

mfa-bc



Ministry of  
Community  
Development

## **LOCAL GOVERNMENT MANAGEMENT INTERNSHIP PROGRAM 2009/10 SUMMARY OF HOST LOCAL GOVERNMENT WORKPLANS**

Five local governments have been invited to host Management Interns for 2009/10. These local governments are:

**Cariboo Regional District**  
**City of Castlegar/Regional District of Central Kootenay (joint submission)**  
**District of Lake Country**  
**Town of Golden**  
**City of Port Moody/City of Port Coquitlam (joint submission)**

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

## CARIBOO REGIONAL DISTRICT

	<b>Program Grant</b>	<b>Cariboo Regional District Contribution</b>		<b>Total Contribution</b>
		<b>\$ Contribution</b>	<b>In-Kind Contribution</b>	
<b>Management Intern Reimbursement (Salary &amp; Benefits)</b>	<b>\$27,000</b>	<b>\$18,000</b>		<b>\$45,000</b>
<b>Expenses</b>	<b>\$9,000</b>	<b>\$5,000</b>	<b>\$10,000<sup>1</sup></b>	<b>\$24,000</b>

<sup>1</sup> Includes in-kind contribution to training programs

Questions and responses from host application.

1. Single Application
2. What the Cariboo Regional District Can Offer

The Cariboo Regional District will be able to provide the successful intern candidate with a comprehensive educational experience in both the corporate and operational management settings. With a dedicated management team who are keen to share in their expertise and experience, the intern will be able to gain knowledge and skills not only within the regional district, but also through involvement with member municipalities, and First Nations. Given our involvement with the North Central Municipal Association (NCMOA), the Union of British Columbia Municipalities (UBCM) and both the provincial and federal governments, opportunity for a thorough understanding of local governments, how they are conducted as well as the complete political spectrum can be realized. The CRD is also an active member of the Cariboo Chilcotin Beetle Action Coalition whose economic development initiatives will be coming into play during the intern's tenure with the CRD. These affiliations along with the new projects on the horizon including the Refuse Derived Fuel Project and the Carbon Neutral efforts within the CRD will allow the student top quality exposure to cutting edge projects within the regional district. We would be proud to be the first regional district to share the skills of our management team and our energy with an intern of the Local Management Internship Program.

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

Throughout our experience in developing the management team and staff, the Cariboo Regional District believes that a hands-on approach is the best way to absorb knowledge and develop skills. Interns will be allowed to expand on

the management styles and abilities they developed in their curriculums, while under the watchful eye of management team members with extensive experience in the particular fields to give direction and guidance. The CRD also believes that open communication among the team is crucial to collective success. With this in mind, the CRD management team meets once per week, with each manager providing a status report of their departments and also uses that time to seek input from the management team members in order to achieve the desired results. These meetings will also allow the intern to gain a vast knowledge of the regional district and the different departments that it is comprised of, as well as the services it not only currently provides, but key projects that are in the works. It is the intent of the CRD to have the intern involved in public consultation meetings such as the Town Hall meetings in January and February along with Board on the Road Events. As part of their training they will also attend CRD Board meetings as well as the fall meeting with Interior Health. To gain a perspective from a senior administrative level, the intern will also attend the NCMOA Fall conference. The successful intern will also be involved in day to day operations of the CRD, as well as departmental specific functions. The student will also be involved in setting up and attending First Nations activities such as the community to community forums throughout the year.

#### 4. Mentor

Shelly Burich, Manager of Communications for the Cariboo Regional District has been identified as the Mentor for this program. She brings to the program, over 25 years of experience in both the public and private business sectors and local governments. With a specialty in Communications, Ms. Burich will provide guidance in the communications activities and will also be available for the intern for deeper discussion as to their activities and programs while at the CRD. Shelly received her undergraduate degree in Social Sciences from McMaster University in Hamilton, Ontario and has also graduated from BCIT with an honours Marketing Communication Management diploma. Her experience in local government is not only limited to the Cariboo Regional District, as she worked as the Publicist for the Oakville Centre for the Performing Arts which is owned and operated by the Town of Oakville in Ontario. Working closely with the CAO, Ms. Burich is a strong generalist of CRD operations as this is a requirement of her position in working with the media, CRD Directors, fellow managers and the general public. For these reasons, we feel that she is best suited to take on the role of mentor for the Local Government Management Internship Program.

#### 5. Staff and Financial Resources Available for the Project

Upon learning of the Local Government Management Internship Program, the CRD management team embraced the concept and eagerly helped in the preparation of this proposal and the ultimate workplan. The CRD is committed 100 percent to this great program. Many of the team have commented that it will not only be a learning experience for the intern, but it will also provide a

great opportunity for them to learn new ways of doing things from the intern. Managers from the region will share their expertise in the fields of environmental management, finance, administration, community and economic development, communications, protective services, emergency planning and corporate affairs. The CRD has committed the salary and staff time to help provide the intern with a comprehensive and broad range of experience in a strong team environment. The CRD has readily endorsed the LGMA Management Internship Program Host Local government code of conduct policy statement and the Board of Directors, Management and staff at the CRD strongly believes in its core values.

#### 6. Start Date

Given that spring is generally a quieter time for the Regional District, the management staff felt that May 1, 2009 would be an appropriate start date. This will allow the intern to gain a strong foothold on the Regional District and the basic organizational structure before launching into some of the programs that will be undertaken starting in June. The timeline has been set up with some basic projects, however, depending on different variables, this timeline will remain fluid. If opportunities such as referendums or other unforeseeable events arise, the intern will also have the chance to learn from these experiences. Subsequent to a May 1, 2009 commencement of program, the intern would remain with the Cariboo Regional District to April 30, 2010.

## **Cariboo Regional District Workplan**

### **Overview**

A jewel in the heart of British Columbia, Canada, the Cariboo Regional District is a great place to visit or call home. You'll find breathtaking landscapes, a wealth of recreational opportunities, and a vibrant economy.

Incorporated in 1968, the Cariboo Regional District is a regional government that functions independently of the provincial government. Our region consists of 12 electoral areas (A through L) and four incorporated member municipalities, including 100 Mile House, Quesnel, Wells and Williams Lake. The Cariboo Regional District covers an area of over 80,000 square kilometres, serves an estimated population of 63,000 residents, and provides approximately 100 local government services for taxpayers including fire protection, emergency planning, and environmental services and planning as well as library and recreation facilities.

The Cariboo Chilcotin is the epi-centre of the mountain pine beetle epidemic, presenting a number of significant challenges that will require foresight and collaboration on the part of our local governments to maintain our economic success. The Cariboo Chilcotin region spans over 300 kilometres of Highway 97 (the major north/south connector route in British Columbia), and has been a huge economic driver for the provincial and national economies since settlement of the west coast began. The opportunity for even greater economic contributions are currently on the doorstep of this vast region as the Asia-Pacific Gateway and Corridor open new markets and huge demand for exports from resource rich regions. The evolution of adapting to the post-beetle forest era, developing new markets, capitalizing on new technologies, while maximizing the wealth of our natural resources, will be a time of opportunity and challenge. Each community, large and small, within the region contributes to the overall viability of the Cariboo Chilcotin as an economic engine regionally, provincially and nationally. It is through our regional strength, collaboration and ingenuity that we will reach our ultimate success. This experience will give the intern a broad overview of the challenges facing local governments and, in particular, the Cariboo Chilcotin region.

The Regional District has demonstrated its leadership capacity time and again setting new benchmarks for peer local governments to challenge. The Cariboo Chilcotin local government leaders have led the way in developing relations with the Health Authorities, producing the first ever regional district annual report (receiving Honourable Mention at the UBCM Excellence Awards), developing a public-private partnership for an internationally acclaimed engineered landfill site, and collaborating on the Cariboo Chilcotin Beetle Action Coalition. These and many other initiatives have heightened our respect amongst peers, senior governments, and most importantly, our constituents.

## **Governance and Administration**

### **Strategic Planning**

Good governance is a result of good leadership. Leadership requires collaboration and cooperation to be effective. Recognizing strengths, developing opportunities to achieve common goals, and building partnerships allows all participants to bring their individual strengths together and enables the CRD to continue Building Communities Together. Working closely with the Chief Administrative Officer, the intern will participate in a series of strategic planning sessions with the Cariboo Regional District Board of Directors and the Council members from our four (4) member municipalities. There will also be close collaboration with the Ministry of Community Development who will be supporting the regional district's initiative through funding and the provision of professional consulting services.

Learning Objectives:

- Strategic, proactive thinking
- Policy development
- Community leadership
- Rural/urban interface

### **Statutory Legislative Requirements**

Working with the Corporate Officer, the intern will become versed in the legislative framework of regional districts as established by the Local Government Act and the Community Charter. The intern will participate in the agenda preparation, minute taking, attendance at Board and Committee meetings, and will develop an understanding of the elected official/staff interface.

Learning Objectives:

- Preparation of board correspondence
- Policy and bylaw development
- Agenda and minute preparation
- Rules of conduct for meetings (procedural bylaws, Roberts' Rules of Order, etc.)
- Records management

### **Corporate Communications**

The Cariboo Regional District places public participation very high in our priorities. During January/February, we conduct 16 town hall meetings over a 6-7 week time frame to meet with the constituents of each electoral area and municipality in order to both present our 5 year financial plan and to engage the public in discussions about desired services and service levels. Working with the Manager of Communications, the intern will develop skills aimed at maximizing public participation in local government and participating in "town hall" meetings.

### Learning Objectives:

- Understand tools required for effective public engagement
- Gain a working knowledge of media relations
- Experience the dynamics of public consultation meetings with elected and appointed officials
- Develop presentation tools that are interesting and understandable to target audience.
- Solicit feedback from the public

### **Finance**

Working with the Treasurer, the intern will be exposed to all aspects of financing at the local government level and receive a broad overview of all regional district departments from a financial perspective. The finance function coordinates the fiscal record keeping for all departments, prepares and monitors annual budgets, oversees the business plan process and undertakes reporting both internally and externally.

Each fall the preparation of business plans are coordinated to identify specific goals for the coming year. The business plan outlines the authority for the service, the specific goals, including a rationale and a strategy, financial impacts, significant issues and trends as well as measuring previous year's performance. The intern will have the opportunity to participate in this overall fiscal planning process.

The Finance Department works hand in hand with the various departments of the regional district. For example, the CRD Administration Department and Finance Department are collaborating to work on initiatives such as reducing the carbon footprint and Green House Gases. The CRD is expanding the requirements for tangible capital assets to meet another legislative objective to achieve carbon neutrality by 2012. The CRD is a signatory of the province's Climate Change Action Charter. At the same time, the CRD is expanding tangible capital assets to include identification of all activities, capital assets, etc., that contribute to our carbon footprint and development of the benchmark 2007 carbon footprint. Finance is also working with the various departments, to identify opportunities to reduce greenhouse gas emissions in response to the provincial legislation.

### Learning Objectives

- Knowledge of the local government financial services legislative framework
- Understanding the relationship between revenue generation and expenditures
- The student will gain knowledge about local government financial management and reporting requirements and opportunities
- Exposure to the budget preparation process and implementation
- Comprehension of the local government taxation system

- Broad based knowledge of the local government borrowing authorities and implementation
- Thorough understanding of asset management

## **Planning**

Working closely with the Manager of Planning Services, the student will have the opportunity to participate in a number of key planning projects throughout their term. As a growing region, the planning department has been extremely busy over the past few years as many of its residents have migrated from other parts of the province and from abroad. As such, students will have exposure to the development and utilization of land use documents such as zoning and Rural Land Use Bylaws, OCP's and the Lakeshore Management policy. Experience will also be garnered through long-range and current planning initiatives for the Regional District including;

- 1) assessment of Heritage Services as a CRD functions
- 2) monitor rezoning process from beginning to public hearing to board decision
- 3) the possibility to project manage the Quesnel-Horsefly lake project.

The CRD has been working diligently on Official Community Plans (OCPs) for large portions of the Regional District, such as the South Cariboo, (including the Interlakes and Lac La Hache), and the fringe of Quesnel have been developed while the Williams Lake Fringe OCP is currently in the works. OCPs set broad development goals while tools such as zoning bylaws establish specific regulations. Land use regulations exist in all electoral areas in the form of zoning and rural land use bylaws.

The CRD subscribes to SmartGrowth objectives and goals that apply to rural environments. It is also considering the utilization of Green Bylaws with respect to processing current applications and projecting future land designations.

### **Learning Objectives**

- Working knowledge of the local government planning and development Legislation framework
- A thorough understanding of the role of OCPs, zoning and ALR approvals
- Understanding the role and importance of the public in decision-making for development applications

## **Building Inspection**

Working with the Chief Building Official, the student will have the opportunity to participate in the building inspection process from permit, to occupancy. This will require research into the applicable CRD Bylaws in addition to provincial code. Experience in the day to day operations will also be realized through this department. One of the key projects that the intern will be involved in is the

amalgamation of the North and South/Central District Building Inspection functions.

#### Learning Objectives

- A thorough understanding of the building inspection function and the relationship to SmartGrowth practices and the communities of the Regional District

### **Bylaw Enforcement**

The intern will have the opportunity to work with both the Manager of Bylaw Enforcement and the CRD's Bylaw Enforcement Officer. One-on-one experience within the office setting and in the field will be made available. As part of this department some of the key projects that the intern will be involved includes;

1. Implementation of the Bylaw Notice Adjudication Process or report on the effectiveness of the program.
2. Bylaw and Policy writing e.g. Grow-op bylaw, mobile home bylaw, policy for hazardous lands, policy for camping on property etc.

#### Learning Objectives

- Broad understanding of bylaw enforcement and ticketing methods and tools available to municipalities and Regional Districts
- Knowledge of the limitations for local jurisdictions and how they relate to provincial Bylaw enforcement

### **Community Services**

The Manager of Community Services will provide an opportunity for the Intern to be involved in a number of key projects that are currently underway and also the day to day operations of this department. This department holds a number of different responsibilities including recreation services, airports, community and economic development, and related proposal and grant applications. Day to day operations and liaising with community project leaders will be a valuable experience for the successful candidate.

There will be sufficient opportunity to observe and be involved with mapping out the specific process (and implementing as possible depending on time) for establishing a new community service function such as Central Cariboo Transit. Although projects may differ slightly the ability and processes surrounding new function or services remains the same. The intern will also be involved in with the CRD Airport functions in the Cariboo Chilcotin. For example, the CRD plans to investigate Transport Canada certification for the CRD's South Cariboo Regional Airport, including the on-the-ground status of the airport compared to the regulatory requirements and the opportunities to attract a scheduled carrier.

Under Recreation, the CRD is examining options to merge the three South Cariboo Recreation functions. This process will expose interns to the entire

service development process including public approval, service area, taxation models, scope/mandate and partnerships.

The CRD is involved in regional economic development projects planned under a number of programs including Western Economic Diversification. If approved, there are approximately 20-30 components to a current Regional Economic Development Capacity Building application, at any given time one piece will be underway and will require project management by the intern to work with the partners and oversee consultants – the Regional Community Development function development piece could be of particular interest.

Learning Objectives:

- A general understanding of community services and the importance of relationships to other local governments, funding agencies, provincial and federal governments, private partners and community groups in service delivery
- How to effectively work with local volunteers and community groups
- An understanding of the importance of public engagement of the development and implementation of new community services

## **Environmental Services**

The Environmental Services Department, under the leadership of the Manager of Environmental Services is responsible for three main operational areas including, utilities, solid waste management and invasive plant management. While the intern would gain experience in all areas of this department, the primary focus for their educational experience would be dealing with Utilities and Solid Waste Management.

### Utilities

Under this department of Environmental Services, interns will gain a wide range of experience in the initiation process of Well Head Protection Plans (WHPP). Under the supervision of the department manager, the intern will have the opportunity to gain experience in the development of water source protection concepts, develop detailed knowledge/understanding of specific WHPP's for Lac La Hache, Forest Grove and 108 Mile and will help create a provincial agency or public committee for each WHPP.

Once these committees have been established, the intern will work with members to implement the various aspects of the WHPP including public awareness and education regarding best management practices. The candidate will also help initiate the Development Permit Process for each WHPP area.

Learning Objectives:

- Understanding the legislative framework (ie drinking water protection legislation, etc.)
- Understanding the need for asset management and long term planning

- Role of senior government in infrastructure planning – need for healthy infrastructure to sustain growing, vibrant communities, etc.

### Solid Waste Management

Solid waste management services are provided throughout the district in accordance with the CRD's Solid Waste Management Plan. Refuse disposal facilities consist of 14 landfills and 16 transfer stations. Other services include residential garbage collection in the 108 Mile Ranch subdivision, and promoting waste reduction, reuse and recycling initiatives in cooperation with our member municipalities. Some of the key projects for experience include;

- obtaining Specified Risk Material (SRM) designation for the Tatla Lake landfill
- submit grant application to undertake property assessment and development for a SRM site
- solicit quotes for a hydro-geological assessment of the Tatla Lake site and determine conformance of the property with CFIA requirements
- if warranted, establish contract specifications for site development and operation, solicit bids for construction and amend operating contract

Working in collaboration with the City of Williams Lake, the CRD is currently investigating the feasibility of developing a Refuse Derived Fuel (RDF) plant in conjunction with private enterprises, to convert the waste stream into a fuel for creating electricity or possibly ethanol. This feasibility study is in its early stages and also represents an opportunity for the Intern to be part of a leading edge technological advancement that will reduce the regions carbon footprint by reducing green house gas emissions.

#### Learning Objectives:

- Understanding Solid Waste Management issues and their associated Bylaws
- develop understanding of Canadian Food Inspection Agency (CFIA) requirements for the management of SRM
- Understanding the role of solid waste management service provision options and alternatives in a regional district

### **Protective Services**

The Cariboo Regional District Protective Services department handles a variety of services throughout the region including 9-1-1 Telephone System, Emergency Planning, Central Cariboo Search and Rescue, and 13 volunteer fire departments. In the next year, the CRD will be undertaking some projects that would provide an excellent opportunity for the Intern to gain a thorough understanding of Protective Services and the role it plays within a local government structure.

Under the direction of the Manager of Protective Services, the intern will be involved in an important 9-1-1 project which will be looking into the service

options for the entire Cariboo Regional District and contract negotiations for service between the municipalities; Quesnel, 100 Mile House, Wells and the Regional District of Fraser Fort George. Opportunity to be involved in the take-over of the current Provincial contract for fire protection for Williams Lake fringe areas will be made available. This project will also provide experience in interactions between the provincial ministry, the CRD, the City of Williams Lake and the Williams Lake Volunteer Fire Department.

### **Emergency Planning**

Emergency Planning was mandated to regional district in 2004, requiring regional districts to implement emergency plans for all electoral areas. The Cariboo Regional District adopted its emergency plan in May 2006 and has been working towards developing the necessary network to ensure successful implementation in an emergency situation.

Over the past year the CRD has been working on developing and an Integrated Plan with its member municipalities and First Nations. This project is now in its infancy and will be a key area of ongoing negotiations and will provide ample learning experiences for an Intern. The Emergency Planning department will also provide opportunities for the intern to participate in the development of the Emergency Social Services (ESS), exposure to the Provincial Emergency Program (PEP), and the ongoing Hazard Risk Analysis for the Region.

If the unfortunate situation should arise, the intern will also gain valuable knowledge of Emergency Operations Centre along with the associated training required to participate in various facets of its operations.

#### **Learning Objectives:**

- Legislative requirements, Fire Underwriters Survey, WCB, Justice Institute, etc.
- Volunteerism and the balance between regulatory requirements and managing volunteers.
- Contract negotiation skills
- Collaboration – mutual aid, shared services, shared equipment, etc.

### **Library Services**

Cariboo Regional District Library services are provided throughout the region by 15 branch libraries, which includes the three main Area Branches in Quesnel, Williams Lake and 100 Mile House, twelve rural Community Branches, and a reading centre located at Alkali Lake. All library branches are centrally supported by the Williams Lake branch.

In 2009, the CRD will be moving into a brand new facility in the District of 100 Mile House. This occasion will provide interns with logistical management experience as the library is relocated into its new facility. Recently, the CRD Board of Directors indicated their desire to have an overall assessment of the

regional district libraries. This project will require an inspection of all facilities followed up by a complete report to the Board as to the site conditions, resource offerings, and program availability.

**Learning Objectives:**

- Full knowledge and Understanding of a Regional District library system
- Experience in logistics and project management
- Understanding of rural library needs and requirements
- Full experience in preparing a formal report and Board Agenda items
- Presentation experience and defending findings to a Board of Directors

**Cariboo Chilcotin Regional Hospital District**

The Cariboo Chilcotin Regional Hospital District (CCRHD) is a separate corporate entity with the same administrative structure and the same elected governance body with the addition of one additional director. The RHD is responsible for providing 40 percent of the capital funding for hospitals, equipment and other health care capital needs within the region. The Intern would be invited to attend the fall 2009 Interior Health meeting and would participate in the preparation of any presentation materials required by the CCRHD Chair and staff.

**Learning Objectives:**

- Complexities of the balancing the two Health Authorities
- Complexities of the provincial budgeting system
- Exposure to the Regional Health District cost share review
- Balancing public demand with practical and fiscally responsible reality

**First Nations Relations**

The CRD actively participates and assists in the organization of Community to Community (C2C) sessions across the Cariboo Chilcotin. This program focuses on building relationships between the regional district, the municipalities and First Nations. Over the past three years, the CRD has actively participated in C2C forums with the Northern Shuswap Tribal Council, the City of Williams Lake and the District of 100 Mile House. Some of the key projects that emerged from these sessions such as planning, environmental services and transit, are now underway or being explored in a detailed approach. These forums will provide students to participate in organizing the sessions with the C2C participants and to attend and contribute to the actual meetings.

**Learning Objectives:**

- Discovering the complexities in dealing with vastly different political structures including regional districts, municipalities and First Nations governments
- Knowledge in group dynamics
- Meeting facilitation experience

## **Workplan Timeline 2009-2010**

### **May 2009**

Introduction to Regional Districts

General Administration & Governance

- Overview
- Review of the UBCM Regional District Tool Kit

Start to work on Public Consultation meeting - Board on the Road

### **June 2009**

Assist in the organization of Public Consultation meeting - Board on the Road

Writing and Editorial Assistance development for the CRD newsletter – UpFront

South Cariboo Recreation Merger Report

Transit feasibility study for Central Cariboo

### **July 2009**

Assist the Finance department with Budget preparation

Organize a Forest Capital of BC Committee and Start Application process

Protective Services – 9-1-1 options study

Commence Horsefly Lake Water Management project

Start Regional Library Assessment

### **August 2009**

Assist with budget development

Work with the Building Inspection and Bylaw enforcement

### **September 2009**

Attend the Fall NCMOA Conference with the CAO

Work with the Treasurer to assist in the development of the 2010 Business Plans

Continue with BC Forest Capital

Regional Library Assessment

### **October 2009**

Prepare support materials and attend the Fall Interior Health Conference

Help organize and attend the CRD Fire Chief's Workshop

### **November 2009**

Assist in the preparation of articles and co-edit the winter edition of the CRD's

UpFront Newsletter

### **December 2009**

Assist in the organization of Town Hall Meetings to start in January, 2008

### **January 2010**

Town Hall Meetings – preparation and attendance

**February 2010**

Town Hall Meetings – preparation and attendance

**March 2010**

Work on First Nations Community to Community Forum

**April 2010**

Present completed Library Assessment to the Board of Directors

**CITY OF CASTLEGAR/REGIONAL DISTRICT OF CENTRAL KOOTENAY  
(JOINT SUBMISSION)**

	<b>Program Grant</b>	<b>City of Castlegar/Regional District of Central Kootenay Contribution</b>		<b>Total</b>
		<b>\$ Contribution</b>	<b>In-Kind Contribution</b>	
<b>Intern Reimbursement (Salary &amp; Benefits)</b>	<b>\$27,000</b>	<b>\$20,000</b>		<b>\$47,000</b>
<b>Expenses</b>	<b>\$9,000</b>		<b>\$5,000<sup>1</sup></b>	

<sup>1</sup> Includes in-kind contribution to training programs

Questions and responses from host application.

1. Joint Application

The City of Castlegar will be the managing partner of this program. The City and the Regional District of Central Kootenay share in the Castlegar & District Community Complex & Recreation Commission No. 1. The Commission provides a full range of recreational and cultural services and manages facilities that include a swimming pool, two ice arenas, and conference/meeting/trade show rooms. Both Jim Gustafson, RDCK Chief Administrative Officer and Jim Crockett, Recreational Director have indicated support for this program. Our work plan identifies the different opportunities for the intern to work with both the City and the Regional District of Central Kootenay.

2. What the City of Castlegar and Regional District of Central Kootenay Can Offer

Castlegar will be able to provide a wide range of exposure to many different aspects of local government. With a senior municipal management team of five qualified and experienced personnel and a regional management team of 3 senior individuals directly involved, we can offer an intern experience with both the local municipal and regional government 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 on many different organizations that directly affect the West Kootenay region including the West Kootenay LGMA chapter, the Columbia Mountain Open Network Broadband initiative, Regional District of Central Kootenay, the Doukhobor Discovery Centre, the Chamber of Commerce and Visitor Information Centre, the Castlegar Regional Airport, the Regional West Kootenay Waste Management Committee, the local award winning Communities In Bloom committee, the Castlegar and Area Library

Board, the Castlegar Emergency Response Committee, the Kootenay Association for Science and Technology and other health and economic boards and commissions. An intern with us will gain exposure and understanding of how these organizations play a key role in our community's life. Our staff and our Mayor and Council are committed to our community and will share that enthusiasm and professional with our intern.

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

The City of Castlegar will use a direct involvement approach in training, ensuring the intern to receive real and practical experience. Our work plan has established exposure to all City departments and to the Regional Districts Parks and Recreation service function for the Castlegar and Areas I and J adjacent to the City. In addition, the Chief Administrative Officer Jim Gustafson of the R.D.C.K. is very supportive of this initiative and will provide exposure to the Regional District's operations at the Administrative level. The intern will rotate between all departments and the Regional District as set out in our attached Work Plan. We are receptive to specific project interests from the intern. We are planning a number of projects for 2009 including a concentrated focus on Sustainability and meeting our Climate Charter obligations of 0 carbon emissions by 2012, hosting (for the first time in Canada) a World Cycling Race between Trail, Rossland and Castlegar, assisting our local SunFest festival in August and possibly putting on an air show at our City owned airport and undertaking and completing the Airport Emergency Beacon project next summer. Our focus is for the intern and our municipality to fully enjoy this opportunity and make it a life-long experience for the intern.

### 4. Mentor

John Malcolm, Chief Administrative Officer for the City of Castlegar, has 26 years in local government beginning professionally in Bedford, N.S. and moving through Scarborough, Ontario to the lower mainland at Matsqui/Abbotsford and Port Moody to Smithers and Dawson Creek in B.C. With a Master's degree in Planning he has worked in planning and development and, for the past ten years, has worked at the Deputy Chief Administrative Officer level in senior administration including Corporate Administration, Planning Director and Human Resources Manager. He has initiated and managed major projects such as the Dawson Creek Multi-Event Centre and the Highway 16 Project through the Town of Smithers. He has negotiated a number of collective agreements with C.U.P.E. and the I.A.F.F. and has administered collective agreement grievances and interpretations.

### 5. Staff and Financial Resources Available for the Project

Council and staff are strongly committed to this program. The Mayor and the C.A.O. are particularly pleased that we are applying to the program. We have a strong organizational commitment to the vision and goals of the program.

All department heads have contributed to and support the program and the proposed work plan. The City of Castlegar has a mix of young and mature department heads that will assist the intern in understanding and participating in the department's work program. The intern will work in the Civic Works/Transportation, Development Services, Corporate Administration, Finance and with the Regional District in Recreation and Culture programming. With our Regional District partnership, we believe we will offer a varied and solid experience for the intern. While Castlegar has its own Code of Conduct, we will also follow the LGMA Internship Program Host Local government code of conduct policy statement as we believe in the core values it represents.

6. Start Date

The City of Castlegar would like to begin the program on May 1, 2009.

## **City of Castlegar/Regional District of Central Kootenay Workplan**

### **Background**

At the centre of the West Kootenay region, the City of Castlegar has a population of approximately 7,200 with a number of adjacent unincorporated communities that adds an additional 8,000 for an area population of approximately 15,000. It is located at the confluence of the Columbia and Kootenay Rivers and provides a range of lifestyle and recreational activities. Activities such as downhill and cross-country skiing at Big Red (approximately 20 minute drive,) skating, snowmobiling and winter trekking are common winter pursuits while kayaking, sailing, hiking, camping, fishing and hunting are available during the rest of the year. The Recreation Complex also provides for year round indoor swimming and an exercise gym. The City has a number of restaurants and a major night club venue that brings in various entertainment acts throughout the year. In addition the general area has various music festivals through the summer months. Selkirk College provides a variety of courses, meeting room facilities and recreational opportunities such as indoor racquet sports.

Castlegar is well sited with respect to Trail, Rossland and Nelson being within a 30 minute drive. Kelowna, Penticton and Cranbrook are approximately 3 hours by car. Vancouver and Calgary are approximately 7 hours by car with flights to both cities from the Castlegar Airport. Castlegar has a medical diagnostic/treatment centre, a full range of doctors and dentists and supporting medical personnel with a full hospital in Trail. Castlegar has a range of housing types in both rental and ownership areas.

The Mayor is particularly supportive of the internship program and has been re-elected this year by acclamation. Council is also a forward thinking and a friendly, progressive group. City Hall was officially opened in August, 2008 and is a state of the art building in terms of its energy efficiency and sustainability measures. It has won awards for its innovative features and provides a great working environment.

### **Summary**

This work plan's objectives are:

- To expose the intern to the City's key aspects of local government administration and operations to enable an understanding of local government structure, management and operations
- To work within the Regional District operations structure to gain an understanding of regional government and how it operates in partnership with a local government
- To assist and support an intern in his or her learning opportunities about local government
- To provide the intern with exposure to key decision making processes and personnel at the municipal and regional government levels.

## **Administration**

In an office close to the C.A.O. and to the Corporate Administrator, the intern will work closely with the Chief Administrative Officer and the Corporate Administrator to gain an in-depth knowledge of municipal staff decision-making and working with the Community Charter. The intern will be exposed to preparation of Council meetings including agenda and minute taking, the processing of bylaws, staff reports and delegations. Other areas in administration will include exposure to labour relations in a union environment, interpretation of the Collective Agreement, records management, and attendance at various committee and public meetings. In addition, the intern will work with the Regional District administration in Nelson to gain an appreciation of how Regional Districts govern and provide services to their constituent members.

## **Finance**

The intern will work closely with the Chief Financial Officer and staff. The City's Annual Budget is usually approved in May and the intern will be able to participate in achieving budget implementation of the approved projects. By the end of the term, the intern will have a full understanding of the City's finance systems and its budget processes including those odd times when the budget has to be reformulated as new opportunities and challenges present themselves through the year. The intern will have training on the City's Vadim software and on the new Cartograph asset computerized system. The intern will also experience the start up of the City's new Tangible Capital Asset reporting and financing.

## **Planning and Development**

By assisting the Director of Development Services, the intern will learn how the City plans for its future through its Official Community Plan and implements its vision through the Zoning Bylaw, Development Permits and Development Variances. The City is starting a \$175,000 Integrated Community Infrastructure Planning process in 2009 and the intern will assist on that project as well. In addition the Director of Development Services is the City's Approving Officer and the intern will work with the Director on the review, filing and approving of subdivision plans.

## **Civic Works and Transportation**

The intern will work closely with the Director of Transportation and Civic Works and with the Manager of Utilities. In addition to assisting in the scheduling of projects, the intern will attend the Civic Works committee meetings and assist in liaison with local beautification groups such as the Communities in Bloom and the Community Gardens groups where issues such as pesticide and weed control remain to be addressed over the upcoming year. The intern will particularly experience the issues of managing in a unionized work place at the Civic Works

department. In addition, the City is committed to reducing its carbon footprint and was recognized by the Community Energy Association at UBCM this year by an award for its Corporate Operations. The intern will assist the City generally and the Director of Transportation and Public Works specifically in formulating new avenues for the City in reducing its carbon footprint.

### **Parks and Recreation**

As noted above, the City of Castlegar shares management and operation of its park and recreational facilities with the Regional District of Central Kootenay. The intern will be working with the Regional Director of Recreation to gain an understanding of this regional district service and help the Director to implement some of the energy efficient retrofits scheduled for 2009. In addition the intern will assist the Cultural Programmer in her activities with the many diverse cultural groups in the Castlegar area.

### **Protective Services**

The intern will be participating in the Protective Service committee meetings, and assisting the Fire Chief and the Deputy Fire Chief in the operations of the Castlegar Volunteer Fire Department including involvement with a fire call out while learning appropriate safety measures. The intern will also assist in implementation of the City's new Emergency Measures Plan that should be adopted in early 2009. It is anticipated that the intern will be involved in some table top exercises to evaluate the preparedness of the City's emergency plan structure. As part of the new plan's adoption in 2009, the City will providing EOC training for Council and staff and the intern will be involved as well.

The intern will also be introduced to our local RCMP policing service and will be involved in a ride along with the constables to see how the officers deal with many different aspects of our community that many often do not see. The intern will also be involved in the local policing/community groups such as Crimestoppers, Neighbourhood etc and assist the police officers in their public presentations to our local schoolchildren.

### **Workplan Timeline**

#### **May 2009**

- Introduction to the Municipal and Regional District Operations and structure
- Focus on Municipal General Administration and Council meetings including agenda build, minute preparation, Rules of Order, Procedure Bylaw
- Budget projects implementation

#### **June 2009**

- Cartigraph implementation
- Communities in Bloom and Community Gardens Planning and liaison

- City Green and Carbon Neutral initiatives
- Planning and Development I.C.S.P. process implementation, plan reviews and subdivision assistance
- UBCM grant applications

### **July 2009**

- Recreation parks and cultural programming
- Festival planning and support
- Doukhobor Centre liaison for summer program
- Tax Reduction Incentive Plan and Policy
- Assist with the proposed Castlegar Air Show

### **August 2009**

- Attend MATI 1
- Continue Communities In Bloom liaison for judging of the City by C.I.B.
- Continue with Regional District parks and recreation programs – Fall Activity Brochure
- 2010 Olympic celebrations

### **September 2009**

- Assist in Departmental Budget review/formulation
- Columbia Mountain Open Network future planning
- Civic Works Winter scheduling
- Finance – Tax Sale
- H.R. Winter hires

### **October 2009**

- Budget preparation – Municipal and Regional
- Protective Services – Fire Call Out training
- EOC Training

### **November 2009**

- Green Initiatives Planning and Review
- Administration – setting Council 2010 agendas, committee structures & memberships

### **December 2009**

- Christmas/Spirit Square celebrations
- Budget preparation continuation
- Annual Report /Year end financial
- Recreation Christmas planning

### **January 2010**

- Year end financial
- Council and staff Conference planning
- Annual Budget ongoing

**February 2010**

- Recreation Field Users Meetings
- Castlegar Community Health & Wellness Advisory Meeting
- Regional District and Municipal Administration Budget Review

**March 2010**

- Recreation Commission Budget Preparation and Meetings
- Municipal Annual Budget Public Presentations
- Continue on Civic Works Cartigraph

**April 2010**

- Liaise with Communities In Bloom and Community Garden groups for upcoming planting season
- Seasonal hires in H.R.
- Green Initiatives with all Departments including Civic Works

## DISTRICT OF LAKE COUNTRY

	Program Grant	District of Lake Country Contribution		Total
		\$ Contribution	In-Kind Contribution	
Intern Reimbursement (Salary & Benefits)	\$27,000	\$22,840 \$9,568 <sup>1</sup>		\$59,408
Expenses	\$9,000	\$3,000 <sup>2</sup>	\$2,000 <sup>3</sup>	\$15,000

<sup>1</sup>Cash in lieu of benefits

<sup>2</sup>Contribution to training programs

<sup>3</sup>In-kind contribution to office equipment and supplies

Questions and responses from host application.

### 1. Single Application

Although this application is solely for the District of Lake Country, one of the projects that the intern will be working on as part of the workplan for governance and administration is drafting terms of reference for the Protocol Agreement established between the Okanagan Indian Band and the District of Lake Country. The intern will also participate in service reviews of regional functions. With the incorporation of Westside, the Central Okanagan Regional District has experienced vast change and Lake Country will be reviewing the governance structure and its current participation in regional functions such as regional parks, transit, air quality, crime prevention, and solid waste management. The intern will also participate with the management team on review of fire training and transit functions that are shared with the North Okanagan Regional District.

### 2. What the District of Lake Country Can Offer

Despite its small size, Lake Country experiences all of the same pressures of the larger centres in the Okanagan; tremendous development pressures, water conservation necessities and the new green initiatives; just to name a few. The District will be able to provide exposure to the full complexity of local government operations and the intern will attend and actively participate in bi-weekly managers' meetings.

#### **Governance and Administration**

Electoral Ward System

Legal files

Board of Variance

Regional District governance and service participation

**Financial Services**

Fund accounting: general, water and sewer funds, each Operating, Capital and Reserve Fund  
5-year Financial Plan  
Capital Assets identification and valuation  
Insurance claims  
Setting tax rates

**Development Services**

Development permits – Hazardous, Environmental, Form and Character  
Development Variance Permits  
Subdivision Applications  
Temporary Industrial and Temporary Commercial Permits  
OCP and Zoning applications  
Agricultural Land Reserve applications  
Building Inspections  
Bylaw Enforcement contract

**Public Works**

Contracted Roads and Sewer system maintenance  
5 Water Systems – Local Area Services, reservoirs, dams, pumpstations  
Capital roads, water, sewer, and drainage projects  
Developer built offsite infrastructure

**Parks and Recreation**

Arena and Curling Rink – currently phase 2 of 4 for expansion/renovation  
25 developed and maintained parks – fields and courts  
Public Boat Launch  
Community Complex (shared with School District No. 23)  
Recreation Corridor Development Planning  
Water Park Development

**Protective Services**

RCMP – 3 civilian District employees

**Human Resources**

Recruitment and Retention  
Training  
Wellness program  
CUPE union contract administration

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

The District intends for the intern to work with the entire management team through various assignments, at times working with more than one member of the team on a single project. Some of the projects the intern will be working

on will be multi-faceted, requiring expertise from two or three departments. The workplan for the intern will be varied in focus, resources, and function. Specific mentors are identified through assignment to the workplan, as outlined below.

#### 4. Mentor

The mentor for the intern will be Randy Rose, Chief Administrative Officer.

The intern will be also working alongside and receive guidance from a strong and talented management team who are educated and experienced in the local government field. The team consists of:

##### **Randy Rose, Chief Administrative Officer**

Diploma in Public Sector, Senior Certificate in Municipal Administration, 33 years in local government with 27 years in management, 12 years in current position, previous positions include: Administrator, Development Officer, Planning Technician, Draftsman, Planner, Clerk, Treasurer, Approving Officer and Chief Election Officer.

##### **Stephen Banmen, Director of Finance (Deputy Administrator)**

BSc, Master of Business Administration, Intermediate Certificate in Local Government Administration, 17 years in local government - 11 in current position, past presenter for UBCM's Newly Elected Officials seminar and Capilano College's Public Administration program and currently a member of the provincial government's Development Finance Review Committee.

##### **Mike Reiley, Director of Development Services, Approving Officer**

BA (Geography), 10 years in current position and 17 years previous experience in provincial/municipal government, previous positions include: Planning Technician, Planner and Senior Planner, member of the Canadian Institute of Planners for 15 years.

##### **Michael Mercer, Director of Engineering,**

BSc Ag. P.Eng, 13 years with the District of Lake Country and 5 years contract experience with Local Governments, previous positions include: Engineer, Research Assistant, Teaching Assistant and Irrigation District Administrator.

##### **Steve Schaffrick, Director of Parks and Recreation,**

Diploma in Recreation Management, Facilities Manager Certificate from IAAM, 16 years local government experience with 14 years in a management position, previous positions include: Arena Manager, Operations Manager and Recreation Coordinator.

##### **Steve Windsor, Director of Emergency Services (Fire Chief)**

3<sup>rd</sup> year Certified General Accountant, currently 2<sup>nd</sup> year Fire Officers Diploma, 31 years local government experience with 20 years in a

management position, previous positions include: Fire Chief, Deputy Fire Chief, and Fire Captain.

**Hazel Christy, Director of Corporate Services**

BES (Planning), Master of Business Admin, Intermediate Certificate Local Government Administration, 30 years in local government, previous positions include: Special Projects Planning Manager, Current Planning Manager and Planner, Chief Election Officer, Planning Institute of British Columbia President, member of Curriculum Development Committee for MATI 5.

**Dana Schmidt, Corporate Services Manager (Human Resources)**

Financial Management Diploma, Intermediate Certificate in Local Government Administration, 12 years management experience in local government, previous positions include: Deputy Treasurer, CAO/Clerk/Treasurer/Approving Officer/Chief Election Officer

**Rose Bronswyk Kassa, Financial Services Manager (Deputy Treasurer)**

Certified Management Accountant, 13 years local government experience with 5 years management experience, previous positions include: Tax Clerk, Utilities Clerk, Building Clerk and Administrator and Associate Partner for a private Engineering firm. Past LGMA Conference Committee member.

**Jack Allingham, Utility Manager**

Diploma in General Studies, Diploma in Civil Engineering, Class IV Water Operator Certificate, 29 years experience in local government, 17 as management, previous positions include Road and Utility Design Technician, Water Bailiff and Irrigation District Administrator.

**Sean Lefebvre, Operations Manager**

Class IV Water Distribution Operator, 16 years experience in local government, previous positions include: Water Operator, Foreman, Water Operations Manager

**Brian McEwan, Engineering Services Manager**

BSc (Geography), Certificate in Site Planning, Certificate in Public Works Inspection, 12 years experience in local government, 4 years experience in provincial government and 18 years experience in the private sector, previous positions: Roads Manager, Roads Foreman, Engineering Technician, Technical Engineering Officer.

**Mark Koch, Development Services Manager**

BA in Geography, Master of Environmental Studies, Local Government Administration Certificate, 5 years in local government, previous positions include: Assistant Planner, Planner II, and Planning Manager/Approving Officer.

Currently PIBC Interior Chapter President, Canadian Institute of Planners member.

5. Staff and Financial Resources Available for the Project

The District of Lake Country will have a temporary vacancy from the spring of 2009 to the spring of 2010. The Executive Assistant vacancy poses challenges and creates opportunities. The position reports directly to the CAO (the proposed mentor for the intern) and currently works on projects very similar to many of those proposed in the intern's workplan. The district has a history of promoting Executive Assistants to the Corporate Services Manager position and has committed to training and mentoring the current Executive Assistant to eventually fill a management role within the District.

The clerical portion of the job will be distributed amongst clerical staff, while the project work will be completed by the intern with guidance from the management team.

The district has been steadily growing and has recently increased its management team from 11 to 13. This increase will help to free up time for all of the team to make them available to support and mentor the intern. The executive assistant vacancy will provide the district's portion of the funding for the intern.

6. Start Date

Although flexible, the District's preferred start date is May 1, 2009.

## **District of Lake Country Workplan**

**Governance and Administration** - working directly with the CAO, Director of Corporate Services, Corporate Services Manager, and Director of Finance/Deputy CAO

- Draft Terms of Reference for the Protocol Agreement between the Okanagan Indian Band and the District of Lake Country (topics to include joint economic development planning, joint land use and community servicing planning, policy concerning the protection of cultural resources, and a strategy to address mutual concerns respecting fisheries and aquatic resources management)
- Draft Council agendas and minute, including in-camera agenda and minutes
- Attendance at Council meetings; making formal presentations to Council
- Research, review and recommend customer service standards policy
- Corporate sustainability review (i.e. vehicle idling policy, recycling)

**Financial Services** – working directly with the Financial Services Manager and Director of Finance/Deputy CAO

- Develop a Local Area Service Bylaw (Director of Engineering involved)
- Compile background information on budget items for budget preparation
- Grant applications, administration and claims
- Review of regional functions

**Development Services** – working directly with the Director of Development Services, Development Services Manager

- Review and recommend changes to development service fees (Director of Finance involved)
- Organize the Development Services electronic records management (Corporate Services Manager involved)

**Public Works** – working directly with the Director of Engineering, Engineering Services Manager, Operations Manager and Utility Manager.

- Prepare Terms of Reference for consultant proposals for engineering studies
- Prepare tender documents for engineering capital projects
- Prepare servicing and/or maintenance agreements for developer-constructed infrastructure

**Parks and Recreation** – working directly with the Director of Parks and Recreation

- Coordinate highway corridor park plan with consultant (Engineering Services Manager involved)
- Review policies and procedures for parks and facilities

**Protective Services** – working directly with the Director of Emergency Services (Fire Chief) and the Assistant Fire Chiefs

- Review operational guidelines to ensure consistency with bylaws
- Develop curriculum for training of new volunteer recruits

**Human Resources** – working directly with the Corporate Services Manager and Director of Finance/Deputy CAO

- Organize and participate in the 'Learn At Work Week' program at the District. The program has previously included tours of District facilities and current capital projects, staff appreciation lunches, wellness sessions, software training, best practices sessions, and job shadowing.
- Research and recommend improvements to District recruitment strategies
- Hire to fill a vacancy of a permanent full-time position; working with the Corporate Services Manager and the Manager from the department with a vacancy. The intern will post in accordance with the CUPE contract, short-list, interview, check references, and negotiate with the successful candidate, and finally orient the new employee

## TOWN OF GOLDEN

	Program Grant	Town of Golden Contribution		Total
		\$ Contribution	In-Kind Contribution	
<b>Intern Reimbursement (Salary &amp; Benefits)</b>	<b>\$27,000</b>	<b>\$19,518</b>		<b>\$46,518</b>
<b>Expenses</b>	<b>\$9,000</b>	<b>\$3,000</b>	<b>\$5,000<sup>1</sup></b>	<b>\$17,000</b>

<sup>1</sup>Includes value of a provided office space, fleet vehicle use, office equipment provision and all in-house training offered to regular staff

Questions and responses from host application.

1. Single Application
2. What the Town of Golden Can Offer

The Town of Golden is excited to be able to provide a wide range of work experience for an intern to many different aspects of local government. We have a well defined organization with a management team of seven qualified and experienced managers. We are prepared to share our experience and work with and intern to expose them to a large variety in terms of knowledge and skill. We look forward to having a fresh set of eyes working with us as we move our community forward with fresh new initiatives. Many of our managers present and work with external groups around the province and we would include the intern in the preparation of some of these.

The Town of Golden has many initiatives underway such as a Select Committee on Housing, a Select Committee on Downtown Revitalization; an Airport Development Committee and we are involved in the Spirit Square Program, the Resort Municipalities Initiative. 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.

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

The Town of Golden will 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 business community and other groups to expose the

intern to several of the partners the town has to deliver services in the community.

We have included a lot in our workplan but our intention is to effectively adapt the intern to aspects of our programs that will be to most benefit to both the intern and the town. The intern will be here in the first year of our new council's three year mandate and will be able to work with the management team and the council to bring to life some of the new council's vision. intern to several of the partners the town has to deliver services in the community.

#### 4. Mentor

Phil Taylor the Chief Administrative Officer for the Town of Golden, who will be the prime mentor for the intern, having almost thirty years of experience in local government. He has worked for the City of Prince George, the Town of Golden, The City of Grand Forks, the District of Hope and the Village of Harrison Hot Springs, as Supervisor of Accounting Services, Treasurer, Clerk, Administrator, Approving Officer, Chief Building Inspector, and many other associated roles. He holds a CGA, a Senior Certificate in Municipal Administration from the Province of BC and is currently a board member representing the Rocky Mountain Chapter on the Local government Management Association.

#### 5. Staff and Financial Resources Available for the Project

Council and staff for the Town of Golden are committed 100% to this program. We have a strong organizational commitment to the vision and goals of the program. Town managers were instrumental in designing the work plan. Each manager has had input in the plan and is committed to providing as much training and exposure for the intern as possible. The Town of Golden has an experienced developing proactive management team with many years of local government and other management experience. The Town of Golden itself has just adopted a modern visionary Official Community Plan which has been presented to Smart Growth BC and other organizations. Almost all of our management team have had speaking engagements outside of our community to share our expertise with other municipalities and agencies. Areas of expertise will be drawn from emergency services, planning, recreation, strategic planning, economic development and public works. We consider ourselves leaders in these fields and are willing to share our expertise. We have the financial resources as well as in-kind contributions and staff resources to see this project succeed. While we do have a code of conduct policy we have also adopted the LGMA Internship Program Host Local government code of conduct policy statement and believe in the core values it represents.

6. Start Date

The Town of Golden would like to begin the program on May 1, 2009.

## **Town of Golden Workplan**

### **Profile**

Surrounded by the most astonishing natural amenities, Golden is now becoming a mecca for outdoor enthusiasts and for those making a “lifestyle” decision on where they want to live. Especially considering today’s era of “doing business from anywhere,” an increasing number of professionals, early retirees, and their families are relocating to rural areas like Golden. They are looking for communities that provide them with attractive, safe, and uncrowded environments; especially those who wish to raise a family.

Moreover, millions of recreationists are venturing to or through the Golden area each year for a wide variety of activities at a broad range of skill levels from beginner to extreme. What makes Golden so appealing in comparison of other similar destinations is that it offers such an impressively diverse range of high quality activities, from climbing (rock and ice), hiking, biking, backcountry touring, skiing, snowboarding, snowmobiling of all types, hanggliding/paragliding, golfing, canoeing, white water rafting, kayaking, fishing, hunting, sightseeing, to wildlife viewing, the list goes on and on.

Surrounded by 6 of Canada’s most famous National mountain parks, situated at the north end of the globally significant Columbia Wetlands, and only 2.5 hours from Calgary, Alberta, there is little to be wanting for a small community.

Golden is an extraordinarily authentic Canadian mountain community, whose distinct identity is based largely upon this characteristic feature. This in itself presents a terrific opportunity for Golden to sell itself in a marketplace of world traveler’s searching for ‘authentic’ and integrated travel experiences. Golden’s challenge will be to preserve this authenticity over time as new people; new demands, new investors, and new agendas place pressure on the community to change in ways that could compromise this special quality.

This quality and relative uniqueness for a community of barely 4000 comes from a diversified and traditional economy in the forest industry and railway. Home to a high technology engineered wood plant and a railcar repair facility, these industries provide the bulk of economic stability to the community, with tourism and resort amenities fast catching up.

Golden’s location on the Trans Canada highway, proximity to Calgary and links to the southern reaches of the province provide it with social and health amenities not often found in similar sized urban areas.

### **Overview**

- To support an intern in training and learning basic local government business;
- To ensure that the intern is exposed to the key aspects of local government administration;
- To ensure that the intern gains an understanding of local government

- structure, management and operations;
- To help the intern develop competencies essential to local government administration; and,
  - 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 local government act and other legislation that involves local government. The intern can expect full participation in agenda preparation, minute taking and council relations. The intern will learn the intricacies of multi-tasking and interchanging job skills to fill positions in a small municipality.

*Other Administration Learning Objectives will include:*

- *Letter and report writing;*
- *Records management including filing and retrieval of both manual and electronic records;*
- *Attending and participating in public meetings;*
- *Researching and assisting in Policy Development; and,*
- *Researching and assisting in bylaw development.*

### **Development Services**

The town recently adopted a new Official Community Plan (OCP). The plan demands a large amount of work be done in many areas including affordable housing, sustainability planning, climate change adaptation, municipal green house gas emission reduction planning and special projects including public realm, urban design projects, water conservation and the development of a new zoning bylaw. In a small community like Golden, all this future planning happens in conjunction with current planning including processing all types of development applications.

The intern would work closely with the Manager of Development Services on implementing the community's vision outlined in the OCP by researching progressive initiatives, tailoring them for Golden and putting them into action. The intern will continue our dedication to meaningful and ongoing engagement with the community by designing and implementing public events around these incentives. They will also be immersed in the day to day operations of this department and assist with processing development applications.

*Some duties will include:*

- *Affordable Housing Research;*
- *Designing and implementing public engagement events;*
- *Green Building and technologies research;*

- *Other research and special projects as identified in the OCP; and,*
- *Assist in processing development applications.*

## **Financial Services**

Working closely with the Chief Financial Officer and his staff, the Intern will be exposed to a variety of different finance and non-finance related tasks. We would likely time this with the annual tax notice preparation period and involve the intern in the collection and posting of tax payments during tax time.

As well if time permits the intern would be involved in the public consultation process for the five year financial plan to gain an understanding of where the revenues come from to run the municipality and where they are spent In delivering all the services provided by the municipality. We would also provide exposure to the Town's accounting and training on how this is integrated throughout the departments for cost control and reporting purposes.

### *Other Finance Learning Objectives:*

- *Assist the CFO & his staff in budget preparation, monitoring and presentation;*
- *Liaise and assist department managers with budget monitoring, preparation and presentation;*
- *Undertake analysis of revenue and expenditure accounts to assist in rate setting (utilities);*
- *Work on the preparation, collection and reconciliation of utility accounts.*

## **Leisure Services**

The Leisure Services Department vision is to have the Town of Golden and community organizations coordinate and collaborate on a variety of programs, activities and events to allow the residents of our community to engage in and participate in all the wonderful opportunities available to them. An intern would assist the Leisure Services Coordinator with management of the Leisure Services Department.

### *Specific projects include:*

- *Outdoor Pool: Assist with the management and programming at the pool with the Red Cross Lessons, Regular Programs (Master, Aqua Fit, Teen Swim) and special events (Swim to Survive);*
- *Golden District Recreation Centre (Arena and Arena Lounge): Assist with the coordination of the ice rental at the arena and arena lounge. Develop a survey on how to utilize the arena and the arena lounge in peak and non peak season with special consideration to new programming initiatives;*
- *Parks and Playgrounds: Assist in developing two parks with new playground equipment;*
- *Active Transportation and Active Communities: to continue Golden involvement in Active Transportation and Active Communities by working on the active transportation route system, which includes pathways, sidewalks*

*and trails, and active communities by working on an event to highlight Golden as an active community;*

- *Special Events: be involved with the Leisure Services Department in Special Events such as Canada Day and the Fall Faire; and,*
- *Marketing and Promotion of Leisure Services: create a web based Leisure Guide, update Leisure Services Information on Town Website.*

## **Protective Services and Bylaw Enforcement**

Working closely with the Fire Chief and the Emergency Management Coordinator the intern will have the opportunity to learn about municipal fire awareness and protection, as well as the municipalities roles in emergency events. The intern would spend this time as a member of the Fire Rescue Department and Assist the Chief with Fire Prevention and Fire Education initiatives. Note the Town of Golden and Golden Fire Rescue Department run an accredited course for grade 11's and grade 12's as an introduction to employment in the fire safety career field. If appropriate our intern would be enrolled in this course

As well the intern would work closely with the Manager of Corporate Administration, who is responsible for bylaw enforcement, to understand how the municipal bylaw enforcement system works. As well the intern would assist in research, creation and updating of bylaws including unsightly premises, noise, wild fire protection and emergency measures to ensure these were up to date and effective.

*Other Protective Services & Bylaw Enforcement Learning Objectives:*

- *Noise bylaw review*
- *Unsightly premises bylaw review*
- *Community Wildfire Protection implementation and interaction with the municipal Volunteer Fire Department*

## **Operations**

Working closely with the Manager of Operations, the intern will be working hands on at many aspects of the managers and his staff's duties. Our Manager of Operations is responsible for Public Works, our Facilities and Capital Projects. The intern would be considered an operations department assistant and would be exposed to a full range of duties in the department including the planning and scheduling of the public works crew and their work, reviewing public complaints regarding service of both the town crews and the town contractors, on site inspections, and reviewing proposed bylaw changes and development approvals. 2009 will be the second year of an aggressive infrastructure renewal program by the Town of Golden and the Manager of Operations intends to involve the intern in various aspects of this program.

## Work Plan Timeline

### **May 2009**

- Introduction to general administration and governance
- Review of the Procedure Bylaw
- Review of the Council & Staff Orientation Guide
- Agenda preparation, minute taking, council meeting procedures.
- Introduction to Community Charter, Roberts Rules of Order and Legislative Authority

### **June 2009**

- Work with Finance Department on the preparation and mailing out of the tax notices
- Work with Finance Department on the collection of taxes
- Work with the Finance Department and the Corporate Administration Department on Preparation of the Annual Report

### **July 2009**

- Continue to work with the CFO and the Finance Department through the end of tax time to reconciliation.
- Assist the Manager of Operations in department activities
- On site inspections and record keeping for the Manager of Operations

### **August 2009**

- Second month with Manager of Operations to be doing leg work on summer construction projects
- Attend MATI 1
- Continue with any general administration tasks
- Work with CFO on Permissive Exemptions

### **September 2009**

- Assist Leisure Services Coordinator in preparing web friendly Leisure Guide. Fall/Winter edition
- Assist Leisure Coordinator in getting ready for winter programs at the arena

### **October 2009**

- Budget preparation
- Work with Fire Chief on Fire Prevention Week Education sessions.
- Work with Emergency Coordinator on planning for winter courses and practices
- Work with departments on five year financial plan

### **November 2009**

- Work with the Manager of Corporate Administration on Bylaw enforcement

issues

- Assist with preparation of annual departmental reports.
- Work with CFO on the Fiver Year plan presentation

### **December 2009**

- Year end preparation
- Assist with review and development of public works bylaws
- Work with CAO and Corporate Officer on 2010 Strategic Planning Sessions for Council

### **January 2010**

- Year end and financial statement preparation
- Assist with Winterfest planning
- Assist with quarterly meter readings with Finance Department
- Assist with bylaw review with Corporate Officer

### **February 2010**

- Winterfest Masque Parade participation
- Assist with winter programs in Leisure Services Department

### **March 2010**

- Assist with development of Spring/Summer 2009 Recreation Guide
- Assist with BC Transit contract renewal
- Work with CFO to finalize 5 year plans
- Assist Operations with 2010 work plan

### **April 2010**

- Property taxation preparation
- Review prior year objectives with management team and assist in preparation of 2011 Council objectives

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.

## CITY OF PORT MOODY/CITY OF PORT COQUITLAM

	<b>Program Grant</b>	<b>City of Port Moody/City of Port Coquitlam Contribution</b>		<b>Total</b>
		<b>\$ Contribution</b>	<b>In-Kind Contribution</b>	
<b>Intern Reimbursement (Salary &amp; Benefits)</b>	<b>\$27,000</b>	<b>\$27,000</b>		<b>\$54,000</b>
<b>Expenses</b>	<b>\$9,000</b>	<b>\$10,000</b>		<b>\$19,000</b>

Questions and responses from host application.

### 1. Joint Application

The City of Port Moody will be the managing partner of the program. Port Moody and Port Coquitlam will share the proceeds of the grant and provide additional funding to at least match the LGMA contribution, prorated to the number of months the intern spends in each city. At this time, it is planned that Port Moody will host the intern for 9 months and cover 75% of any additional cost to be borne by the hosts. Port Coquitlam plans to host the intern for 3 months and cover 25% of any additional costs.

### 2. What the Cities of Port Moody and Port Coquitlam Can Offer

The City of Port Moody and the City of Port Coquitlam wish to partner to host an intern in accordance with the Local Government Management Internship Program. The management teams in both cities bring unique experiences that will be of significant benefit to the selected intern. By teaming together, the two cities will provide a richer and more diverse understanding of municipal issues.

Port Moody and Port Coquitlam are award-winning cities. Port Coquitlam plays a leadership role in the region for its handling of solid waste collection. It was one of the first among BC communities to adopt a sustainability checklist to guide its review of development applications. Port Moody plays a leadership role in the region in terms of sustainable development and the creation of complete neighbourhoods. Port Moody was the first BC community to adopt a pesticide ban.

Senior management in both cities are committed to professional development and mentorship and welcome the opportunity to guide the learning of a recent graduate under this internship program. The two Councils support this initiative.

## Objectives

- Port Moody and Port Coquitlam will ensure that the intern is exposed to a wide variety of tasks and gains an understanding of all aspects of local government structure, management and operations.
- Port Moody and Port Coquitlam will help the intern develop competencies essential to local government administration.
- Port Moody and Port Coquitlam will support the intern's training through direct contact with experienced and knowledgeable individuals at all levels of their organization.
- Port Moody and Port Coquitlam will provide opportunities for the intern to learn from a variety of professionals from the private sector, higher levels of government and non-profit groups.

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

The proposed time allocation to functional areas is preliminary and may require to be adjusted as the internship progresses. Port Moody and Port Coquitlam propose to break down the amount of time spent on each functional area as follows:

<b>FUNCTIONAL AREA</b>	<b>PRIMARY HOST</b>	<b>TIME ALLOCATION</b>
Orientation session	Port Moody City Manager	<b>1 day</b> <b>TBA Apr/May 2009</b>
Governance and Administration	Port Moody City Manager	<b>1 month</b> <b>May 2009</b>
Public Works (solid waste, recycling, organic waste)	Port Moody Manager of Operations	<b>3 months</b> <b>Jun-Aug 2009</b>
Municipal Administrators Training Institute Foundation Course, Victoria	LGMA	<b>1 week</b> <b>Aug 2009</b>
Planning & Development Services	Port Coquitlam Director of Planning & Development Services	<b>3 months</b> <b>Sep – Nov 2009</b>
Human Resource Management	Port Moody Manager of Human Resources	<b>1 month</b> <b>Dec 2009</b>
Financial Services	Port Moody Director of Finance & IT	<b>1 month</b> <b>Jan 2010</b>
Communications and Cultural Services	Port Moody Director of Strategic Planning & Cultural Services	<b>1 month</b> <b>Feb 2010</b>
Protective Services	Port Moody Fire Chief	<b>1 month</b> <b>Mar 2010</b>
Orientation / professional development / training / wrap-up	Port Moody City Manager	<b>1 month</b> <b>Apr 2010</b>
Executive Training / wrap up session, Victoria	LGMA	<b>1 week</b> <b>Apr / May 2010</b>
<b>Post internship report</b>	<b>Port Moody City Manager</b>	<b>July 31, 2010</b>

4. Mentor

Gaetan Royer, City Manager, City of Port Moody will be the mentor for the duration of the internship. Primary hosts will be assigned for each segment of the internship as per the proposed workplan outlined below.

5. Staff and Financial Resources Available for the Project

The application and concept is endorsed by senior management teams and the two councils from both cities.

6. Start date

The preferred start date is May 1, 2009

## **City of Port Moody/City of Port Coquitlam Workplan**

### **Governance and Administration (Port Moody City Manager, May 2009)**

The intern will:

- Spend the first month working as part of the City Manager's office, attending all meetings with the City Manager
- Participate in the Council agenda preparation with the Mayor, City Clerk and City Manager, attend Council meetings and acquire an understanding of the municipal governance process
- Research complaints, liaise with the appropriate Director and Manager, draft follow up letters and brief the Mayor and City Manager on the satisfactory resolution of each resident's complaint
- Work with the City Clerk to assist with the research and resolution of one Freedom of Information request
- Work with the City Solicitor to assist with the research and resolution of one legal challenge
- Participate in all meetings and workshops with Council members about the new Council Strategic Plan to better understand the relationship and interface between elected and appointed officials
- Work with City Clerk staff in a records management function

### **Public Works (Port Moody Manager of Operations, Jun – Aug 2009)**

In this area, the intern will be part of an important transition in the operation of the City of Port Moody's solid waste collection and disposal. This is also the point where closer liaison with City of Port Coquitlam staff will start.

The end of Port Moody's solid waste collection contract is on June 30<sup>th</sup>, 2009. Council has authorized the work to be brought in-house. New trucks were purchased and are expected to be delivered in late May 2009. Port Moody adopted an innovative service delivery model (which is already in place in Port Coquitlam) whereby special carts are grappled from the roadside using an automatic arm mounted on the side of the trucks. New carts will be delivered to residents. Public acceptance is critical as small recycling bins and large garbage cans will be replaced by two large recycling carts and a small garbage cart, a system that is designed to assist in changing behaviours toward a much higher diversion rate of recyclables and yard waste.

Under the supervision of the Supervisor of Solid Waste Services and in close cooperation with staff in Port Coquitlam, the intern will

- Assist with detailed planning of the solid waste carts roll-out including site-specific measures to deal with steep grades, blind corners, etc.
- Assist with social marketing initiatives to foster acceptance of the new solid waste system and improve the city's diversion rates
- Help monitor all complaints relative to the transition to the new collection system, track public acceptance, monitor waste diversion targets, participate in measures to adjust the system's early performance and assist with the preparation of the first progress report back to Council

## **Planning and Development Services**

### **(Port Coquitlam Director of Development Services, Sep – Nov 2009)**

The City of Port Coquitlam retains the services of a student each summer. In 2009, Port Coquitlam would take advantage of this internship program to perform the same duties. In this part of the internship, the incumbent will be assigned a variety of tasks within the Planning department with the goal of fostering:

- A better understanding of local government planning and development legislative framework
- Exposure to the role of official community planning, zoning and subdivision approvals
- An understanding of the role of public consultation processes and how the public influences decision-making
- Understanding how Port Coquitlam's Sustainability Checklist is applied to actual development proposals
- Understanding building inspection and the relationship to a vibrant built environment.

Because it is difficult to predict the nature and volume of development applications that will be processed a year from now, the workplan in this area will be further developed closer to the actual date of the internship.

It is expected that final public consultation, review and approval of Port Moody's Official Community Plan (review commenced in 2007) will be taking place during the first half of this internship. From time to time, the Intern's work schedule will be amended to allow participation in key meetings relative to Port Moody's OCP, including the final public hearing leading to Council adoption of this important document.

## **Human Resource Management**

### **(Port Moody Manager of Human Resources – Dec 2009)**

The City of Port Moody attaches a lot of importance to professional development. The city also maintains excellent labour relations and has carved itself a reputation as employer of choice. The intern will:

- Assist in documenting the city's innovative learning contract program, conduct interviews with participants in the program and track their career progression as a result of professional development
- Write an article for submission to LGMA, UBCM, FCM and other associations to feature the city's success with professional development and how it assists Port Moody in alleviating the impact of labour shortage
- Participate in Labour Management Committee meeting to better understand Port Moody's partnership with its Unions
- Assist HR and Union with joint preparations for seasonal celebrations

## **Financial Services**

### **(Port Moody Director of Finance and Information Technology, Jan 2010)**

January is a busy month in Finance as the fiscal year rollover, final budget preparations and renewal of licenses take place. The intern will be rotated among a variety of positions to provide an overall understanding of:

- Local government financial services legislative framework
- The relationship between revenue generation and expenditures
- Fiscal year rollover
- End of year reporting requirements
- Budget preparation and implementation

January 2010 will also be the conclusion of the first full year of implementation of Port Moody's new asset management system. The intern will assist in the review of the performance of this new system.

## **Communications and Culture**

### **(Port Moody Director Strategic Planning & Cultural Services, Feb 2010)**

The City of Port Moody commissioned an innovative "Interactive Government" study and Council adopted recommendations that lay the foundation for a wide range of improvements in how the community is engaged in public processes.

The intern will prepare a report on the technology aspect of the city's Interactive Government plan. The Intern will be asked to review the latest social engagement tools available and make recommendations to Council on how to reduce the technical cost of engaging the community while increasing the city's reach. The expectation is that this review will focus on two-way interaction, on-line viewing of Council proceedings and town hall meetings, targeted electronic newsletters, etc.

In February, the intern will also attend the annual briefing to volunteers appointed to serve on Council Committees.

This department also includes Cultural Services and is charged with making City of the Arts, the city's slogan, "part of everything we do." In this department, the intern will be exposed to:

- Port Moody's participation in the "Cultural Olympics" whereby the city is working with VANOC to host a major exhibition and Wearable Arts event
- The latest trends in terms of public art
- Service delivery models that leverage the work of non-profit societies and volunteers as a way to increase public ownership and further the impact of the city's funds allocated to the arts

## **Protective Services (Port Moody Fire Chief, Mar 2010)**

The intern will conduct interviews of key players in protective services and assist with the preparation of a detailed report dealing with the aftermath of the 2010 Olympics. The focus of this report will be to document lessons learned from the city's involvement in the most significant event ever hosted in the region. This document will be used as a basis to update the city's emergency preparedness

plans if applicable and it will assist in the planning of the city's participation in any major regional event in the future.

**Governance and Administration (Port Moody City Manager, Apr 2010)**

The last portion of the Internship will focus on the completion of all assigned projects and documentation of lessons learned. The intern will be required to prepare a presentation for sharing his/her learning with key groups in the community. This will include the city's Youth Focus Committee, Council, Labour Management Committee, Corporate Leadership Team, Operational Leadership Team and other internal groups. The intern will also be asked to present to selected non-profit groups in the community.

Opportunities for further professional development will also be considered at this stage.