet for third-party submissions, but it could be very soon. CUPW would like to ensure that the views of community groups, municipalities, allied organizations and labour are also considered. Therefore, if at all possible, we would like you to provide input to the Commission.

Please let us know if you will be making a submission. Please contact Brigitte Klassen at bklassen@cupw-sttp.org, so we can provide you with more details on how to send it to the Commission as soon as we have more information.

As time is of the essence and to help get you started on your submission, here are some suggested themes to consider that are important supplements to CUPW's bargaining demands.

- Keep Canada Post a Public Service
- Maintain universal service at a uniform price
- Expanded services to diversify and generate new revenue streams, no service cuts
 - add financial services
 - maintain the moratorium on post office closures to enable community hubs (meeting spaces, sales of local crafts, community gardens, government services for all levels of government)
 - maintain door-to-door delivery and increase where financially viable
- Major changes to Canada Post should not be made without full public consultation conducted through a mandate review involving all stakeholders

Keep Canada Post a Public Service

The Commission will examine the financial situation at Canada Post. Currently, the Crown Corporation is required only to be self-sufficient. It is completely user-funded and does not rely on taxpayer dollars. Canada Post still tends to prioritize major, high-profit customers over the public and providing a public service. Canada Post must not lose sight of its public interest objectives.

Major changes to Canada Post and the *Canadian Postal Service Charter* should not be made without full public consultation and hearings conducted through a mandate review involving all stakeholders. There is simply not enough time to do this under the Labour Minister's *Canada Labour Code* Section 108 order.

Maintain universal service at a uniform price

There have also been calls in the media and by various think tanks to privatize or deregulate Canada Post with little regard for the impact on public service or working conditions. Though transaction mail has been in decline, there are still over 2 billion letters delivered every year to an increasing number of addresses. Canada Post has an exclusive privilege (a monopoly) to handle letters so that it is able to generate enough money to provide affordable postal service to everyone, no matter where they live, be it a large urban centre or a rural or isolated community. There is no comparison in the world of a deregulated or privatized post office that serves anything near Canada's vast size and geography.

It will become increasingly difficult for our public post office to provide universal postal service if the exclusive privilege is eroded or eliminated. The exclusive privilege funds its universality. If parts of the service are deregulated or privatized, competitors will leave it to Canada Post alone to provide increasingly expensive delivery service to rural and remote communities, while they compete in profitable urban areas.

Providing Canada Post with an exclusive privilege to handle addressed letters is a form of regulation. Reducing or eliminating this privilege is deregulation. We have this regulation for a reason.

Expanded services to diversify and generate new revenue streams, no service cuts

For years, CUPW has been advocating for new and expanded services to help diversify and create new revenue streams as a direct means to handling decline in letter volumes. Many of these services, such as postal banking, already exist in many other post offices around the world and they generate significant revenue. Around the world, more than 1.2 billion people hold postal bank accounts.

Providing new services through the existing corporate retail network ensures that good jobs remain for workers and their families in the communities in which they live.

Financial Services

Given Canada Post's vast retail network, postal banking would offer in-community service for those who are underbanked or who have had their financial institutions close and leave town. Today, there are many rural communities with post offices, but no banks or credit unions. Very few Indigenous communities are served by local bank branches. Hundreds of thousands of low-income Canadians don't have bank

accounts at all, and almost 2 million Canadians rely on predatory payday lenders for basic financial services.

Postal banking is relatively straightforward. Like commercial banks, post offices would provide everyday financial services like chequing and savings accounts, loans and insurance. Postal banking could also be used to deliver government loans, grants and subsidies to boost renewable energy projects and energy-saving retrofits.

In many countries, postal banking is also mandated to provide financial access for all citizens and to play a role in addressing social inequalities. Postal banking could provide reliable financial services that everyone needs at affordable rates.

Community Hubs and Moratorium on Post Office Closures

We have also advocated community hubs (provide government services for all levels of government, meeting space, sales of local crafts, community gardens) and EV charging stations.

One of Canada Post's demands during Negotiations was to have the *flexibility* to close more than 130 of the 493 corporate Retail Post Offices that are protected under the current CUPW-Canada Post Urban Postal Operations collective agreement. These are post offices that are run by Canada Post and are not franchises located inside another host business.

While about three-quarters of these are also covered by an additional 1994 moratorium on closures, for those that are not, they could end up being privatized or disappear altogether if we lose this contract language. Residents may then have to travel further for their postal needs. No franchise host business is going to give up retail space for community hubs, nor parking space for charging stations that generate revenue for Canada Post. Longstanding, good-paying, full-time jobs in our communities could be replaced with low-wage, part-time work.

You can find a list of the post offices under the moratorium and how they are protected here: <https://www.tpsgc-pwgsc.gc.ca/examendepostescanada-canadapostreview/rapport-report/bureaux-outlets-eng.html>

Senior Check-Ins

We have proposed creating a senior check-in service as well. Senior check-ins could bring peace of mind to loved ones and relatives who don't live nearby. Japan, France and Jersey in the British Isles currently offer effective and successful senior check-in services through their national postal services. Door-to-door postal workers are already watchful for signs that something isn't quite right. They could be allotted extra time on their routes to simply check in on seniors or people with mobility issues who sign up for the service to make sure everything is okay and deliver peace of mind.

Find out more about our service expansion proposals at <https://www.deliveringcommunitypower.ca>

Canada Post and the Industrial Inquiry Commission

Whereas the Canada Industrial Relations Board, as instructed by the Federal Minister of Labour, Steven MacKinnon, ordered the end to the postal strike and the resumption of mail service at Canada Post on December 17, 2024, under Section 107 of the *Canada Labour Code*.

Whereas the Federal Minister of Labour, Steven MacKinnon, created an *Industrial Inquiry Commission* under Section 108 of *Canada Labour Code*, led by William Kaplan, that will work with the Canadian Union of Postal Workers (CUPW) and Canada Post to examine the future of the public post office, including possible changes to the *Canadian Postal Service Charter*.

Whereas Canada Post is, first and foremost, a public service.

Whereas the *Commission* has been tasked with reviewing the obstacles to negotiated collective agreements between CUPW and Canada Post, the financial situation of Canada Post, Canada Post's expressed need to diversify and/or alter its delivery models in the face of current business demands, the viability of the business as it is currently configured, CUPW's negotiated commitments to job security, full-time employment, and the need to protect the health and safety of workers.

Whereas the *Commission* only has until May 15, 2025, to submit its final report to the government and make recommendations about the future structure of Canada Post.

Whereas while there is room for written input, the *Commission* process is not widely publicized, nor equivalent to a full and thorough public service review of Canada Post's mandate allowing for all stakeholder input, as has been undertaken by previous governments.

Whereas it will be crucial for the *Commission* to hear our views on key issues, including maintaining Canada Post as a public service, the importance of maintaining the moratorium on post office closures, improving the *Canadian Postal Service Charter*, home mail delivery, parcel delivery, keeping daily delivery, adding postal banking, greening Canada Post, EV charging stations, food delivery, improving delivery to rural, remote and Indigenous communities, and developing services to assist people with disabilities and help older Canadians to remain in their homes for as long as possible – and at the same time, helping to ensure Canada Post's financial self-sustainability.

Therefore, be it resolved that (name of municipality) provide input to the *Commission* in the form of a written submission.

Therefore, be it resolved that (name of municipality) will write the Federal Minister of Labour, Steven MacKinnon, and the Federal Minister of Public Services and Procurement of Canada, Jean-Yves Duclos, who is responsible for Canada Post, to demand that no changes be made to the *Canada Post Corporation Act*, Canada Post's mandate or the *Canadian Postal Service Charter* without a full, thorough, public review of Canada Post, including public hearings, with all key stakeholders, in every region of Canada.

PLEASE SEE THE MAILING INFORMATION FOR RESOLUTIONS ON REVERSE SIDE

MAILING INFORMATION

1) Please send your resolution to the Commission:

- We do not have a mailing address at this time. As we understand it, this is the email address that will collect the documents on behalf of the Commission:
edsc.cdi-iic.esdc@labour-travail.gc.ca

2) Please send your resolution to the Ministers responsible for Labour and Canada Post, and your Member of Parliament:

- Steven MacKinnon, Federal Minister of Labour, House of Commons, Ottawa, Ontario, K1A 0A6
- Jean-Yves Duclos, Federal Minister of Public Services and Procurement of Canada, House of Commons, Ottawa, Ontario, K1A 0A6
- Your Member of Parliament

Note: Mail may be sent postage-free to any member of Parliament. You can get your MP's name, phone number and address by going to the Parliament of Canada website at <https://www.ourcommons.ca/Members/en>

3) Please send copies of your resolution to:

- Jan Simpson, President, Canadian Union of Postal Workers, 377 Bank Street, Ottawa, Ontario, K2P 1Y3
- Rebecca Bligh, President, Federation of Canadian Municipalities, 24 Clarence St, Ottawa, Ontario K1N 5P3

Tasha Buchanan

From: Union of BC Municipalities <ubcm@ubcm.ca>
Sent: January 30, 2025 11:46 AM
To: Tasha Buchanan
Subject: Register for the 2025 LGLA Leadership Forum

Importance: High

Categories: 2025 By-Election



January 30, 2025

ATTN: Local Government and First Nation Elected Officials and Senior Staff
RE: Register Now for the 2025 LGLA Leadership Forum

Dear Elected Officials and Senior Staff,

I am very pleased to invite you to the **2025 LGLA Leadership Forum**, taking place in **Richmond** from **March 12-14, 2025**. **Registration is currently open at lgl.ca.**

This annual event provides a unique opportunity for elected officials and senior staff from local governments and First Nations to come together and explore innovative ways to drive positive transformation in their communities.

This year's theme, ***Effective Engagement for Inclusive and Transparent Governance***, is particularly timely as we navigate new relationships with the provincial government, engage in critical discussions across our meeting tables and throughout our communities, and continue to build relationships and understanding with neighbouring communities. Through all of this work, effective engagement, inclusivity and transparency are paramount.

We are planning an ambitious program for this year's forum with an exciting line-up of topics. Here's a sneak-peek:

- ***Engaging with the Province: Observations from the Balcony***: in this session, we will turn to former cabinet ministers **Terry Lake, Carole James and Mike Bernier**, seeking their guidance and opinions on what makes an effective post-election provincial engagement strategy.

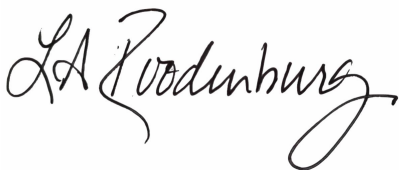
- **Signals in the Noise:** community engagement and communications specialists identify obstacles that impede engagement—from misinformation and polarization to information fatigue—and the principles, tools, and practices that help local governments recognize and respond to residents' signals.
- **Beyond the Term: Local Leaders Reflect:** join us as we engage with seasoned local government officials who have come out on the other side, including **former mayor Henry Braun and others**, and glean wisdom from their journeys.
- **Empowering Your CAO: Key Strategies for Effective Leadership in Local Government:** this expertly-moderated panel will bring together **former CAOs Ron Poole and Al Siebring**, and **former mayor Karen Elliott** to provide practical insights and proven approaches to building a more resilient and effective leadership team.
- **Building Trust Around the Board Table:** this session will provide a case study from City of Castlegar **Mayor Maria McFaddin and CAO Chris Barlow**, outlining the challenge of documenting and funding their infrastructure gap, and the process developed to assist Council with its decision-making and sustainable service delivery.
- Additional in-depth and thoughtful sessions are underway, covering **effective engagement with neighbouring First Nation communities, critical and immersive emergency planning, coordinated OCP, planning and budgeting processes**, and more.

The forum promises to be a motivating experience, filled with sessions that will empower participants to enhance their leadership skills and foster inclusive governance practices. Attendees will also benefit from ample collaboration and networking opportunities.

Registration and accommodations are limited—please visit lgla.ca for more information and to secure your spot. Please also note that applications are currently being accepted for registration and travel cost assistance through the [Cathy Watson Memorial Award](#). Should you have any questions, please do not hesitate to contact [Angela Turner](#).

We look forward to welcoming you to Richmond for what promises to be an impactful and inspiring local leadership event!

Warm regards,



Councillor Laurey-Anne Roodenburg
President, Local Government Leadership Academy

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Tasha Buchanan

Subject: Film Commission updates January 2025

Good Afternoon,

In an effort to share awareness of the ongoing efforts of the Thompson-Nicola Film Commission, I share a monthly update with the TNRD Board of Directors via email. I believe that these communications might be useful for municipality CAO's as well. I hope that you will find the info shared to be interesting.

All the best in 2025!



Terri Hadwin (she/her)

Thompson-Nicola Film Commissioner

300 - 465 Victoria Street | Kamloops, BC | V2C 2A9

Cell 250-319-6211 | Main Office: 250-377-8673

*Located on the traditional Tk'emlúps te Secwépemc territory,
within the unceded, ancestral lands of the Secwépemc Nation.*

tnrd.ca filmthompsonnicola.com

[Facebook](#) [Instagram](#)

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From: Terri Hadwin

Sent: January 28, 2025 1:04 PM

To: All TNRD Board <alltnrdboard@tnrd.ca>

Cc: Scott Hildebrand <shildebrand@tnrd.ca>; Colton Davies <cdavies@tnrd.ca>; Katie Brooks <kbrooks@tnrd.ca>; TNFC Special Projects <tnfcspecialprojects@tnrd.ca>

Subject: Film Commission updates January 2025

Here is a brief update on some of the recent Film Commission activities:

- **“Sugarcane” Nominated for Best Documentary Feature Film.** A National Geographic Documentary, filmed in the Cariboo Chilcotin and the Thompson-Nicola Regional District. The 97th Academy Awards has listed this emotion eliciting film as a potential winner. You can stream [“Sugarcane”](#) currently on Disney+.
- **Kamloops Selected as one of the “Top 10 Cities to Work/Live as a Filmmaker.”** For the third year in a row, [MovieMaker Magazine](#) has named Kamloops as a top small city to live and work as a filmmaker. The cover image for the story showcases Kamloops and was taken by one of our scout photographers, Bonnie Pryce.
- **Large Production coming to Sun Peaks and Kamloops.** Filming for a romantic comedy feature film will take place in the next 6 weeks in Sun Peaks and Kamloops. I would like to recognize the efforts provided by our partners in Tourism Sun Peaks, Sun Peaks Art Zone, and Sun Peaks Municipality to make this happen during the busiest part of their season. I have not been in contact yet with the production publicist so I cannot comment much further, but there are opportunities for folks to be background performers in a paid position. If you know of anyone that would be interested to apply, email me and I can provide you with application information.
- **Upcoming Film Festivals,** The Second Annual Black Film Festival takes place Feb 1-2 and the 29th Annual Kamloops Film Festival takes place Mar. 6-15. Visit their site for more details [Kamloops Film Society](#).
- On March 7/8 we are hosting a 2-day **(L.A.F.) Learn About Film** event in partnership with the Kamloops Film Festival. This event will be focused on helping local emerging filmmakers build knowledge and skills that will

allow them to approach national level funders and broadcasters. Representatives from the National Film Board, Knowledge Network, and Webseries Canada will be joined by award-winning filmmaker / show runner Kevin Eastwood and Digital Marketing and Audience Development Specialist Annelise Larson to give local filmmakers a solid foundation as they create larger projects that showcase the local industry.

Feel free to reach out if you have follow up inquiries. Thank you for your ongoing support of Film Industry growth in the Thompson-Nicola.



The Region of BC's Best

Terri Hadwin (she/her)

Thompson-Nicola Film Commissioner

300 - 465 Victoria Street | Kamloops, BC | V2C 2A9

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