



THE CORPORATION OF THE CITY OF COURTENAY

STAFF REPORT

To: Council

File No.: 1670-01/3900-20-2981

From: Chief Administrative Officer

Date: November 18, 2019

Subject: Asset Management Bylaw No. 2981, 2019 for Adoption

PURPOSE:

To meet Council's direction outlined below to provide an Asset Management Bylaw for their consideration and adoption.

POLICY ANALYSIS:

This will be one of the few local government Asset Management Bylaws adopted in Canada and the first in British Columbia. Therefore, it has been critical to carefully draft the content so it will: rest upon a solid legal foundation; stay within Council's authority; be readily understood and ensure it will be consistent with existing legislation and other City bylaws and policies.

CAO RECOMMENDATIONS:

THAT based on the November 18th, 2019 staff report, "Asset Management Bylaw No. 2981, 2019 for Adoption" Council approve OPTION 1 and proceed to First, Second and Third Readings of the attached Asset Management Bylaw No. 2981, 2019; and

THAT Council direct staff to bring Asset Management Bylaw No, 2981, 2019 back to Council for Final Adoption prior to its consideration of the 2020-2024 Five-Year Financial Plan.

Respectfully submitted,

David Allen, BES, CLGEM, SCLGM
Chief Administrative Officer

BACKGROUND:

At its Regular Meeting of March 2, 2019 Council carried the following motion:

Moved by Cole-Hamilton and seconded by Morin that

“Whereas the City of Courtenay practices Asset Management in order to ensure that it provides services in a financially sustainable manner; and,

Whereas a Bylaw which requires consideration of the full life-cycle costs of all asset renewals, upgrades and acquisitions would serve to consolidate and strengthen the City’s Asset Management policy and practice;

Therefore be it resolved that Council direct staff to draft an Asset Management Bylaw which incorporates the existing Asset Management Policy and which would require taking into account full life-cycle costs when making decisions regarding renewal, upgrade and acquisition of Tangible Capital Assets; and,

That full life-cycle costs are considered to include the planning, procurement, creation, operation, maintenance, renewal and decommissioning of Tangible Capital Assets.”

DISCUSSION:

The first step in research to meet the Resolution was to identify the distinction between a policy and a bylaw. This was particularly important because there is little experience across Canada¹, and none in BC, at writing an Asset Management bylaw.

A policy is a general statement of objectives to guide decisions on a particular matter. A policy may be readily altered by Resolution or at Council’s discretion, and disregarded in decision-making with little or no legal consequence.² However, a bylaw is a “regulation” enacted in execution of a power conferred under an Act (such as the *Community Charter*). It has the same effect on persons to whom it is directed as both a federal or provincial statute has on such persons³. A bylaw is *not* discretionary. It must only be altered following the correct statutory procedures (including public debate, multiple readings and final adoption).

In consultation with the City legal advisors, staff proposed various means to satisfy Council’s intent. After much discussion, the legal foundation and scope of Council’s authority were identified and are provided in Attachment 1 to this report. The outcomes may be paraphrased as follows:

1. The purposes of a municipality include providing for stewardship of its public assets;
2. Council is responsible for asset stewardship, except as otherwise statutorily provided;
3. Every council member is responsible to contribute to meeting this purpose; and
4. The CAO is responsible for overall operations, ensuring Council’s directions are implemented plus advising and informing Council on the operation and affairs of the municipality.

¹ The City of Selkirk MB adopted an Asset Management Bylaw in April 2017, but it was written in compliance with Manitoba provincial legislation and has not yet been tested by the courts. Selkirk is generally accepted as the only Canadian Community that has as yet adopted such a bylaw.

² This is not the case for policies contained in the Official Community Plan which is adopted by bylaw. See: *Local Government Act* R.S.B.C. 2015, s. 478.

³ *Interpretation Act* R.S.B.C. 1996, c. 238 [Re *Tenenbaum and Local Board of Health for Toronto* [1955] O.R. 622-633 (Ont.C.A.); *Kovinic v. Niagara Falls (City)* (1999), 3 M.P.L.R. (3d) 285 (On. Sup. Ct.)].

Unfortunately, the aim of achieving bylaw simplicity was partially confounded because certain concepts either contained within the existing Policy or others newly desired, have not been defined in existing law⁴. This included Council's direction to require consideration of full life-cycle costs in its decision-making, the notion of using natural assets where possible as an alternative to constructed assets, or practicing "Asset Management for Sustainable Service Delivery" (The BC Framework)⁵ as set out in Council's 2015 AM Policy. These issues were overcome by defining the terms within the bylaw – thus adding minimal complexity to its understanding – and assigning appropriate responsibility to meet them within the Bylaw.

Overall, this bylaw assigns the *practice* of Asset Management principles and advice related to Council decision-making to the CAO and staff (internally, staff operational responsibilities are assigned via CAO Directives). The Council role is to receive and consider the information and advice, then express their collective decisions via adoption of strategic priorities and approval of the five-year financial plan.

FINANCIAL IMPLICATIONS:

Potentially far reaching, but not specific to adoption of this bylaw.

ADMINISTRATIVE IMPLICATIONS:

Development of appropriate CAO Directives to meet responsibilities assigned by the bylaw.

ASSET MANAGEMENT IMPLICATIONS:

Minimal because the principles contained within the proposed bylaw are already present practice.

STRATEGIC PRIORITIES REFERENCE:

- Support and encourage initiatives to improve efficiencies
- Responsibly provide services at levels which the people we serve are willing to pay
- Focus on asset management for sustainable service delivery
- ▲ Support social, economic and environmental sustainability solutions
- ▲■ Advocate and cooperate with local and senior governments on regional issues affecting our community

- **AREA OF CONTROL:** The policy, works and programming matters that fall within Council's jurisdictional authority to act
- ▲ **AREA OF INFLUENCE:** Matters that fall within shared or agreed jurisdiction between Council and another government or party
- **AREA OF CONCERN:** Matters of interest that are outside Council's jurisdictional authority to act

OFFICIAL COMMUNITY PLAN REFERENCE:

Nil

REGIONAL GROWTH STRATEGY REFERENCE:

Nil.

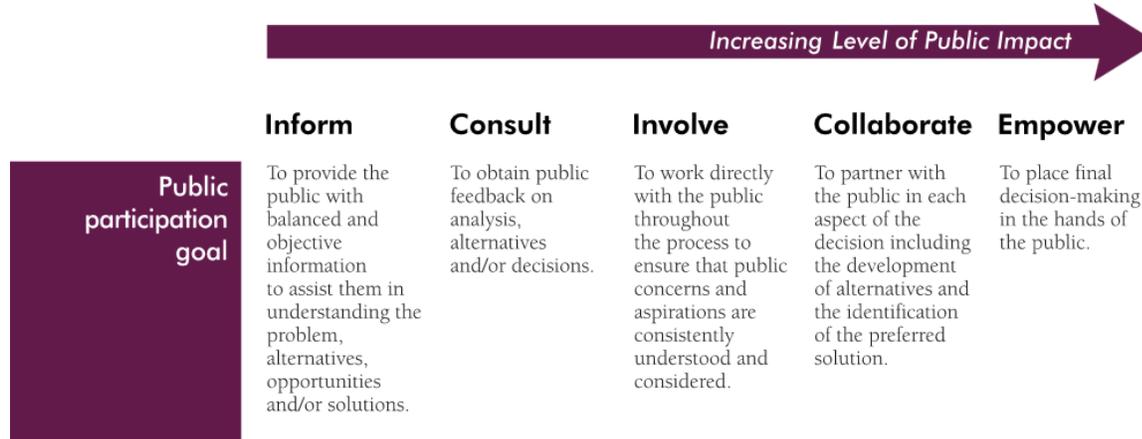
⁴ BC Interpretation Act [RSBC 1996] CHAPTER 238

⁵ <https://www.assetmanagementbc.ca/>

CITIZEN/PUBLIC ENGAGEMENT:

Staff would Inform the public based on the IAP2 Spectrum of Public Participation:

http://c.ymcdn.com/sites/www.iap2.org/resource/resmgr/imported/IAP2%20Spectrum_vertical.pdf



OPTION 1: (Recommended)

THAT Council proceed to First, Second and Third Readings of Asset Management Bylaw No. 2981, 2019; and,

THAT Council direct staff to bring Asset Management Bylaw No, 2981, 2019 back to Council for Final Adoption prior to its consideration of the 2020-2024 Five-Year Financial Plan.

OPTION 2: Return Bylaw No. 2981, 2019 to staff as amended for further legal review and reconsideration.

OPTION 3: Defer Bylaw No. 2981, 2019 for future consideration.

Prepared by:

David W. Love, CD, BA, LGM(Dip), MM, PE, PCAMP
Senior Advisor, Strategic Initiatives

Attachments:

1. *Legal Rationale for Asset Management Bylaw 2981, 2019 - Community Charter*
2. *Asset Management Bylaw 2981, 2019*

Municipal purposes

- 7** The purposes of a municipality include
- (b) providing for services, laws and other matters for community benefit,
 - (c) providing for stewardship of the public assets of its community, and
 - (d) fostering the economic, social and environmental well-being of its community.

Council as governing body

- 114** (1) The members of a municipal council are the mayor and the councillors.
- (3) The powers, duties and functions of a municipality are to be exercised and performed by its council, except as otherwise provided under this or another Act, and a council, in exercising or performing its powers, duties and functions, is acting as the governing body of the municipality.

Responsibilities of council members

- 115** Every council member has the following responsibilities:
- (b) to contribute to the development and evaluation of the policies and programs of the municipality respecting its services and other activities;

Responsibilities of mayor

- 116** (1) The mayor is the head and chief executive officer of the municipality.
- (2) In addition to the mayor's responsibilities as a member of council, the mayor has the following responsibilities:
- (a) to provide leadership to the council, including by recommending bylaws, resolutions and other measures that, in the mayor's opinion, may assist the peace, order and good government of the municipality;

Chief administrative officer

- 147** A bylaw under section 146 may establish the position of chief administrative officer of the municipality, whose powers, duties and functions include the following:
- (a) overall management of the operations of the municipality;
 - (b) ensuring that the policies, programs and other directions of the council are implemented;
 - (c) advising and informing the council on the operation and affairs of the municipality.

THE CORPORATION OF THE CITY OF COURTENAY

BYLAW NO. 2981

A bylaw to provide for an asset management program aimed at sustainable service delivery

WHEREAS Council wishes to promote best practices in asset management at the local government level, including by supporting the work of Asset Management BC and the standards set by NAMS Canada;

WHEREAS the City of Courtenay is a host community for a pilot project of the Municipal Natural Assets Initiative;

AND WHEREAS Council has previously provided for asset management within the Corporation of the City of Courtenay by means of Council Policy 1670.00.02;

NOW THEREFORE the Council of the City of Courtenay enacts as follows:

Citation

1. This bylaw may be cited for all purposes as *“Asset Management Bylaw No. 2981, 2019”*.

Definitions

2. In this bylaw:
 - (a) **“Asset Management”** means the systematic and coordinated activities and practices of an organization to optimally and sustainably deliver on its objectives through the cost-effective lifecycle management of Tangible Capital Assets;
 - (b) **“Asset Management Plan”** means a long-term plan that outlines assets, asset conditions, levels of service, asset and service risks, activities and programs for each service area, and resources required to provide a defined level of service in the most cost-effective way;
 - (c) **“Asset Management Program”** means a corporation-wide program for the management of the City’s Tangible Capital Assets aimed at achieving Sustainable Service Delivery;
 - (d) **“Chief Administrative Officer”** means the Chief Administrative Officer of the City or a person designated to act in the place of the Chief Administrative Officer;
 - (e) **“City”** means the Corporation of the City of Courtenay;
 - (f) **“Council”** means the Council of the City;

- (g) **“Full Lifecycle Cost”** means the total cost of a Tangible Capital Asset throughout its life, including planning, design, construction, acquisition, operation, maintenance, rehabilitation, and disposal;
- (h) **“Natural Assets”** means the stocks of natural resources or ecosystems that have the potential to contribute to service delivery;
- (i) **“Sustainable Service Delivery”** means an approach to service delivery whereby current community service needs are met in a socially, economically, and environmentally responsible manner that does not compromise the ability of future generations to meet their own needs; and
- (j) **“Tangible Capital Asset”** has the meaning established under the accounting standards applicable to local governments by the Public Sector Accounting Board.

Asset Management Program

- 3. The Chief Administrative Officer will establish and maintain an Asset Management Program.
- 4. In complying with section 3, the Chief Administrative Officer will endeavour to:
 - (a) establish and maintain Asset Management Plans, directives, practices, and procedures in accordance with best practices;
 - (b) ensure personnel, financial resources, and other operational capabilities deemed necessary by the Chief Administrative Officer are provided and that responsibilities under the Assessment Management Program are effectively delegated;
 - (c) create a corporate culture where all departments, officers, and employees have a role to play in Asset Management by providing awareness and professional development opportunities; and
 - (d) regularly identify new opportunities for achieving Sustainable Service Delivery, including by identifying opportunities for incorporating Natural Assets into the Asset Management Program.

Lifecycle Costing

- 5. The Chief Administrative Officer will endeavour to provide or to coordinate the provision to Council of all available information and advice pertaining to Lifecycle Costs to facilitate decision-making related to the renewal, upgrade, and acquisition of Tangible Capital Assets.

- Council will consider Lifecycle Costs in all decisions related to the renewal, upgrade, and acquisition of Tangible Capital Assets and in doing so will consider information provided to Council under section 5.

Severability

- If any portion of this bylaw is declared invalid by a court of competent jurisdiction, then the invalid portion must be severed and the remainder of the bylaw is deemed valid.

Read a first time this ____ day of _____, 2019.

Read a first time this ____ day of _____, 2019.

Read a first time this ____ day of _____, 2019.

Finally passed and adopted time this ____ day of _____, 2019.

Mayor

Corporate Officer



October 23, 2019

Dear Mr. Trudeau,

Please accept our heartfelt congratulations on being elected to Parliament to represent the people of Canada. Your leadership is crucial. We are writing this letter on behalf of the non-partisan, nationwide Climate Caucus. Climate Caucus is made up of mayors and councillors from cities and towns throughout the country who look forward to working with you over the coming years.

Climate change is one of the most pressing threats to our country and its people. It is also a tremendous opportunity. We are committed to working with you to take action in our home communities to reduce carbon emissions and increase resilience to enable residents and municipalities to better deal with the escalating impacts.

We are asking you to:

Support these high-level principles and policy objectives:

- **Listen to the scientists** and strengthen Canada's current 2030 climate target to align with the IPCC 1.5 C scenario recommendations.
- **Pursue economic development and diversification:** Your government must advance an economic development strategy that focuses on renewable energy and diversifies the economy away from carbon-intensive industries and employment.
- **Ensure we're on track to meet our targets,** legislate nearer-term emissions reductions targets in five-year intervals and provide transparent climate accountability reports to Canadians annually.
- **Work with Indigenous governments** as full partners in developing and delivering Canada's climate mitigation and adaptation plans, including decisions on revenues from carbon pricing and implementation of the

Greenhouse Gas Pollution Pricing Act.

- **Count forest emissions** and establish a plan to preserve old-growth forests, improve forest health, and begin establishing new forests.
- **Clean our electricity supply** by striving toward 90 percent non-emitting by 2030, and 100 percent by 2050, and **create an electrification strategy** to enable electricity to become Canada's largest energy source by 2050.
- **Deliver a just transition for communities and impacted workers** by providing retraining, support and investing in new forms of employment for affected workers and ensure low- and modest-income households and vulnerable communities are not negatively impacted and share in the opportunities that come with the transition.
- **Implement the Climate Emergency: Urban Opportunity report recommendations** (<https://urbantransitions.global/en/publication/climate-emergency-urban-opportunity/>)

Refine governance and decision-making:

- **Appoint a Minister of Climate Change and Communities** with a mandate to implement a just transition for communities and workers in the resource sector, and implement the Climate Emergency: Urban Opportunity recommendations in urban areas, and support communities – rural and urban – in adapting to climate change and creating local resilience.
- **Create a cross-partisan climate caucus** that reports directly to cabinet and is responsible for advising cabinet on bold, achievable climate action and a just transition for the most vulnerable.
- **Map out a transparent climate action vision** that shows how each order of government can assist the federal government in meeting its 2025 and 2030 climate targets and ensure funding and capacity-building is in place to enable local governments to undertake necessary action to meet these expectations.

Support FCM policy recommendations:

- **Permanently double the Gas Tax Fund** transfer to renew roads, bridges and water systems and address green infrastructure deficits to better support Canadians' quality of life. Then boost its annual growth to 3.5 percent to keep up with escalating costs.
- **Rapidly scale up dedicated federal funding for critical disaster mitigation and climate adaptation projects.**
 - Immediately top up the Disaster Mitigation and Adaptation Fund to unlock ready-to-go projects, with \$2 billion in new funding available from 2020-21 to 2023-24.
 - Commit to developing an ambitious, long-term investment plan for disaster mitigation and adaptation, with a new minimum 20-year time frame and at least \$1 billion in new annual funding starting in 2024-25.
 - Urgently engage municipal, provincial, territorial and Indigenous partners to assess the state of adaptation efforts and the scale of investment needed to make cities and communities in Canada resilient over the long term.
- **Launch a permanent, direct federal funding mechanism for 21st century public transit.** Maintain existing funding commitments through 2027-28, then commit \$34 billion until 2037-38.
- **Accelerate the mass adoption of low- to zero-emission transit and municipal fleet vehicles** by investing \$300 million annually for 10 years, starting in 2020-21, enabling replacement of half the diesel buses on the road today with fully electric models by 2030.
- **Create a targeted program to update Canada's flood plain maps** – investing \$500 million over five years to support municipal and provincial/territorial partners in updating, assessing, mapping and mitigating flooding risks.

- **Create a market rental preservation program** in collaboration with municipalities, with incentives to repair/retrofit lower-cost properties. (\$250 million/year)

Thank you for your time and consideration of these recommendations. We look forward to the opportunity to meet with you and work with you over the coming years to help reduce climate risk for all people in Canada. We know that countries that lead on developing and implementing climate solutions will reap rewards in terms of job creation, a stronger sustainable economy and a more stable climate.

On behalf of our members,

Lisa Helps, Mayor, Victoria, BC / LHelps@victoria.ca

Rik Logtenberg, Councillor, Nelson, BC / rlogtenberg@nelson.ca

Andrew Stevens, Councillor, Regina, SK / astevens@regina.ca

Robert Kiley, Councillor, Kingston, ON / rkiley@cityofkingston.ca

Ben Henderson, Councillor, Edmonton, AB / ben.henderson@edmonton.ca



THE CORPORATION OF THE CITY OF COURTENAY

BRIEFING NOTE

To: Council

File No.: 0620-20

From: Chief Administrative Officer

Date: November 18, 2019

Subject: Outcomes of Strategic Priorities 2019-2022 Check-in - October 15/16 2019

ISSUE:

The purpose of this Briefing Note is to provide council members with the outcomes of the recent workshop to review and add project detail to Council's existing Strategic Priorities.

BACKGROUND:

Earlier in 2019 the Mayor expressed an interest in engaging Dr. Gordon McIntosh to, using his particular methodology, lead a workshop for council members and senior staff to check-in on the adopted Strategic Priorities 2019-2022.

One aim was to add a NOW and NEXT sequencing to Council's priorities as well as identify their Advocacy and/or Partnerships that represent their interests generally outside their Area of Concern (The policy, works and programming matters that fall within Council's jurisdictional authority to act). Another aim was to include more detail plus intended completion dates at the Project-level for staff.

KEY CONSIDERATIONS:

All flipcharts from the workshop were photographed and support staff took scrupulous notes. The attached document is the result. The front-side contains the existing thematic strategic priorities while the reverse-side provides the new information gathered live at the workshop which is more dynamic. The intent is to update the reverse-side information as applicable and provide subsequent versions to Council as part of quarterly periodic reporting then accumulated for eventual inclusion in the Annual Report.

Respectfully submitted,

David Allen, BES, CLGEM, SCLGM
Chief Administrative Officer

Attachments:

1. *Double-sided "Strategic Priorities 2019-2022 and Strategic Priorities Chart November 18, 2019 Version 1".*

STRATEGIC PRIORITIES 2019 – 2022

We focus on organizational & governance excellence	We proactively plan & invest in our natural & built environment	We actively pursue vibrant economic development	We plan & invest in methods of multi-modal transportation	We support diversity in housing & reasoned land use planning	We continually invest in our key relationships
<ul style="list-style-type: none"> ● Support and encourage initiatives to improve efficiencies ● Recognize staff capacity is a finite resource and support staff training and development ● Communicate appropriately with our community in all decisions we make ● Responsibly provide services at levels which the people we serve are willing to pay ● Value community safety and support our protective services 	<ul style="list-style-type: none"> ● Focus on asset management for sustainable service delivery ▲ Look for regional infrastructure solutions for shared services ▲ Support actions to address Climate ■ Change mitigation & adaptation ● Make progress on the objectives of the BC Climate Action Charter ● Advocate, collaborate and act to reduce air quality contaminants ▲ Support social, economic & environmental sustainability solutions 	<ul style="list-style-type: none"> ● Engage with businesses and the public to continue revitalizing our downtown ▲ Support Arts and Culture ● Work with the business and development sectors to mutually improve efficiencies ▲ Continue to explore innovative and effective economic development opportunities 	<ul style="list-style-type: none"> ● Move forward with implementing the City's Transportation Master Plan ▲ Collaborate with regional and senior government partners to provide cost-effective transportation solutions ● Explore opportunities for Electric Vehicle Charging Stations 	<ul style="list-style-type: none"> ● Complete an update of the City's OCP and Zoning Bylaws ● Assess how city-owned lands can support our strategic land purchases and sales ▲ Identify and support opportunities for lower cost housing and advocate for senior government support ● Encourage and support housing diversity ● Continue to develop and revisit all infrastructure master plans 	<ul style="list-style-type: none"> ● Build on our good relations with K'ómoks First Nation and practice Reconciliation ● Value and recognize the importance of our volunteers ● Consider effective ways to engage with and partner for the health and safety of the community ▲ Advocate and cooperate with local and senior governments on regional issues affecting our community ● Support improving accessibility to all City services



Area of Control

The policy, works and programming matters that fall within Council's jurisdictional authority to act



Area of Influence

Matters that fall within shared or agreed jurisdiction between Council and another government or party



Area of Concern

Matters of interest outside Council's jurisdictional authority to act



CITY OF **COURTENAY**

STRATEGIC PRIORITIES CHART

Nov. 2019 Version 1

COUNCIL PRIORITIES (Council/CAO)

NOW	ADVOCACY / PARTNERSHIPS
<ol style="list-style-type: none"> 1. OCP – Consultation Process (public input/consult report) ● 2. Short Term Rental Policy: Research ● 3. Finance Select Committee: Report ● 4. 5th St./6th St. Bridges: Open House in November ● 5. Borrowing Bylaw: Process ● 	<ul style="list-style-type: none"> ● Organics Facility Decision (CVRD) ▲■ ● Property Tax Allocation: Waste Man ■ ● North Connector – Signage (MoTI) ▲■ ● Truck Route Designation (MoTI) ▲■ ● Reconciliation Ideas: KFN ■ ● IR2 Services: KFN ■ ● Kus Kus Sum Site: KFN ■ ● 6th Street Bridge: Grant Application ■ ● Liquid Waste Management Plan (CVRD) ▲ ● Small Business Tax Options (UBCM) ■ ● RCMP Annual Review ▲■ ● Air Shed Quality Report (CVRD) ●▲ ● Housing Need Assessment: Report ●▲
NEXT	
<ul style="list-style-type: none"> ● Liquid Waste Management Plan ● ● Greenway Connectivity Study ●▲ ● Economic Development Contract ●▲ ● Financial Policies: Debt/Surplus Reserves ● ● City Land Strategy/Acquisition ● ● Housing Need Assessment ● 	

OPERATIONAL STRATEGIES (CAO/Staff)

<p>CHIEF ADMINISTRATIVE OFFICER</p> <ol style="list-style-type: none"> 1. Finance Select Committee – Report Dec '19 2. Kus Kus Sum – MOU Extension Dec '19 3. Work Plan/Budget: Schedule Apr '20 <ul style="list-style-type: none"> ● Regulatory Services/Government Report ● Business Performance Pilot Project – 6 mo. review ● Economic Development Contract 	<p>DIRECTOR LEGISLATIVE & CORPORATE SERVICES</p> <ol style="list-style-type: none"> 1. Air Quality Initiative (Dep. on CVRD): Report Dec '19 2. New Smoking/Nuisance Bylaws: Draft Dec '19 3. Borrowing Bylaw: Approval Process Jan '20 <ul style="list-style-type: none"> ● CoW Agenda Format/Report
<p>DIRECTOR FINANCIAL SERVICES</p> <ol style="list-style-type: none"> 1. Grant-in-Aid Policy: Draft Dec '19 2. Draft Borrowing Bylaws: Prepare Jan '20 3. Budget Process Schedule Dec '19 <ul style="list-style-type: none"> ● Financial Policies ● Asset Retirement Obligations (PSAB) 	<p>DIRECTOR DEVELOPMENT SERVICES</p> <ol style="list-style-type: none"> 1. OCP Background Report Jan '20 2. Short Term Rental: Research Jan '20 3. Downtown Playbook: Update Feb '20 <ul style="list-style-type: none"> ● Building Bylaw ● SDS Bylaw: Update
<p>DIRECTOR ENGINEERING SERVICES</p> <ol style="list-style-type: none"> 1. 5th St. Bridge/6th St. Bridge: Open House Nov '19 2. Greenwood Sewer Trunk: Approval Nov '19 3. S. Courtenay Servicing: Process Approval Nov '19 <ul style="list-style-type: none"> ● Willemar Culvert: Update ● Liquid Waste Management Plan ● Integrated Rainwater Management Plan 	<p>DIRECTOR PUBLIC WORKS SERVICES</p> <ol style="list-style-type: none"> 1. Collection Contract Nov '19 2. Water/Sewer Master Plans: Adoption Dec '19 3. Public Works Building: Business Case Nov '19 <ul style="list-style-type: none"> ● Downtown Parking Study ● Bike Lane/SOS Update ● Asset Management Plan 20 Year: Draft
<p>DIRECTOR RECREATION & CULTURAL SERVICES</p> <ol style="list-style-type: none"> 1. Cultural Space: Assessment Feb '20 2. Parks and Rec M. Plan: Implementation Plan Mar '20 3. Greenspace Connectivity Plan: ToR Feb '20 <ul style="list-style-type: none"> ● Pool Analysis: Scope ● Sponsorship Program 	<p>PROTECTIVE SERVICES</p> <ol style="list-style-type: none"> 1. East Courtenay Fire Hall: Approval Mar '20 2. RCMP Contract: Review Mar '20



Area of Control

The policy, works and programming matters that fall within Council's jurisdictional authority to act



Area of Influence

Matters that fall within shared or agreed jurisdiction between Council and another government or party



Area of Concern

Matters of interest outside Council's jurisdictional authority to act