



mfa-bc



LOCAL GOVERNMENT MANAGEMENT INTERNSHIP PROGRAM 2008/09 SUMMARY OF HOST LOCAL GOVERNMENT WORKPLANS

Five local governments have been invited to host Interns for 2008/09. These local governments are:

Village of Burns Lake
Town of Ladysmith
City of Nelson
Village of Pemberton
District of Saanich

Below is a description of each host local government's proposed workplan and compensation package.

VILLAGE OF BURNS LAKE

	Program Grant	Village of Burns Lake Contribution		Total Contribution
		\$ Contribution	In-Kind Contribution	
Intern Reimbursement (Salary & Benefits)	\$27,000	\$10,000	\$5,000¹	\$42,000

¹ Benefits such as medical, dental, etc.

Questions and responses from host application.

1. Single Application
2. What the Village of Burns Lake Can Offer

The Village of Burns Lake will be able to provide a wide range of exposure to many different aspects of local government. With a senior management team of five qualified and experienced personnel we can offer an Intern a large variety in terms of knowledge and skill. Many individuals in our organization have additional roles and responsibilities within the local government setting. Our staff and council members are involved at the executive level on many different organizations that directly affect the north such as the North Central Municipal Officers Association, Prince George Treaty Advisory Committee, Regional District of Bulkley-Nechako Board, Omineca Beetle Action Coalition, Domestic Violence Treatment Option Committee, Northern Development Initiative, Joint Provincial/Municipal Home Owner Grant Forum, to name only a few. Our affiliation with these organizations will offer top quality exposure to key individuals and issues of the north. For a small municipality we are all very involved, proactive and passionate about local government matters. We will be able to pass along this energy and knowledge to the Intern creating opportunities for a lifelong career.

Additional Information:

The Village of Burns Lake, with a population of 2778, is located in the heart of the beautiful Lakes District and boasts an abundance of outdoor living. Activities such as snowmobiling, cross country skiing and ice fishing are popular pastimes in the winter months while hiking, mountain biking, camping, fishing and hunting balance the year. Burns Lake is nestled in a valley surrounded by lakes and forests and enjoys moderate weather patterns influenced by westerly air flows from the pacific.

This compact Village offers high quality living with a 3 hours drive to all the facilities of the bustling City of Prince George and a 2 hour drive to the closest commercial airport situated in Smithers. Burns Lake has a number of health facilities including a hospital, medical clinic serviced by five physicians, a long term care facility, a supported living facility, and several seniors housing units. Residents have the opportunity to send their children to relatively new, modern schools and post secondary education is provided by a vibrant proactive College. Burns Lake offers extremely good value for housing in both rental and purchasing markets.

The Mayor and Council are a diverse and talented group that lead a community facing challenges in the economy due to the mountain pine beetle and significant transportation challenges.

3. What Approach and Activities Can Be Offered to the Intern

The Village of Burns Lake plans to use a hands-on approach in training, enabling the Intern to acquire real experience. With full exposure to all aspects of municipal operations we will be providing one on one training with each department head during the work experience. We are interested in working closely with the local first nations for training in the administrative offices of the aboriginal people of our area. You will note from our work plan that the Intern will gain a wide range of skills in each department. We are open to specific project interests from the Intern and feel that we have many exciting projects that may be of significant interest. Our intent is for this to be a rewarding experience for the Intern as well as the municipality. Upcoming municipal elections and our recent announcement of a grant to build the BC Spirit Square are two excellent learning opportunities for an Intern to work on a project that has a specified beginning and end date. The reward of seeing a project through from beginning to end will be very satisfying.

4. Mentor

Tim Palmer, newly appointed Chief Administrative Officer for the Village of Burns Lake will be the mentor for the Intern. Mr. Palmer has an abundance of experience in local government. His experience has taken him from Whistler, Trail, Regional District of Kootenay Boundary and Summerland to Burns Lake functioning in the capacity of Public Works Superintendent, Director of Engineering, and Administrator. This experience makes him an ideal mentor. His diverse educational background includes a Certificate in Local Government Administration, Water and Sewer Operations, Electrical Engineering Technology and Journeyman as a Millwright and Electrician. Mr. Palmer has managed several large construction projects including dam construction, water and wastewater treatment plants and other large scale infrastructure projects. He has initiated and managed transportation master plans, water shed protection plans, infrastructure synergy programs, storm water master plans, implementation of Smart Growth principles and several other projects. Some of the papers presented by Palmer include:

- *Ground Water Management Area, A Governance Proposal for the Meadow Valley Aquifer*
- *Summerland Hills Resort Development Servicing Agreement*
- *Spread Spectrum SCADA for Water and Wastewater Operations*
- *Implementation of a Continuous Security Review for Water Systems*

5. Staff and Financial Resources Available for the Project

Council and staff for the Village of Burns Lake are committed 100% to this program. We have a strong organizational commitment to the vision and goals of the program. Village staff was instrumental in designing the workplan. Each manager has had input in the plan and is committed to providing as much training and exposure for the Intern as possible. The Village of Burns Lake has a combined total of 81 years of experience in a local government setting. Areas of expertise will be drawn from engineering, protective services, administration, recreation and finance. We are able to secure financial resources as well as in-kind contributions and staff resources to see this project succeed.

6. Start Date

The Village of Burns Lake would prefer a start date of May 1, 2008 for the Intern position.

Village of Burns Lake Workplan

Overview

Objectives of this workplan include:

- To support an Intern in training and learning
- To ensure that the Intern is exposed to the key aspects of local government administration to gain an understanding of local government structure, management and operations
- To help the Intern develop competencies essential to local government administration
- To support the Intern's training through contact with a number of experienced and knowledgeable individuals, and information from various resources.

Governance and Administration:

Working closely with the Chief Administrative Officer, the Intern will be learning the structure of local government. The Intern will be learning and working within the context of legislative authority and will be exposed to the community charter. The Intern can expect full participation in agenda preparation, minute taking and council relations. As 2008 is an election year, the Intern will be fully involved in the election process. The Intern will learn the intricacies of multi-tasking and interchanging job skills to fill positions in a small municipality.

Other Administration Learning Objectives:

- Policy development
- Letter writing
- Bylaw development
- Exposure to records management
- Exposure to public meetings

Financial Services:

Working closely with the Director of Financial Services, the Intern will be exposed to a variety of different finance and non-finance related tasks. April is typically when our municipality calculates property taxes and this will be an excellent opportunity to learn about the relationship between the property owners and the collector and how local governments generate the revenue they need to provide all the services that are delivered. By the end of the internship the Intern will have a full understanding of how all services of the local government relate to finance, each service being finance dependant and expense controlled. Full training on Vadim Computer Management's City accounting package will occur early in the internship which will allow the Intern the opportunity to have full access to all accounting data. This will enable opportunities such as research, interaction with tax payers, and many other issues. Many municipal accounting packages are similar in style and context so exposure to the Vadim program will be extremely beneficial to an Intern working in any local government setting.

Other Finance Learning Objectives:

- Year End preparation – detailing account activity
- Budget preparation – close consultation with department heads, line by line analysis of expenditures and revenue generation solutions
- Tangible Capital Asset – compilation of data and assist in generation of complete asset inventory for the municipality
- Process business license applications
- Month end reconciliations and financial statement preparations
- Utility bill processing

Parks And Recreation:

The Village of Burns Lake was fortunate to be awarded one of the provincial government's grants to build a BC Spirit Square. This is an outdoor entertainment facility that will be situated on lake shore property in the centre of Burns Lake at the current Radley Beach Playground. The project will be complete in the fall of 2008 and we feel that this will be an excellent learning opportunity for the Intern to see a project through to completion. A complete workplan for this project has been drawn up and we would like to have the Intern, with the help of the Director of Recreational Services, take on the responsibility of planning the grand opening.

The Village of Burns Lake is currently in the process of undergoing a complete review of the village's parks and recreation department. This review involves a detailed look at what facilities are being used, are being offered for use by the public and how they are being managed. Some implementation of the recommendations will become part of the Intern's responsibilities. Staff members are excited about changes happening with respect to parks and recreation and we hope to be able to use certain skills or interests that the Intern may have to complete some of these tasks.

Other Parks and Recreation Learning Objectives:

- Understanding the role of the volunteer
- Drafting and complying information from the public on parks and recreation initiatives
- Participation in completing the 5TH Annual Lakes District Recreation Guide & Resource Directory – Spring/Summer 2008 and Fall/Winter 2009 Editions

Protective Services & Bylaw Enforcement:

Working closely with the Director of Protective Services, the Intern will have the opportunity to learn about municipal fire awareness and protection. It is our plan to have the Intern be involved in a complete fire call out which, with the appropriate safety measures, will show the steps taken to serve and protect the citizens of our community. Emergency situations are a topic of interest for many members of this municipality. The Village recently employed a full Emergency Operation. All municipal employees are and will be given full training in EOC

Introduction and EOC Level 1. Staff members are currently undertaking EOC Level 2 and will begin to train in areas of interest so that, in the event of future emergencies, all employees will have the ability to react appropriately. It is our intention to train the Intern in EOC Introduction and Level 1 and given time we will further that education. We would like to entertain a plan to have a mock exercise that could be planned by the Intern and carried out with all staff and appropriate municipal stakeholders.

Other Protective Services & Bylaw Enforcement Learning Objectives:

- Noise bylaw review
- Unsightly premises bylaw review
- Community Wildfire Protection implementation
- Interaction with Volunteer Fire Department

Engineering/Public Works:

Working closely with the Director of Engineering and Development Services, the Intern will be working hands on at many aspects of the director's duties. As with many smaller municipalities, the Director of Engineering wears many hats and is involved with every aspect of public works. The Intern will be exposed to public works supervision of a unionized crew as well as administrative duties such as bylaw amendments and development approval. Scheduling grass cutting to reviewing public complaints about garbage pickup will be daily tasks in which the Intern will gain experience. Further, we wish the Intern to take on and assist with the full scale project management of the proposed Sewage Lift Station Forecmain Twinning Project. This is a project that the Village of Burns Lake has applied for through the Municipal Rural Infrastructure Program and one that is much needed and important for our community.

Other Engineering/Public Works Learning Objectives:

- Bylaw enforcement related to public works and or engineering
- Liase with various levels of federal/provincial government approving agencies
- Internal human resources
- Monitor capital works improvement projects such as crack sealing and paving projects
- Working with Beautification Committee on 2008 Communities in Bloom Program
- Animal control/enforcement – assist to improve level of animal control
- Assist with preparation of engineering reports to council and correspondence to general public, government agencies and private consultants
- Environmental noxious weed program
- Assist with processing of development permits, development variance permits, rezoning, official community plan amendments and subdivision applications

First Nations Governance:

It is our intention to work closely with Lake Babine Nation which is one of the five local aboriginal bands in our area, and one of the two that are located in the municipal boundaries. This circumstance is very unique, challenging, and rewarding. We are currently in discussion with Lake Babine Nation to have our Intern work closely with the Band Manager and council to explore the differences and unique situations on the local reserve. Lake Babine Nation has a full service agreement with the Village of Burns Lake and we are fortunate to have a good working relationship with their administration. We feel it would be an invaluable learning experience for the Intern to get a first hand look at how first nations administration works and how the two different communities work together.

Other First Nations Governance Learning Objectives:

- General administration and interface with local Band Councils
- Financial administration on reserve land
- Understanding relationships between first nations and non first nations
- Understanding first nations youth issues

Workplan Timeline

May 2008

- Introduction to general administration and governance
- Agenda preparation, minute taking, council meeting procedures.
- Introduction to Community Charter, Roberts Rules of Order and Legislative Authority

June 2008

- BC Spirit Square Grand Opening – implement planning
- Work with Communities in Bloom Organizing Committee to arrange beautification implementation around the community.
- Continue with general administration tasks

July 2008

- Sewage Lift Station Forcemain Twinning Project Management – work with unionized crew and management on the implementation of this project

- BC Spirit Square Grand Opening – continuation of planning

August 2008

- Continue with Communities in Bloom – in progress
- Finalize and close BC Spirit Square Grand Opening
- Attend MATI 1
- Continue with any general administration tasks

September 2008

- Assist Recreation Director with compiling data for the Recreation Guide for Fall/Winter edition
- Tangible Capital Asset compilation

October 2008

- Budget preparation
- Election preparation

November 2008

- Emergency Operations Centre Training – EOC Introduction and Level 1 courses
- Assist with creation of a Mock emergency exercise
- Election

December 2008

- Year end preparation
- Assist with review and development of public works bylaws

January 2009

- Year end and financial statement preparation
- Assist with Winterfest planning

February 2009

- Winterfest
- First Nations Governance

March 2009

- Assist with development of Spring/Summer 2009 Recreation Guide

April 2009

- Property taxation preparation

This timeline, while general at the onset, will be very detailed in its operation. It is the intent of the municipality to allow the Intern to learn many different aspects of the municipal operations in order to fully understand the running of a local government. We fully expect to draw on interests of the Intern to make the experience both rewarding and challenging. Each project or task will still involve many different aspects of the local governance and will likely involve more than one municipal manager. We are flexible in the timeline for the workplan and are, as managers are everyday, flexible with the task list.

TOWN OF LADYSMITH

	Program Grant	Town of Ladysmith Contribution		Total
		\$ Contribution	In-Kind Contribution	
Intern Reimbursement (Salary & Benefits)	\$27,000	\$27,000		\$54,000

Questions and responses from host application.

1. Joint Application

To ensure that the Intern is provided with exposure opportunities to the complexities of local government the Town of Ladysmith (the "Town") will link with the Chemainus First Nations and the City of Nanaimo. The Town is submitting a Joint Application with the Town being the managing partner of the internship.

The Town, Chemainus First Nations, and the City of Nanaimo have all reviewed the Internship Program and recognize the mutually beneficial value of expanding local government capacity and providing career-path experience. All partners are willing to make a strong commitment to the vision and goals of the program.

2. What the Town of Ladysmith, Chemainus First Nations and City of Nanaimo Can Offer

The Town is willing to provide training and exposure to all functional areas within the organization including Governance and Administration, Financial Services, Planning and Development Services, Public Works, Recreation, Culture, Heritage and Social Services, Protective Services, and Human Resource Management.

Because the Town is submitting a joint application with Chemainus First Nations and the City of Nanaimo, it is also able to provide additional learning and networking opportunities. While the functions of most municipalities are very similar, the process in which the work is competed may differ. The Intern will benefit from insight into three local government models.

The Town's knowledgeable and experienced senior management team have reviewed the program and are committed to support the Intern in developing competencies essential to local government administration.

The Town is aware that the Intern is required to attend networking and professional development opportunities outlined by the program such as MATI 1 and executive training at the University of Victoria. The Town fully supports this professional development and, in addition, is willing to sponsor the Intern in the Leadership BC Program. The objectives of the Leadership BC Ladysmith Program are:

- Understand the community leadership competencies & performance indicators
- Become familiar with his/her own strengths and areas for development as a leader
- Discuss the components of effective teams and team buildings strategies
- Develop a personal learning plan
- Explore a variety of leadership models and theories
- The program is offered in several communities in B.C., together with Malaspina College, steps are underway to have the program lead to a certificate in leadership.

The Town is committed to positioning itself as a Top 100 Employer. In moving toward this goal, it has developed policies on workplace standards of conduct including a Confidentiality Policy, IT/Email Policy, Harassment Policy, etc. The Town has a well established health and safety program including a signed policy by Management and the Union committing to ensuring compliance with the Workers' Compensation Act.

In 2004 a Joint Employee Wellness Committee was established and developed and implemented an employee wellness program that includes free access to the Town's recreational programs and facilities.

The Town hosts monthly *Global Staff Meetings*. All staff are encouraged to attend these sessions, which offer training in such varied topics as leadership, Meyers Briggs, teambuilding, Workplace Harassment (Stephen Hammond), customer service (Carol Boothroyd and Don Bell-Westjet), values (David Gouthro) and Worksafe BC Due Diligence. All of this evidences the Town's support for superior workplace standards of conduct and enjoyment. We believe that exposure to this will be of great value to the Intern.

It goes without saying that the Town is committed to providing the Intern with a reasonable work environment including office space and the use of computer.

3. What Approach and Activities Can Be Offered to the Intern

Approach

By working directly with the Senior Manager of each department the Intern will be exposed to all key aspects of local government structure, management and operations and develop competencies in local government administration.

Activities

The Town of Ladysmith is committed to develop a work program that would not only meet the organizational needs of the Town, Chemainus First Nations, and the City of Nanaimo, but also provide a diversified, challenging, and rewarding learning opportunity for the Intern.

By partnering with Chemainus First Nations and the City of Nanaimo, the Town would be able to expose the Intern to the complexity of various local government operations. The Town has a close working relationship with both organizations. The Town signed a Community Accord with Chemainus First Nations (CFN) in 2007; we are currently working with CFN on the waterfront development. The City of Nanaimo has been very generous with assistance to the Town on a variety of projects, including human resource management.

The workplan would consist both of tasks that provide real value to the organization and also a variety of tasks that would expose the Intern to key aspects of local government administration. The focus, when identifying tasks to be included in the workplan, would be developing the Intern's understanding of government structure, management and operations in order to develop the Intern's competencies in these areas. Some of the learning opportunities that the Town has identified that could be included in the workplan are as follows.

Governance and Administration – Participating in strategic planning sessions, assisting with the implementation of sustainable (green) practices, including working with a Green Team Committee. learning how Council/committee agendas and minutes are completed; developing capacity within Chemainus First Nations.

Financial Services – Implementing and applying PSAB (tangible capital asset) legislation; developing a parcel tax bylaw; researching and assisting with revenue policy for the annual financial plan; assisting with annual audit.

Planning and Development Services – Working through a rezoning application; assisting with drafting a new development cost charge bylaw; assisting with the preparation of the building inspection report.

Public Works – Assisting with improvements to reporting of out to the public and Council on in progress (public consultation) and completed work; assisting with the completion of sanitary sewer bylaw.

Recreation, Culture, Heritage and Social Services – Undertaking research on the pros/cons of installing artificial turf; preparation of an in-house recreation program brochure.

Protective Services – Undertaking research on crime prevention strategy for the community.

Human Resource Management – Assist with the development of a New Hire Orientation program; assist with the development of a disability management

program; review and make recommendations for a revised employment opportunities website.

The Town of Ladysmith, Chemainus First Nations and the City of Nanaimo, if selected to be a host, are committed to carry out the agreed upon Workplan.

4. Mentor

The Town of Ladysmith's City Manager Ruth Malli recognizes the value of the Intern Program and the benefits it will bring to municipalities and those individuals selected as interns. If the Town of Ladysmith is chosen to host an Intern, Ms. Malli is committed to actively serve as a mentor throughout the internship.

Ms. Malli has seventeen years of senior management experience, holds an MBA in Leadership and is a Certified Management Consultant and a Certified General Accountant.

Ms. Malli is a former member of the board of directors for the GFOA and holds a Certified Local Government Coach designation. She is keenly interested in leadership development and is the Chair of Malaspina College's Institute of Community Leadership and Innovation. She volunteers as a facilitator for a number of groups, including the LGMA and UBCM.

Ms. Malli is motivated by assisting other people to succeed in their passions.

5. Staff and Financial Resources Available for the Project

While Ms. Malli is committed to act as a mentor, it is envisioned that support will also be provided by the Town's Manager of Corporate Services, Sarah Morden. Ms. Morden has been employed with the Town since April, 2004. Prior to coming on board with the Town, Ms. Morden held positions with CivicInfo BC, Tourism British Columbia and Human Resources Development Canada. Ms. Morden holds a Masters degree in Public Administration with a concentration in Local Government from the University of Victoria and a Bachelor of Arts with a major in Sociology also from the University of Victoria. Ms. Morden has completed MATI 1, and has recently satisfied the requirements and applied for an Intermediate Certificate in Local Government Administration.

With a workplan that provides training opportunities and assignments in several functional areas of three local governments, the host is committed to having the Intern work closely Senior Managers of each operational unit. This structure will facilitate the Intern's development of important contacts within municipal government.

The Town and Council are aware of the funding arrangement established by the program (75% paid upon completion of agreement, 25% paid after the

completion of the internship and the completion of reporting requirements) and agree to the signing of a conditional funding agreement. In addition, the Town will contribute \$27,000 and an in-kind contribution in the form of sponsorship in the Leadership BC Program (\$1,500).

6. Start Date

The Town of Ladysmith is flexible on the Intern's start date. Any date between May 1 and June 30, 2008 can be accommodated. The one year leadership program ends with a graduation ceremony in June, the date of which is not yet set for 2009.

CITY OF NELSON

	Program Grant	City of Nelson Contribution		Total
		\$ Contribution	In-Kind Contribution	
Intern Reimbursement (Salary & Benefits)	\$27,000	\$33,000		\$60,000

Questions and responses from host application.

1. Single Application

We anticipate that we will be working on a number of joint projects in conjunction with the Regional District of Central Kootenay (RDCK) and we will involve the Intern in aspects of these projects including:

- waste management plan review and in particular the location of the Nelson transfer site;
- review of the current versus possible joint services and optional funding models, including library, parks, playing fields, youth centre, Touchstones Museum, BC Hydro grant-in-lieu;
- development services – including GIS, walking and cycling trails, and energy efficiency initiatives;
- transit services;
- human resources – the City of Nelson is providing human resource support to the RDCK on a contract basis. This primarily revolves around developing HR policy and procedures.

2. What the City of Nelson Can Offer

The City of Nelson is unique in the number of services that the city provides for a community our size. The city has professional fire, city police and its own fully integrated electrical utility (Nelson Hydro) and operates the Transit service for both the city and part of the regional district. The city also provides a full array of municipal services. The RDCK provides waste management, recreation services and development services for the city. The city provides human resource services for the RDCK on a contract basis. The city has 4 union groups, CUPE, IAFF (Fire), Police Association and IBEW (Hydro).

The city is over 110 years old and many of its services such as city police, professional fire, transit and the electrical utility date back to the late 1800's. The city is dealing with aging infrastructure some of it up to 100 years old. The city is aggressively improving its planning for infrastructure and has a large infrastructure capital program. Financing strategies, community consultation and policy development are required across the system.

Under the next section we identify a number of cross departmental projects where we will be utilizing the Intern. This will provide not only exposure to all city departments, the regional district and many community groups but will allow the Intern to understand the interrelationships across departments.

We have reviewed the learning outcomes that have been identified in the work plan sample and are confident that the Intern will get sufficient exposure to all identified learning outcomes.

The city places a high value on training and will provide a number of in-house and external training opportunities to the Intern including occupational health & safety, tangible capital assets, LGMA branch meetings, attendance at the AKBLG (Nelson is hosting in 2008).

The city will be in bargaining with a number of its employee groups during 2008 and will expose the Intern to this process by including the Intern in management bargaining strategy sessions, some of the research and costing of proposals and as an observer at some of the bargaining sessions.

3. What Approach and Activities Can Be Offered to the Intern

The City of Nelson has a number of initiatives that we are moving forward with over the next 1-5 years. It is our intention to expose the Intern to all aspects of the city's operations by assigning key projects to the Intern either as the lead or as the assistant to the project. Many of these projects have multi-department aspects to them.

Project	Departments Involved	Project Lead Intern Role	Project Description
1. Water Master Plan	Public Works Finance Planning Administration	Public Works – Engineer Intern Role – provide assistance to the PW Engineer in all aspects of developing the implementation plan this would include, developing a financing strategy, researching information on grant opportunities, developing policy paper to be presented to IH and Min. of Community Services – Infrastructure Branch, develop public communication strategy, research and develop a water	City recently completed a water master plan that addresses all aspects of the long term water planning including source, treatment and distribution. An implementation plan will have to be developed including a financing strategy, grant applications, communication plan with the public, public meetings, conservation initiatives, policy development, rate structure.

		conservation strategy, research rate design options, research and develop policy options	
2. Parks Plan	Public Works Finance Planning Administration RDCK	<p>Planning Department – Chief Planner</p> <p>Intern Role The Intern would play a coordinating, communication, research and policy development role. The Intern would work with the planning department, parks departments, service groups and the RDCK in assisting with the development of an overall parks plan which would identify and prioritize parks improvements; tree maintenance plan and a funding strategy. Policy development could include: Consultation policy for park improvements; tree maintenance policy; heritage tree policy.</p>	The OCP identifies the various parks within the city and sets a number of goals and strategies to achieve these goals. Most city parks are sponsored by a service club and they have developed or are developing plans to improve these parks. The city in conjunction with the RDCK needs to review the recreation parks in the area to determine if these are adequate for both present and future. Council has also requested that a tree maintenance plan be developed.
3. Community WildFire Protection Plan	Fire Police Emergency Services Public Works Finance Planning Administration RDCK	<p>Fire - Fire Chief/Deputy Chief</p> <p>Intern Role The Intern would play a coordinating, communication, research and policy development role. The Intern would work with the fire department, police, other agencies (search & rescue), the planning and building department and the RDCK in assisting with the development of an implementation strategy which would prioritize the recommendations, develop a funding strategy, policy development, education and communication to council and the community.</p>	The City has recently completed its community wildfire protection plan (CWPP). There are a large number of recommendations covering communications, structure protection, emergency response, training/equipment, vegetation (fuel) management, wildfire rehabilitation planning. The city will need to work in conjunction with the RDCK and various ministries to develop an implementation strategy.

<p>4. Service Capacity Review</p>	<p>Fire Police Emergency Services Public Works Nelson Hydro Finance Planning Administration RDCK</p>	<p>Finance/administration – Director of Corporate Services</p> <p>Intern Role – update the service inventory, assist with defining service levels and any policy items that come from the review. Assist in developing the five year projections for the cost of providing services. Complete best practices research and make recommendations.</p>	<p>Council has set the service capacity review as a strategic priority. Staff and Council will be working with a consultant to define priorities and review service levels in November 2007. This will provide data to look at service improvements and priorities. This will also form the basis of developing a stronger long-term financial plan.</p>
<p>5. Policy Development</p>	<p>Fire Police Emergency Services Public Works Nelson Hydro Finance Planning Administration</p>	<p>Administration – Director of Corporate Services</p> <p>Intern Role – the Intern would do policy research and policy development. Some specific areas that the Intern would be exposed to would be: Human Resources OH&S Municipal Ticketing Electrical Utility Regulatory bylaw Fees & charges bylaw Development procedures bylaw Land Use Regulation bylaw</p>	<p>The city has many outdated policies and bylaws and require new policy in areas such community wildfire protection. Attached is a list of bylaws that have been identified for updating. The city is unique in the province in terms of the services that are provided for a community our size.</p>
<p>6. Police Board/Council Communication</p>	<p>Police Administration</p>	<p>Police/Administration – Police Chief and CAO</p> <p>Intern Role The Intern will assist the police chief and CAO to develop a communication plan that allows for effective 2 way communication between the police board and Council, this will address such matters as budget development and presentation, notification of police events that are of community wide significance, developing channels that council/community priorities</p>	<p>The Police Board and City Council have committed to improving communication between the two authorities. In conjunction with Police Services it is the intent of the authorities to develop and implement a communication strategy that will result in role clarity; improved budget process; improved communications and council/community input into police board priority setting.</p>

		that impact or are impacted by policing are included in the police board's strategic plan.	
7. Economic Development Partnership	Administration Chamber of Commerce Community Futures RDCK	Administration – CAO Intern role – would provide assistance to the CAO and the Economic Development Partnership in achieving the workplan and ensuring this is effectively communicated to the public and business community.	The city has a unique partnership with the Chamber of Commerce and Community Futures to provide economic development services. The CAO is the city's representative on the partnership and requires assistance in implementing the workplan from the city perspective.
8. Regional District Relationships	Administration Public Works Cultural Recreation RDCK	Administration – CAO Intern role – would work with the CAO/Council and other departments to develop options for funding of regional services. The Intern would also assist in improving the value to the city in services that are currently being provided by the RDCK by clearly identifying the city's needs and how we currently provide the service and determining in conjunction with the relevant RDCK department whether they could provide that service on a more cost effective or improve the service. An example would be GIS where it appears that the RDCK could improve the GIS capability of the city.	The city participates in a number of joint services with other member municipalities and electoral areas of the RDCK. The city believes that there are a number of services that are being accessed by rural residents and are funded only by city taxpayers. With the increase in the BC Hydro grants in-lieu, the city is receiving funding directly for the first time and this has caused friction between the city and some of the RD members. The City of Castlegar has also requested a service review for administration. The city and the RDCK would like to improve the working relationship and have identified the following strategies towards this end: a) explore funding models to potentially address funding inequities b) work together to improve service delivery in current services including transit, emergency planning, economic development, waste management,

			development services (e.g. GIS).
9. Tangible Capital Assets	Finance Public Works Nelson Hydro	Finance – Director of Corporate Services Intern Role – work with the finance, public works and Nelson Hydro to develop policy on capital asset amortization rates, research best practices, assist with the collection of data.	The City must conform with the PSAB for fiscal year 2009. This will involve determining amortization rates, grouping of assets and data gathering.

4. Mentor

Shana Paivarinta, Human Resources/OH&S Coordinator would be responsible for the mentorship program and would be the Intern's prime contact. It is anticipated that the Intern would work closely with the project lead in each of the areas identified exposing the Intern to various managers including their various approaches to projects and their management style.

5. Staff and Financial Resources Available for the Project

The city has budgets for each of these initiatives that includes either consulting time or project staff time to complete the project. The intent of the city is to direct this funding toward the Intern.

6. Start Date

The City of Nelson would prefer a start date of May 1, 2008 for the Intern position.

VILLAGE OF PEMBERTON

	Program Grant	Village of Pemberton Contribution		Total
		\$ Contribution	In-Kind Contribution	
Intern Reimbursement (Salary & Benefits)	\$27,000	\$27,000		\$54,000

Questions and responses from host application.

1. Single Application
2. What the Village of Pemberton Can Offer

As a small but rapidly growing organization, the Village of Pemberton will offer a diverse range of experiences and learning opportunities within a local government environment. One of the chief advantages that an Intern will have in a small and close organization such as ours is knowing and working with each staff person first hand. Our organization is currently operated by nineteen employees and five members of Council; a concentrated yet vast wealth of knowledge from which an Intern will gain personal familiarity and hands-on experience with every aspect of municipal government; a great advantage to building the knowledge base of a municipal administrator.

The Village of Pemberton will also be able to offer an Intern practical experience in the following diverse aspects local government management:

Relationships with the First Nations. The Village of Pemberton shares a boundary with the Lil'wat First Nation, and as such the two governments have made a commitment to improving their relationship and working together on joint initiatives for the benefit of our greater community. Our relationship includes regular Joint Council Meetings, a water agreement, and Winds of Change; a jointly developed plan/commitment for social change without which the vision for such initiatives as the Seniors/Elders Friendly Community Plan, Drug & Alcohol Treatment Services Feasibility Study, youth and Elder forums, and other community and social health activities would not have been possible.

Relationships with Regional Districts. The Village of Pemberton is located within the Squamish-Lillooet Regional District Area C, and as such our governments work closely to provide a number of joint services, including the library, recreation and trails, and also have agreements with respect to fire and water services.

Airport Management and Development. In March of 2007, the Village of Pemberton was awarded \$100,000 from the Ministry of Transportation to complete a Strategic Business Plan for the Pemberton Regional Airport (PRA). With this plan nearing completion and increasing interest in the PRA, an Intern will gain valuable experience in working closely with Lori Pilon, who as CAO is also the Airport Manager.

Emergency Fire and Rescue Services. The Village of Pemberton, with contributions from the SLRD, manages and operates all aspects of Pemberton Fire and Rescue.

All members of Management will be accessible and will contribute to the training and resources available to an Intern. Management and staff have a variety of related education and professional experience as applicable to their positions and all are valuable contributors to our organization.

3. What Approach and Activities Can Be Offered to the Intern

A comprehensive workplan will be developed to ensure exposure and participation in all aspects of municipal administration. The work plan will include learning opportunities and involvement in Governance and Administration, Financial Services, Planning and Development Services, Public Works, Community Services, Fire Protection Services, Airport and Bylaw Services, as well as providing experience in successful communication with Councils, residents, staff, media and other organizations.

4. Mentor

Should we be successful in receiving approval for an Intern, the position will be mentored by Lori Pilon, Chief Administrative Officer for the Village of Pemberton, who also serves as Pemberton Regional Airport Manager, Chief Financial Officer and Approving Officer for the Village. Lori has a degree in General Studies from Simon Fraser University and is currently completing a Masters in Public Administration.

Ms. Pilon has worked at the senior management level within both Local Government and First Nations organizations, and has in excess of 20 years experience in government. Prior to accepting the position of CAO with the Village, Ms. Pilon brought significant change and progress to the Village of Lions Bay, where as Administrator she introduced new technologies and initiated a major assessment of the Village's infrastructure that resulted in funding of over \$1.3 million from the Provincial Government to upgrade the water treatment and distribution system.

5. Staff and Financial Resources Available for the Project

Our organization is very willing to contribute staff resources to this project. We see this as being an excellent opportunity not only for an Intern to learn, but also for our existing staff to learn and grow in their own roles with the Village of Pemberton.

We are further committed to providing the financial resources for this project, and if successful will be including funding for this initiative in the upcoming 2008 budget.

6. Start Date

The Village of Pemberton is flexible on the Intern's start date. Any date between May 1 and June 30, 2008 can be accommodated.

DISTRICT OF SAANICH

	Program Grant	District of Saanich Contribution		Total
		\$ Contribution	In-Kind Contribution	
Intern Reimbursement (Salary & Benefits)	\$27,000	\$23,000	\$10,000¹	\$60,000

¹ Benefits and supervision

Questions and responses from host application.

1. Single Application with Exposure Opportunities Elsewhere

We are applying as a single application with the intention of expanding the workplan to include a wealth of experiences during the one year term with Saanich. The Ministry of Community Services, the City of Colwood and the District of Highlands have each expressed an interest in engaging the services of our Intern to work on specific projects. We have included the specifically identified field projects in our workplan and are willing to coordinate the activities accordingly.

2. What the District of Saanich Can Offer

The District of Saanich is a large municipality known as a leading organization throughout the Capital region. In our 2006 Citizen Survey when residents were asked about the performance and direction of the District of Saanich, residents gave a favourable rating of over 70%. As a mature organization, with a well established vision, a solid connection to an engaged community and a good relationship with our employees, we are uniquely positioned to offer a variety of learning and training opportunities to a management Intern.

3. What Approach and Activities Can Be Offered to the Intern

Participating in our award winning Annual Reporting process, the development of an Environmental Management System and the application of the Tangible Capital Assets legislation are among the projects that would enhance the learning opportunities for an Intern here at Saanich. Our well developed Strategic Planning process, based on the Balanced Scorecard approach, an energetic management team and our work with local advisory committees and groups will provide experiences throughout the organization for learning and growth.

4. Mentor

The proposed mentor for the Intern is Debby Harris, the Coordinator of Corporate Projects for Saanich.

5. Staff and Financial Resources Available for the Project

Saanich has often been a willing employer of co-operative learning students. We have found that the financial and staff resources required to extend our staff compliment has been a worthwhile experience with very positive results. For example, we have partnered with Provincial Ministries, local University and Colleges and other local governments to carry out joint projects and enhance staff resources. Saanich staff work harmoniously with contractors, students, auxiliary staff and local volunteers to provide a wide variety of services to the citizens of Saanich.

6. Start date

The District of Saanich would prefer a start date of June 1, 2008 for the Intern position. That date would present the opportunity for the Intern to engage in the review of the annual progress report through the various Council advisory committees as an introductory learning process.



District of Saanich Management Intern Workplan June 1, 2008 to May 31, 2009

Overview

This workplan for the Management Training Intern is formulated using the key strategic focus of the District of Saanich as the administrative format and the core and leadership competencies as the framework for learning and growth opportunities during the term with us. Additional aspects, to provide context for other municipal and provincial operations for the Intern are the 2 month term based jointly at the City of Colwood and the District of Highlands and the 2 month project located at the Ministry of Community Services.

The District of Saanich develops and implements a comprehensive strategic planning process as a proactive tool that guides the allocation of resources, decision making of senior management and sets standards for staff. There is a clear mandate in the form of values, mission and strategy that helps staff plan activities in accordance with a higher goal. This strategic thinking provides the entire organization with a sense of unity and purpose.

The Core Competencies represent the key competencies that are desired of all employees within the Corporation of the District of Saanich.

Adaptability - Willingness to be flexible in a changing environment.

Relationship Building - Establishes and maintains respectful and cooperative working relationships.

Effective Communications - Communicates effectively with others.

Problem Solving - Recognizes and acts to resolve problems.

Customer Focus - Provides excellent service to both internal and external customers.

The Leadership Competencies represent the key competencies that are desired of all leaders within exempt management positions at the Corporation of the District of Saanich.

Strategic Agility - Anticipates future needs, opportunities and consequences. Uses a proactive approach to take action and achieve desired outcomes.

Innovation - Strives for innovation in the workplace. Champions new ideas and creative solutions.

Change Management - Actively promotes appropriate change as a necessary business function. Leads people through transition and change.

Collaboration - Uses a consultative approach to initiate and foster a spirit of cooperation to achieve corporate goals.

Supporting Employees - Empowers employees to contribute to organizational success.

Personal Insight and Impact - *Shows awareness of self and impact on others.
Works to improve own personal performance.*

Format

The Intern will begin the program at Saanich on June 1, 2008 and spend the first 2 weeks involved in orientation activities to become grounded in the organization. A key aspect of orientation will be the familiarization with the strategic planning process, the core and leadership competencies and the departmental structure of the organization.

Near the end of the orientation period the Intern will be asked to produce a self evaluation based on the core and leadership competencies. This evaluation will form the basis of the training and assessment process throughout the internship. Each month the Intern will be asked to focus on a defined competency during all aspects of operational participation, training opportunities, project work, observational interactions and networking opportunities. At the end of each month, the mentor will review the Intern’s anecdotal record of the activities undertaken and discuss key competency outcomes with the Intern.

The Intern will remain at Saanich for the first 6 months, then to the City of Colwood / District of Highlands for the next 2 months, the Ministry of Community Services for 2 months and return to Saanich for the final 2 months.

The Intern will also be asked to complete a legacy project. This project will visually link the strategic themes, objectives and outcome indicators in a photo library format. Throughout the internship, the Intern will photo document workgroups, places, activities and events to capture the visual linkages. The images will be used in future strategic planning documents.

Detailed Timeline

Month	Location	Activities
June 2008	Saanich	Orientation – organization charts, policies, strategic planning process, core and leadership competencies Key operational focus: Revenue Collection – Tax and Utilities Key departmental focus: Finance Key administrative focus: Council adopts Annual Progress Report for 2007 Competency focus: Adaptability Training opportunities: computer access training, telephone training, training calendar course. Networking / observation opportunities: Council meeting, welcome and orientation session for new staff members, Senior management team meeting. Key deliverables: Intern core competency self assessment
July 2008	Saanich	Key operational focus: Performance management aspects of Municipal maintenance and construction

Month	Location	Activities
		<p>activities</p> <p>Key departmental focus: Engineering – Public Works</p> <p>Key administrative focus: Departmental planning process</p> <p>Competency focus: Relationship Building</p> <p>Training opportunities: training calendar course.</p> <p>Networking / observation opportunities:</p> <p>Key deliverables: Performance management improvement opportunities</p>
August 2008	Saanich	<p>Key operational focus: Acquisition & payment process</p> <p>Key departmental focus: Finance & Purchasing</p> <p>Key administrative focus: Budget process</p> <p>Competency focus: Effective Communications</p> <p>Training opportunities: MATI 1,</p> <p>Networking / observation opportunities: All Manager's meeting, Purchasing monthly staff meeting</p> <p>Key deliverables: Inter-departmental process improvements</p>
September 2008	Saanich	<p>Key operational focus: Environmental Management System</p> <p>Key departmental focus: Planning</p> <p>Key administrative focus:</p> <p>Competency focus: Problem Solving</p> <p>Training opportunities: Training calendar selection</p> <p>Networking / observation opportunities: Planning monthly staff meeting, Recreation manager's meeting</p> <p>Key deliverables: Project assignment</p>
October 2008	Saanich	<p>Key operational focus: Recreation operations, 2008 Employee Benchmarking survey</p> <p>Key departmental focus: Parks and Recreation</p> <p>Key administrative focus: Draft Theme scorecards developed</p> <p>Competency focus: Customer Focus</p> <p>Training opportunities: Training calendar selection</p> <p>Networking / observation opportunities: Theme teams – Healthy Community / Balanced Transportation</p> <p>Key deliverables: Customer interaction best practices</p>
November 2008	Saanich	<p>Key operational focus: Emergency Services – Emergency Operations Centre exercise</p> <p>Key departmental focus: Police and Fire</p> <p>Key administrative focus: Council Advisory Committees review Draft Theme Scorecards</p> <p>Competency focus: Change Management</p> <p>Training opportunities: Training calendar selection</p> <p>Networking / observation opportunities: Police staff meeting, Fire administration staff meeting.</p> <p>Key deliverables: Legacy project progress report.</p>

Month	Location	Activities
		Mentor to provide interim assessment of core competency progress to Intern.
December 2008	City of Colwood / District of Highlands	Key operational focus: Year end wrap up of projects Key departmental focus: Human Resources Key administrative focus: Inaugural Council meeting, mayor's annual address, Council adopts strategic plan for 2009-2013, Council advisory committee appointments Competency focus: Strategic Agility Training opportunities: TBA Networking / observation opportunities: TBA Key deliverables: Interview question databank, TBA
January 2009	City of Colwood / District of Highlands	Key operational focus: Possible extreme weather activities. Key departmental focus: Performance measurement for 2008 Key administrative focus: Report 2008 results Competency focus: Collaboration Training opportunities: TBA Networking / observation opportunities: TBA Key deliverables: Review of employee benefit package, TBA
February 2009	Ministry of Community Services	Key focus: Priority projects with relatively low level of supervision Competency focus: Innovation Training opportunities: TBA Networking / observation opportunities: Supervised by Senior Policy Analysts Key deliverables: TBA
March 2009	Ministry of Community Services	Key operational focus: Priority projects with relatively low level of supervision Key departmental focus: TBA Key administrative focus: TBA Competency focus: Supporting Employees Training opportunities: TBA Networking / observation opportunities: Supervised by Senior Policy Analysts Key deliverables: TBA
April 2009	Saanich	Key operational focus: Completion of audit, publish annual report Key departmental focus: Corporate Projects Key administrative focus: Annual Progress Report for 2008 Competency focus: Personal Insight & Impact Training opportunities: External training selection Networking / observation opportunities: Council advisory committees review progress for 2008

Month	Location	Activities
		Key deliverables:
May 2009	Saanich	Key operational focus: Materials Management, fleet operations, stores Key departmental focus: Purchasing / Legislative Key administrative focus: Tax rate bylaw, Competency focus: Personal Insight & Impact Training opportunities: LGMA sponsored executive training session Networking / observation opportunities: Key deliverables: Municipal printing eco-audit, Legacy project Mentor to provide final assessment of core competency progress to Intern.