

**VILLAGE OF PEMBERTON
-REGULAR COUNCIL MEETING AGENDA-**

Agenda for the **Regular Meeting** of Council of the Village of Pemberton to be held Tuesday, March 15, 2016, at 9:00 a.m. in **Council Chambers, 7400 Prospect Street..** This is Meeting No. 1422.

"This meeting is being recorded on audio tape for minute-taking purposes as authorized by the Village of Pemberton Audio recording of Meetings Policy dated September 14, 2010."

Item of Business	Page No.
1. CALL TO ORDER	
2. APPROVAL OF AGENDA	
Recommendation: THAT the Agenda be approved as presented to include a Delegation from the BMX Society.	1
3. RISE WITH REPORT FROM IN CAMERA (CLOSED) - Meeting No. 1420, Tuesday March 1, 2016	
7462 Prospect Street – Lot Sale:	
Council approved the listing of the Village owned lot at 7462 Prospect Street and selected the Whistler Real Estate Company as the listing agent and directed staff to post notice of the intention to dispose of the above noted Village property.	
4. RISE WITH REPORT FROM SPECIAL IN CAMERA (CLOSED) Meeting No. 1421 – Thursday, March 10, 2016	
Water Flushing Protocols:	
As a result of an update on the water conditioning project, which will address the pH levels in the water supply and is currently underway, initial test results indicated that in some homes there are elevated levels of lead that exceed the Maximum Acceptable Concentration (MAC). As such, Council directed staff to issue a press release and public notice on the need to implement water flushing protocols by users of the Village of Pemberton water system on the short term.	
5. ADOPTION OF MINUTES	
a) Regular Council Meeting No. 1420 – Tuesday, March 1, 2016	4
Recommendation: THAT the minutes of Regular Council Meeting No. 1420 held Tuesday, March 1, 2016, be adopted as circulated.	
b) Special Council Meeting No. 1421 – Thursday, March 10, 2016	11
Recommendation: THAT the minutes of the Special Council Meeting No. 1421, held Thursday, March 10, 2016 be adopted as circulated.	
6. BUSINESS ARISING FROM COMMITTEE OF THE WHOLE	
There is no Business Arising for consideration.	
7. COMMITTEE MINUTES - FOR INFORMATION	
There are no Committee Minutes for presentation.	

8. DELEGATIONS

- a) **Inspector Neil Cross and Corporal Chris Dodds, RCMP – Quarterly Update**
- b) **LMLGA President, Councillor Corisa Bell, Maple Ridge**
- c) **Graham Turner, BMX Society, Presentation on 2015 activities and plans for 2016.** 13

9. REPORTS

a) Office of the CAO

- i. **Climate Leadership Plan** 14

Recommendation: THAT Council directs staff to prepare a response to the Provincial Government's request for feedback on behalf of the Village of Pemberton based on the information presented in this report.

- ii. **Strategic Communications Plan and Background Report - Adoption** 21

Recommendation: THAT Council adopts the Strategic Communications Plan and Background Report.

b) Corporate & Legislative Services

- i. **Lower Mainland Local Government Association – Resolution – Ambulance Assist Cost** 49

Recommendation: THAT Council provide direction with respect to submitting the draft resolution to the LMLGA for consideration.

c) Mayor

d) Councillors

10. BYLAWS

There are no bylaws for consideration for this meeting.

11. CORRESPONDENCE

a) For Information

- i) **Correspondence from the Sea-to-Sky Clean Air Society, dated March 2, 2016, thanking the Village for the contribution of funding to support the 2016 Bike to Work Week initiative.** 106

Recommendation: THAT the correspondence be received.

b) For Action

- i) **Correspondence from Mayor Marg Lampman, District of Lillooet, requesting support in passing a resolution in support of the District's initiative to re-establish a passenger rail service between North Vancouver and Prince George.** 107

Recommendation: THAT consideration be given to supporting the resolution passed by the District of Lillooet Council regarding the reinstatement of passenger rail service between North Vancouver and Prince George.

12. DECISION ON LATE BUSINESS

13. LATE BUSINESS

14. NOTICE OF MOTION

15. QUESTION PERIOD

111

16. ADJOURNMENT

**VILLAGE OF PEMBERTON
-REGULAR COUNCIL MEETING MINUTES-**

Minutes of the Regular Meeting of Council of the Village of Pemberton held on Tuesday, March 1, 2016 at 7:00 p.m. at 1350 Aster Street. This is Meeting No. 1420.

IN ATTENDANCE: Mayor Mike Richman
Councillor Ted Craddock
Councillor Jennie Helmer
Councillor James Linklater
Councillor Karen Ross

STAFF IN ATTENDANCE: Nikki Gilmore, Chief Administrative Officer
Sheena Fraser, Manager of Corporate & Legislative Services
Robert Grossman, Fire Chief
Tim Harris, Manager of Operations & Development Services
Lena Martin, Manager of Finance and Administrative Services
Wendy Olsson, Executive Assistant

Public: 4

1. CALL TO ORDER

At 7:20 p.m. Mayor Richman called the meeting to order.

2. APPROVAL OF AGENDA

Moved/Seconded

THAT the Agenda be approved as amended to include IN CAMERA pursuant to Section 90 (1) (e).

CARRIED

3. RISE WITH REPORT FROM IN CAMERA

- a) Council rose with report from In Camera meeting No. 1419. Tuesday, February 16, 2016

i. Engineering Technician Position

Council approved the establishment of an Engineering Technician position to be part of the Operations & Development Services Department.

ii. **580 Hillside Community Amenity Contributions**

Council approved and accepted the placement of gravel, extracted from the Lillooet River, on the recreation site as a Community Amenity Contribution from the 580 Development Group.

4. ADOPTION OF MINUTES

a) Regular Council Meeting No. 1419 –Tuesday, February 16, 2016

Moved/Seconded

THAT the minutes of Regular Council Meeting No. 1419 held Tuesday, February 16, 2016, be adopted as circulated.

CARRIED

5. BUSINESS ARISING FROM COMMITTEE OF THE WHOLE

a) 2015 Community Enhancement Fund/Community Initiative & Opportunity Fund Allocation

Moved/Seconded

THAT the remainder of the 2015 Community Initiative and Opportunity Fund, in the amount of \$17,652.35, and the remainder of the 2015 Community Enhancement Fund, in the amount of \$11,735.12, be allocated to reduce the debt on the Community Barn Project.

CARRIED

6. COMMITTEE MINUTES – FOR INFORMATION

There were no minutes to be received.

7. DELEGATIONS

a) HUKA Entertainment – 2015 Festival Review and 2016 Festival Planning

Dave Buttrey, Pemberton Music Festival representative, HUKA Productions provided an overview of the plans for the 2016 Festival including improvements that will be made to the traffic design (ingress/egress), camping flow on site, trash plan improvements, water system redesign and improvements. The trash plan includes investigating an incentive-based recycling and trash management program. Buttrey also noted that negotiations are underway with a new vendor to provide shower facilities which will result in significantly more facilities than were in place last year. HUKA Productions will be meeting with neighbours to the Festival site in

March and April and will be implementing a notification system as a means of ensuring that those residents impacted have up to date information if there is any work planned or changes to the schedule. As well, meetings are taking place with the SLRD and Ministry of Forest, Lands and Natural Resource Operations (MFLNRO) to discuss approaches to mitigate the impacts of festival goers utilizing the local waterways and lakes in the area both from a safety and environmental impact standpoint.

Buttrey stated that HUKA will be holding a job fair on April 30th to recruit more Canadian and local employees to work at the festival.

The 2016 Pemberton Music Festival is scheduled for July 14, 15, 16 & 17th. The lineup will be announced soon.

8. REPORTS

a) Corporate & Legislative Services

i. Tourism Pemberton Request for Board Representation

Moved/Seconded

THAT correspondence be sent to Tourism Pemberton expressing thanks for the invitation to have a seat at the Board table and asking if consideration would be given to the Village having a representative who acts as a liaison rather than a voting member.

CARRIED

Moved/Seconded

THAT Councillor Linklater be appointed as the Village Liaison to Tourism Pemberton should Tourism Pemberton accept this alternative

CARRIED

ii. Signal Hill Parent Advisory Committee - Community Enhancement Fund Application

Moved/Seconded

THAT an allocation from the Community Enhancement Fund, in the amount of \$1,797, to the Signal Hill Elementary School Parent Advisory Committee to support the Pacific Salmon Foundation Stream of Dreams Mural Project be approved.

CARRIED

b) Pemberton Fire Rescue

i. Fire Department Playbook Information Session

Moved/Seconded

THAT the Office of Fire Commissionaire Structure Firefighters Competency and Training Playbook report received for information.

CARRIED

c) Mayor

Mayor Richman reported on the following:

Attended the Squamish Lillooet Regional District Board meeting and noted that Base Technology will be bringing high speed internet to the Poole Creek area and beyond; the Noise and Nuisance Bylaw was adopted; an OCP Amendment for Area A respecting staff accommodation at Tyax Lodge received First Reading; Electoral Area C Director contribution through amenity funds of \$15,000 for improvements at Gates Lake Park was approved.

Attended the Squamish Lillooet Regional District Committee of the Whole Meeting at which the Committee supported the Solid Waste and Resource Management Plan and referred it to the Board for adoption; Regional Growth Strategy review was supported and referred to the Board for approval.

The Pulling Together Canoe Society is planning the "Back to the Future" 2016 Canoe Journey of which a portion will take place in the Pemberton Valley. The goal is to reconnect the Lil'wat, In-SHUCK-ch and Xa'Xtsa Communities to each other through their traditional Canoe Culture. The organizers are hoping to participate in the Canada Day Parade. Participants will include all ages First Nations individuals as well as members of the police and army.

Met with representatives from CN Rail to discuss the Gates Lake Park crossing and the CN bridge over the Lillooet River. This meeting resulted in the potential for a legal and safe crossing at Gates Lake Park and an interest in finding solutions with respect to use of the bridge.

Attended the Economic Development Workshop hosted by the Province in Pemberton on February 23rd and the One Mile Lake Master Plan Open House on February 29th. Provided recognition to staff for inviting community consultation on the One Mile Lake Master Plan.

Provided congratulations to Tara Smith and Greg Bikadi on their election to Lil'wat Council.

Extended Happy Birthday wishes to Shirley Henry, former Mayor and community champion.

Reminded that Stewardship Pemberton is hosting a fundraising event at the Legion on March 12th.

d) Councillors

Councillor Craddock

Councillor Craddock reported on the Pemberton Valley Dyking District Meeting noting that the PVDD will be undertaking gravel extraction on Pemberton Creek; review of the subdivision applications for 580 Hillside, Sunstone and Tiyata were reviewed; vegetation control will be taking place along the Arn Canal and some culvert work will be done this year; the PVDD is not able to make application for fill from the Green River Quarry rather this application should be from local government; rental of the PVDD owned backhoe will be discontinued. The AGM is coming up in April and it would be good to see more representation from the Village on the Board.

Councillor Ross

Councillor Ross reported on the Vancouver Coastal Health Healthy Communities Workshop and the Economic Development Workshop that she attended in February.

Councillor Linklater

Councillor Linklater attended the Whistler Budget Open House and the Celebration of Life for Bill MacLeod and will be attending the Pemberton Valley Utilities and Services Committee meeting on March 4th.

Councillor Helmer

Councillor Helmer did not have anything to report at this time.

9. BYLAWS

a) Fourth and Final Reading

i. Village of Pemberton Fire Prevention Bylaw No. 799, 2016

Moved/Seconded

THAT Village of Pemberton Fire Prevention Bylaw No. 799, 2016,
receive Fourth and Final Reading.

CARRIED

10. CORRESPONDENCE

a) For Information

- i. Mr. Hugh Naylor, Director, Pemberton Valley Trails Association, dated February 15, 2016, regarding proposed commuter pathway adjacent to Highway 99.

Moved/Seconded

THAT the correspondence be received.

CARRIED

b) For Action

No correspondence for action to be received.

11. DECISION ON LATE BUSINESS

There was no late business.

12. LATE BUSINESS

13. NOTICE OF MOTION

There was no notice of motion.

14. QUESTION PERIOD

There were no questions from the Gallery.

At 8:50 p.m. the Regular Meeting was recessed.

At 8:56 p.m. the Regular Meeting was reconvened.

15. IN CAMERA

Moved/Seconded

THAT pursuant to Section 90 (1) (e) disposition of lands of the *Community Charter*, the Council of the Village of Pemberton serve notice to hold an In-Camera Meeting on today's date for the purpose of dealing with matters for which the public shall be excluded from attending.

At 8:56 p.m. Council moved In Camera.

At 8:59 p.m. Council rose with report.

16. RISE WITH REPORT

a) 7462 Prospect Street – Lot Sale

Council approved the listing of the Village owned lot at 7462 Prospect Street and selected the Whistler Real Estate Company as the listing agent and directed staff to post notice of the intention to dispose of the above noted Village property.

17. AJOURNMENT

Moved/Seconded

THAT the March 1, 2016 Regular meeting be adjourned at 8:59 p.m.

CARRIED

Mike Richman
Mayor

Sheena Fraser
Corporate Officer

**VILLAGE OF PEMBERTON
-SPECIAL COUNCIL MEETING MINUTES-**

Minutes of the SPECIAL Meeting of Council of the Village of Pemberton held on Thursday, March 10, 2016 at 1:00 p.m. in Council Chambers, 7400 Prospect Street. This is Meeting No. 1421.

IN ATTENDANCE: Mayor Mike Richman
Councillor Ted Craddock
Councillor Karen Ross

Attended by Phone: Councillor Jennie Helmer*
Councillor James Linklater

*Denotes partial attendance

STAFF IN ATTENDANCE: Nikki Gilmore, Chief Administrative Officer
Sheena Fraser, Manager of Corporate & Legislative Services
Tim Harris, Manager of Operations & Development Services
Jeff Westlake, Public Works Supervisor

Public: 0

1. CALL TO ORDER

At 1:05 p.m. Mayor Richman called the meeting to order.

2. WAIVING OF PUBLIC NOTICE

Moved/Seconded

THAT pursuant to Section 127 (4) of the *Community Charter* and Section 8 (a) of Council Procedure Bylaw No. 788, 2015 notice of this Special Meeting of Council, to be held Thursday, March 10, 2015, be waived.

CARRIED

3. APPROVAL OF AGENDA

Moved/Seconded

THAT the Agenda be approved as presented.

CARRIED

4. IN CAMERA

Moved/Seconded

THAT pursuant to Section 90 (1) (d) security of the property of the municipality of the Community Charter, the Council of the Village of Pemberton serve notice to hold a Special In-Camera Meeting on today's date for the purpose of dealing with matters for which the public shall be excluded from attending

CARRIED

At 1:05 p.m. Council moved In Camera.

At 1:52 p.m. Council rose with report from In Camera.

5. RISE WITH REPORT

Water Flushing Protocols:

As a result of an update on the water conditioning project, which will address the pH levels in the water supply and is currently underway, initial test results indicated that in some homes there are elevated levels of lead that exceed the Maximum Acceptable Concentration (MAC). As such, Council directed staff to issue a press release and public notice on the need to implement water flushing protocols by users of the Village of Pemberton water system on the short term.

6. AJOURNMENT

Moved/Seconded

THAT the March 10, 2016 Special meeting be adjourned at 1:52 p.m.

CARRIED

Mike Richman
Mayor

Sheena Fraser
Corporate Officer

From: postmaster@pemberton.ca [mailto:postmaster@pemberton.ca]
Sent: February-05-16 4:33 PM
To: Council Request
Subject: pemberton.ca - Request to Appear Before Council Submission

Website Form Submission

The following was submitted from the pemberton.ca **Request to Appear Before Council Form**.

Full Name: Graham Turner

Email Address: Graham.Turner@lilwat.ca

Phone Number: [REDACTED]

Mailing Address: [REDACTED]

Street Address: [REDACTED]

Town/City: Pemberton

Province/State: BC

Postal/Zip Code: V0N 2L1

Country: Canada

Requested Date: 3/16/2016 12:00:00 AM

Purpose of Presentation: The Pemberton BMX Society would like to share a short presentation with your team outlining our success in 2015 and to give everyone an update on the busy 2016 season PBMX has in store for the community. Thank you!

Agreement: I Agree

Date: March 15, 2016

To: Nikki Gilmore, Chief Administrative Officer

From: Lisa Pedrini, Planner
Kim Slater, Communications & Grant Coordinator

Subject: Village of Pemberton Response to B.C.'s Climate Leadership Plan

PURPOSE

The purpose of this report is to present for Council's consideration review comments and recommendations from staff with respect to the Village of Pemberton's official response to the provincial government document entitled *BC's Climate Leadership Plan – January 2016*.

BACKGROUND

At the 2015 UN Climate Conference (COP21) held in Paris, the United Nations, for the first time in over twenty (20) years of negotiations, successfully adopted a legally binding and universal agreement on climate, with the aim of keeping global warming below 2°C. Below is an excerpt from the Paris Agreement noting the grave urgency and serious importance of this international objective:

*Recognizing that climate change represents an **urgent** and **potentially irreversible threat** to human societies and the planet and thus requires the widest possible cooperation by all countries, and their participation in an effective and appropriate international response, with a view to accelerating the reduction of global greenhouse gas emissions;*

Also recognizing that deep reductions in global emissions will be required in order to achieve the ultimate objective of the Convention and emphasizing the need for urgency in addressing climate change;

Acknowledging that climate change is a common concern of humankind;

Agreeing to uphold and promote regional and international cooperation in order to mobilize stronger and more ambitious climate action by all Parties and non-Party stakeholders, including civil society, the private sector, financial institutions, cities and other subnational authorities, local communities and indigenous peoples.

One of the historic consequences of the Paris Agreement was the attention paid to cities and communities (i.e., local governments) and their unique position to help meld decisions around activities such as land use planning, transportation, solid waste and resource management, investment and local energy that can ensure climate-smart infrastructure, and ultimately save tax payer money. Local Government decisions, if made through a climate lens¹, directly

¹ A climate lens is the first step in identifying how to address climate change risks in relation to an initiative or project.

contribute to outcomes that enable their citizens to reduce their carbon footprint, breathe cleaner air and live healthier lives.

Closer to home, an event was held recently in Whistler to educate and inspire climate action in the corridor. A Report on COP21 UN Climate Change was organized by the Association of Whistler Area Residents for the Environment (AWARE) and held on January 21, 2016, featuring Elizabeth May (Leader of the Green Party and COP21 attendee).

During the event, Ms. May outlined the results of the Paris Agreement and the urgent imperative to focus on climate change, given the significant gap between what is currently being done and what needs to be done to ensure global average temperature is kept “*well below 2°C above pre-industrial levels*”. Ms. May explained how all levels of government, along with industry and civil society, have a role to play in order to help achieve the deep reductions required to achieve the ultimate objectives of the Convention. For a full video of the presentation: https://www.youtube.com/watch?v=lwAosra4_r4#t=43

The Mayor of Pemberton was invited along with the Mayors of Whistler and Squamish to share insight into the types of climate actions being implemented by their respective municipalities in the Sea to Sky Corridor. Mayor Richman reported on the following activities [staff editorial comments are added in square brackets]:

1. Pemberton is a signatory to the BC Climate Action Charter as one of the many local governments in the Province who have committed to take actions and develop strategies to achieve the following three goals:
 - Being carbon neutral in their corporate operations by 2012 [this has been successfully achieved through the purchase of carbon credits – see *CARIP* below]
 - Measure and report on their community GHG emissions [done on an annual basis by staff];
 - Create complete, compact, energy efficient rural and urban communities [by enacting our OCP community planning directions, policies, strategies & action; and adhering to the Goals and Strategic Directions contained in the Regional Growth Strategy]
2. The Village participates in the *Climate Action Revenue Incentive Program* (CARIP), [which offers a rebate toward the Village’s purchase of carbon credits thus allowing the Village to operate as carbon neutral];
3. The Village of Pemberton has Greenhouse Gas Emissions Reduction Targets in its Official Community Plan (OCP). [these targets are limited and most likely in need of review, they are enumerated on p. 9 of the OCP];
4. The OCP contains policies such as the designation of Development Permit Areas for the protection of the environment, and policies supporting cycling and pedestrian connectivity.

5. The Village is participating with the SLRD and the Lil'wat Nation on the development of the Friendship Trail and Bridge initiative [to realize a non-polluting, multi-modal transportation link between Pemberton and Mount Currie].
6. Village of Pemberton staff has a "Green Team" which is a voluntary initiative among staff to inspire the Village Corporation to "green" itself [function more efficiently, reduce waste and be more environmentally sensitive in all its internal operations in order to lead similar positive change in the community].
7. The Village supports groups like Stewardship Pemberton and the Sea to Sky Clean Air Society, two not-for-profit organizations that are actively undertaking climate action in our community.

Also during the same forum, MLA Jordan Sturdy, Parliamentary Secretary for Energy Literacy and the Environment and Chair of the Climate Leadership Team, presented the Province's efforts to tackle Climate Change through the *BC Climate Leadership Plan*. The purpose of the Plan is to replace the 2008 Climate Action Plan, and to further develop the Province's efforts to move BC closer to its long-term goals of reducing carbon. Mr. Sturdy asked attendees to provide feedback on the developing plan, which was developed in consultation with residents of the Province through the course of 2015. The deadline for public comment on the draft Plan is March 25, 2016. The Draft Plan can be found here: <http://engage.gov.bc.ca/climateleadership/files/2016/01/ConsultationGuide-ClimateLeadershipPlan.pdf>

DISCUSSION & COMMENTS

Staff has reviewed the Draft *BC Climate Leadership Plan* and offer the following comments should Council wish to offer an official response to the Province's request for feedback:

- We commend the effort that has gone into developing the Plan, and support the assembly of climate experts and champions from various sectors and backgrounds to sit on the Climate Leadership Team. We are also pleased to be able to provide comments through the consultation phase, which concludes at noon on March 25, 2016.
- We are proud of the climate actions the Province has taken, notably introducing a model carbon tax and working with local governments to ensure they are carbon neutral.
- Given the nature and urgency of Climate Change (refer to Cold Calculous of a Hot Planet), we recommend that the Plan adopt science-based targets that are in line with *"the level of decarbonization required to keep global temperature increase below 2°C compared to preindustrial temperatures, as described in the Fifth Assessment Report of the Intergovernmental Panel on Climate Change (IPCC)."*
- We also feel that the recommended actions to meet those targets should be supported by specific strategies for implementation, identifying roles of key actors, such as municipalities, and offering a suite of funding options to aid execution. Staff recommends that implementation strategies be developed collaboratively with key actors.
- While the rationale for community involvement is strong and well-articulated - *"communities influence approximately 40 per cent of greenhouse gas emissions (Climate Leadership Team Recommendations, pg. 19)"* - community-specific actions

- especially ones that are suitable for small communities like the Village of Pemberton to take on, are not clearly defined, nor are strategies with funding options provided. Staff recommends that the Plan clearly identifies who (individuals, private sector, communities, Province) will implement each recommended action, how they will be financially supported and made accountable.
- There are a couple areas of the Plan that could benefit from greater clarification and staff recommends that the final draft of the Plan includes a Definitions and Assumptions section.
- One such reference that staff believes needs clarification is “*waste as a source of energy*” (pg. 6), which can cover a range of practices and technologies, not all of which are supported by municipalities. Waste incineration, for instance, isn’t consistent with zero waste principles or clean air measures, and is not an approach staff recommends endorsing, as previously noted in an earlier staff report on the SLRD Solid Waste and Resource Management Plan.
- Another recommended action is to “*amend the Environmental Assessment Act to include the social cost of carbon* (pg. 16),” but no framework or scope for calculating the social cost of carbon is provided.
- The key areas where staff sees the Village of Pemberton supporting this Plan is through the following:
 - Measuring and reporting on emissions in a timely and transparent fashion
 - Assessing climate risks and identifying mitigation and adaptation opportunities and challenges
 - Considering climate change impacts and solutions in all planning activities and land-use decisions where relevant
 - Exploring opportunities for investing in or supporting clean transportation systems
 - Exploring opportunities for investing in or supporting district heating systems and linking energy systems

Next Steps

Adapting to climate change is a rapidly growing challenge. Even if greenhouse gas emissions are reduced significantly in the coming years, climate change impacts, such as forest fires, drought, floods, severe weather events and sea-level rise, are likely to result in food shortages, the spread of infectious diseases, infrastructure damage and the degradation of natural resources.

Albeit the magnitude and gravity of climate change is daunting, it is not an excuse for inaction. Even though the Village of Pemberton is small with a limited tax base, the work we do on a day to day basis does make a difference. Development choices today influence the adaptive capacity of people and their governments well into the future.

Below are some suggested first steps to begin thinking about what the Village of Pemberton might do to strengthen its climate action approach.

Educate Ourselves

There are countless websites available that can educate on the irrefutable science of climate change; the following is just a small list of resources:

- **Federation of Canadian Municipalities - About Climate Change**
"Municipal governments have an important contribution to make to climate protection. Up to half of Canada's greenhouse gas (GHG) emissions are under the direct or indirect control or influence of municipal governments. By 2012, communities could cut GHG emissions by 20 to 50 Mt from municipal operations and community-wide initiatives with investments in environmental infrastructure and sustainable transportation infrastructure."
<http://www.fcm.ca/home/programs/partners-for-climate-protection/about-climate-change.htm>
- **DARA International² - Climate Vulnerability Monitor: A Guide to the Cold Calculus of a Hot Planet**
"Technical barriers no longer hold back our transition to a low-carbon world, and technological solutions exist to manage risks. We struggle instead with other barriers. There are political barriers: while some countries are committed to change and making progress, there is still a lack of conviction among the governments of too many industrialized and developing nations."
<http://daraint.org/wp-content/uploads/2012/09/CVM2ndEd-FrontMatter.pdf>
- **Intergovernmental Panel on Climate Change (IPCC), Climate Change 2014 Synthesis Report: Summary for Policymakers**
"Warming of the climate system is unequivocal, and since the 1950s, many of the observed changes are unprecedented over decades to millennia. The atmosphere and ocean have warmed, the amounts of snow and ice have diminished, and sea level has risen."
http://www.ipcc.ch/pdf/assessment-report/ar5/syr/AR5_SYR_FINAL_SPM.pdf
- **United Nations Framework Convention on Climate Change- Feeling the Heat: Climate Science and the basis of the Convention**
"Oceans have warmed, the amounts of snow and ice have diminished and sea level has risen. From 1901 to 2010, the global average sea level rose by 19 cm as oceans expanded due to warming and ice melted. The Arctic's sea ice extent has shrunk in every successive decade since 1979, with 1.07 million km² of ice loss every decade."
http://unfccc.int/essential_background/the_science/items/6064.php

Participate in Sector Specific Consultations

All Mayors and Councils across the Province have received an Invitation from the Provincial Government to Engage on the Climate Leadership Team's Recommendations.

As part of the Climate Leadership Plan Consultation Process, which began in May 2015, a second round of public consultation was announced on January 25, 2016. The public, industry, First Nations, Local Governments and other stakeholders have been invited to provide their feedback on the Climate Leadership Team's recommendations described in the Consultation Guide. In addition the Province is conducting sector-specific consultations, including with Local

² an independent non-profit organization committed to improving the quality and effectiveness of humanitarian action for vulnerable populations affected by armed conflict and natural disasters

Governments. The Village of Pemberton Mayor and Council have been invited to participate in a two (2) hour tele-conference/video conference session to be held in March 2016.

COMMUNICATIONS

This issue requires a communications element: preparation of a response or email to the Provincial Government if Council so desires.

LEGAL CONSIDERATIONS

There are no legal, legislative or regulatory considerations at this time.

IMPACT ON BUDGET & STAFFING

There are no impacts to the budget or staff hours for considerations at this time.

INTERDEPARTMENTAL IMPACT & APPROVAL

Two departments have been involved in the preparation of this report and this has been incorporated into the day to day operation of the Operations and Development Services and the Office of the CAO.

IMPACT ON THE REGION OR NEIGHBOURING JURISDICTIONS

A review of the Province's BC Climate Action Plan has no impact on other jurisdictions. All local governments have been invited to provide comments as well.

ALTERNATIVE OPTIONS

Three alternative options have been identified:

1. Direct staff to prepare a response to the request for feedback on behalf of the Village of Pemberton based on the information presented in this report, using the methods identified in the Consultation Guide (through email or online in a comments field);
2. Direct staff not to provide any response on behalf of the Village;
3. Council provide another alternative.

POTENTIAL GOVERNANCE CONSIDERATIONS

Strategic Priority No. Four Social Responsibility in which the Village strives to create a strong and vibrant community recognizing the importance and benefits of both health and engaged citizens as well as an accessible and well managed natural environment.

RECOMMENDATIONS

THAT Council directs staff to prepare a response to the Provincial Government's request for feedback on behalf of the Village of Pemberton based on the information presented in this report.



Lisa Pedrini, Planner



Kim Slater, Communications and Grant Coordinator

MANAGERS:



Tim Harris, Manager of Operations and Development Services

CHIEF ADMINISTRATIVE OFFICER REVIEW



Nikki Gilmore, Chief Administrative Officer

Date: March 15, 2016

To: Nikki Gilmore, Chief Administrative Officer

From: Kim Slater, Communications & Grants Coordinator

Subject: Strategic Communications Plan & Backgrounder Report for Adoption

PURPOSE

The purpose of this report is to present the final versions of the Strategic Communications Plan and Background Report (Appendix A and Appendix B) for adoption.

BACKGROUND

At the Committee of the Whole Meeting No. 138, held on Tuesday, October 20, 2016, staff received direction to develop a Strategic Communications Plan (Plan) for the Village of Pemberton. The timeline and internal engagement tactics of collecting input through worksheets (disseminated to staff in the third week of November) and a staff-facilitated workshop for staff and Council (December 3) was approved at that time. It was also determined at that time that important contextual and strategic information supporting the Strategic Communications Plan would be presented in a Background Report (Backgrounder) (Appendix B).

Through the tactics noted above, a vision and purpose for the Plan, as well as communications goals, objectives, strategies and actions were developed. SWOT (Strengths Weaknesses Opportunities Threats) and PESTEL (Political Economic Social Technological Environmental Legal factors that influence Village communications) exercises anchored the communications recommendations in context and provided strategic direction as detailed in the Backgrounder.

This content was refined into an initial draft Plan that was reviewed by the managers who offered additional recommendations, as well as identified lead and supporting roles for staff, and estimated timeframes for delivery of actions.

Additional recommendations and suggested edits from the Committee of the Whole, which were provided at the Committee of the Whole Meeting No. 144, held on February 16, 2016, assisted in developing the final versions of the Plan and Backgrounder that are now being presented for adoption.

DISCUSSION & COMMENTS

The Plan will deliver a roadmap of communications strategies and tactics that can be evaluated according to performance indicators in the service of the Village of Pemberton's values, vision, mission and strategic priorities.

The Backgrounder contains relevant context (organizational information, community demography, and identification of key audiences, channels and messages), information about the internal engagement methods employed in the development of the Plan (worksheets and workshops), and describes how the Plan's strategic content was developed (SWOT and

PESTEL exercises). If adopted, Plan implementation will take place over the next three (3) years, with most actions implemented by the Office of the CAO through the Communications & Grants Coordinator.

COMMUNICATIONS

There are no communications considerations at this time.

LEGAL CONSIDERATIONS

There are no legal considerations at this time.

IMPACT ON BUDGET & STAFFING

The development of the Plan was undertaken in-house and is a deliverable of the Communications work plan set for 2015. Some of the recommendations, notably an update of the Village's website, which is a key component of the implementation of the plan, have been included in the 2016 budget deliberations.

INTERDEPARTMENTAL IMPACT & APPROVAL

There are no interdepartmental impacts at this time. Upon completion and approval by Council, the Plan will inform the communications efforts of every department within the Village of Pemberton. Incorporating the Plan's directives should streamline and improve communications across the entire organization, resulting in cost savings and an overall reduction of staff time spent on communications.



Nikki Gilmore, Chief Administrative Officer

IMPACT ON THE REGION OR NEIGHBOURING JURISDICTIONS

While consideration of neighbouring jurisdictions was an important component of the PESTEL analysis, which influenced the communications channels, messages, and desired outcomes identified, the undertaking of this planning exercise neither depended on nor measurably impacted those jurisdictions. One probable outcome of the plan will be to improve communications, and in so doing, strengthen relations with all stakeholders, including neighbouring jurisdictions.

ALTERNATIVE OPTIONS

There are no alternative options for consideration.

POTENTIAL GOVERNANCE CONSIDERATIONS

This initiative is consistent with Strategic Priority No. One: Economic Vitality – by valuing and supporting a competitive and diversified economy with engaged corporate citizens; Strategic Priority No. Two: Good Governance – being committed to citizen engagement and being an

honest, open and accountable government; Strategic Priority No. Three: Excellence in Service – by delivering the highest quality level municipal services within the scope of our resources; and Strategic Priority No. Four: Social Responsibility in which the Village strives to create a strong and vibrant community recognizing the importance and benefits of engaged citizens.

RECOMMENDATIONS

THAT Council adopts the Strategic Communications Plan and Background Report.

Attachments:

Appendix A – Strategic Communications Plan-Final

Appendix B – Background Report-Final



Kim Slater
Communications & Grants Coordinator

CHIEF ADMINISTRATIVE OFFICER REVIEW AND MANAGER



Nikki Gilmore, Chief Administrative Officer

Strategic Communications Plan

Village of Pemberton



2016-2018

The Strategic Communications Plan will deliver a roadmap of communications strategies and tactics that can be evaluated according to performance indicators in service of the Village of Pemberton's values, vision, mission and strategic priorities.



Strategic Communications Plan

2016-2018

Vision: Committed and responsive employees who collaborate effectively with aware and engaged citizens to foster participation and trust in municipal processes, and positively shape our community.

Purpose: To provide a strategic framework and action plan for: enhancing the Village's communications capacity; deepening internal and external engagement methods and outcomes; improving responsiveness to issues and customer enquiries; strengthening relationships with key stakeholders and constituents; and, ultimately making the entire organization more cohesive and better able to serve the community.

Guiding Principles:

- 1) Provide relevant and accurate information in a manner that is consistent, clear, transparent, timely and accessible to all.
- 2) Strive for collaborative planning and decision-making within our organization and with the community.
- 3) Respect for FIOPPA and the privacy of employees and citizens.
- 4) Use communications channels and tools that are most appropriate for the audience and message(s) disseminated.
- 5) Strive to create feedback loops that support continual improvement of services and operations, enabling our organization to be responsive and accountable to tax payers.
- 6) Aim to develop a culture of engagement within the organization and community to enable a free flow of information.
- 7) Strive for service excellence by fostering a culture of being personable, approachable and trust-worthy.



Strategic Communications Plan

2016-2018

Goal 1: Build capacity within the organization for clear, consistent and collaborative communications in support of the Village’s vision, strategic priorities and goals.

Objective 1.1: Increase the percentage of staff using communications tools designed for improving the quality and consistency of all communications products created and disseminated by the Village of Pemberton.

Indicators: Percentage of staff using communications tools frequently (measured annually).

Analyse a cross-section of traditional and social media content and review against Village of Pemberton communications guidelines (measured annually).

Strategy 1.1.1: Develop guidelines and procedures for integrating communications planning into Village operations and projects, streamlining content, strengthening messages, and optimizing the function of the Communications Coordinator.

Proposed Actions	Lead / Support	Targeted Delivery Date
Ensure all departments use the communications planning template for new projects. Add to organization-wide calendar of events.	Lead: Office of the CAO Support: All Departments	Year: 2016 Quarter: 2 nd
Develop an employee communications manual containing written and visual style guidelines, as well as all communications related policies (existing and in development). Ensure manual is a frequently checked living document.	Lead: Office of the CAO Support: All Departments	Year: 2017 Quarter: 1 st (and ongoing)
Utilize free project management software to make project planning and execution more efficient, effective and transparent across the organization.	Lead: Office of the CAO Support: All Departments	Year: 2018 Quarter: 1 st

Objective 2: Increase the percentage of employees who consider themselves well-informed about Village policies, projects, initiatives and issues, and feel they are listened to and have opportunities to participate in decision-making processes.

Indicator: Percentage of staff members who indicate that they consider themselves well-informed, listened to, and engaged on the staff satisfaction survey (measured annually).



Strategic Communications Plan

2016-2018

Strategy 1.2.1: Enhance two-way communication between Council and CAO, between managers and employees, and between departments by increasing number of online updates, face-to-face meetings, as well as communications training and feedback opportunities.

Proposed Actions	Lead / Support	Targeted Delivery Date
Hold an annual strategic planning session to reassert vision, values, and priorities with regular check-ins to evaluate progress with Council and senior management.	Lead: Council Support: Office of the CAO	Year: 2016 Quarter: 1 st
Hold quarterly staff meetings to reinforce organization's core values and vision, and to focus on priorities and goals.	Lead: Office of the CAO Support: All Departments	Year: 2016 Quarter: 1 st
Hold 2-4 meetings/month between staff and managers to review individual and organizational work plan progress.	Lead: Managers Support: Staff	Year: 2016 Quarter: 1 st
Use the Staff eNews to inform staff about important initiatives and issues in a timely manner (print copies for staff members who work in the field and don't have access to a computer and/or place on notice boards in the Public Works shop and at the Wastewater Treatment Plan).	Lead: Office of the CAO Support: All Departments	Year: 2016 Quarter: 1 st
Ensure vision, mission, values are prominently displayed on the Village website, in the employee manual, in the reception area, and in Council Chambers.	Lead: Office of the CAO Support: Council, Finance & Administration	Year: 2016 Quarter: 2 nd
Update the Employee Policy and Procedure Manual (underway) containing code of conduct, appropriate language, tools for understanding organizational operations and role of communications department.	Lead: Office of the CAO Support: All Departments	Year: 2016 Quarter: 3 rd
Issue an annual employee satisfaction survey (identify an appropriate format for an organization of this size).	Lead: Office of the CAO Support: Council, All Departments	Year: 2017 Quarter: 1 st
Complete annual performance reviews aligned with work plans.	Lead: Office of the CAO Support: All Departments	Year: 2017 Quarter: 2 nd
Create and disseminate project backgrounders / summaries to all departments to ensure everyone is adequately informed and up-to-date.	Lead: Office of the CAO Support: Development Services, Finance & Administration	Year: 2017 Quarter: 3 rd
Offer training opportunities to staff and employees for improving key communications skills sets, especially for managers and frontward facing employees.	Lead: Office of the CAO Support: All Departments	Year: 2018 Quarter: 1 st
Develop standard identifiers (e.g. uniform or pin) for frontward facing employees (e.g. Public Works staff).	Lead: Office of the CAO Support: Public Works	Year: 2018 Quarter: 2 nd

Goal 2: Enhance two-way communication between the Village and the community to build trust, strengthen relationships and support service excellence.

Objective 2.1: Increase participation in Village-led processes, projects, and initiatives involving public consultation and dialogue.

Indicator: Number of residents attending Council meetings, VoP-led events and public information sessions (measured annually).

Objective 2.2: Increase the percentage of community members who consider themselves well-informed about our services, processes, and projects.

Indicators: Number of Community Satisfaction Surveys completed as a percentage of community (measured annually).

Percentage of surveys indicating citizens feel well-informed.

Objective 2.3: Increase the percentage of community members who feel they have sufficient opportunities to provide feedback, which enables continual improvement of our services, processes, and projects.

Indicator: Number of customers indicating they are satisfied with opportunities for providing feedback via customer feedback forms (checked quarterly, measured annually).

Strategy 2.1.1: Create a comprehensive public engagement campaign that leverages networks of community champions; communicates key messages and information to the public in a timely and consistent manner; and garners feedback from citizens.

Proposed Actions	Lead / Support	Targeted Delivery Date
Continually research innovative methods for engagement and creative communications.	Lead: Office of the CAO Support: All Departments	Year: 2016 Quarter: 1 st (and ongoing)
Develop a calendar of initiatives and events to strategically coordinate and participate in awareness raising campaigns that celebrate and inform the public about Village services (e.g. Public Works Week, Drinking Water Week, and Fire Prevention Week).	Lead: Office of the CAO Support: Council & All Departments	Year: 2016 Quarter: 2 nd



Strategic Communications Plan

2016-2018

<p>Create a Public Engagement Strategy that offers a framework for engaging the community and provides staff with tools for leading effective engagement processes (addressing planning, execution and follow-up). Opportunities for consulting members of the public in places and at events that are convenient for them (e.g. Town Hall meetings), and utilizing public opinion polls should be explored.</p>	<p>Lead: Office of the CAO Support: Council, Development Services, Finance & Administration, Pemberton Fire Rescue</p>	<p>Year: 2016 Quarter: 3rd (to be initiated immediately following adoption of this Plan).</p>
<p>Explore opportunities for creating a Community Champion Program (details in appendices).</p>	<p>Lead: Office of the CAO Support: Corporate & Legislative Services</p>	<p>Year: 2017 Quarter: 1st</p>
<p>Create more opportunities for the public to visit Village facilities (tours of the fire hall, wastewater treatment facility, and municipal hall) and get to know Village employees.</p>	<p>Lead: Office of the CAO Support: Public Works, Pemberton Fire Rescue</p>	<p>Year: 2017 Quarter: 2nd</p>
<p>Review and update as needed Customer Service Policy that offers timelines and procedures for customer service delivery. Ensure new and existing employees implement it. Ensure feedback loops are strengthened by developing procedures for following up on input from staff and the community (e.g. summaries of actions taken following customer enquiries / complaints), and ensuring information is communicated effectively throughout organization. Develop tools and/or offer training for frontward facing staff to capture public input and respond promptly and appropriately to enquiries (e.g. "How are we doing?" customer service polls).</p>	<p>Lead: Office of the CAO Support: Council, All Front Facing Staff</p>	<p>Year: 2017 Quarter: 3rd</p>
<p>Explore and create more opportunities for feedback (Community Satisfaction Survey, feedback box located at reception and Council meetings, create a feedback and public engagement section on the website).</p>	<p>Lead: Office of the CAO Support: Council, All Departments</p>	<p>Year: 2017 Quarter: 4th</p>
<p>Develop an Ambassador Program whereby front facing staff members communicate key messages to the community.</p>	<p>Lead: Office of the CAO Support: Council, All Front Facing Staff</p>	<p>Year: 2017 Quarter: 4th</p>
<p>Ensure managers, planners, and communications personnel receive community consultation training.</p>	<p>Lead: Office of the CAO Support: Council & All Departments</p>	<p>Year: 2018 Quarter: 1st</p>

Strategy 2.1.2: Engage the public using traditional and online media in creative and innovative ways that strengthen the Village brand.

Proposed Actions	Lead / Support	Targeted Delivered Date
Where appropriate, add value to existing communications products and activities through - cross-promotion of initiatives and messages.	Lead: Office of the CAO Support: All Departments	Year: 2016 Quarter: 1 st
Print a poster version of the eNews for businesses to display in their respective establishments.	Lead: Office of the CAO Support: Finance & Administration	Year: 2016 Quarter: 2 nd
Undertake a branding workshop with Council and management.	Lead: Office of the CAO Support: Council, Managers	Year: 2016 Quarter: 3 rd
Update the sign inventory and retire old signs.	Lead: Office of the CAO Support: Development Services	Year: 2016 Quarter: 4 th
Develop a new website with analytics, reorganization of content with aim of making it more intuitive, responsive (mobile-device friendly) and user-friendly (e.g. build FAQ feature into homepage "I want to..." that guides website visitors to key Village services).	Lead: Office of the CAO Support: All Departments	Year: 2016 Quarter: 4 th
Use incentives to promote engagement opportunities (contests, prizes, recognition).	Lead: Office of the CAO Support: Finance & Administration	Year: 2017 Quarter: 2 nd
Offer graphic design and web design training to build Communications Coordinator's capacity for delivering visually engaging communications pieces, and managing the website and any future rebuilds.	Lead: Office of the CAO	Year: 2017 Quarter: 3 rd
Explore opportunity for additional signage (e.g. near roundabout or community centre).	Lead: Office of the CAO Support: All Departments	Year: 2018 Quarter: 1 st
Create more reminder style signs for the roundabout (e.g. utility / tax payment deadlines).	Lead: Office of the CAO Support: Finance & Administration, Development Services	Year: 2018 Quarter: 2 nd
YouTube videos (e.g. how to claim your homeowner grant, tax payment breakdown).	Lead: Office of the CAO Support: Council, All Departments, Schools	Year: 2018 Quarter: 4 th



Strategic Communications Plan

2016-2018

Goal 3: Be proactive in identifying issues and responding to them in a thoughtful, coordinated, and timely fashion.

Objective 3.1: Improve the Village’s ability to anticipate and respond to issues.

Indicators: Emergency events are communicated out to the public within 2 hours of having occurred during work hours, and within 12 hours of occurring on weekends (minimum 90% of events per year).

Reduction in customer complaints by 10% per year.

Customers receive follow-up within 48 hours of their enquiry (minimum 90% of the time, measured annually).

News releases disseminated to media within 48 hours of news item/event (minimum percentage per year).

Strategy 3.1.1: Develop protocols for issues management that enable staff and Council to effectively identify, monitor and respond to issues.

Proposed Actions	Lead / Support	Targeted Delivered Date
Develop an Emergency Communications protocol (see definition in appendices), with plans for flood and fire events. Key actions include creating an intra / inter-agency directory and phone tree between agencies.	Lead: Office of the CAO, Pemberton Fire Rescue Support: Other emergency response agencies and jurisdictions	Year: 2016 Quarter: 3 rd
Create a Crisis Communication protocol (see definition in appendices).	Lead: Office of the CAO Support: Council & All Departments	Year: 2017 Quarter: 2 nd
Media training for organization’s spokespeople.	Lead: Office of the CAO Support: Council, Office of the CAO, Pemberton Fire Rescue	Year: 2017 Quarter: 3 rd
Develop tools to be used throughout organization for assessing communications risks and opportunities (risk analysis template and key message template). Work with Council and staff early on in planning processes (e.g. strategic planning, major project planning, and with emerging contentious issues) to ensure a proactive approach is taken.	Lead: Office of the CAO Support: All Departments	Year: 2018 Quarter: 1 st

Goal 4: Leverage and build on mutually-beneficial relationships with key stakeholders toward achieving the Village’s strategic priorities and improving service delivery.

Objective 4.1: Improve relationships with existing partners and stakeholders.

Indicator: 20% increase of partners and stakeholders attending Village gatherings.

Strategy 4.1.1: Strengthen ties with community groups and neighbouring jurisdictions.

Proposed Actions	Lead / Support	Targeted Delivered Date
Continue to attend events and sit on decision-making bodies of other groups. Develop a template for note taking and timely reporting.	Lead: Office of the CAO Support: Council & Managers	Year: 2016 Quarter: 1 st
Communicate gratitude to partners for their involvement in Village initiatives and demonstrate awareness of their issues and priorities.	Lead: Office of the CAO Support: All Departments	Year: 2016 Quarter: 4 th
Re-establish the Community Calendar to promote community events (with website update).	Lead: Office of the CAO Support: Community	Year: 2017 Quarter: 1 st
Council and Senior Management should continue to receive ongoing cultural-sensitivity training to improve capacity for working with First Nations.	Lead: Office of the CAO, Third Party to conduct training Support: All Departments	Year: 2018 Quarter: 1 st
Host an annual “Get to Know Your Neighbour” session with key groups to discuss opportunities for project collaboration, fundraising, shared service delivery etc. Align it with the budget process.	Lead: Office of the CAO Support: Council	Year: 2018 Quarter: 2 nd

Objective 4.2: Actively seek out potential partners and stakeholders and identifying opportunities for collaboration around shared interests.

Indicator: Increase number of new partners by 5%.

Strategy 4.2.1: Undertake stakeholder research annually and on a project-specific basis.

Proposed Actions	Lead / Support	Targeted Delivered Date
Develop an annual Customer Satisfaction Survey(s) to seek feedback on customers’ experiences related to permit applications and development permits.	Lead: Office of the CAO Support: Finance, Development Services	Year: 2017 Quarter: 1 st
Develop programming to engage and support key sectors (e.g. Business Walks)	Lead: Office of the CAO Support: Development Services	Year: 2018 Quarter: 1 st



Strategic Communications Plan

2016-2018

Summary: This Strategic Communications Plan describes in detail eighteen (18) actions for 2016, fifteen (15) for 2017, and ten (10) for 2018. Some of the recommended actions, notably the development of a Public Engagement Strategy, an update of the Customer Service Policy, creation of a Communications Manual for staff, and a website rebuild will result in additional actions that may need to be integrated into this plan at a later date. The aforementioned actions will also likely require an investment of resources that should be considered in appropriate budget cycles.

The majority of the actions will fall to the Communications Coordinator (Office of the CAO) to complete, with the rest of the organization (all departments) playing an important, but supportive role. Regular check-ins (aligned with work plan check-ins) will ensure the recommended actions are implemented and the Plan stays on track.

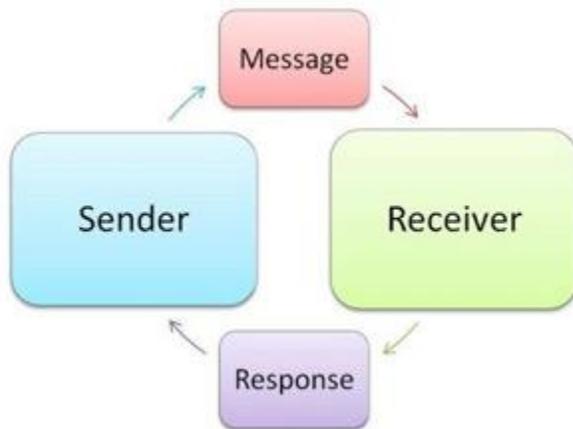
APPENDICES

Definitions:

Crisis Communications: Efforts to communicate with the public and stakeholders when an unexpected event occurs that could have a negative impact on an organization's reputation.

Emergency Communications: The communication of messages to the public in response to an emergency situation, such as a natural disaster. Communications systems employed include telephone networks, broadcast and cable television, radio, satellite systems and the Internet.

Two-way Communication Two-way communication is about communicating in a reciprocal way. It brings organizations and stakeholders closer together by allowing them to negotiate with one another to reach mutually satisfactory outcomes. It relies on effective and ongoing dialogue with stakeholders. The model looks like this:



Proposed Community Champion Program: Local Champions would support Village-led communications campaigns and engagement efforts, including sharing Village messages with their social media networks, attending Council meetings and other events, and driving participation in the Community Satisfaction Survey. In return for their support, Champions would each receive an honorarium to be donated to a local non-profit or community-based initiative of their choice. Champions would need to apply to the program (overseen by Council) and their admittance would depend on the degree to which they are connected in the community, and their role with local organizations. A set number of Champions would be admitted each year (to serve for a one-year term), representing key community demographics within Pemberton (youth, seniors, First Nations, business leaders, agricultural, tourism etc.).

Strategic Communications Plan: Background Report

2016

This Background Report is intended to accompany the Village of Pemberton's Corporate Strategic Communications Plan. It provides essential context for the Plan, including a community profile, environmental scan and internal review, and should be used as a tool in defining the Village's brand, as well as identifying audiences and channels, and crafting appropriate messages.

EXECUTIVE SUMMARY

This Background Report is intended to accompany the Village of Pemberton's Corporate Strategic Communications Plan. It provides essential context for the Plan, including a community profile, environmental scan and internal review, and should be used as a tool in defining the Village's brand, as well as identifying audiences and channels, and crafting appropriate messages.

This report and the Strategic Communications Plan were developed for the Village of Pemberton by Kim Slater, Communications & Grants Coordinator. They were adopted by Council on March 15, 2016.

DEFINITIONS

"Crisis Communications" are efforts to communicate with the public and stakeholders when an unexpected event occurs that could have a negative impact on the Village's reputation.

"CAO" means Chief Administrative Officer of the Village of Pemberton.

"CGC" means Communications & Grants Coordinator.

"Council" includes the Mayor and Council members of the Village of Pemberton.

"Emergency Communications" is the communication of messages to the public in response to an emergency situation, such as a natural disaster. Communications systems employed include telephone networks, broadcast and cable television, radio, satellite systems and the Internet.

"Media" include media sources such as newspapers, radio, television and other social media sites that are not populated by the Village.

"Messages" includes internal, external and online communications such as emails, advertisements, key points, posts, blog posts, wall posts, tweets, document posting, video posting, comments, replies, direct messages, events, invitations.

"PESTEL" stands for Political Economic Social Technological Environmental Legal factors that influence an organization (communications).

"Plan" mean the Strategic Communications Plan.

"Social Media" includes any platform for online publication and commentary including, but not limited to blogs, wikis, social networking sites such as Facebook, LinkedIn, Twitter, Flickr, and YouTube.

"SWOT" is a strategic planning framework that describes Strengths Weaknesses Opportunities Threats to an organization.

"Two-way Communication" is about communicating in a reciprocal way. It brings organizations and stakeholders closer together by allowing them to negotiate with one another to reach mutually satisfactory outcomes. It relies on effective and ongoing dialogue with stakeholders.

"Village" mean the Village of Pemberton.

SITUATION ANALYSIS

This section provides a situational analysis of internal and external factors that impact Village communications, providing vital background and context for the Plan. It offers a scan of influencing factors, and analyses them using SWOT and PESTEL tools. It also details stakeholders, potential collaborators and target audiences, and explores relationships to other organizations and governmental bodies.

ABOUT THE VILLAGE OF PEMBERTON

With 21 full time equivalent (FTE) employees and an annual operating budget of approximately \$5 million dollars, the Village is a small organization with big aspirations of collaborating effectively with aware and engaged citizens towards fostering participation and trust in municipal processes, and positively shaping our community. Though the Plan is a recent endeavour, the Village's commitment to communications excellence - realized through use of innovative communications tools and delivery of engaging, visually appealing messaging and content - has long been part of the organization's DNA. In 2012, the VOP received the Dazzling Award, and in 2015, CGC Jill Brooksbank was interviewed by Maclean's for a story profiling leaders in municipal communications.

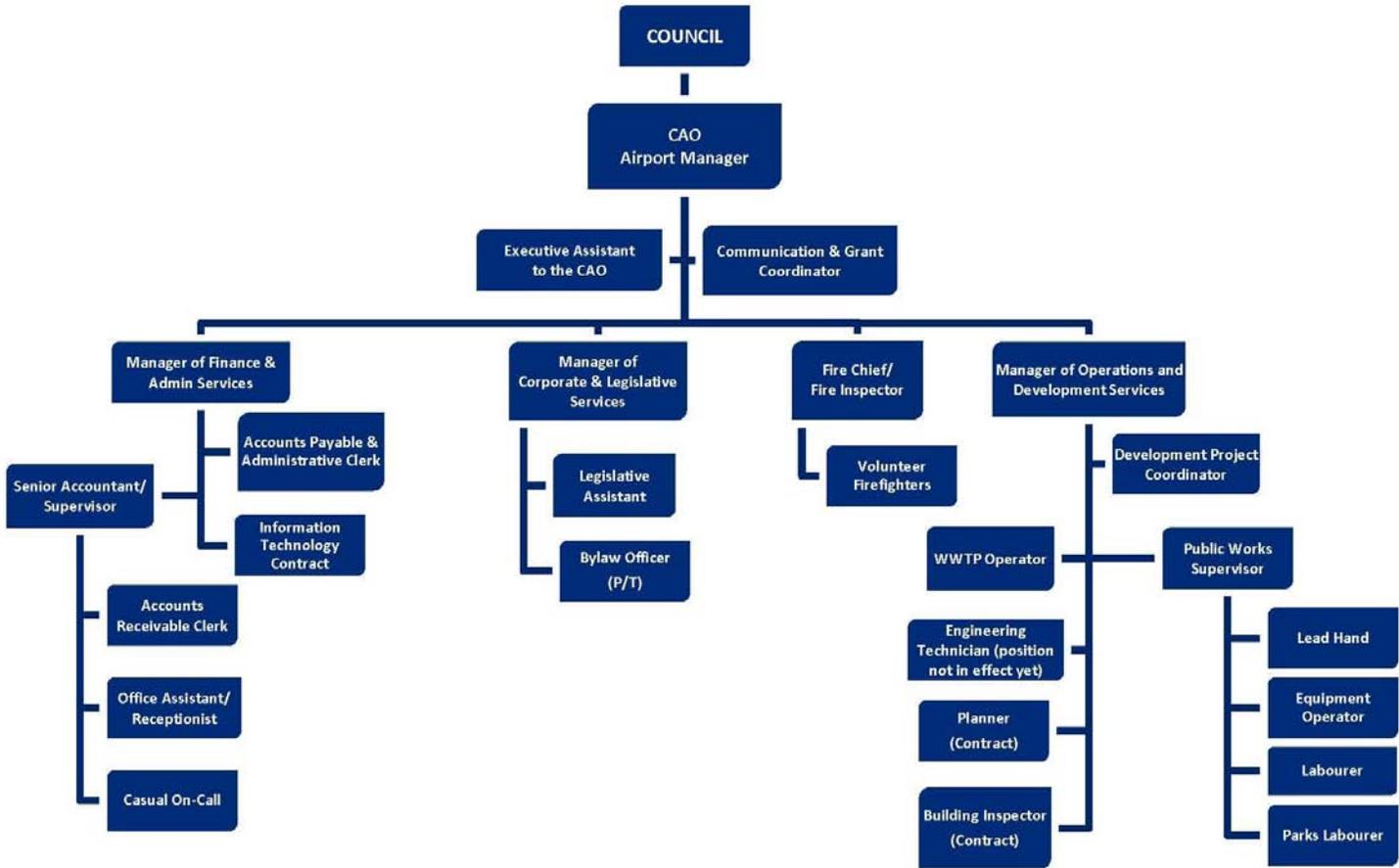
Its small size, reflective of Pemberton's small tax base, is both a help and a hindrance when it comes to communications. As a small organization operating within a small community, the Village is able to read the pulse of the community, and communications feedback loops are relatively short (the reaction to Village messaging is almost instantaneous, as is the Village's awareness of issues within the community). Close ties with individuals and groups within the community also ensure messages can be disseminated, and feedback received, quickly. Ensuring all staff members are on the same page with respect to communications strategies and key messages is a realistic goal, and will help support a consistent brand in the long-run.

Though nimble and responsive, the small size of the Village does have its drawbacks, the primary one being constraints with respect to financial and staff resources. Having budget to undertake important communications projects, such as rebuilding the website, as well as ensuring adequate communications resources and staffing to ensure the workload is manageable, are ongoing challenges. Ambitious communications goals must be balanced by realistic budgetary considerations. Realizing goals through creative cost savings and resource-sharing approaches should continue to inform the Village's approach to executing the Plan.

Mayor and Council are responsible to the citizens who have elected them to office, with elections held every four years. The next municipal election will be held in October, 2018. The Chief Administrative Officer (CAO) reports directly to Mayor and Council, and the managers of the Village's departments- Office of the CAO, Corporate & Legislative Services, Operations and Development Services, Finance & Administration, and Pemberton Fire Rescue-report to the CAO.



Organizational Chart

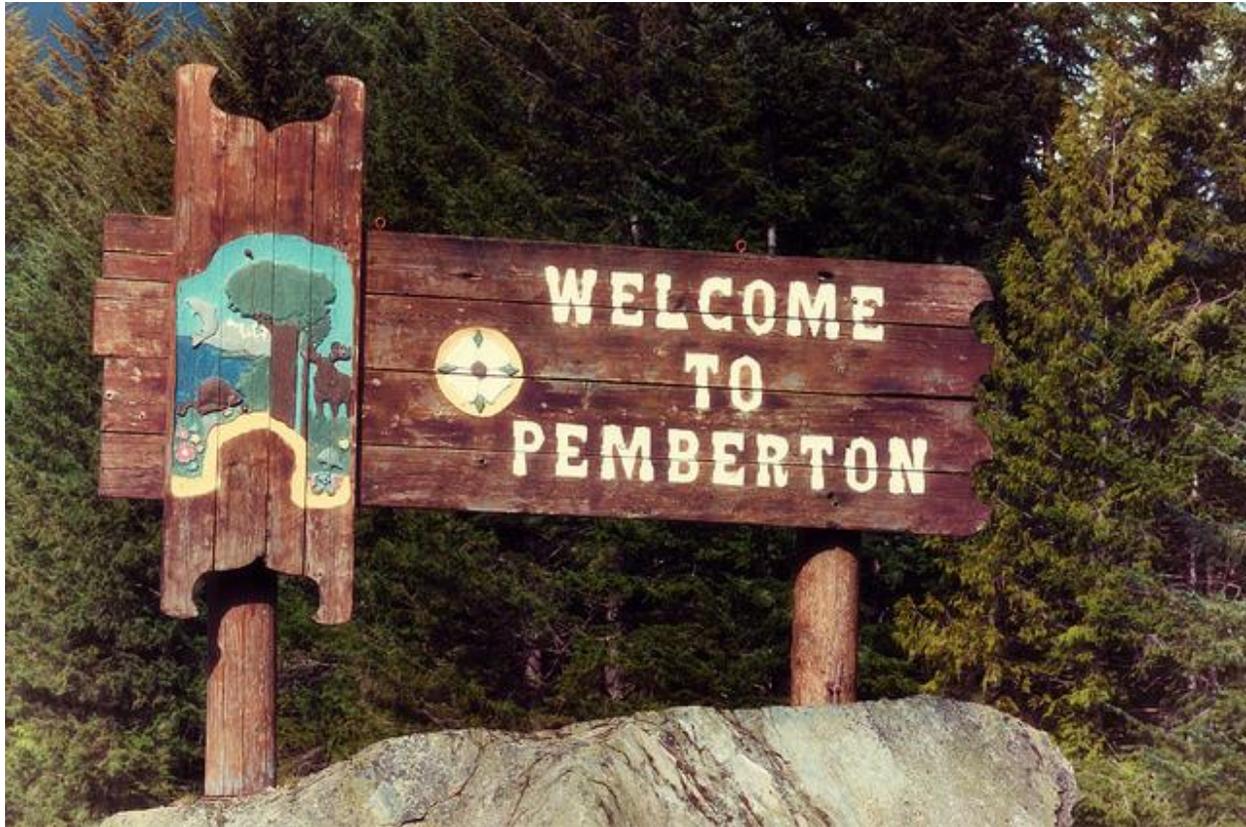


Amended August 10, 2015

SWOT ANALYSIS

The internal engagement conducted with staff and Council in developing the Plan consisted of a worksheet and workshop, which included a SWOT exercise to determine impressions of the organization’s internal strengths and weaknesses, and opportunities and threats facing the organization (external). The following is a table summarizing the results:

<p>Strengths</p> <ul style="list-style-type: none"> • Small size facilitates knowledge sharing across departments, and a caring, collaborative, team-oriented, workplace atmosphere • Staff have close –ties with, and abundant knowledge about, the community • Existing communications tools are creative and work well (eNews, staff calendar, email) • Communications Coordinator is effective • Staff are dedicated to service excellence • Organization is receptive to improving internal engagement through staff meetings, performance reviews, committees • Management’s commitment to transparency • Commitment to visually appealing communications pieces, which have received accolades • Open to change and new ways of doing things 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Limited resources / staff time / budget mean staff are overwhelmed and face conflicting priorities between serving customers and other tasks. • No performance reviews • Tendency to over-extend, especially given limited budget / capacity • Too reactionary. More strategic planning needed. • Website needs improvement • View of staff and Council as separate • New open space work environment is less productive • Unprepared for / vulnerable to emergencies • Lack of control over key services (recreation)
<p>Opportunities</p> <ul style="list-style-type: none"> • Enhance reputation by improving website and social media presence • Use social media / technology in innovative ways and strengthen messages to tell the public what we do, how and why. • Create more engagement and feedback opportunities, including events and creative use of spaces, for the public to be consulted and to get involved • Collaborate with neighbouring communities and organizations on projects of shared interest • Draw on the experience of other municipalities • Continue to evolve with communications technology advancements • Leverage proximity to Whistler • Supernatural playground offers many opportunities for new revenue sources via outdoor activities • Leverage engaged citizens and organizations 	<p>Threats</p> <ul style="list-style-type: none"> • Misinformation and misperceptions in community regarding Village motives and actions (“being closed for business”) • Lack of trust in the Village • Perception that government is corrupt and not transparent • Lack of public engagement / apathy • Lack of knowledge awareness in community regarding services offered by the Village • New technology makes it hard / expensive to keep up • Comparison to our higher resourced neighbour the Resort Municipality of Whistler (RMOW) leads to unrealistically high expectations. • Emergencies, climate change, natural disasters • Location of the Village makes it overlooked (motorists on the highway drive by)



VILLAGE OF PEMBERTON - COMMUNITY OVERVIEW

Incorporated in 1956, Pemberton is a small, picturesque community that is nestled in the Coast Mountains, 30-minutes north of the Resort Municipality of Whistler. Located 8000 feet below the rugged peak of Mount Currie, the Village encompasses an area of approximately 6 square kilometers and is the hub for the Pemberton Valley area. It is home to approximately 2446 residents (2015 Census Release).

Before European settlers, the greater Pemberton Valley area was the traditional territory of First Nations peoples of the Interior Salish tribe. Today, Pemberton's closest neighbouring community, Mount Currie, is the administrative seat of the Lil'wat Nation.

Until the 1960s, the Village could only be accessed train, but that changed when Highway 99 was built through Whistler (then named Alta Lake) and Pemberton. A decade later, the Pemberton Airport was built providing access to fixed wing and helicopter traffic.

Forestry and agriculture have been the traditional mainstays of the local economy, with the latter giving rise to the affectionate moniker, "Spud Valley."

Between 2000 and 2008, Pemberton and the surrounding area experienced significant growth, peaking in 2005, with Pemberton named BC's fastest growing community (Statistics Canada, 2006). The 2008 global recession resulted in a leveling off of growth and general cooling in Pemberton's housing market,

which has gradually started to rebound. The proximity to Whistler, relative affordability of housing, and opportunities for an active, outdoor lifestyle are key elements that entice a younger population (30-40 years old) to settle in Pemberton. The ability to work remotely has opened up the Valley to a variety of businesses, such as those employing consultants or investors who prefer the outdoors to urban landscapes.

The Sea-to-Sky Highway Improvement Project (completed in 2009) has also greatly improved access to major Vancouver markets, in turn increasing vacation type housing developments and tourism based operators and services (B&B lodging, recreational adventure) in the area. Developers foresee opportunities for mixed density housing and infrastructure improvements, which will further increase interest in the community and subsequent population growth.

Pemberton's economy has been stable over the past several years. The recent drop in the Canadian dollar has resulted in significant tourism growth, which is a benefit to the local economy. The community must continue to leverage its tremendous assets to attract young families and development to the area to ensure long-term economic prosperity.

The Community Profile created by Statistics Canada in 2011 will be updated through the long-form census planned for 2016, offering a more current picture of Pemberton's demography. Please visit Statistics Canada to view Pemberton's Census Profile: <http://bit.ly/1QhhWjk>.

PESTEL ANALYSIS

Internal engagement with staff also included a PESTEL Analysis, which stands for Political, Economic, Social, Technological, Environmental and Legal factors that could affect the Village of Pemberton's work and communications actions (see table on following page). Staff identified positive and negative factors, including issues that are likely to have an impact on how the Village operates and communicates. A review of the PESTEL analysis should be undertaken annually and consulted prior to any new campaign, news release and/or crafting of messages. For the purposes of brevity, PESTEL has been condensed into PEST, with Political-Legal factors, and Social-Environmental factors combined as shown (see table below).

<p>Political-Legal</p> <ul style="list-style-type: none"> • FIOPPA: privacy and proper record keeping requirements • <i>Community Charter & Local Government Act</i>: signage requirements • Provincial downloading: cost of services • “Same 10 People:” demand a reaction that ignores majority • Low civic participation: impacts capacity to represent and serve the populace • Grants: funding not in our control, vulnerability of relying on grants too heavily. • CIPP grant: strengthen relationship with Lil’wat, a good story to tell • First Nations land use and legal decisions (Tsilhqot’in Decision): potential for litigation • SLRD decisions and service agreements impact key services (recreation) • Legal / insurance fees: risk to the Village’s small budget and lack of reserves, enforcement • Enforcement of bylaws: limitations and potential for angering residents. 	<p>Economic</p> <ul style="list-style-type: none"> • High cost of living: communicate value for services and taxes, and ensure budget transparency • Infrastructure deficit: reliance on grants, reserves • Weak Canadian dollar: strengthens tourism, makes purchasing products more expensive, tax implications • Lack of affordable housing: communicate other options, tax implications • Growth vs. stabilisation: determine and communicate vision for our community • Business community needs support: work with Chamber and Tourism Pemberton • Potential for growth in telecommunication industries: explore services to support • Oil industry volatility: impacts local jobs • Farming and sector changes: how to support and grow a diverse economy
<p>Social-Environmental</p> <ul style="list-style-type: none"> • Young new community: how to capitalize on innovative entrepreneurial spirit, campaign? • Insufficient transportation infrastructure: reliance on personal vehicles, commuting • Potential for climate change induced events: develop communications systems for timely messages • Ongoing climate change: develop educational campaigns to spur appropriate behaviour change (water conservation) • Eco-tourism potential: work with partners to develop potential, align it with the VOP brand • Events (Pemberton Festival): proactive collaborative communication • Proximity to Whistler: temporary residents • Young community: use appropriate communications tools and messages • Young families: too busy to engage • Outdoor, recreationally focused community: access public at recreational sites. • First Nations neighbours: inclusive language, appropriate engagement tactics • Lesbian Gay Bisexual Transgender (LGBT) movement: inclusive language and signs • Information age: public wants information in sound bites, compressed, less formal • Sustainability: expectations for more progress 	<p>Technological</p> <ul style="list-style-type: none"> • Insufficient telecommunications services in Pemberton: impact on emergency communications & businesses • Public expectations for our website: website needs to be upgraded • Online platforms for agenda packages: opportunity to make agenda package creation more efficient, cost-benefit analysis required • Primacy of mobile devices: need a responsive website to communicate with people on the move • Computer literacy up: website is more important • Open data expected: ensure data formats are attractive and comprehensible to lay person • New social media tools available: explore appropriate tools for different demographics • Pace of changing technology: how to manage costs of keeping pace • IT software: GIS and other field based technology • Digital age: shorter attention spans, broader audience • Interconnectedness of media: optimize Facebook to drive people to our website • Online FAQ platforms / tools / forums (Quora): research and adopt tools to engage / inform



STAKEHOLDERS & COLLABORATORS

The following were identified by staff and Council as key stakeholders with whom the Village regularly collaborates and should continue to engage:

SQUAMISH-LILLOOET REGIONAL DISTRICT:

Relations with the SLRD are steadily improving, with elected officials and the CAOs of both organizations committed to collaborating on areas of shared interest. The Village has recently negotiated an agreement with SLRD Electoral Area C whereby the Village provides the delivery of water to Pemberton North Water Local Service Area, and continues to renegotiate the fire service agreement. In the near future, it is expected that further discussions will begin regarding boundary extension. Some of the challenges that arise from overlapping jurisdictional governance include determining responsibilities for communication, service provision, and regional taxation.

LIL'WAT NATION:

The relationship between the Village and the Lil'wat Nation is one that both parties are both committed to strengthening, and have been working hard to do so over the past several years. There are many areas of shared interest and the Village is keen to work more closely with the band, particularly on fire service provision strategies. Mayor Mike Richman was elected in 2014 and Chief Dean Nelson was elected in 2015; both of whom are committed to long-term relationship building. The increase in Chief Nelson's terms (from two years to four years) will also support trust and relationship building. The Village, Lil'wat and SLRD are all working collaboratively on the Friendship Trail Bridge that will better connect the communities and strengthen relationships in the process. The First-Nations-Municipal Community Infrastructure Partnership Project (CIPP) will help to improve communications. Although this program came to an end in February 2016, the Committee members in both communities have committed to continuing on with the Committee with the goal of completing the agreements identified during the CIPP Project.

GOVERNMENT OF BRITISH COLUMBIA:

The Village of Pemberton has a good working relationship with MLA Jordon Sturdy (BC Liberals), elected MLA for West Vancouver-Sea-to-Sky on May 14, 2013. MLA Sturdy is a long-time Pemberton local, and prior to becoming MLA, was the Mayor of Pemberton for three (3) three year terms. As such, he continues to exert his influence on areas about which he is passionate, largely the Friendship Trail Bridge project. The next election in BC will be held in 2017.

GOVERNMENT OF CANADA:

For the past decade, Pemberton has been a part of the Chilliwack-Fraser Canyon riding, represented by Conservative MP, Mark Strahl. In 2013, the Federal Electoral Boundaries Commission for the Province of BC released its final recommendations to place Pemberton back into the West Vancouver-Sunshine Coast-Sea-to-Sky Country riding, what many consider to be its natural geographic and socio-economic home. Pamela Goldsmith-Jones (Liberal) was elected in 2015 to represent West Vancouver-Sunshine Coast--Sea-to-Sky Country. The next national election will take place in 2019.

CHAMBER OF COMMERCE

Strengthening the relationship with the Pemberton Chamber of Commerce would be mutually beneficial. Co-developing economic development opportunities, such as through a business walks campaign, should be a priority.

TOURISM PEMBERTON

Strengthening the relationship with Tourism Pemberton would be mutually beneficial as there are shared interests, including Pemberton Festival, Ironman, and Slow Food Cycle.

COMMUNITY GROUPS

Pemberton is infused with a culturally diverse civil society that ranges from athletic and recreationally oriented groups to others with environmental, agricultural or arts focused mandates. The Village should continue to collaborate with groups such as the Pemberton Arts and Culture Council, Stewardship Pemberton, Farmers Institute, Sea to Sky Clean Air Society, Rotary Club, and Lions Club to name a few. A Community Champion program that enlists leaders from these groups to proliferate Village messages and drive participation in Village initiatives should be considered as a value add to current funding programs (e.g. Community Enhancement Fund (CEF)).



MEDIA

News media offers valuable opportunities to create awareness and understanding of the Village of Pemberton's services, messages and initiatives through news releases, public service announcements (PSAs), advertisements, and feature pages. Jointly owned and operated local newspapers, the Question and Pique, are the primary news outlets, with Mountain FM radio hosting monthly interviews with Mayor and offering opportunities for delivery of PSAs.

AUDIENCES, CHANNELS, MESSAGES

TARGET AUDIENCES

This section provides an overview of the Village of Pemberton's primary, secondary and tertiary audiences.

EXTERNAL COMMUNICATIONS

Pemberton residents and local media are the Village's target audience; however, the Village should strive to also engage those who influence and/or can help promote the Village's position and services.

Primary audience: Village employees; Pemberton residents, business owners, developers and taxpayers; Pemberton Chamber of Commerce; Sea-to-Sky media; potential investors and residents; SLRD; Pemberton visitor and tourism associations; Pemberton community organizations.

Secondary audience: Vancouver and Sunshine Coast media; Whistler, Squamish and Lillooet municipal governments; SLRD residents; regional governance bodies, including MLA, MP; Lil'wat Nation, and; granting bodies.

Tertiary audience: Local government associations; Government of British Columbia; Government of Canada; Canadian Press, and national media.

INTERNAL COMMUNICATIONS

Village of Pemberton employees were included as part of the primary audience for external communications, as they should be among the first to receive any outgoing communications. It is equally as important that the role of internal communications be prioritized in order to create an effective flow-through of information and positively engage employees. This approach will help to create engaged employees who understand Village initiatives and sensitive issues, and are aware of decisions made by Mayor, Council and senior management staff, and become effective and positive ambassadors for the Village.

CHANNELS

This section provides an overview of the channels of communication the Village of Pemberton can utilize to push its messages and promote its brand. These include the following:

EXTERNAL CHANNELS

Formal: Planned communications with people outside the Village. Formal external channels include advertisements and notices, letters and direct mail outs, presentations, reports, speeches and interviews, news releases and features pages, the Village website, social media posts customer service responses, and the eNews.

Informal: Casual communication with outsiders including emails, phone calls, and face-to-face conversations.

INTERNAL CHANNELS

Formal: Planned communications following the Village’s chain of command within the organization. Formal internal channels include letters, memos, presentations, reports, and the Staff eNews.

Informal: Causal communications among employees including emails, phone calls, and face-to-face conversations.

MESSAGES

The Village will strive to craft deliberate messages in support of achieving the strategic priorities and other organizational goals. Generic messages that should be conveyed through comprehensive platforms like the website and embedded into Village programs and initiatives are as follows:

1. The Village of Pemberton delivers efficient, effective and proactive municipal services.
2. The Village of Pemberton is committed to the principles of sustainable development and strives to protect and enhance our natural, social and economic capital.
3. The Village of Pemberton is open for business and is eager to work with the business community to enable economic development that also realizes our commitment to sustainability.
4. The Village of Pemberton provides timely and effective protective services.
5. The Village of Pemberton fosters community development through social planning and engagement with the public.
6. The Village of Pemberton strives to facilitate and participate in regional collaboration.

CONCLUSION

Reviewing this Backgrounder prior to executing the recommended actions of the Plan will help to ensure appropriate channels and well thought-out messages are delivered to the right audience. This in turn will help to advance the Village’s goals and strategic priorities, in support of its vision for communications success.

APPENDICES

Appendix A-Worksheet

Appendix B- Workshop Presentation

Date: March 15, 2016

To: Nikki Gilmore, Chief Administrative Officer

From: Sheena Fraser, Manager of Corporate & Legislative Services

Subject: Lower Mainland Local Government Association
Resolution for Consideration
Fire Department Ambulance Assist Reimbursement of Costs

PURPOSE

The purpose of this report is to present to Council a proposed resolution to be submitted for consideration by the Lower Mainland Local Government Association (LMLGA) respecting the cost to small municipality Fire Departments for providing ambulance assistance.

BACKGROUND

At the Regular Council Meeting No. 1417, held Tuesday, February 2, 2016, following the Pemberton Fire Rescue 2015 Annual report discussion took place respecting the costs associated with the Pemberton Fire Rescue providing ambulance assist as a result of participation in the first responder program (Appendix A). As a result, the following resolution was passed:

Moved/Seconded

THAT correspondence be sent to the Provincial Government with the bill for the Pemberton Fire Rescue's participation in ambulance assistance.

AND THAT a copy of the letter be sent to Whistler, Lillooet, and Squamish-Lillooet Regional District for consideration as a resolution at the Union of British Columbia Municipalities Convention.

CARRIED

Subsequently, at the Committee of the Whole Meeting No. 145, held Tuesday, March 1, 2016, the Committee reviewed a staff report regarding the process to bring forward a resolution for consideration by the LMLGA and if supported to UBCM (Appendix B). This report provided background with respect to the issue of costs associated with providing ambulance assist and noted that this matter had been debated and endorsed by UBCM at the 2014 Conference. Following discussion respecting the possible introduction of a resolution the Committee directed staff as follows:

Moved/Seconded

THAT staff be directed to develop a resolution for consideration by the Lower Mainland Local Government Association requesting funding support from the Province for municipalities to cover costs associated with ambulance assist for critical calls termed as Echo and Delta under the current dispatch system.

CARRIED

DISCUSSION & COMMENTS

Based on the direction received at the March 1st Committee of the Whole Meeting staff prepared the following resolution for consideration to be submitted to the LMGLA for consideration respecting Fire Department Ambulance Assist Reimbursement of Costs:

WHEREAS costs incurred by Fire Rescue Services in small communities in British Columbia to provide first responder assist to compliment the services provided by the British Columbia Ambulance Service (BCAS) can be significant;

AND WHEREAS the Village of Pemberton Fire Rescue Service has noted an increase in calls since 2012 with attendance at fifty (50) ambulance assist calls in 2015 at an estimated cost of \$20,832 which impacts the Fire Rescue budget and has tax implications to residents;

THEREFORE BE IT RESOLVED THAT the Union of British Columbia Municipalities request that the Province of British Columbia reimburse the cost to small communities to provide ambulance assist for critical calls termed as Echo and Delta under the current dispatch system.

However, following the meeting Councillor Helmer provided by email some further thoughts regarding this initiative and suggested that Council may wish to take an alternative approach by removing the reference to Echo and Delta as it may be too technical and provided the following language that could be incorporated into the proposed resolution for LMLGA as a third preamble:

***WHEREAS** large majority of calls to 911 are not true emergencies, and yet the majority of these calls are coded as emergencies, we respectfully request the Province to redefine the definition of an emergency. This could result in reducing the number of unnecessary and costly responses.*

In this regard, staff has prepared a second draft resolution for consideration that incorporates the suggested wording provided by Councillor Helmer:

WHEREAS costs incurred by Fire Rescue Services in small communities in British Columbia to provide first responder assist to compliment the services provided by the British Columbia Ambulance Service (BCAS) can be significant;

AND WHEREAS the Village of Pemberton Fire Rescue Service has noted an increase in calls since 2012 with attendance at fifty (50) ambulance assist calls in 2015 at an estimated cost of \$20,832 which impacts the Fire Rescue budget and has tax implications to residents;

AND WHEREAS a large majority of calls to 911 are not true emergencies, and yet the majority of these calls are coded as emergencies;

THEREFORE BE IT RESOLVED THAT the Union of British Columbia Municipalities request that the Province of British Columbia redefine the definition of an emergency which could result in the reduction of the number of unnecessary and costly responses.

The estimated cost noted above is attached as Appendix C of this report and is based on the number of calls attended by the Pemberton Fire Rescue at a rate established in the Inter-Agency Working Group Report respecting Reimbursement Rates as revised June, 2015. (Appendix D).

Also attached as Appendix E for information is a September 2014 report titled "*Responding to Pre-Hospital Events in BC: Time to Re-Think the Current Model of Service Delivery*", prepared by Dr. Martha Dow, that was commissioned by the Metro City Managers Sub-Committee for Pre-Hospital Care, First Responder Services.

COMMUNICATIONS

There is no communication element required at this time.

LEGAL CONSIDERATIONS

There are no legal, legislative or regulatory considerations at this time.

IMPACT ON BUDGET & STAFFING

There are no impacts to the budget or staff hours for considerations at this time.

INTERDEPARTMENTAL IMPACT & APPROVAL

There are no interdepartmental impacts or approvals required.

IMPACT ON THE REGION OR NEIGHBOURING JURISDICTIONS

A review of this initiative has no impact on other jurisdictions.

ALTERNATIVE OPTIONS

Staff have prepared to draft resolutions for consideration as noted above.

POTENTIAL GOVERNANCE CONSIDERATIONS

Consideration of submitting a resolution to the LMLGA meets with Strategic Priority No. Two: Good Governance in which the Village is committed to fiscal responsibility and Strategic Priority No. Three: Excellence in Service in which the Village is committed to delivering the highest quality of municipal services.

RECOMMENDATIONS

THAT Council provide direction with respect to submitting the draft resolution to the LMLGA for consideration.

Attachments:

- Appendix A: Pemberton Fire Rescue 2015 Annual Report, dated February 2, 2016.
- Appendix B: Report to Committee of the Whole, dated March 1, 2016.
- Appendix C: Ambulance Assist Estimated Costs
- Appendix D: Inter-Agency Working Group Report – Reimbursement Rates – revised June, 2015
- Appendix E: Responding to Pre-Hospital Events in BC: Time to Re-Think the Current Model of Service Delivery, September, 2014.



Sheena Fraser
Manager of Corporate & Legislative Services

CHIEF ADMINISTRATIVE OFFICER REVIEW



Nikki Gilmore, Chief Administrative Officer

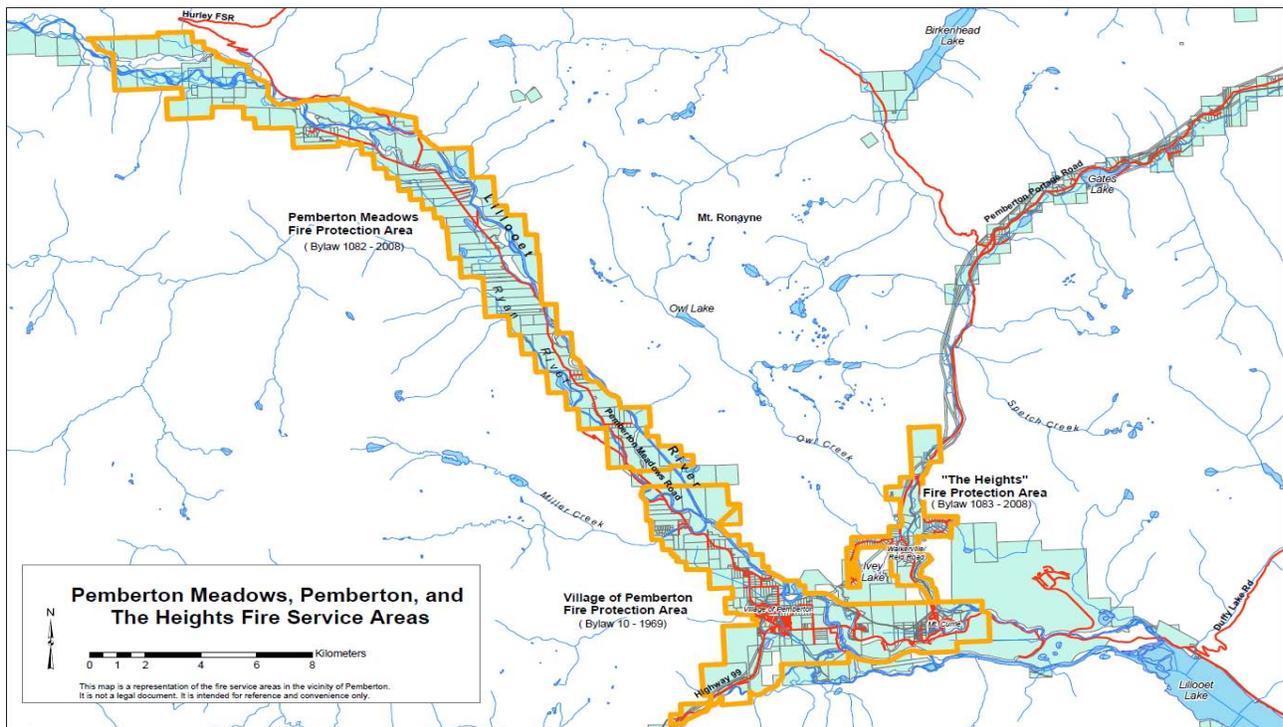
Date: February 2, 2016
To: Nikki Gilmore, Chief Administrative Officer
From: Robert Grossman, Fire Chief
Subject: 2015 Annual Fire Services Report

PURPOSE

The purpose of this report is provide Council with a summary and an overview of the activities of the Pemberton Fire Rescue Department for 2015.

BACKGROUND

The Village of Pemberton Fire Rescue is a volunteer department that provides service to the residents of the Village of Pemberton (Village of Pemberton Bylaw No. 68, 1969). In addition, the existing Fire Service Agreement with the Squamish-Lillooet Regional District (SLRD) establishes that fire protection services are provided to Pemberton Meadows (SLRD Bylaw No.1082, 2008), Pemberton Heights (SLRD Bylaw No. 1083, 2008) and the Pemberton Fire Protection Specified Area as defined within the Agreement.



The Fire Department also provides Road Rescue Service, which involves responding to motor vehicle accidents which can involve extricating patients from the vehicle as well as assisting patients to the Ambulance, as required.

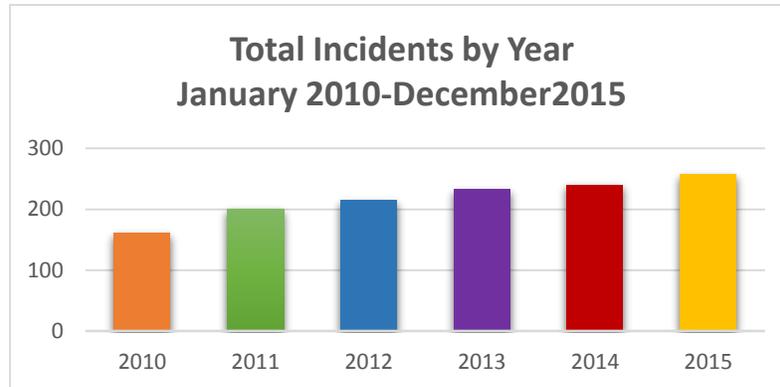
The Fire Chief is supported by volunteer fire fighters - including a Deputy Chief, three Captains, two Lieutenants, fifteen Fire Fighters and five recruits - and the Emergency Services Coordinator.

DISCUSSION & COMMENTS

2015 was an active year for Pemberton Fire Rescue and there was a notable increase in call volumes, inspections, training and activities as outlined in this section.

Call Volumes:

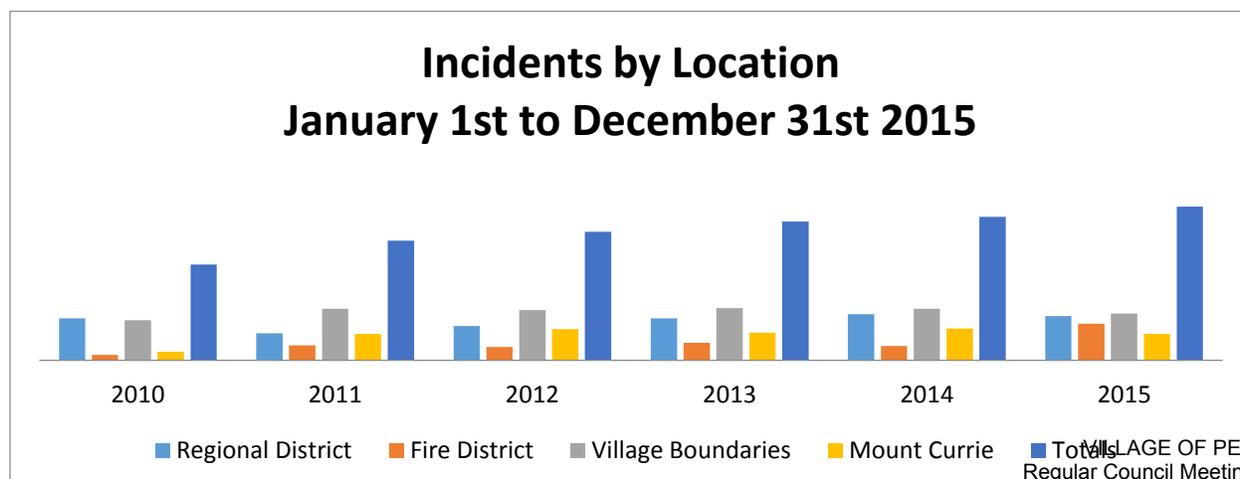
Year	2010	2011	2012	2013	2014	2015
Incidents	161	200	215	232	240	257



Incident Reports:

The incidents reported in the table and chart below are broken down into the following jurisdictional areas: Village of Pemberton Boundaries, Mount Currie, Regional District and Fire District, which includes Pemberton Meadows and the Heights as defined in the Fire Service agreement with the SLRD (see map above).

	2010	2011	2012	2013	2014	2015
Regional District	70	45	57	70	77	74
Fire District	9	25	22	29	24	61
Village Boundaries	67	86	84	87	86	78
Mount Currie	14	44	52	46	53	44
Totals	160	200	215	232	240	257



The incidents reported are broken down by type and by year in the table below:

Incidents by Type per Year						
	2010	2011	2012	2013	2014	2015
Ambulance Assist	29	63	45	46	45	50
Appliance Fire						1
Automatic Alarms	22	31	38	19	30	33
Burn Complaint						15
Carbon Monoxide Detector	1	2		1	1	
Chimney Fire	1	5	10	9	11	9
Electrical Fire					2	2
Fire Unclassified	20	11	16	21	11	3
First Responder	2	3	1	6	18	14
Gas Spill	2	3		6	2	1
Grass	6	6	11	13	19	8
Hazardous Material	1		5	4	2	
Hydro Incidents					2	5
Investigation no Fire					1	
Motor Vehicle Accident	51	30	54	58	56	64
Mutual Aid					1	1
Public Service	15	28	18	24	14	5
Police Assist					1	7
Rescue and Safety	2		2	10	8	2
Rubbish	2	6	4	4	1	2
Smoke in Structure					1	1
Smoke Sighting						15
Structural Fire	6	5	9	9	8	8
Vehicle Fire	1	7	2	2	4	3
Wildland Fire					2	8

Community Events Involvement:

In 2015, Pemberton Fire Rescue provided public service assistance and actively participated or supported with following public events: Winterfest, Canada Day, Pemberton Music Festival, Ironman, Nimby50, AugustFest, Shakeout BC and Remembrance Day. Assistance included traffic control, participating in parades and standby for emergency response.

Since 2012, Pemberton Fire Rescue has noted an increase in organized special events in the Pemberton Valley which has resulted in an increase in activity and visitors to the area. This increase appears to be related to activities that have an element of risk. To date special events have not resulted in an impact on first responder availability to the general population; however, the Department is monitoring and working with organizers in advance of an event or activity to ensure that our members and resources are in place and able to effectively provide first responder service.

Staffing Update:

2015 saw some staffing changes within the Department as Deputy Chief Kyle Bubbs retired, as well as Fire Fighter Chris Pope and Captain Bryan Pluck. Ben Hansler was promoted to Deputy Chief and recruitment took place to fill the rest of the vacancies and is noted below. Christopher Wells is on leave while he completes his probationary position as a full time Fire Fighter with the New Westminster Fire Department.

Also, in October 2015, Pemberton Fire Rescue hired Rachael Pennington to fill the position of Protective Services Coordinator on a part-time basis. She is a great asset to the smooth running of department operations.

Recruitment and Training:

In 2015, Pemberton Fire Rescue recruited seven candidates, two of which have stepped down due to job and/or residence changes. It is anticipated that the remaining five will successfully complete rookie recruitment training by May 2016.

Regular weekly fire training sessions continue to be well attended with more involvement from all Fire Fighters.

The Department is meeting the Office of the Fire Commissionaires playbook training requirements. Twelve members will have completed the National Fire Protection Association 1001 level II training by June of 2016. In October of 2015 these twelve members also completed an NFPA 1006 Auto Extrication Training certification put on at the Pemberton Fire Rescue training facility. Staff will bring forward a report on the playbook requirements for Council's consideration at a later date.

Fleet Update:

Pemberton Fire Rescue currently has a fleet of five fire apparatus:

Engine #	Year	Manufacturer Spec	Type	Age in 2016
Ladder 1	1981	International	55' Ladder Truck	35
Engine 12	1983	GMC Hub	2nd line Pumper	33
Engine 1	1996	Hub Freightliner	1st line Pumper	20
Engine 11	2006	Ford F555 4x4 Crew Cab	C.A.F. Unit	10
Recue 1	2011	Ford F555 4x4 Crew Cab	Recue Truck	5

In 2015, Pemberton Fire Service undertook an open bidding process to select a proponent to supply a new triple combination pumper truck to replace Engine 1 as the "front line" truck. In that regard, a loan authorization bylaw was adopted by Council on December 30, 2015, and an order for a new truck has been placed with FirePower Emergency Apparatus. At this time a delivery date has not yet been established.

Fire Inspections:

More and more businesses are compliant at the time of inspection as they recognize the importance of fire prevention through the annual inspections and education information provided during these inspections. While there are still some challenges surrounding compliance with the BC Fire Code, all in all businesses are doing a good job.

In 2015, thirty-five (35) fire inspections were carried out, some of these were annual inspections and some were as a result of new business startups.

Pemberton Fire Rescue also facilitated five (5) inspections as part of the secondary suite statutory declaration program implemented by the Village in 2007.

Fire Prevention Bylaw Amendment:

In 2014, the Village adopted the Fire Prevention Bylaw No. 744, 2014 as an update to the former bylaw which was established in 1983 and very outdated. The new Bylaw also addressed Open Air Burning and established Fireworks Regulations, and established a fine schedule as well as a fee schedule for inspections and other services provided by the Fire Department.

Due to the increase in fire danger as a result of the warm, dry summer that was experienced in 2015, and concerns around safety on construction sites in particular, the Fire Prevention Bylaw was amended to establish requirements for all construction sites that include identification of high risk activities, hours in which activities may proceed, fire watch responsibilities and a listing of fire suppression equipment to be on hand. These regulations differentiate the activities allowed dependent on whether or not the fire danger rating is 'high' or 'extreme'. Fire Prevention Bylaw (Construction Ban) Amendment Bylaw No. 794, 2015 was adopted on September 15, 2015.

Further review of the Fire Prevention Bylaw noted that the fee schedule required updating as fireworks inspections were not included under inspection fees. As a result, Staff is preparing an Amendment Bylaw which will be brought forward in this quarter.

Fire Prevention:

An important part of fire prevention is education and that program continues to grow. Fire prevention education starts at an early age with the goal of it becoming a good habit throughout a person's life. Each year the kindergarten classes tour the Fire Hall and get to see the equipment. Fire Hall tours continue to increase in popularity with visits from the Pemberton Brownies and Guides and the Pemberton Day Care Centre. Tours are usually the first time most children are exposed to fire safety messages. Fire safety information is also distributed to all the students at Signal Hill Elementary School during Fire Prevention Week.

As a result of the adoption of the Fire Prevention Amendment (Construction Ban) Bylaw noted above, the Fire Department will be ensuring that all contractors are aware of the regulations as established and this information is available on the Village website.

In addition, the Village was successful in applying for a \$10,000 Strategic Wildfire Prevention Initiative – FireSmart Grant. Through this initiative in 2016, Pemberton Fire Rescue will support residents to undertake activities to mitigate risk from wildfire in the wildland urban interface (the area where structure and forested areas meet). An application for the Strategic Wildfire Prevention Initiative, to update the Village's Community Wildfire Protection Plan (CWPP) is also on today's agenda, which will further mitigate the wildfire risk to the Community and the Region if the Village is successful in securing the funding.

COMMUNICATIONS

This annual report does not require a communications component.

Pemberton Fire Rescue will continue to work with the Communications Coordinator to raise awareness of operations and fire prevention initiatives, such as Fire Prevention Week and FireSmart.

LEGAL CONSIDERATIONS

There are no legal, legislative or regulatory considerations at this time.

IMPACT ON BUDGET & STAFFING

There are no impacts to the budget for consideration at this time.

INTERDEPARTMENTAL IMPACT & APPROVAL

There are no interdepartmental impacts or approvals required.

IMPACT ON THE REGION OR NEIGHBOURING JURISDICTIONS

The activities of Pemberton Fire Rescue, such as increased fire prevention awareness activities, recruiting additional personnel and acquiring fire rescue equipment, improve upon the current level of service to the Village and those areas within the Fire Service District.

The Village and Squamish-Lillooet Regional District are currently renegotiating the renewal of the Fire Service Agreement to Area C. It is anticipated that this renewal will be completed by December 2016. In addition, the Village was successful in taking part in the Community Infrastructure Partnership Program through the Federation of Canadian Municipalities along with the Lil'Wat Nation who initiated the joint application. It was identified and agreed through participation in this program, that a Fire Service Agreement will be established between our communities as well. It is anticipated that this negotiation will begin midway through 2016.

ALTERNATIVE OPTIONS

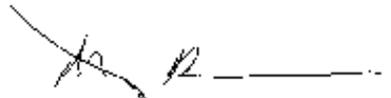
There are no alternative options for consideration as this report is being presented for information.

POTENTIAL GOVERNANCE CONSIDERATIONS

The services of the Pemberton Fire Rescue Department and Fire Prevention are in keeping with Strategic Priority Theme Three: Excellence in Service by ensuring that the Village continues to *deliver the highest quality of municipal services within the scope of our resources.*

RECOMMENDATIONS

THAT the 2015 Annual Fire Services Report be received for information.



Robert Grossman, Fire Chief

CHIEF ADMINISTRATIVE OFFICER REVIEW



Nikki Gilmore, Chief Administrative Officer

Date: March 1, 2016

To: Nikki Gilmore, Chief Administrative Officer

From: Paige MacWilliam, Legislative Assistant

Subject: Fire Department Ambulance Assistance Lower Mainland Local Government Association/Union of British Columbia Municipalities Resolution

PURPOSE

The purpose of this report is to provide the Committee of the Whole with information on the Lower Mainland Local Government Association/Union of British Columbia Resolution process and provide follow up information regarding possible consideration of a resolution on the issue of provincial downloading for ambulance assistance by the Fire Department.

BACKGROUND

To bring forward a resolution at the Union of British Columbia Municipalities (UBCM) Convention, the standard process is to first seek the endorsement of the Lower Mainland Local Government Association (LMLGA), the regional chapter of the UBCM. The LMLGA is seeking resolutions by March 25, 2016, to be considered at the Conference and AGM on May 11 - 13, 2016 (see Appendix A). The LMLGA is also seeking nominations for Executive positions, the deadline for which is March 31, 2016 (see Appendix B). Resolutions endorsed at the LMLGA will automatically be considered at the UBCM Convention in September, 2016.

At Regular Meeting No. 1417, held February 2, 2016, following the Fire Department 2015 Year End Report and discussion regarding provincial downloading for ambulance assistance by the Fire Department as a result of participation in the first responder program, Council passed the following resolution:

Moved/Seconded

THAT correspondence be sent to the Provincial Government with the bill for the Pemberton Fire Rescue's participation in ambulance assistance.

AND THAT a copy of the letter be sent to Whistler, Lillooet, and Squamish-Lillooet Regional District for consideration as a resolution at the Union of British Columbia Municipalities Convention.

CARRIED

Correspondence has been drafted to send to the Provincial Government and the above listed municipalities detailing the cost to Pemberton Fire Rescue of providing ambulance assistance. In addition, staff has prepared this report to ensure the Committee has the opportunity to follow the established LMLGA/UBCM processes should it be determined that the Village wishes to pursue putting forward a resolution on this matter.

DISCUSSION & COMMENTS

In accordance with the advice of LMLGA, a search was conducted to determine whether a resolution of this nature had been previously considered at a UBCM Convention. To avoid repeat resolutions, the LMLGA assures local governments that “*endorsed resolutions are part of the advocacy agenda and duplicates are not required.*” A search of the UBCM resolution database turned up a resolution put forward by the District of Squamish at the 2014 Conference, which captures the sentiment of the resolution passed by Council regarding ambulance assists:

WHEREAS *many local governments in British Columbia have supported their community members by volunteering to deploy a first responder program endorsed by the British Columbia Ambulance Service and the British Columbia Ambulance Service has announced recent changes to their response structure that will delay their provision of pre hospital medical support service;*

AND WHEREAS *the delayed response leaves an expectation that first responders will attend patients until the British Columbia Ambulance Service arrives, which downloads an additional cost for pre hospital medical care to the local community;*

THEREFORE BE IT RESOLVED *that the Union of British Columbia Municipalities work with the Province of British Columbia to develop a funding mechanism that will compensate local governments providing pre hospital medical assistance through the first responder program for the additional costs of delayed response by British Columbia Ambulance Services.*

However, at the conference the above resolution was not admitted for debate as there was another resolution that was also under consideration, put forward by the City of Langley, that dealt with the same issue:

WHEREAS *the number of first responder or medical emergency service alarm (MESA) calls that the City of Langley responds to represents 78 percent of all calls received by the Langley City Fire Rescue Service (LCFRS);*

AND WHEREAS *the City of Langley incurs significant direct costs as a result of responding to MESA calls to compliment the services provided by BC Ambulance Service (BCAS);*

AND WHEREAS *the intermediate patient care can greatly enhance patient outcomes and significantly reduce short term and long term costs to the overall health care system and the City of Langley acknowledges the community will benefit from the LCFRS supporting BCAS to provide first responder services to the patient while the ambulance is en-route;*

THEREFORE BE IT RESOLVED *that the Province of BC work with UBCM to develop a fair and equitable cost recovery model to compensate local governments for responding to medical first responder calls.*

The Langley resolution was debated and endorsed by the UBCM Convention. The Provincial Government annually reviews the endorsed UBCM resolutions and provides a response. The Ministry of Health issued the following response to the City of Langley resolution:

Government values the role that first responders play in pre-hospital care and recognizes the importance to taxpayers that we use our emergency response resources appropriately, whether it is in local or provincial government.

Participation in the First Responder program is voluntary. Some municipalities have chosen to have first responders continue to attend both urgent and routine (non-emergency) calls, but others have elected to have first responders attend only urgent calls where a patient's condition will benefit from initial care.

BC Emergency Health Services has been actively reaching out to concerned municipalities over the last several months and will continue to consult with local governments and first responders throughout the Province about the changes to the Resource Allocation Plan.

Additionally, BC Emergency Health Services has several working groups in place that were created to help resolve concerns that may arise for first responders with respect to the services they provide. They also provide reimbursement for initial training costs for new first responder agencies, as well as reimbursement for all medical supplies for first responder agencies serving small communities (under 25,000).

As this issue is already part of UBCM's policy agenda, another resolution of a similar nature may not receive endorsement by the LMLGA.

COMMUNICATIONS

This report is for information and does not require a communications element.

LEGAL CONSIDERATIONS

This report is for information and there are no legal considerations at this time.

IMPACT ON BUDGET & STAFFING

Attendance at the LMLGA Conference and AGM, taking place this year in Whistler, has been budgeted for under Governance Services and can be accommodated.

INTERDEPARTMENTAL IMPACT & APPROVAL

Undertaking travel arrangements for members of Council wishing to attend the LMLGA Conference and AGM will be incorporated into the daily routine of the Office of the Chief Administrative Officer and can be accommodated.



Nikki Gilmore
Chief Administrative Officer

IMPACT ON THE REGION OR NEIGHBOURING JURISDICTIONS

This report is for information and does not have an impact on other jurisdictions.

ALTERNATIVE OPTIONS

There are no alternative options for consideration.

POTENTIAL GOVERNANCE CONSIDERATIONS

This initiative supports the Village's 2016 Strategic Priorities, particular the Priority of Good Governance:

The Village is committed to citizen engagement, being an open, honest and accountable government, and fiscal responsibility.

RECOMMENDATIONS

THAT the Committee of the Whole receive the Lower Mainland Local Government Association Resolution – First Responder Program report for information.

AND THAT the Committee of the Whole indicate which members of Council will be attending the Lower Mainland Local Government Association Convention and AGM on May 11 – 13, 2016.

Attachments:

Appendix A – Lower Mainland Local Government Association Call for Resolutions
Appendix B – Lower Mainland Local Government Association Call for Nominations



Paige MacWilliam
Legislative Assistant

MANAGER:



Sheena Fraser
Manager of Corporate & Legislative Services

CHIEF ADMINISTRATIVE OFFICER REVIEW



Nikki Gilmore
Chief Administrative Officer



Better Communities. Better Lives.

LMLGA

LOWER MAINLAND LOCAL GOVERNMENT ASSOCIATION

TO: Mayor/Chair; Council/Board

FROM: Councillor Corisa Bell, LMLGA President

DATE: February 18, 2016 (5 pages total)

RE: 2016 RESOLUTIONS - ANNUAL GENERAL MEETING

Please include the following information on your next meeting agenda.

The LMLGA Conference and AGM will be held on May 11 – 13, 2016 in Whistler and we are **now accepting resolutions from the membership**. The deadline for receipt of your resolutions is **Friday, March 25**.

We encourage LMLGA members to submit their resolutions to the LMLGA for debate, rather than submitting them to UBCM. This is also the process preferred by UBCM. LMLGA-endorsed resolutions on province-wide issues are submitted *automatically* to UBCM for consideration at the UBCM Convention. Resolutions received from the LMLGA, and supported by our membership as a whole, tend to hold more weight than those that are submitted by individual communities.

DEADLINE FOR RESOLUTIONS

All resolutions must be received in the LMLGA office by: **FRIDAY, MARCH 25, 2016**.

SUBMISSION REQUIREMENTS

Resolutions submitted to the LMLGA for consideration shall be submitted as follows:

- one copy of the resolution via email to jyoung@ubcm.ca with subject header "Resolution-
"title of your resolution" or, in the case of multiple resolutions, subject header "Resolution-X
number enclosed";
- include a cover letter as an attachment outlining how many resolutions you have sent and the title of each resolution;
- each resolution should not contain more than two "whereas" clauses;
- background documentation must accompany each resolution submitted, when available, and should be labeled "Background-"Name of Resolution".

You WILL receive an email notification that your resolution has been received within one week of receipt. If you do not receive an email confirmation, please call Joslyn Young at 604-270-8226, Ext. 103.

Sponsors should be prepared to introduce their resolutions on the Convention floor. Tuesday, March 15, 2016

VILLAGE OF PEMBERTON

Regular Council Meeting No. 1422

63 of 111

LATE RESOLUTIONS

- a. Resolutions submitted following the expiry of the regular deadline shall be considered "Late Resolutions" and must comply with all other submission requirements. Late resolutions must be received by LMLGA no later than 12 noon on Monday, May 9th.
- b. Late resolutions shall be considered for discussion after all resolutions printed in the Resolutions Book have been debated.
- c. Late resolutions are deemed to be appropriate for discussion only if the topic is such that it has arisen since or was not known prior to the regular deadline date for submission of resolutions.
- d. In the event that a late resolution is recommended to be admitted for discussion LMLGA shall produce sufficient copies for distribution at the Convention.

SUBMIT RESOLUTIONS TO:

**LMLGA
60-10551 Shellbridge Way
Richmond, BC V6X 2W9**

Phone: (604) 270-8226 ext. 103

Fax: (604) 270-9116

Email: jyoung@ubcm.ca

Email **subject line** must read: LMLGA Resolution – "name of local government"

THE RESOLUTIONS PROCESS

1. Members submit their resolutions to Area Association for debate.
2. The Area Association submits the endorsed resolutions of provincial interest to UBCM.
3. The UBCM Resolution Committee reviews the resolutions submitted for consideration at the UBCM Convention.
4. Endorsed resolutions at the UBCM Convention are conveyed to the appropriate order of government, or relevant organization, for responses.
5. Once the responses have been conveyed to the UBCM they are forwarded to the sponsor for their review.

GUIDELINES FOR PREPARING RESOLUTIONS

The Construction of a Resolution:

All resolutions contain a preamble and enactment clause. The preamble describes *the issue* and the enactment clause outlines *the action being requested*. A resolution should answer the following three questions:

- What is the problem?
- What is causing the problem?
- What is the best way to solve the problem?

Preamble:

The preamble commences with a recital, or "WHEREAS", clause. This is a concise sentence about the nature of the problem or the reason for the request. It should clearly and briefly outline the reasons for the resolution.

The preamble should contain no more than two "WHEREAS" clauses. If explaining the problem requires more than two "WHEREAS" clauses, then provide supporting documents to describe the problem more fully. Do not add extra clauses.

Enactment Clause:

The enactment clause begins with the words "THEREFORE BE IT RESOLVED". It must convey the resolution's intent, and should propose a specific action by LMLGA.

Keep the enactment clause as short as possible, and clearly describe the action being requested. The wording should leave no doubt about the proposed action.

How to Draft a Resolution:**1. Address one specific subject in the text of the resolution.**

Since your community seeks to influence attitudes and inspire action, limit the scope of a resolution to one specific subject or issue. Delegates will not support a resolution if the issues it addresses are too complex for them to understand quickly.

2. Use simple, action-oriented language and avoid ambiguous terms.

Explain the background briefly and state the desired action clearly. Delegates can then consider the resolution without having to struggle with complicated text or vague concepts.

3. Provide factual background information.

Even a carefully constructed resolution may not clearly indicate the problem or the action being requested. Where possible, provide factual background information to ensure that the "intent" of the resolution is understood.

Two types of background information help to clarify the "intent" of a resolution:

i Supplementary Memo:

A brief, one-page memo from the author, that outlines the background that led to the presentation and adoption of the resolution by the local government.

ii Council/Board Report:

A report on the subject matter, presented to council or board in conjunction with the resolution. If it is not possible to send the entire report, then extract the essential background information and submit it with the resolution.

Resolutions submitted without adequate background information will not be considered until the sponsor has been consulted and has provided documentation outlining the intent of the resolution.

4. Construct a brief, descriptive title.

A title assists to identify the intent of the resolution and eliminates the possibility of misinterpretation. It is usually drawn from the "enactment clause" of the resolution.

For ease of printing in the Annual Report and Resolutions Book and for clarity of intent, a title should be no more than three or four words.

5. Check legislative references for accuracy.

Where necessary, identify:

- the correct jurisdictional responsibility (e.g., ministry or department within the provincial or federal government)
- the correct legislation, including the name of the Act

6. Focus on issues that are relevant to all LMLGA members.

The issue identified in the resolution should be relevant to other local governments in the LMLGA. This will support proper debate on the issue and assist LMLGA or UBCM to represent your concern effectively to the provincial or federal government on behalf of all local governments.

7. Avoid repeat resolutions.

In the past, resolutions have come back year after year on the same topic. Elected officials and staff are encouraged to search the UBCM Resolutions database available through the website at www.ubcm.ca. Click on the “Resolutions and Policy” tab at the top of the page. It will be possible to locate any resolutions on the same topic that have been considered in the past and what the response has been. Endorsed resolutions are part of the advocacy agenda and duplicates are not required.

8. Ensure that your own local government’s process for consideration, endorsement, and conveyance of resolutions to LMLGA/UBCM is followed.

UBCM GOLD STAR AND HONOURABLE MENTION RESOLUTIONS

The Gold Star and Honourable Mention resolution recognition initiative was launched at the 2003 Convention, and is intended to encourage excellence in resolutions drafting and to assist UBCM members in refining their resolutions in preparation for submission to the annual UBCM Convention.

To be awarded Gold Star or Honourable Mention recognition, a resolution must meet the standards of excellence established in the following Gold Star Resolutions Criteria, which are based on the resolution:

1. Resolution must be properly titled.
2. Resolution must employ clear, simple language.
3. Resolution must clearly identify problem, reason and solution.
4. Resolution must have two or fewer recital (WHEREAS) clauses.
5. Resolution must have a short, clear, stand-alone enactment (THEREFORE) clause.
6. Resolution must focus on a single subject, must be of local government concern province-wide and must address an issue that constitutes new policy for UBCM.
7. Resolution must include appropriate references to policy, legislation and regulation.
8. Resolution must be submitted to the relevant Area Association prior to UBCM Convention.

If you have any questions, please contact Joslyn Young by email at jyoung@ubcm.ca or by calling (604) 270-8226 ext. 103.

MODEL RESOLUTION

SHORT TITLE: _____

Local Government Name _____

WHEREAS _____
_____ ;

AND WHEREAS _____
_____ ;

THEREFORE BE IT RESOLVED that _____
_____ .

(Note: A second resolve clause if it is absolutely required should start as follows:)

AND BE IT FURTHER RESOLVED that _____
_____ .



Better Communities. Better Lives.

LMLGA
LOWER MAINLAND LOCAL GOVERNMENT ASSOCIATION

TO: Mayor/Chair; Council/Board

FROM: Councillor Chuck Puchmayr, LMLGA Past President

DATE: February 18, 2016 (3 pages total)

RE: 2016 CALL FOR NOMINATIONS

Please include the following information on your next meeting agenda.

This circular is notice of the LMLGA Executive positions open for nomination, the process and the procedures for nomination.

The deadline for receipt of your nomination is **Friday, March 31**. The LMLGA Conference and AGM will be held on May 11 – 13, 2016 in Whistler.

LMLGA is the collective voice for local government on the Lower Mainland, including local governments in the Greater Vancouver Regional District, the Squamish-Lillooet Regional District and the Fraser Valley Regional District. The membership elects directors to the Executive during the Convention, and the Executive is charged with ensuring that policy direction set by the general membership is carried forward. The Executive also provides operational and policy direction to the LMLGA between Conventions.

1. POSITIONS OPEN TO NOMINATIONS

The following positions are open for nomination:

- President
- First Vice-President
- Second Vice-President
- Director at Large (4 positions)

2. NOMINATION PROCESS AND QUALIFICATIONS FOR OFFICE

A candidate must be nominated by two elected officials of an LMLGA local government member. The candidate must be an elected official of an LMLGA member.

Background information regarding the primary responsibilities and commitments of an LMLGA Executive member is available upon request.

A nomination and consent form is attached and should be used for all nominations.

The Chair of the 2016 Nominating Committee is Councillor Chuck Puchmayr, Past President.

3. NEXT STEPS

It is part of the duties of the Nominating Committee to review the credentials of each candidate. A Report on Nominations including, at the candidate's option, a photo and 200-word biography will be prepared under the direction of the Nominating Committee and distributed in the LMLGA Convention Newsletter, which is distributed on-site at the conference. It is not the responsibility of LMLGA to edit applicant materials to make them suitable for print. If materials are not provided on time and print ready, LMLGA reserves the right not to include them in the newsletter.

To be included in the Convention Newsletter:
Send your current photo, biography and completed nomination form to
jyoung@ubcm.ca AND cpuchmayr@newwestcity.ca
With subject line: LMLGA Nomination Package – “applicant name”

Deadline: March 31, 2016

4. FINAL COMMENTS

The nomination process does not change the process allowing candidates to be nominated off the floor at the Convention. That process remains in place. The process outlined above provides for those that are interested in seeking office to be directly nominated prior to the Convention.

5. FURTHER INFORMATION

The attached consent form is available online at lmlga.ca.

All other inquiries should be directed to:

Councillor Chuck Puchmayr, Past President
Chair, 2016 Nominating Committee
c/o LMLGA
60-10551 Shellbridge Way
Richmond, BC V6X 2W9
Email: cpuchmayr@newwestcity.ca

NOMINATIONS FOR THE 2016 LMLGA EXECUTIVE

We are qualified under the LMLGA Constitution to nominate¹ a candidate and we nominate:

Name of nominee: _____

Local government position (Mayor/Councillor/Director): _____

Local government represented: _____

LMLGA Executive office nominated for: _____

Printed Name of nominator: _____ Printed Name of nominator: _____

Position: _____ Position: _____

Local Gov't: _____ Local Gov't: _____

Signature: _____ Signature: _____

CONSENT FORM

I consent to this nomination and attest that I am qualified to be a candidate for the office I have been nominated to pursuant to the LMLGA Constitution². I also agree to provide the following information to the Chair, LMLGA Nominating Committee (c/o LMLGA Office) by March 31, 2016.

- 2"x3" Photo (high resolution)
- Biographical information. The maximum length of such information shall be 200 words.

Printed Name: _____

Running for (position): _____

Local Government: _____

Signature: _____

Date: _____

¹ Nominations require two elected officials of members of the Association.
² All nominees of the Executive shall be elected representatives of a member of the Association.

**Return to: Chair, 2015 Nominating Committee
c/o LMLGA, 60-10551 Shellbridge Way, Richmond, BC V6X 2W9**

APPENDIX C

Ambulance Assist Call Out - Cost Estimates to Pemberton Fire Rescue

	Minutes	Rate per hour	TOTAL
Jan 2 15	125	2.08	315 \$ 656.25
Jan 3 15	13	0.22	315 \$ 68.25
Jan 12 15	22	0.37	315 \$ 115.50
Jan 22 15	15	0.25	315 \$ 78.75
Feb 14 15	9	0.15	315 \$ 47.25
Feb 20 15	12	0.20	315 \$ 63.00
Feb 21 15	67	1.12	315 \$ 351.75
Feb 22 15	24	0.40	315 \$ 126.00
Feb 23 15	109	1.82	315 \$ 572.25
Feb 23 15	42	0.70	315 \$ 220.50
Mar 2 15	32	0.53	315 \$ 168.00
Mar 13 15	50	0.83	315 \$ 262.50
Mar 13 15	5	0.08	315 \$ 26.25
Mar 23 15	19	0.32	315 \$ 99.75
Apr 14 15	60	1.00	315 \$ 315.00
Apr 29 15	67	1.12	315 \$ 351.75
May 3 15	26	0.43	315 \$ 136.50
May 11 15	41	0.68	315 \$ 215.25
May 13 15	120	2.00	315 \$ 630.00
May 16 15	85	1.42	315 \$ 446.25
May 18 15	61	1.02	315 \$ 320.25
May 19 15	17	0.28	315 \$ 89.25
May 24 15	25	0.42	315 \$ 131.25
May 27 15	82	1.37	315 \$ 430.50
May 31 15	27	0.45	315 \$ 141.75
Jun 5 15	57	0.95	315 \$ 299.25
Jun 6 15	33	0.55	315 \$ 173.25
Jun 6 15	60	1.00	315 \$ 315.00
Jun 7 15	108	1.80	315 \$ 567.00
Jun 8 15	55	0.92	315 \$ 288.75
Jun 9 15	41	0.68	315 \$ 215.25
Jun 14 15	41	0.68	315 \$ 215.25
Jun 22 15	56	0.93	315 \$ 294.00
Jun 25 15	105	1.75	315 \$ 551.25
Jun 28 15	70	1.17	315 \$ 367.50
Jun 30 15	9	0.15	315 \$ 47.25
Jul 2 15	28	0.47	315 \$ 147.00
Jul 3 15	37	0.62	315 \$ 194.25
Jul 17 15	46	0.77	315 \$ 241.50
Jul 17 15	98	1.63	315 \$ 514.50
Jul 19 15	111	1.85	315 \$ 582.75
Jul 19 15	56	0.93	315 \$ 294.00
Jul 20 15	49	0.82	315 \$ 257.25
Jul 20 15	35	0.58	315 \$ 183.75
Aug 2 15	71	1.18	315 \$ 372.75

Aug 4 15	46	0.77	315 \$	241.50
Aug 6 15	40	0.67	315 \$	210.00
Aug 9 15	41	0.68	315 \$	215.25
Aug 9 15	74	1.23	315 \$	388.50
Aug 14 15	82	1.37	315 \$	430.50
Aug 17 15	81	1.35	315 \$	425.25
Sep 2 15	109	1.82	315 \$	572.25
Sep 26 15	103	1.72	315 \$	540.75
Oct 4 15	102	1.70	315 \$	535.50
Oct 6 15	187	3.12	315 \$	981.75
Oct 13 15	74	1.23	315 \$	388.50
Oct 21 15	27	0.45	315 \$	141.75
Oct 27 15	87	1.45	315 \$	456.75
Nov 2 15	59	0.98	315 \$	309.75
Nov 19 15	218	3.63	315 \$	1,144.50
Dec 2 15	73	1.22	315 \$	383.25
Dec 3 15	80	1.33	315 \$	420.00
Dec 4 15	10	0.17	315 \$	52.50
Dec 16 15	116	1.93	315 \$	609.00
Dec 22 15	31	0.52	315 \$	162.75
Dec 24 15	7	0.12	315 \$	36.75

\$ 20,832.00 TOTAL

APPENDIX D

INTER-AGENCY WORKING GROUP REPORT

REIMBURSEMENT RATES

JUNE 28, 2004
REVISED – JUNE 17, 2008
REVISED – JULY 29, 2010
REVISED – JUNE 2011
REVISED – JULY 2013
REVISED – JUNE 2014
REVISED – JUNE 2015

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1 INTRODUCTION

The Office of the Fire Commissioner (OFC) review of operations and the Firestorm 2003 Provincial Review identified a need for the province to establish realistic and equitable rental rates for fire apparatus and personnel when responding to a State of Emergency declared by the province. An Inter-Agency Working Group was established and tasked with researching fire service rental rates and developing guidelines for deployment, apparatus rates and specialist position or personnel rates. Members of the Interagency Working Group represented the following organizations:

- Union of British Columbia Municipalities
- Fire Chief's Association of British Columbia
- Province of British Columbia
 - Office of the Fire Commissioner
 - Wildfire Management Branch
 - Emergency Management BC

The Interagency Working Group met on numerous occasions between February and June, 2004 to negotiate and create this document. The rates and terms of deployment were ratified on June 16, 2004 by the key stakeholders included in the list above.

The rates included in this document reflect the reimbursement rates for structural fire department response to a provincial deployment of fire apparatus, such as during a State of Emergency declared by the Province or a provincial request for resources.

The Ministry of Forests Standard Operating Guideline #1.06.01 Wildfire Suppression with Local Governments will be reviewed for provincial consistency respecting reimbursement rates for structural fire department response out of jurisdiction. Other components of the Ministry of Forests Operating Guideline will not be affected by this document or agreement.

The reimbursement rates and fee schedules contained within this report are for recognized structural fire department response to an Office of the Fire Commissioner request, a provincial state of emergency or provincial request for resources. Contractors will be reimbursed according to the Government of British Columbia Blue Book rates or by special contractual agreement where the equipment is not specified in the Blue Book.

This is a living document that will be reviewed annually and revised as required.

2 BACKGROUND

During the provincial state of emergency declared between August 2 and September 15, 2003 numerous fire departments assisted the affected communities. The need for clear Operating Guidelines was determined immediately and identified as required information for future provincial fire response by Structural Fire Departments. The reimbursement guidelines suggested in the following sections address issues discussed and agreed to by the Interagency Working Group, with input from their respective organization members and stakeholders.

During the 2003 Provincial State of Emergency, fire departments were reimbursed at rates that were considerably higher than rental rates for comparably valued private sector equipment. Government must be accountable and responsible for all expenditures, including rental rates, during a Provincial State of Emergency.

This document refers to Expense Authority in many of the sections. For the purposes of this document, a Expense Authority is defined as a provincial employee who has been granted the authority to make purchases on the governments' behalf.

3 DEPLOYMENT

Apparatus and personnel deployed by the Province and reimbursed by the Province are considered a provincial resource and any decisions to re-deploy or release from an incident are determined by the Province. Regarding resources under direction of the Province, local governments or site Incident Commanders should consult with OFC representatives prior to any termination of incident or redeployment.

The primary objective of a Structural Fire Department during Wildland urban interface fires is considered protection of Priority Zone 1 as defined in FireSmart (10 metre fuel modified area immediately adjacent to structures, otherwise known as defensible space).

While provincial liability and WorkSafeBC coverage is provided on provincial deployments via the EPA (EMBC task number), it is recommended that departments sending resources contact their respective insurer to ensure there are not any limitations preventing them from assisting in an out of jurisdiction deployment. It is also recommended the departments sending resources check their vehicle insurance policy to ensure they have coverage when travelling to another region.

3.1 Deployment Process

The OFC will maintain a database of fire apparatus that recognized structural fire departments are prepared to make available for provincial deployment. During Provincial Declarations of Emergency or a Provincial request for resources, the OFC will make lists of specific apparatus available for provincial deployment. Apparatus typing according to ICS 420-1 will be confirmed prior to provincial deployment.

Depending on the geographical location of an incident, apparatus transport options such as commercial transport will be mutually determined. Apparatus deployed by the Province may be required to report to a provincial camp location where mechanical safety inspections, proof of insurance, equipment inventories, Personal Protective Equipment (P.P.E.) inventories and crew briefings may be verified prior to deployment to provincial staging. Each department supplying apparatus for provincial deployment shall provide an equipment checklist for each vehicle. Provincial staging locations will be established, with provincial resources managed by OFC representatives.

3.1.1 Personnel Transport

Personal and department vehicles used to transport personnel will be reimbursed as per the current Provincial Government mileage rate, with prior Expense Authority approval. The province reserves the right to recommend and pay for other economical alternatives for apparatus and crew transport. The province will cover extraordinary costs such as ferry fares and highway tolls (receipts must be provided).

3.1.2 Personal Protective Equipment

Personnel responding to a provincial request for fire resources will report to a pre-designated location with all Personal Protective Equipment. Employers are required to provide all special clothing and maintain it in a good state of repair. The required equipment shall include, but not be limited to:

- Full Turn-Out Gear (Not required for SPU crews)
- Gloves
- Approved Eye Protection
- Approved Respiratory Protection or Dust Mask
- Approved Head Protection
- Coveralls or wildland shirts/pants made of Cotton or Nomex, preferably Nomex
- Minimum 6" high Lace or Zip-up Leather Work Boots
- Flashlight

Safety equipment such as leather gloves and dust masks will be replaced by the province if damaged or worn out during provincial response efforts.

Personal Protective Equipment not in the responder's possession at orientation will be issued by the province when practical, with actual cost deducted from the payment to the department or local government.

3.2 Deployment Periods

The deployment periods discussed in this document are intended for requests from the Office of the Fire Commissioner, a Provincial Declaration of Emergency or a Provincial request for resources.

On the initial day of deployment, reimbursement will be for actual hours travelled and/or worked. Subsequent days will be reimbursed at a minimum of 12 hours per day or for actual hours worked if greater than twelve hours. Departments returning to their home jurisdiction daily will be reimbursed for actual hours travelled and worked each day.

Deployment periods for long-term emergency events requiring provincial resourcing of apparatus and personnel will be for a minimum of 6 days and a maximum of 14 days. Costs associated with backfilling of **career personnel**, shall be agreed to prior to deployment and with Expense Authority approval. The province will reimburse fire departments for costs associated with crew rotations falling within the 6 to 14 day deployments (including transportation, wages and authorized expenses). Departments choosing to rotate personnel prior to a minimum 6 day deployment period shall do so at their own expense.

3.3 Food and Lodging

The provincial Logistics Section or local EOC may arrange for provision of meals and lodging for responders during Provincial Declarations of Emergency. This will be communicated to responding personnel at Provincial Camp and Staging. Crews are expected to stay in a fire camp during their deployment to wildland urban interface events.

When meals are not explicitly provided by the province, provincial government Group 1 per diem reimbursement rates apply. Where lodging is not explicitly provided by the province, BC government approved accommodation rates apply and use double occupancy where possible. In areas where meals and/or accommodation are in excess of provincially approved rates, prior approval by a Provincial spending authority is required. The accommodation rates are available for **lodging only** and do not cover additional costs such as long distance telephone calls, room service, hotel food service meals, liquor or pay-per-view television services.

The province is not responsible for any unauthorized expenses incurred by personnel responding on behalf of the province. Receipts for approved expenses must be provided for reimbursement.

3.4 Record Keeping

Apparatus and personnel deployed by the province may be issued a Staging/Activity Binder that will include forms for record keeping (same rate for travel, staging and active time). Travel time, staging time and active time shall be recorded. Daily records of deployment must be completed by the senior member of each crew and must be signed off by OFC representatives and shall be provided to Finance and Administration for all personnel and apparatus. (The use of WMB Daily Time Reports (DTR) are recommended and encouraged.)

3.5 Post-Deployment Procedures

Apparatus and personnel shall only be released by the Office of the Fire Commissioner or their representatives. Released apparatus and personnel may be subject to a check-out procedure and may be provided with a summary of their deployment to aid record keeping and invoicing.

Any damaged or lost equipment must be reported to OFC representative and a signed list of those items must be obtained prior to departure. This is particularly important for damaged or lost SPU equipment claims made for equipment that is under the care and supervision of their own personnel.

In the case of SPU equipment, substitute items may be provided until actual items are located during demobilization.

Invoices may be submitted to the province for reimbursement bi-weekly or following provincial deployment.

4 APPARATUS REMUNERATION GUIDELINES

Communities and fire departments providing apparatus requested by the province will be reimbursed by the province according to the following guidelines. Apparatus has been typed according to ICS 420-1 and minimum requirements for equipment and capabilities have been listed (**all capacities are listed in US and Imp Gallons**). Apparatus to be equipped with appropriate appliances, nozzles, spanners, and hand tools to be operationally ready.

Reimbursement rates listed are for All-Found and Bare apparatus. All-Found apparatus includes vehicle, insurance, all minimum required equipment and appliances, minimum personnel (see Sections 4.1 – 4.5), fuel and routine maintenance costs. Bare apparatus rates cover the same basic requirements as All-Found with the exception of personnel. NOTE: Costs for additional personnel above the minimum number will not be covered unless authorized in advance by the OFC.

In some circumstances, bare rates have not been listed due to specialized knowledge required to safely operate the apparatus (i.e. Truck Company). If fuel is not readily available from commercial or retail sources it shall be provided by the province.

THE RATES AND FEE SCHEDULES CONTAINED WITHIN THIS DOCUMENT APPLY TO APPARATUS AND PERSONNEL FROM RECOGNIZED STRUCTURAL FIRE DEPARTMENTS ONLY

For both All-Found and Bare rates, routine maintenance is the responsibility of the supplying department. However, damage as a result of a provincial deployment that is reported to OFC representative prior to departure and release will be reimbursed for by the province with Expense Authority approval.

4.1 Engines*¹

Minimum Requirements	Types			
	Structure Engines		Wildland Engines	
	1	2	3 & CAFS	4
Pump	1000 GPM	500 GPM	120 GPM	50 GPM
	825 IGPM	425 IGPM	100 IGPM	40 IGPM
Water Tank	400 Gal.	400 Gal.	300 Gal.	200 Gal.
	325 IG	325 IG	250 IG	175 IG
Hose 2 ½"	1200 Ft.	1000 Ft.	-	-
Hose 1 ½"	400 Ft.	500 Ft.	1000 Ft.	300 Ft.
Hose 1"	200 Ft.	300 Ft.	800 Ft.	800 Ft.
Ladder	20 Ft. Ext.	20 Ft. Ext.	-	-
Master Stream	500 GPM	-	-	-
Personnel	4 with SCBA	3 with SCBA	3 with SCBA	3 with SCBA
All-Found Rate	\$565/hour	\$467/hour	\$439 /hour	\$329/hour
Bare Rate	\$294/hour	\$262/hour	\$237/hour	\$132 /hour

*Consumables such as foam will be supplied or reimbursed by the province

4.2 Truck Company

Minimum Requirements	Types	
	1	2
Aerial (Specify Aerial, Platform or Elevated Stream)	75 Ft.	50 Ft.
Elevated Stream*	500 GPM	500 GPM
	425 IGPM	425 IGPM
Ground Ladders	115 Ft. (Total)	115 Ft. (Total)
Personnel	4	4
All-Found Rate	\$783/hour	\$673/hour

* Elevated Stream capacities are listed in US Gallons

¹ Type 1 and 2 engines are only used in municipal areas.

THE RATES AND FEE SCHEDULES CONTAINED WITHIN THIS DOCUMENT APPLY TO APPARATUS AND PERSONNEL FROM RECOGNIZED STRUCTURAL FIRE DEPARTMENTS ONLY

4.3 Water Tender

Minimum Requirements	Types		
	1	2	3
Pump	300 GPM	120 GPM	50 GPM
	250 IGPM	100 IGPM	40 IGPM
Water Tank	2000 Gal.	1000 Gal.	1000 Gal.
	1600 IG	800 IG	800 IG
Personnel	2	2	2
All-Found Rate	\$350/hour	\$292/hour	\$265/hour
Bare Rate	\$213/hour	\$160/hour	\$130/hour

4.4 Brush Patrol

Minimum Requirements	
Pump	15 GPM
	12 IGPM
Hose 1"	150 Ft.
Tank	75 Gal.
	60 IG
Personnel	2*
All-Found Rate	\$209/hour
Bare Rate	\$75/hour

* Varies from ICS 420-1 typing requiring minimum of one operator

4.5 Mobile Communications

Minimum Requirements	Types		
	1	2	3
Consoles/Workstations	2	2	1
Frequency Capability	Multi-Range*, Programmable	Multi-Range*, Programmable	Single Range**, Programmable
Power Source	Internal	Internal	External
Telephone Systems	6 Trunk/16 Extension Lines		
Personnel	2	2	1
All-Found Rate	\$295/hour	\$239/hour	\$146/hour

*Multi-Range: 150-174 MHz, 450-470 MHz, 800 MHz (Simplex & Repeated)

**Single Range: 150-174 MHz only

4.6 Rescue Vehicle

Minimum Requirements	
Extrication Equipment	
Stabilization Equipment	
Medical Equipment	
Recommended Additional Equipment	
Embankment Equipment	
Personnel	2-4
All-Found Rate	\$315/hour

4.7 Other Apparatus

Fire department vehicles and/or apparatus not included on the schedules above are not compensated unless agreed to in writing by a Provincial Contract Manager and approved by an Expense Authority. Province of British Columbia Blue Book rates may apply.

4.8 Special Resources

Special Resources include, but are not limited to, Heavy Rescue, HazMat, Fire Boat, Technical Resources or Mechanical Services. Special Resources will be reimbursed at rates that have been negotiated by a contract manager and pre-approved by an Expense Authority.

4.9 Immediate Action Crews

Where agreed upon with Wildfire Management Branch to operate as an Immediate Action Crew as outlined in WMB policy.

Minimum Requirements	
	Apparatus and staffing as per all found rate for specific apparatus identified by WMB, in accordance with the tables in sections 4.1, 4.3, 4.4, as specified at the time of request.
Recommended Additional Equipment	
Personnel	
Deployed Rate	All Found Rate
Standby Rate Standby to be located at fire department unless otherwise agreed upon	50 % of All Found Rate

4.10 Requests for WMB Resources

*Under development: rates to be determined in advance of deployment between requesting and responding agencies.

Minimum Requirements	
Recommended Additional Equipment	
Personnel	
All-Found Rate	

4.11 Damaged Apparatus/Equipment

Any damage or loss to apparatus or equipment shall be immediately reported to OFC representatives and Operations Section Chief. The Fire Commissioner’s Office intends to reimburse for uninsured losses suffered to Local Government Fire Department equipment while in the service of the Office of the Fire Commissioner. Claims shall be based on the age, kind and quality of equipment.

5 PERSONNEL WAGE RATES

The province may require fire fighters and management personnel as additional resources during major emergency events. Those fire fighters and management personnel who are conscripted, seconded or contracted will be reimbursed according to the following schedules.

5.1 Fire Fighters

In some circumstances, fire fighters may be required to respond as single resources without apparatus. In addition, it may be necessary to assign personnel to apparatus to increase the minimum staffing identified in the tables above. Additional and single resource personnel will be reimbursed according to the following table.

Fire Fighter Wage Rates	
Volunteer Fire Department Personnel	Salary/wages at their regular place of employment or \$37.00/hour whichever is greater
Career Fire Department Personnel	Fire Fighter Collective Agreements (wages and benefits)

THE RATES AND FEE SCHEDULES CONTAINED WITHIN THIS DOCUMENT APPLY TO APPARATUS AND PERSONNEL FROM RECOGNIZED STRUCTURAL FIRE DEPARTMENTS ONLY

Overtime entitlement and rates shall be according to Collective Agreements for personnel covered by Fire Fighter Collective Agreements, all other responders shall be paid straight time for actual hours worked. This rate table shall only be applicable for deployment purposes and where personnel are not considered part of an “all found rate” apparatus crew or Structure Protection Crew.

5.2 Specialist Positions

The OFC and province may require experienced fire service members to fill positions in the emergency management organization of the province. Personnel who are seconded, conscripted or contracted will be reimbursed according to the following schedule. Specialists will be reimbursed for actual hours travelled or worked on initial day of deployment and minimum 12 hours per day or actual hours worked if greater than 12 hours for subsequent days.

Deputies shall be paid the same rates as the Directors whom they work under since they are expected to fill the more senior position if the need arises. Where Collective Agreements, Management Contract rates, or regular hourly rates vary from the rates listed in this draft, the higher rate shall apply. All rates for specialist positions are hourly, reviewed annually and revised as required.

5.2.1 Ministry Operation Centre (or site level where applicable)

OFC Liaison Officer (PREOC & EOC)	\$56
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5.2.2 Site Level

Incident Commander (Unified Command)	\$56
Structural Branch Director	\$56
Structure Protection Specialist	\$56
Strike Force/Task Force Leader	\$56
Technical Specialist	\$56

5.2.3 Site or Provincial Fire Department

Regional Coordinator	\$56
Deputy Regional Coordinator	\$56
Fire Fighter	See Section 5.1

THE RATES AND FEE SCHEDULES CONTAINED WITHIN THIS DOCUMENT APPLY TO APPARATUS AND PERSONNEL FROM RECOGNIZED STRUCTURAL FIRE DEPARTMENTS ONLY

6 STRUCTURE PROTECTION UNITS (SPU)

Minimum Requirements	Types - (See Appendix "A" for Definitions of typing)		
	TYPE 1	TYPE 2	TYPE 3
Personnel only – standby rate	5 Personnel \$173/hr	5 Personnel \$173/hr	4 Personnel \$146/hr
Personnel only – deployed rate	\$4152/day with up to 12hr staff work time & \$346/add hr staff work over 12 hrs.	\$4152/day with up to 12hr staff work time & \$346/add hr staff work over 12 hrs.	\$3492/day with up to 12hr staff work time & \$291/add hr staff work over 12 hrs.
Standby Rate (Unit – no crew) @ Home Station	\$1706	\$1575	\$1286
Standby Rate (Unit – no crew) @ Staged Location	\$1706	\$1575	\$1286
Deployment Rate – Equipment Only	\$3570	\$3439	\$3150
All Found Rate Unit Opened	\$7938/day with up to 12hr staff work time & \$346/add hr staff work over 12 hrs.	\$7413/day with up to 12hr staff work time & \$346/add hr staff work over 12 hrs.	\$5313/day with up to 12hr staff work time & \$291/add hr staff work over 12 hrs.
All Found Rate Unit Closed	\$6625	\$6363	\$4420

- All crews include 1 supervisor
- Standard standby time frames are: 0800 – 2000hrs (or) 0600 – 2300hrs as indicated when notified.
- "On standby" means ready to deploy within 30 minutes of receiving deployment instructions.
- SPU to be deployed with 2 support vehicles (tow and staff) which are included in the All Found Rate above. Mileage to be paid as per current Provincial rate.

7 SUMMARY

The remuneration rates contained in this document apply to recognized structural fire departments and personnel responding to a provincial deployment of fire apparatus and personnel. The rates will be reviewed annually and adjusted where required

THE RATES AND FEE SCHEDULES CONTAINED WITHIN THIS DOCUMENT APPLY TO APPARATUS AND PERSONNEL FROM RECOGNIZED STRUCTURAL FIRE DEPARTMENTS ONLY

The Reimbursement Rate Document has been reviewed by representatives of the undersigned agencies. The agencies agree to the use of the terms and rates as set out in this document until such time that the document is revised and updated or notification is given to all parties that they are no longer a participate in the agreement.



Fire Commissioner June 30, 2015

Office of the Fire Commissioner

Position

Date



President June 30, 2015

Fire Chiefs Association of BC

Position

Date

**THE RATES AND FEE SCHEDULES CONTAINED WITHIN THIS DOCUMENT APPLY TO APPARATUS
AND PERSONNEL FROM RECOGNIZED STRUCTURAL FIRE DEPARTMENTS ONLY**

Appendix A – SPU Minimum Requirements

				Structure Protection Unit Type Requirements		
Category	Item	Description	Unit	Minimum Type	Minimum Type	Minimum Type
				One	Two	Three
				No less than	No less than	No less than
Sprinklers						
	<i>Roof</i>	Butterfly type (Fire Caddie config)	heads	50	30	20
	<i>Large</i>	large 1" impact	heads	100	50	25
	<i>Medium</i>	3/4"	heads	100 med / small	50 med / small	30 med / small
	<i>Small</i>	1/2"	heads			
Hose						
	<i>Econoflow</i>					
		15 ft	lengths	800	400	250
		30 ft	lengths	200	100	40
	<i>1.5"</i>					
		50 ft	lengths	12	12	10
		100 ft	lengths	15	15	15
	<i>2.5"</i>					
		50 ft	lengths	25	15	10
Water Thieves						
	<i>5/8" x 1/5"</i>		qty	275	150	75
	<i>1/5" x 2.5"</i>		qty	30	20	10
	<i>5/8" gated Y</i>		adapters	40	30	20
	<i>1.5" 3-way</i>		valves	50	20	10
Adapters						
	<i>Hydrant Kit</i>					
		4" Storz to 2.5"		1		
		5" Storz to 2.5"		1		
		2.5 gated Ys		1	1	1
		2.5" to 1.5"	adapters	30	5	
Pumps						
	<i>Mk III</i>			4	4	2
	<i>BB</i>			1		
	<i>Honda</i>			3		
	<i>Pump Tool kit</i>			4	2	1
Bladders						
	<i>2500 gal. Portable</i>			2	1	1
	<i>150 Gal Pillows</i>			2		
Foam Kit						
	<i>Inductors/nozzles</i>			4		
	<i>Foam Pails</i>			5		
Other Items						
	<i>Ladders</i>	up to 24' ext	ladders	4	1	1
	<i>FF Hand tools</i>		kits	2	1	1
	<i>Impact Drivers</i>		qty	4	3	2
	<i>Carpenters Tools</i>		kits	1	1	1
	<i>Radios</i>		qty	3	2	1
	<i>Pulaski</i>			4	2	1
	<i>Poly</i>	200 ft	rolls	2	2	1
	<i>McLeod Tool</i>			4	2	1
	<i>Signage/Spray Paint</i>	2'x2'	sign boards	20	10	5
	<i>Lighting Kit</i>	2 - light	stands	1	0	0
	<i>Chainsaw</i>	kit c/w PPE	kits	1	1	

Responding to Pre-Hospital Events in BC: Time to Re-Think the Current Model of Service Delivery



Dr. Martha Dow

September 2014

Introduction

On October 29, 2013, the BC Emergency Health Services (BCEHS) implemented changes to their BC Ambulance Service Resource Allocation Plan (RAP) resulting in a significant number of codes being downgraded to Code 2 (routine) calls instead of their previous designation as Code 3 (lights and sirens) calls. According to BCEHS the process undertaken to make the changes involved a thorough review of over 630,000 patient calls with a focus on call outcomes to ensure that only those calls that warranted a downgrading to routine based on an outcome analysis were in fact downgraded. BCEHS has asserted that the changes were made to optimize the use of resources in a manner that prioritizes the allocation of services based on the most pressing medical needs.

Since the RAP changes there have been concerns raised by various stakeholders in the emergency services community and responses to those concerns by the BCEHS. Key areas of concern for the first responder (FR) communities have included:

- Inadequate consultation with the BC fire service community with respect to data collection and the framing of results;
- Inadequate analysis of claims that the downgrading of calls results in safer responses by lowering the number of calls being responded to with lights and sirens;
- Resultant increases in wait times for ambulances in cases that are upgraded based on FR initiative once on-scene, those that remain Code 2 despite warranting a higher priority in the opinion of first responders, and other routine response calls;
- Lack of appreciation of the current and the potential role of first responders in supporting positive outcomes in medical incidents and the resulting over-resourcing of calls and duplication of services; and,
- Inadequate conceptualization of patient outcomes that ends at emergency room hand-off of patients.

Key areas of focus for the BCEHS have included:

- Rationalizing response protocols based on medical outcome data;
- Responding to increasing paramedic workloads, particularly in the Lower Mainland;
- Decreasing the response times for the most urgent calls;
- Increasing the capacity of the BC Ambulance Service to respond to patient needs; and,
- Increasing the efficiency of the emergency services system in British Columbia.

The impact of the most recent call code changes was explored in a report conducted for the Surrey Fire Service¹ which demonstrated that there was an increase in wait times overall and a decrease in patient wait times for British Columbia Ambulance Service's (BCAS) response to Code 3 calls since the RAP changes were implemented. All stakeholders would agree that decreasing Code 3 wait

¹ Dow, M. (2014). *British Columbia Ambulance Service Resource Allocation Plan: An Analysis of Recent Changes to Call Codes*. A report prepared for the Surrey Fire Services, British Columbia.

times is a positive change and has the potential to have a significant impact on patient outcomes; however, the apparent increases in Code 2 wait times need to be addressed.

The initial focus of the work that grounds this report was to expand on the analysis of pre and post RAP data to the GVRD. However, a contextualized examination of the data pointed to the need for a system-based discussion as opposed to a specific output analysis. The GVRD data analysis is contained in Appendix I and is referenced in this broader discussion of the FR role in responding to pre-hospital events in BC. Quantitative data from various municipalities in the Greater Vancouver area was examined to document potential areas of opportunity and concern with respect to the response capacity of first responders in their relationship with ambulance services. Additionally, qualitative data from Officer Detail Reports provide some illumination on the issues most salient to the system and the public it serves.

The purpose of this report is to contribute to this discussion by framing the RAP changes within the particular context of emergency services in British Columbia and a broader conversation of system responsiveness. The historical and contemporary context of emergency services has been outlined in numerous documents² and explored through the activities of various committees. This report will provide a brief overview of that context; however, the primary purpose of this report is to assist key stakeholders in addressing some of the systemic challenges that characterize the current relationship between first responders and paramedics in British Columbia.

Context

The provision of emergency services in BC needs to be understood within a broader context including population growth and demographic changes and increasing service delivery demands and associated costs.

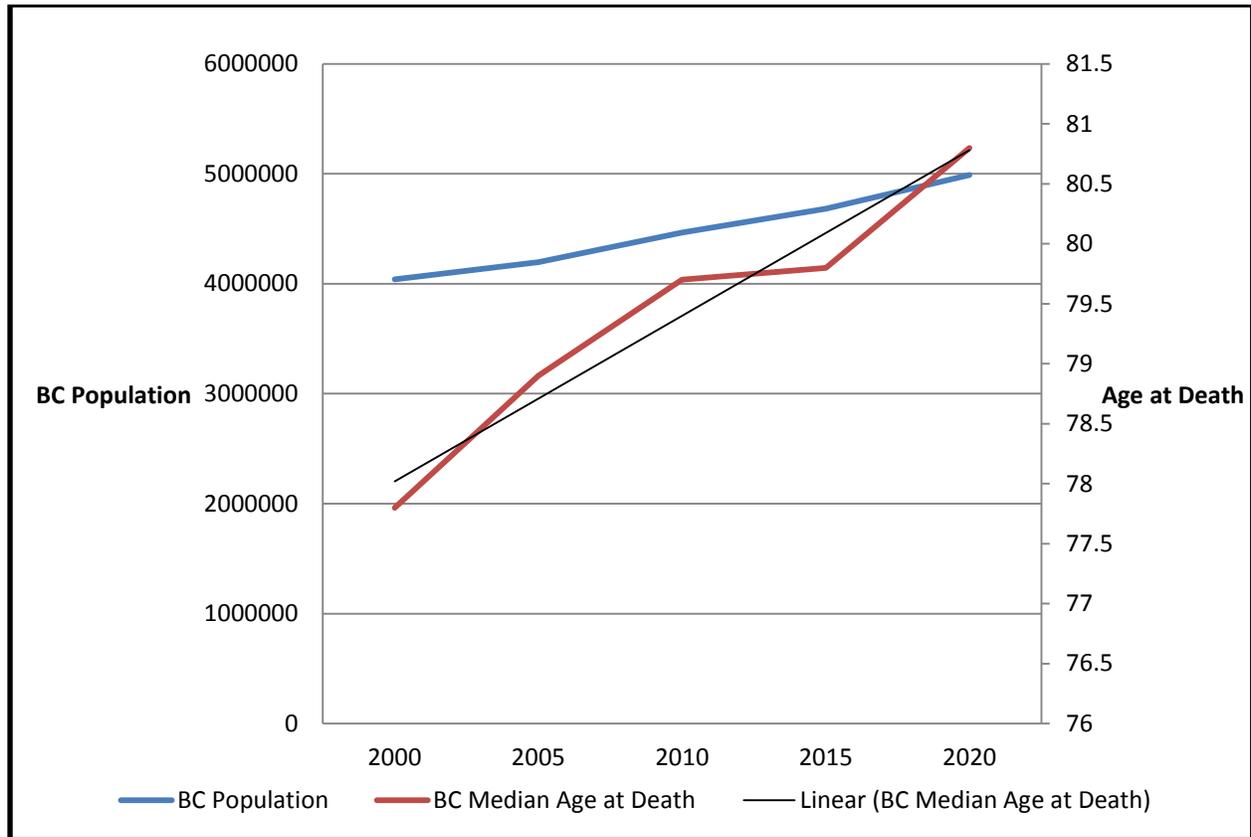
Demographic Changes

Population projections coupled with an increasing median age at death will create additional and more complex challenges for the pre-hospital health care system in the coming years. Figure 1 illustrates the upward trend of both of these factors with the projected population growth resulting in a provincial population of 4,988,900 and a median age at death of 80.8 in 2020.³

² These reports include: the Foulkes Report, the Cain Report, and the Cameron Report.

³ <http://www.bcstats.gov.bc.ca/StatisticsBySubject/Demography/PopulationProjections.aspx>

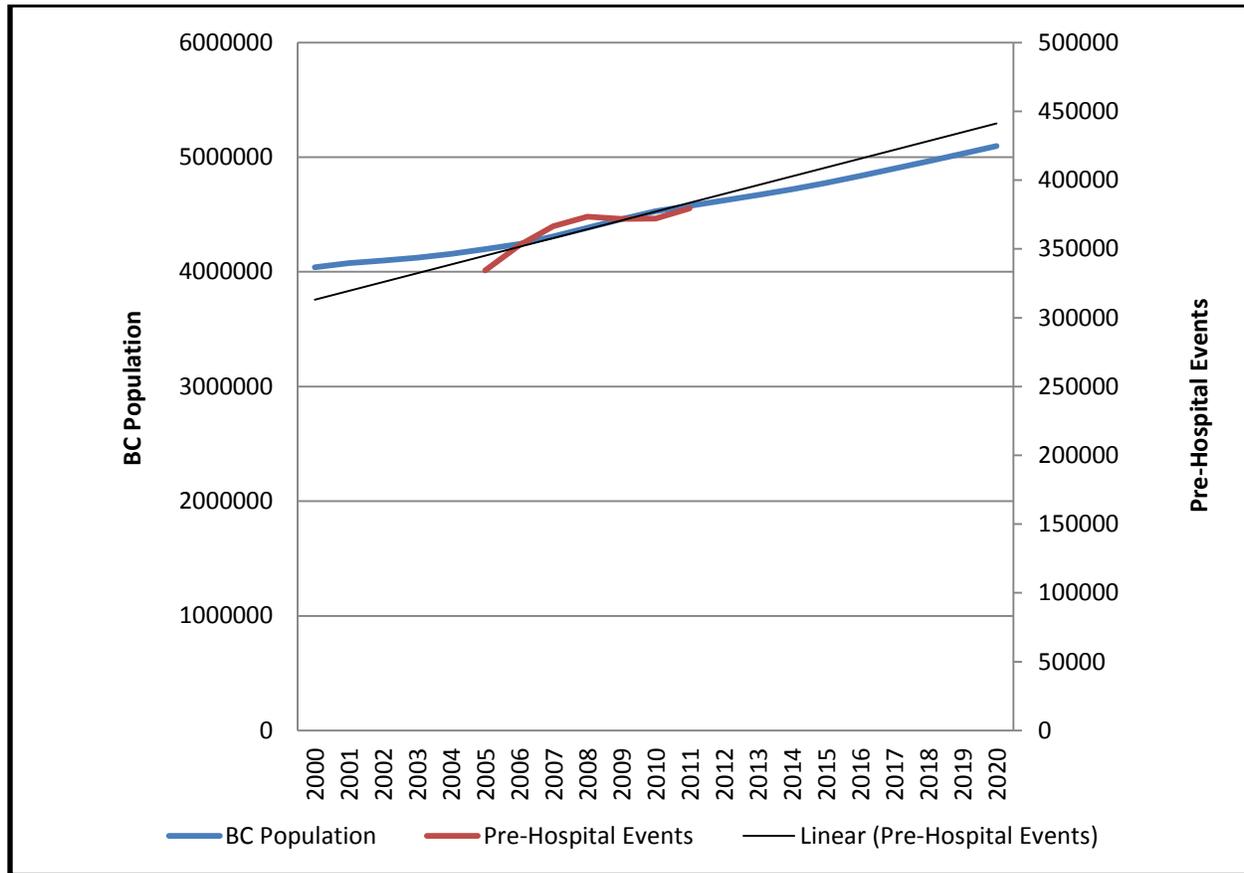
Figure 1: BC Population and Aging Population Projections (2000 to 2020)



Service Demand

The demographic trends discussed above will continue to stress the health care system and necessitate innovative and collaborative approaches to providing care to citizens of BC. Importantly, pre-hospital events are particularly susceptible to these pressures as the proportion of high user groups grows. Pre-hospital incidents have been steadily increasing over the last decade and are projected to outpace population growth at an increasing rate (Figure 2).

Figure 2: BC Population Projections and Pre-Hospital Events (2000 to 2020)



While the demand for emergency services is increasing, the rate of fires per capita has been decreasing making an examination of the role of the fire service and the first responder system increasingly important. In the Metro Vancouver area the rate of fires per 1000 residents has decreased from .96 in 2004 to .92 in 2013. Provincially, the rate has decreased from 1.34 in 2004 to .91 in 2013.

System Costs

Despite a reduction in the rate of fires in BC, the fire service budgets in BC are increasing annually. The total of all of the fire departmental budgets in BC in 2001 was \$327,310,317 increasing to \$509,447,179 in 2010. Not surprisingly, the BCAS is facing similar budgetary pressures.

All of these contextual factors contribute to a complex and increasingly important relationship between first responders and BCAS. The next section of this report provides an overview of first responders’ involvement in pre-hospital events.

The First Responder System

Prior to the implementation of the provincial ambulance system, fire departments and their municipal governments across British Columbia were responsible for pre-hospital care. In 1974, the BC Ambulance Service was established by the provincial government in an effort to provide citizens with equitable access to pre-hospital emergency services. The integral role of fire services in providing these services prior to BCAS was recognized with the establishment of the first responder system to provide localized and complementary service delivery. Unlike most other jurisdictions in Canada, this model results in British Columbia having a layered model with shared responsibility for emergency health care between municipal and provincial governments.

BCAS is a provincial entity under the BCEHS and is operationally responsible for pre-hospital care and transportation to hospital. While participating in the first responder model is voluntary and can take on different iterations, participating municipalities are financially and administratively responsible for these programs. There are approximately 6250 first responders, providing low-level medical and scene support, operating out of approximately 226 fire departments across the province of British Columbia.⁴ Various estimates indicate that first responders attend a substantial proportion of BCAS calls. Despite this significant role, there is a perception that local governments and fire departments have not had input commensurate with their level of involvement in the system.

Since the establishment of BCAS there has been numerous reviews and changes made to the model of emergency services. Critical to this system and the issues highlighted in so many reports is the dispatch system for emergency services in the province. As outlined in the Cameron Report (2007),

the jurisdictional responsibility for dispatch is also divided between municipalities and the Province. Contact with pre-hospital care begins with a call to 911 call takers – who are employed by municipalities (either directly, or through arrangements with other municipalities). Medical calls are then transferred to one of three BCAS dispatch centres in the province for purposes of caller interrogation and dispatching emergency resources. For calls where the BCAS emergency medical dispatcher (“EMD”) determines that first responders should be deployed, the EMD alerts the appropriate dispatcher or dispatch centre (usually a fire department staffed by municipal employees), and a dispatcher sends the first responders (usually fire service personnel). It should be noted that the *medical* aspects of the dispatch process - including caller interrogation, triage for determining the level(s) of resource to send to the patient, and pre-arrival instructions to the caller - are all performed by the provincial EMDs”.⁵

⁴ Cameron, P. (2007). *First responders, fire services and pre-hospital emergency care in British Columbia: A report to the Emergency Health Services Commission*. British Columbia.

⁵ Cameron, P. (2007). *First responders, fire services and pre-hospital emergency care in British Columbia: A report to the Emergency Health Services Commission*. British Columbia, p. 28.

Acknowledging the political and logistical challenges associated with revising this dispatch model, it would seem prudent to examine the benefits and challenges of a more streamlined and integrated system.

Response and Wait Times: A Symptom or the Problem?

The most recent RAP changes sparked a public discussion regarding response and wait times as a critical problem in the system; however, it is more useful to frame these response issues as symptoms of a dysfunctional system rather than the problem.

Table 1 illustrates that a significant proportion of the work of the fire services in the Greater Vancouver area is connected to medical calls and the related call type assigned to MVAs.

**Table 1: First Responder Involvement in Medical and MVA Calls
May 1, 2013 to April 30, 2014⁶**

Municipality/ District	Total Number of Calls	Total Number of Medical Calls	Medical Calls as a % of Total Calls	Total Number of MVA Calls	MVA Calls as a % of Total Calls
Burnaby	13330	8010	60.1%	1606	12.0%
Coquitlam	6097	3226	52.9%	608	10.0%
Langley City	2428	1618	66.6%	184	7.6%
North Vancouver District	3830	2157	56.3%	306	8.0%
Pitt Meadows	586	164	28.0%	110	18.7%
Port Coquitlam	2915	1718	58.9%	289	9.9%
Port Moody	1598	725	45.4%	214	13.3%
Richmond	9789	4693	48.0%	1125	11.5%
Surrey	34674	18760	54.1%	4093	11.8%
Vancouver	49406	22840	46.2%	3211	6.5%
West Vancouver District	3494	1766	50.5%	237	6.8%
White Rock	1739	913	52.5%	52	3.6%

An examination of twelve departments providing data for this analysis indicates that medical calls represent an average of 52% of the calls responded to by fire services in these jurisdictions. Adding MVA calls to the workload distribution indicates that those calls represent an average of 10% of calls responded to by fire services (Table 1).

⁶ All of the fire departments in the Greater Vancouver area were invited to submit incident data to be analyzed for response and wait times six months before and six months after the most recent RAP changes. Data sets from the following departments were analyzed: Burnaby, Langley City, District of North Vancouver, Pitt Meadows, Port Coquitlam, Surrey, Vancouver and District of West Vancouver.⁶ Of the total incidents for each department, only the calls that had clear incident start times and arrival times, for both fire and BCAS, were included in the analysis. While there are some departmental variations in response policies and organizational factors, it is hoped that this analysis provides an additional piece of the foundation upon which some of the strategic conversations about first responder models might be built.

Table 2 indicates that wait times have increased since the most recent RAP changes; however, simply highlighting increases and decreases misses the more fundamental discussion of differentiating between necessary and potentially unnecessary wait times within a context of systemic change.

Table 2: Response/Wait Times for Medical Calls Pre and Post RAP Changes⁷

Period of Analysis	FR Average On-Scene	BCAS Average On-Scene	Average Wait Times	FR 90 th Percentile On-Scene	BCAS 90 th Percentile On-Scene	Average Differential Between FR and BCAS
Pre RAP Changes (n=29035)	5min 40sec	10min 50sec	5min 10sec	8min 28sec	17min 17sec	8min 50sec
Post RAP Changes (n=27992)	5min 57sec	12min 29sec	6min 32sec	8min 28sec	21min 0sec	13min 22sec

Importantly, these numbers indicate that local fire departments and their municipalities are playing a significant role, both financially and operationally, in the response matrix for pre-hospital care. The duplication of services that characterizes the current response patterns highlights the urgency in rethinking the current model of co-response in British Columbia. Using Vancouver as an example, the city’s Fire and Rescue Services makes up 8% of the total operating budget for the municipality and fire suppression and medical calls represent 93% of those expenditures.⁸ Using the results in Table 1 to extrapolate the magnitude of medical calls, first responder services consume approximately 43% (\$42.3 million) of Vancouver Fire Services’ projected expenditures for 2014.

This reality and the likelihood that these numbers will continue to grow in the coming years, coupled with the significant time that first responders are on scene waiting for BCAS in circumstances that all parties would agree do not require the attention of ambulance services, make it imperative that the system examine questions related to response patterns, scope of practice, and levels of resourcing for all parties involved in the current co-response system.

⁷ Note: 1) Municipalities included: Burnaby, Langley City, North Vancouver District, Pitt Meadows, Port Coquitlam, Surrey, Vancouver, West Vancouver District; 2) Only those calls that had both FR and BCAS response times were included in the analysis; 3) Pre-RAP data was gathered for the period May 1, 2013 to October 28, 2013 and Post-RAP data was gathered for the period October 29, 2013 to April 30, 2014; 4) The data was extracted from the CAD and/or record management systems used in each of the participating municipalities. It is recognized that there may be some minimal variance due to on-scene conditions, differential access to technology, and dispatch centre conditions; however, it is not expected that these anomalies would impact the findings given the sample size available for this review.

⁸ City of Vancouver. 2014 Capital and Operating Budget.

As stated above, this analysis is intended to explore broader systemic issues with respect to first responders' attendance to such a significant number of medical calls and potential in the current system as well as innovations that may increase the efficiency and effectiveness of these responses.

Officer Duty Reports

An additional source of information that was examined for this study were complaints/concerns documented by fire service crews and submitted as Officer Duty Reports in response to patient/family concerns about service and/or FR concerns based on the circumstances of the call. These reports were requested from all of the departments within the Greater Vancouver area. Reports from Burnaby, Coquitlam, District of North Vancouver, Port Coquitlam, Surrey, Vancouver, and White Rock were received representing a total of 243 reports.

Given the significant number of calls included in this report, the number of complaint reports is very small; however, it is important to note that the parameters that compel, encourage and ultimately shape completion and content of these reports is not standardized across departments, crews or individual firefighters. For example, in some departments there are no reports completed; however, it would seem unlikely that there are no concerns in these departments. Based on conversations with senior fire administrators, it is reasonable to assert that there is an under-reporting of concerns and complaints. Despite these qualifiers, there are a number of key themes that are characterized in these reports that contribute to this discussion including: excessive wait times, requests for upgrades of calls by first responders on-scene, and communication challenges.

First Responder Requests for Call Upgrades

The reports highlight a number of concerns with respect to coding of calls as routine instead of Code 3. The majority of these reports indicate that first responders felt that the original call had not been accurately coded given the condition of the patient once on-scene. In a minority of these cases, the call may or may not have been accurately coded at the time of the dispatch; however, there was a deterioration of the patient's condition once on-scene. An obviously related aspect of this concern is patient care. Observations related to the impact of under-coding calls resulted in patients experiencing longer than acceptable waits despite the following types of health concerns: heavy bleeding; obstructed breathing; loss of consciousness; severe head pain; falls and accidents resulting in severe pain, neck pain, head injury with disorientation; and, spinal injuries. The over-resourcing and associated wait times coupled with the on-scene observations of first responders highlights the need to have a meaningful exploration of how addressing current challenges in the delineation and integration of dispatch responsibilities would be important to consider in any discussions moving forward.

Inadequate/Problematic Response

Wait Times

The majority of the reports identified wait times as a problem with these times ranging from 20 to 90 minutes and in some cases documenting no attendance by BCAS. In some cases the concerns were most directly related to the wait time; however, in most other cases, the concern was compounded by either the condition of the patient upon first responders' arrival or the deteriorating condition of the patient during the wait.

Layered Response

The primary theme in these complaints was a sense of inadequacy in the response of the BCAS. These cases included the following kinds of issues: slow response times; lack of communication with the first responders with respect to ETA information and patient information; inadequate information provided to 911 callers; diversion of ambulances without communication with first responders; inability to contact BCAS on the shared event channel; lack of urgency in assigning cars or upgrading based on additional information from FRs; extensive wait times; delays in notifying fire of calls; and, citizens driving to hospital due to wait times. This category also included those cases that were characterized by a concern about the nature of the BCAS response and included: non-response to incidents; disregarding FR transport information; inadequate assessment of patient upon arrival; inappropriate cancelling of fire support; and, rerouting in emergent situations.

Not surprisingly, these Officer Duty Reports, while only accounting for less than 1 per cent of the total incidents responded to by the participating departments, illustrate some of the important consequences of the response and wait times discussed above and some of the coding and communication issues that have been highlighted throughout the years as the various stakeholders navigate their way through the complex and critical relationships that characterize emergency services in this province.

This qualitative data is particularly important as it contextualizes some of the apparent systemic problems in designating/coding of calls, communication between first responders and BCAS, and the need to more closely examine the significance of care provided by first responders in medical incidents as it contributes to patient experiences and outcomes and the efficiency of the system.

Summary

A review of the documentation (in the form of reports, committee minutes, and memos) from all sectors that has framed this discussion over the last 50 years repeatedly highlights the continued relevance of the following key questions:

- How might the system be changed to support BCAS in their continued efforts to respond to the most urgent cases? If other efficiencies in the system were realized, how might an increase in the number of paramedics further strengthen the BCAS response to the most urgent cases?
- Are firefighters unnecessarily attending calls that are of low acuity?
- Is the BCAS call-taker's coding of a call ever manually altered by a BCAS dispatcher? If so, what criteria are used to re-classify the call?
- What does ICBC data indicate regarding accidents resulting from Code 3 responses of emergency services?
- Are there training, procedural, and systemic lessons to be learned from calls being upgraded based on FR assessment on scene? If so, how is that data collected, analysed and communicated to stakeholders?
- How might the dearth of research, regarding the impact of first responder care on-scene, noted most recently in the Craig report, be addressed? How might this information contribute to the discussion with respect to resource allocation?
- What are the public's expectations with respect to pre-hospital emergency/urgent care responses by emergency services?
- How is patient information transferred from FRs to BCAS on-scene? How might this transfer be strengthened through shared procedures and technology regarding Patient Care Records?
- How might the efficiency and effectiveness of the dispatch services be strengthened? How might greater integration, streamlining and centralization contribute to these changes?
- How might the training and competencies of First Responders be better accounted for to enable more efficient upgrading to EMR levels for those departments that are pursuing this route? How might FRs play a greater role within these innovations?
- How might models of pre-hospital care incorporate triage, treat-and-release, and urgent care facilities?
- What are the major factors contributing to over-response? How might these factors be altered to encourage appropriate response levels?
- Given the magnitude of FR involvement in pre-hospital emergency services, how might scope of practice guidelines (and associated legislation) be modified to enhance the capacity of first responders and focus the capacity of BCAS on the most urgent cases?
- How might more collaborative approaches to innovating within the system be strengthened among emergency services providers?

Importantly, these questions are critical to framing efforts to increase the responsiveness of the system of pre-hospital care in an evidence-based, efficient and progressive manner and ever more pressing in today's climate characterized by population growth, an aging demographic, rising health care costs, and a shrinking tax base.

Conclusion

There have been repeated efforts to document the regulatory and operational complexities of the first responder model in British Columbia. The Cameron report highlights that in many of these discussions the constraints on the scope of these reports serves to restrict the very innovative thinking that would seem to be demanded by the writing of such reports.

The RAP changes reinvigorated a conversation regarding the need for the system to explore and implement new approaches to the provision of care and it would be short-sighted to simply argue for a return to the approach used before the changes. In fact, the changes have contributed to making the system more responsive to the most urgent cases. Agree or disagree with these changes, BCAS and various fire departments around the province are exploring, in some cases through pilot projects, and in some cases through more systemic adjustments such as the RAP, innovations in service delivery. It is with this in mind that the following suggestions are offered for the committee's consideration, not as new ideas but as strategies to respond to the systemic challenges that ground them.

1. Support meaningful local government stakeholder participation at the BCEHS governing level in recognition of the significant contribution made by first responders and their associated municipal governments.
2. Develop uniform data collection and data sharing strategies to enable system monitoring, evaluation, and evidence-based improvements to the system.
3. Conduct a comprehensive assessment of the co-response model employed in BC. This examination would include a robust assessment of the need for the already implemented and proposed changes (i.e. evidence of public safety concerns and unnecessary Code 3 classification of incidents), the implementation of the changes (i.e. congruence of on scene assessment and initial call code, role of FRs in scene management, diversion of ambulances and resultant delays, review of inter-agency protocols), and the impact and potential impact of the changes (i.e. changes in wait times, consequences of changes in wait times, relationship between the FR role and patient outcomes, measures of patient experience and outcomes on scene and post emergency room handover). Some of the work with respect to response and wait times, while not comprehensive in terms of coverage, has been completed within this report.
4. Design, implement and evaluate pilot projects to explore the potential of:
 - a. Providing triage and treat and release capacity to first responders;
 - b. Enhancing the certification levels of first responders;
 - c. Resourcing first responder apparatus with Primary Care Paramedics;
 - d. Using urgent care facilities to receive non-emergency urgent care cases;
 - e. Developing an integrated dispatch model; and,
 - f. Sharing Patient Care Records across FRs and BCAS personnel.

It is clear that there is a tremendous commitment on the part of BCAS and the first responder communities to provide excellent pre-hospital care to the citizens they serve. It is equally clear that first responders are attending a significant and increasing number of medical calls without an ability to fully and efficiently respond to the needs of lower acuity patients and that paramedics are experiencing increasing workload pressures. The data reviewed in this report reiterates the importance of these issues and emphasizes the urgency of examining the current model of service delivery and potential innovations and alternate modes of response.

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Reference Note: In addition to the references listed above, other material was reviewed to support the content of this report including media releases, meeting minutes, correspondence, and power point presentations.

Author's Biographical Information

Dr. Martha Dow is a researcher and consultant working in the areas of public safety, education, and organizational change and is an Associate Professor in the Department of Social, Cultural and Media Studies at the University of the Fraser Valley. Contact her at martha.dow@ufv.ca for further information.

Acknowledgments

This report was commissioned by the Metro City Managers Sub-Committee for Pre-Hospital Care, First Responder Services.

Appendix 1

A recent analysis of response times for the Surrey Fire Service confirmed the BCAS assertion that the RAP changes would increase the likelihood that responses to more serious calls would be improved.⁹ Concomitantly, the wait times for call codes impacted by the RAP changes increased highlighting the need to once again engage in a scope of practice assessment to enable the appropriate levels of expertise to attend to the appropriate calls. It is reasonable to conclude that the initial findings of the Surrey review, that examined the differences between Code 2 and Code 3 call times, would be generalizable to other departments in the Greater Vancouver area.

Results and Discussion

The following four tables present response and wait time data for all of the medical calls received six months before and six months after the RAP changes by Burnaby, Langley City, District of North Vancouver, Pitt Meadows, Port Coquitlam, Surrey, Vancouver and District of West Vancouver.

⁹ Dow, M. (2014). *British Columbia Ambulance Service Resource Allocation Plan: An Analysis of Recent Changes to Call Codes*. A report prepared for the Surrey Fire Services, British Columbia.

**Table 3: Average Response/Wait Times for all Medical Calls
May 1, 2013 to October 28, 2013 (Pre-RAP Changes)**

Municipality	Total Number of Medical Calls	FR Average On-scene ¹⁰	BCAS Average On-scene ¹¹	Average Wait Time
Burnaby	3981	5min 47sec (n=3661)	12min 4sec (n=637)	6min 17sec
Langley City	783	5min 3sec (n=768)	11min 4sec (n=542)	6min 1sec
North Vancouver District	1064	5min 38sec (n=1064)	10min 11sec (n=747)	4min 33sec
Pitt Meadows	88	7min 26sec (n=72)	12min 30sec (n=55)	5min 4sec
Port Coquitlam	873	5min 40sec (n=853)	12min 57sec (n=92) ¹²	7min 17sec
Surrey	9231	5min 17sec (n=8980)	10min 34sec (n=5269)	5min 17sec
Vancouver	12117	4min 49sec (n=11732)	7min 26sec (n=10368)	2min 37sec ¹³
West Vancouver District	898	5min 42sec (n=875)	9min 51sec (n=675)	4min 9sec

Prior to the most recent RAP changes, on average first responders arrived on-scene in 5 minutes and 40 seconds and waited an average of 5 minutes and 10 seconds for BCAS to arrive (see Table 3). As noted in Table 4, prior to the changes, first responders arrived on-scene in 8 minutes 28 seconds or less 90 per cent of the time, while BCAS arrived on-scene in 17 minutes and 17 seconds or less 90 per cent of the time. It is the 90th percentile data that is particularly instructive as decision-makers explore alternate models to address urgent care demands as extended wait times will be more generally associated with Code 2 or lower acuity calls. These are calls that are well suited to more varied scope of practice models.

¹⁰ Only those calls with a FR arrival time were used in this analysis.

¹¹ Only those calls with a BCAS arrival time were used in this analysis.

¹² Port Coquitlam's data contained a significant number of cases without a BCAS on-scene time.

¹³ Vancouver's BCAS arrival on-scene data is recorded as whole numbers.

**Table 4: 90th Percentile Response/Wait Times for all Medical Calls
May 1, 2013 to October 28, 2013 (Pre-RAP Changes)**

Municipality	Total Number of Medical Calls	FR 90 th Percentile On-scene ¹⁴	BCAS 90 th Percentile On-scene ¹⁵	Differential Between FR and BCAS
Burnaby	3981	8min 11sec (n=1477)	19min 18sec (n=637)	11min 7sec
Langley City	783	7min 13sec (n=768)	17min 23sec (n=542)	10min 10sec
North Vancouver District	1064	8min 13sec (n=1064)	15min 29sec (n=747)	7min 16sec
Pitt Meadows	88	14min 5sec (n=72)	19min 59sec (n=55)	5min 54sec
Port Coquitlam	873	7min 35sec (n=853)	20min 58sec (n=92) ¹⁶	13min 23sec
Surrey	9231	7min 27sec (n=8990)	17min 28sec (n=5269)	10min 1sec
Vancouver	12117	6min 39sec (n=11732)	11min 59sec (n=10368)	5min 20sec ¹⁷
West Vancouver District	898	8min 21sec (n=875)	15min 46sec (n=675)	7min 25sec

Wait times are generally discussed as important because of their length; however, equally important is the examination of wait times in terms of what first responders are able and not able to provide as they attend to the patient upon arrival and during the wait time. An additional consideration is that the current model operates on the premise that wait times are embedded in the system as ambulance always needs to attend the scene.

¹⁴ Only those calls with a FR arrival time were used in this analysis.

¹⁵ Only those calls with a BCAS arrival time were used in this analysis.

¹⁶ Port Coquitlam's data contained a significant number of cases without a BCAS on-scene time.

¹⁷ Vancouver's BCAS arrival on-scene data is recorded as whole numbers.

**Table 5: Average Response/Wait Times for all Medical Calls
October 29, 2013 to April 30, 2014 (Post-RAP Changes)**

Municipality	Total Number of Medical Calls	FR Average On-scene ¹⁸	BCAS Average On-scene ¹⁹	Average Wait Time
Burnaby	4030	5min 45sec (n=1490) ²⁰	15min 6sec (n=661)	9min 21sec
Langley City	835	5min 41sec (n=808)	12min 34sec (n=681)	6min 53sec
North Vancouver District	1093	5min 35sec (n=1093)	11min 35sec (n=860)	6min 0sec
Pitt Meadows	76	8min 26sec (n=66)	11min 58sec (n=57)	3min 32sec
Port Coquitlam	845	5min 38sec (n=826)	15min 50sec (n=177) ²¹	10min 12sec
Surrey	9529	5min 34sec (n=9272)	12min 33sec (n=6594)	6min 59sec
Vancouver	10723	5min 14sec (n=10454)	9min 24sec (n=9456)	4min 10sec ²²
West Vancouver District	861	5min 43sec (n=821)	10min 53sec (n=656)	5min 10sec

After the most recent RAP changes, on average first responders arrived on-scene in 5 minutes and 57 seconds and waited an average of 6 minutes and 32 seconds for BCAS to arrive (see Table 5). As noted in Table 6, first responders arrived on-scene in 8 minutes and 28 seconds or less 90 per cent of the time, while BCAS arrived on-scene in 21 minutes or less 90 per cent of the time.

While wait times are an important piece of the puzzle, simply looking at increases and decreases is not sufficient. In some cases, longer wait times make sense given the patient’s level of medical need and the limited resources within the existing model. Instead, what is necessary is an openness to “do things differently” so that wait time analysis becomes obsolete because if there are emergency service personnel on-scene then there is appropriate and sufficient care being providing and transportation and receiving decisions being made and acted upon in a timely fashion.

¹⁸ Only those calls with a FR arrival time were used for this analysis.

¹⁹ Only those calls with a BCAS arrival time were used for this analysis.

²⁰ Incomplete data decreased the number of usable incidents.

²¹ Port Coquitlam’s data contained a significant number of cases without a BCAS on-scene time.

²² Vancouver’s BCAS arrival on-scene data is recorded as whole numbers.

**Table 6: 90th Percentile Response/Wait Times for all Medical Calls
October 29, 2013 to April 30, 2014 (Post-RAP Changes)**

Municipality	Total Number of Medical Calls	FR 90 th Percentile On-scene ²³	BCAS 90 th Percentile On-scene ²⁴	Differential Between FR and BCAS
Burnaby	4030	8min 6sec (n=1490) ²⁵	28min 59sec (n=661)	20min 51sec
Langley City	835	8min 30sec (n=808)	22min 21sec (n=681)	13min 51sec
North Vancouver District	1093	7min 57sec (n=1093)	18min 21sec (n=860)	10min 24sec
Pitt Meadows	76	11min 10sec (n=66)	18min 22sec (n=57)	7min 12sec
Port Coquitlam	845	7min 42sec (n=826)	29min 48sec (n=177) ²⁶	22min 6sec
Surrey	9529	8min 5sec (n=9272)	19min 57sec (n=6594)	11min 52sec
Vancouver	10723	7min 33sec (n=10454)	17min 33sec (n=9456)	10min 0sec ²⁷
West Vancouver District	861	8min 42sec (n=821)	19min 18sec (n=656)	10min 36sec

In summary, the response and wait time data examined before and after RAP changes indicate the following:

- Despite important differences in the characteristics of the communities represented in the Greater Vancouver area, the response and wait time patterns associated with FR and BCAS attendance on-scene are relatively consistent;
- The response times for BCAS responding to Code 3 calls have improved since the RAP changes;²⁸
- First responders are waiting longer for BCAS to arrive on-scene; and,
- The average time for BCAS to respond to 90% of all calls has increased substantially since the RAP changes.

²³ Only those calls with a FR arrival time were used for this analysis.

²⁴ Only those calls with a BCAS arrival time were used for this analysis.

²⁵ Incomplete data decreased the number of usable incidents.

²⁶ Port Coquitlam's data contained a significant number of cases without a BCAS on-scene time.

²⁷ Vancouver's BCAS arrival on-scene data is recorded as whole numbers.

²⁸ Dow, M. (2014). British Columbia Ambulance Service Resource Allocation Plan: An Analysis of Recent Changes to Call Codes. A report prepared for the Surrey Fire Services, British Columbia.

Village of Pemberton
Mayor and Council
Box 100 / 7400 Prospect Street
Pemberton, BC V0N 2L0



March 2, 2016

Dear Pemberton Mayor and Council:

The Sea to Sky Clean Air Society (SSCAS) is delighted to have received your membership contribution of \$1000 and to have been awarded \$1000 through Community Enhancement Funding for Bike to Work Week. Without community involvement and financial support of this kind we would not be able to fulfill our mandate of protecting air quality and advancing progressive climate action in our airshed.

At present, we are working on sharing important messages about health, air quality and climate change related to wood burning through Burn It Smart workshops; delivering carpooling kits to local businesses that incentivize ridesharing; collaborating with AWARE to organize a transportation and climate action focused event that follows the COP21 talk at which Mayor Richman spoke in January; supporting the Planet Protector Academy in elementary schools; and beginning preparations for Bike to Work week.

We thank you for your ongoing support, and look forward to working closely with staff on taking action that protects air quality and our climate.

With gratitude,

A handwritten signature in black ink, appearing to read "Kim Slater".

Kim Slater
Executive Director

Sea-to-Sky Clean Air Society
PO Box 1015, Pemberton BC V0N 2L0
604-698-7697 / seatoskycleanair@gmail.com
www.seatoskyairquality.ca



March 7, 2016

To: Mayors and Councils
Regional District Chairs & Directors
First Nations Chiefs & Councils
MLA Donna Barnett, Jordon Sturdy, Jackie Tegart, Shirley Bond & Mike Morris

RE: PASSENGER RAIL SERVICE BETWEEN NORTH VANOCUVER & PRINCE GEORGE

In 1972 the Pacific Great Eastern (PGE) Railway became the British Columbia Railway. The PGE, a name still heard in the Cariboo, was founded on February 27, 1912. This was the beginnings of what turned into the Cariboo Prospector. The Prospector took travellers from North Vancouver to Prince George.

This all came to an end in October 2002 when the BC Rail line was leased to CN Rail. The loss of the "Budd Car" in 2002 was a loss of economic and social investment in the future of British Columbia.

Rural communities have been struggling to fill the void left by this decision. Our economies have suffered and our residents have incurred additional expenses travelling for medical/social reasons.

It is now 2016 and it is almost universally accepted that rail transportation is a greener form of travel than travel by road. Transportation is one of the fastest growing contributors to climate change, accounting for around a quarter of energy-related carbon dioxide emissions. Rail travel makes up less than 1.8% of CO2 emissions world-wide.

I am writing to ask for your support in bringing to the attention of Premier Clark the need for a passenger rail service between North Vancouver and Prince George. Our Province and our residents need this service.

Please join me in passing a resolution and sending it along with a support letter to Premier Clark with a copy to me at mayorlampman@gmail.com.

In the past an advertising slogan that BC Rail used was "they used to come for the gold, now they come for the rush." Now is the time to get behind the "rush" and support this much needed transportation option.

Thank you,



Mayor Marg Lampman,
District of Lillooet

CERTIFIED CORRECT COUNCIL RESOLUTION
District of Lillooet
Regular Council Meeting of February 1, 2016

Moved by Councillor Courchesne,
Seconded by Councillor Hopfl

WHEREAS in October, 2002, Passenger Rail Service on the former BC Rail Line between North Vancouver and Prince George was discontinued, seriously damaging community life and the economy of those communities affected along the rail line due to increasing pressure put on the highway systems and the environment by the large number of vehicles using the highway system;

AND WHEREAS rural BC residents who formerly relied on rail transportation must now drive long distances to access medical care, social and family functions and special services. Therefore, putting immense pressure on highway systems, the environment and individual's finances and creating a particular hardship for our aging population, many of whom, can no longer drive long distances;

AND WHEREAS travelling by rail is the most ecologically friendly and economical method of transportation with vehicle travel being one of the fastest growing contributors to climate change, accounting for approximately 25% of energy-related carbon dioxide emissions;

NOW THEREFORE BE IT RESOLVED THAT WE, the under signed, respectfully request that all stake holders be brought together by the Province of BC to discuss the reinstatement of passenger rail service between North Vancouver and Prince George, BC as soon as possible.

CARRIED UNANIMOUSLY

These are true resolutions of
the Council of the District of Lillooet
from the Regular Council Meeting of February 1, 2016



Paula Skrzeta,
Deputy Corporate Officer



The District of Lillooet
615 Main Street, PO Box 610, Lillooet, BC V0K 1V0
Tel: (250) 256-4289 Fax: (250) 256-4288
E-mail: cityhall@lillooetbc.ca

February 10, 2016

SENT VIA EMAIL

The Honourable Jody Wilson Raybould
Minister of Justice and Attorney General for Canada
1245 West Broadway, Suite 104
Vancouver, BC V6H 1G7
<Jody.Wilson-Raybould@parl.gc.ca>

Dear Honourable Minister:

We are requesting your support to bring to the attention of Canadian National Railway the need to support St'at'imc Communities and the District of Lillooet in British Columbia.

For six years the Aboriginal and Lillooet communities have been asking for a tour train to augment Aboriginal employment and District of Lillooet tourism destination enhancement. We have requested a family affordable local service.

Canadian National Railway, on two occasions offered to run the summer season service but failed to deliver on that offer. This past summer Canadian National Montreal head office said that the location was inappropriate for a summer tour train. In direct contrast, Canadian National Railway hosts a privately owned Rocky Mountaineer tour train over the same tracks through St'at'imc and District of Lillooet territory. **This train only serves the extreme high price market and does not offer service to our community.**

Canadian National Railway leases the British Columbia Railway trackage, a BC Crown Corporation asset through aboriginal and District of Lillooet territory. Canadian National Railway's practice of using the local asset with no benefit to the communities nor revenue sharing with the communities is seen as unfair.

Canadian National Railway prides itself in paying huge dividends to shareholders. However, no financial return is shared in the communities where the Railway operates freight and private passenger service.

The communities recognize the importance of tourism for employment, region point of pride and economic development. The stunning scenery along the lakes and canyons through our territory are currently undersold and begging exposure. A local tour train would put the District of Lillooet and St'at'imc communities back on the map and help us capture some of the 15% increase in visitor volume shared to other parts of our Province.

Sincerely,

Mayor Marg Lampman
District of Lillooet

Encl.

STRATEGIC PRIORITIES CHART

February 2015

CORPORATE PRIORITIES (Council/CAO)

NOW

1. **FRIENDSHIP TRAIL BRIDGE: Application**
2. **COMMUNITY FOREST: Feasibility**
3. **BOUNDARY EXTENSION: Analysis**
4. **PVUS: Joint Governance Review**
5. **SHELF READY PROJECT: Selection**

TIMELINE

February
June
March
June
June

NEXT

- CAPITAL STRATEGY
- RECREATION SERVICE DELIVERY
- ECONOMIC DEVELOPMENT STRATEGY
- SEWER FEES
- FIRE SERVICES AGREEMENT
- ONE MILE LAKE PLAN
- FIRST NATION SHARED SERVICES

ADVOCACY / PARTNERSHIPS

- *Gas Tax Grant*
- *Friendship Trail Bridge Grant*
- *PVUS Joint Governance Review*

OPERATIONAL STRATEGIES (CAO/Staff)

CHIEF ADMINISTRATIVE OFFICER

1. **FRIENDSHIP TRAIL: Application - Feb.**
 2. **PVUS: Joint Governance Review - June**
 3. **BOUNDARY EXTENSION: Analysis - Mar.**
- **SHELF READY PROJECT: Selection**
 - FIRE SERVICES AGREEMENT

FIRE

1. Fire Truck Specifications - April
 2. Fire Hall Design - June
 3. FUSS Report: Review Priorities - Mar.
- Training Ground Upgrades
 -

CORPORATE & LEGISLATIVE SERVICES

1. **COMMUNITY FOREST: Feasibility - June**
 2. Council Procedure Bylaw - April
 3. Employee Manual - Sept.
- ECONOMIC DEVELOPMENT STRATEGY
 - Chamber Welcome Sign

OPERATIONS

1. Reservoir - June
 2. Water Looping - Sept.
 3. I&I and Outflow inspections - May
- ONE MILE LAKE: Projects & Plan
 - Eagle Drive Remediation

FINANCE / ADMINISTRATION

1. CAPITAL STRATEGY: Priorities - Oct.
 2. SEWER FEE: Analysis - Nov.
 3. Admin fee Bylaw Review - Sept.
- Expense Policy Review
 -

DEVELOPMENT

1. Barn Program - April
 2. Agricultural Parks Plan - Sept.
 3. Development Procedure Bylaw - June
- Zoning Bylaw
 - OCP Review

CODES: **BOLD CAPITALS** = NOW Priorities; **CAPITALS** = NEXT Priorities; *Italics* = Advocacy;
Regular Title Case = Operational Strategies

OPEN QUESTION PERIOD POLICY

THAT the following guidelines for the Open Question Period held at the conclusion of the Regular Council Meetings:

- 1) The Open Question Period will commence after the adjournment of the Regular Council Meeting;
- 2) A maximum of 15 minutes for the questions from the Press and Public will be permitted, subject to curtailment at the discretion of the Chair if other business necessitates;
- 3) Only questions directly related to business discussed during the Council Meeting are allowed;
- 4) Questions may be asked of any Council Member;
- 5) Questions must be truly questions and not statements of opinions or policy by the questioner;
- 6) Not more than two (2) separate subjects per questioner will be allowed;
- 7) Questions from each member of the attending Press will be allowed preference prior to proceeding to the public;
- 8) The Chair will recognize the questioner and will direct questions to the Councillor whom he/she feels is best able to reply;
- 9) More than one Councillor may reply if he/she feels there is something to contribute.

*Approved by Council at Meeting No. 920
Held November 2, 1999*

*Amended by Council at Meeting No. 1405
Held September 15, 2015*