



**TOWN OF CRESTON
REGULAR COUNCIL MEETING AGENDA**

Tuesday, April 8, 2025, 4:00 PM

Council Chambers, 238-10th Avenue North, Creston, BC

1. **CALL TO ORDER**
2. **TRADITIONAL TERRITORY ACKNOWLEDGEMENT**
3. **ADOPTION OF AGENDA**

Recommended Motion:

THAT Council **ADOPTS** the Regular Council Agenda of April 8, 2025.

4. **ADOPTION OF MINUTES**

- a. Special Committee of the Whole Meeting Minutes - March 18, 2025

Recommended Motion:

THAT Council **RECEIVES** the minute of the Special Committee of the Whole Meeting of March 18, 2025.

- b. Regular Council Meeting Minutes - March 25, 2025

Recommended Motion:

THAT Council **ADOPTS** the minutes of the Regular Council Meeting held on March 25, 2025.

5. **MAYOR AND COUNCILLOR'S REPORTS**

- a. Ministry of Housing and Municipal Affairs regarding Preparing for Potential Drought Conditions in 2025

Recommended Motion:

THAT the verbal and written reports of Council, **BE RECEIVED**.

6. **COMMITTEE OF THE WHOLE**

- a. Motion to Convene Committee of the Whole Meeting

Recommended Motion:

THAT Council now **RESOLVES** itself into a Committee of the Whole.

- b. Delegations

Nil.

c. Committee of the Whole Business

1. Council Direction Request from the Chief Administrative Officer regarding the Partnering Agreement between the Town of Creston and the Creston Valley Housing Corporation

Recommended Motion:

THAT the report titled “Partnering Agreement: Creston Valley Housing Corporation” dated April 8, 2025 from the Chief Administrative Officer, be received for information; AND FURTHER,

THAT Council DIRECTS Staff to bring the Partnering Agreement between Creston Valley Housing Corporation (CVHC) and the Town of Creston forward for final approval upon the completion of CVHC review and the required public notice provisions of Section 24 of the *Community Charter*.

d. Resolution to Rise from the Committee of the Whole

Recommended Motion:

THAT Council RISES from Committee of the Whole.

7. DIVISION REPORTS

a. CORPORATE ADMINISTRATION

1. Information Report from the Chief Administrative Officer regarding Organizational Re-Alignment

Recommended Motion:

THAT the report titled “Organizational Re-Alignment” dated April 8, 2025 from the Chief Administrative Officer is received for information.

2. Request for Decision from the Chief Administrative Officer regarding Creston Valley Kootenay Lake Economic Development Restructuring Initiative

Recommended Motion:

THAT the report titled, “Creston Valley-Kootenay Lake Economic Development Restructuring Initiative” dated April 8, 2025 from the Chief Administrative Officer, be received;

THAT Council AUTHORIZES the Mayor to write a letter in support of the Town of Creston’s application to ETSI – BC’s “Building Economic Development Capacity” Stream for the Creston Valley-Kootenay Lake Economic Development Restructuring Initiative and authorizes staff to submit an application for funding.

3. Council Action List

Recommended Motion:

THAT Council RECEIVES the Council Action List dated April 4, 2025.

b. FINANCE & ADMINISTRATION

1. Request for Decision from the Corporate Officer regarding the Delegation of

Authority Bylaw (Adoption)

Recommended Motion:

THAT the report titled, "Delegation of Authority Bylaw" dated April 8, 2025, from the Corporate Officer, be received.

THAT Delegation of Authority Amendment Bylaw No. 2020, 2025 be ADPOTED.

2. Request for Decision from the Corporate Officer regarding the Citizen Satisfaction Policy Survey

Recommended Motion:

THAT Council receives the report titled, "Citizen Satisfaction Survey – Policy Update," dated April 8, 2025 from the Corporate Officer; AND FURTHER,

THAT Council ADOPTS the revised Citizen Satisfaction Survey Policy (PUB-001-010) as presented.

3. Discretionary Grant Application from the Creston Valley In the Raw Arts Society to support Clay Fest July 12, 2025 (\$500)

Recommended Motion:

THAT Council AUTHORIZES a Discretionary Grant in the amount of \$_____ to the Creston Valley in the Raw Arts Society to support Clay Fest July 12, 2025.

- c. INFRASTRUCTURE

Nil.

- d. COMMUNITY SERVICES

Nil.

- e. PROTECTIVE SERVICES

Nil.

8. RECOMMENDATIONS FROM COMMITTEE OF THE WHOLE

Recommended Motion:

THAT Recommendations No. 1 -3 from the March 25, 2025 Regular Committee of the Whole be adopted as follows:

RECOMMENDATION 1:

THAT Council RECEIVE the March 25, 2025, Council Direction Request, titled "Town of Creston Parks Master Plan Draft" from the Manager of Community Planning and Development;

THAT Council RECEIVE the delegation from Evan Peterson, Barefoot Planning and Design regarding the Town of Creston Parks Master Plan Draft;

AND FURTHER THAT Council DIRECT staff to present the Town of Creston Parks Master Plan, and a summary of community feedback and revisions made to the draft Plan, at an upcoming Regular Council Meeting for Council's consideration.

RECOMMENDATION 2:

THAT Council receive the Council Direction Request titled “Development Variance Permit Application 25-01 (908 Northwest Boulevard)”, dated March 25, 2025 from the Manager of Community Planning;

AND THAT Council direct Staff to proceed with Public Notification for Development Variance Permit 25-01;

AND FURTHER THAT Council direct Staff to present all public comments received and a draft Development Variance Permit allowing up to 2 fascia signs on the primary building located at LOT 2 DISTRICT LOT 524 KOOTENAY DISTRICT PLAN 4452, for Council consideration of approval at an upcoming Council Meeting.

RECOMMENDATION 3:

THAT the report titled “Citizen Satisfaction Survey – Policy Update” dated March 25, 2025, from the Corporate Officer be received for information;

AND FURTHER, THAT Council direct staff to present the amended Citizen Satisfaction Survey policy to Council for adoption at the upcoming Regular Council Meeting of April 8, 2025.

9. CORRESPONDENCE

a. Action Recommended

1. Bindoya Meats and Treats, Esme Gloster, regarding town parking and 15 minute parking spaces

Recommended Motion:
THAT Council

b. Receive for Information

Recommended Motion:

That the following correspondence be received for information:

- Columbia River Treaty Local Government Committee, Update on CRT Local Government Committee Activities
- Outspoken regarding an Invitation to Creston Pride Fest
- Village of Daajing Giids regarding Cannabis Taxation Sharing and Municipal Owned Cannabis Retail Stores

1. Columbia River Treaty Local Government Committee, Update on CRT Local Government Committee Activities
2. Outspoken regarding an Invitation to Creston Pride Fest
3. Village of Daajing Giids regarding Cannabis Taxation Sharing and Municipal Owned Cannabis Retail Stores

10. ACTING MAYORS SCHEDULE

- Jan: Councillor Holland
- Feb: Councillor Arès
- March: Councillor Baldwin

- April: Councillor Dumas
- May: Councillor Eisler
- June: Councillor Hawton
- July: Councillor Holland
- August: Councillor Arès
- September: Councillor Baldwin
- October: Councillor Dumas
- November: Councillor Eisler
- December: Councillor Hawton

11. **QUESTION PERIOD**

12. **RECESS AND MOVE TO CLOSED MEETING**

Recommended Motion:

THAT the Regular Council Meeting of April 8, 2025, BE RECESSED at TIME and by the authority of the *Community Charter*, Council move to a Closed Council Meeting with this meeting being closed from the public and/or news media pursuant to:

- 90(1)(c) labour relations or other employee relations
- 90(1)(i) the receipt of advice that is subject to solicitor client-privilege

13. **ADJOURNMENT**

Recommended Motion:

THAT the Regular Council Meeting of April 8, 2025 be adjourned at TIME.

TOWN OF CRESTON
SPECIAL COMMITTEE OF THE WHOLE MEETING MINUTES

Tuesday, March 18, 2025, 9:00 AM
Council Chambers, 238-10th Avenue North, Creston, BC

PRESENT: Mayor DeBoon
Councillor Keith Baldwin
Councillor Denise Dumas
Councillor Carolyn Hawton
Councillor Megan Holland

REGRETS Councillor Monique Arès
Councillor Norm Eisler

STAFF: Mike Moore, Chief Administrative Officer
Kirsten Dunbar, Corporate Officer
Steffan Klassen, Director of Finance & Corporate Services
Joel Comer, Manager of Community Planning and Development

RDCK DIRECTORS Kelly Vandenberghe, Area C
Garry Jackman, Area A
Roger Tierney, Area B

CALL TO ORDER

The Mayor called the Special Committee of the Whole Meeting to order at 9:00 am.

TRADITIONAL TERRITORY ACKNOWLEDGEMENT

The meeting was held on the unceded traditional territory of the yaqan nukiy within the Ktunaxa Nations.

ADOPTION OF AGENDA (and additional items if necessary)

Moved by Councillor Dumas
Seconded by Councillor Carolyn Hawton

THAT the agenda for the Special Committee of the Whole meeting of March 18, 2025, be adopted. MOTION CARRIED

BUSINESS

a. Ben Crooks, HM Aero, Creston Valley Regional Airport Overview of Draft Airport Master Plan

The Mayor welcomed Ben Crooks, Senior Planner of HM Aero, to the Special Committee of the Whole Meeting at 9:00 am.

B. Crooks provided an overview of the Creston Valley Master Plan including:

- Project Overview
- Master Plan Structure
- Outlook and Role
- Infrastructure and Service Requirements
- Service Delivery Model
- Financial Sustainability
- Support Strategic Pillars
- Next Steps and Implementation

The Mayor thanked B. Crooks for HM Aero's work on the Creston Valley Regional Airport Master Plan.

QUESTION PERIOD

There were no questions from members of the gallery.

ADJOURNMENT

THAT the Special Committee of the Whole Meeting of March 18, 2025 be adjourned at 10:45 am.

AS TO THE MINUTES OF THIS SPECIAL COMMITTEE MEETING:

Arnold DeBoon, Mayor

Kirsten Dunbar, Corporate Officer

TOWN OF CRESTON
COUNCIL MEETING MINUTES

Tuesday, March 25, 2025, 4:00 PM
Council Chambers, 238-10th Avenue North, Creston, BC

PRESENT: Mayor Arnold DeBoon
Councillor Norm Eisler
Councillor Keith Baldwin
Councillor Monique Arès
Councillor Denise Dumas
Councillor Carolyn Hawton
Councillor Megan Holland

STAFF: Mike Moore, Chief Administrative Officer
Marsha Neufeld, Executive Assistant/HR (Deputy Corporate Officer)
Joel Comer, Manager of Community Planning and Development
Asha DeLisle, Emergency Management & Climate Readiness Coordinator
Natasha Ewashen, Municipal Services Coordinator & Planner
Brandon Vigne, Manager of Building and Bylaw Services

GALLERY: Quinn Dunki, Nikolas McCready, Rebecca McCready, Tracy McKee, Allan Clement, Karen Peck, S. Sherban

1. CALL TO ORDER

The Mayor called the Regular Council Meeting to order at 4:00 pm.

2. TRADITIONAL TERRITORY ACKNOWLEDGEMENT

The Regular Council Meeting was held on the unceded traditional territory of the yaqan nu?kiy within the Ktunaxa Nations.

3. ADOPTION OF AGENDA

Resolution #: 126-25

Moved by Councillor Baldwin
Seconded by Councillor Holland

THAT Council ADOPTS the Regular Council Agenda of March 25, 2025.

MOTION CARRIED

4. ADOPTION OF MINUTES

a. Regular Council Meeting Minutes - March 11, 2025

Resolution #: 127-25

Moved by Councillor Baldwin
Seconded by Councillor Hawton

THAT Council ADOPTS the minutes of the Regular Council Meeting held on March 11, 2025.

MOTION CARRIED

5. MAYOR AND COUNCILLOR'S REPORTS

- Mayor DeBoon reported on his attendance at the Local Government Leadership Academy Forum and the RDCK Board meeting.
- Councillor Dumas reported on her attendance at the Creston Valley Regional Airport Society meeting and Creston Valley Housing Corporation AGM.
- Councillor Hawton reported on her attendance at the Trails for Creston Valley Society and the Joint Resource Recovery Committee meetings.

Regular Council Meeting Minutes – March 25, 2025

- Councillor Holland reported on her attendance at the Creston Valley Chamber of Commerce meeting.
- Councillor Baldwin reported on his attendance at the Kootenay East Regional Hospital District and the Economic Action Partnership - Kootenay Columbia Agri Forum.

Resolution #: 128-25

Moved by Councillor Baldwin
Seconded by Councillor Holland

THAT the verbal and written reports of Council, BE RECEIVED.

MOTION CARRIED

6. COMMITTEE OF THE WHOLE

- a. Motion to Convene Committee of the Whole Meeting

Resolution #: 129-25

Moved by Councillor Eisler
Seconded by Councillor Dumas

THAT Council now RESOLVES itself into a Committee of the Whole.

MOTION CARRIED

- b. Delegations

1. Evan Peterson, Principal, Barefoot Planning and Design, regarding the draft Parks Master Plan

The Mayor welcomed Evan Peterson, Principal, Barefoot Planning and Design virtually to the meeting at 4:05 pm.

E. Peterson provided an overview of the Draft Parks Master Plan including:

- Overview
- Park Inventory and Assessment
- Planning and Design Analysis
- Park Management
- Implementation Strategy

The Mayor thanked E. Peterson and he left the meeting at 4:24 pm.

- c. Committee of the Whole Business

1. Council Direction Request from the Manager of Community Planning and Development regarding Town of Creston Parks Master Plan Draft**RECOMMENDATION 1:**

THAT Council RECEIVE the March 25, 2025, Council Direction Request, titled "Town of Creston Parks Master Plan Draft" from the Manager of Community Planning and Development;

THAT Council RECEIVE the delegation from Evan Peterson, Barefoot Planning and Design regarding the Town of Creston Parks Master Plan Draft;

AND FURTHER THAT Council DIRECT staff to present the Town of Creston Parks Master Plan, and a summary of community feedback and revisions made to the draft Plan, at an upcoming Regular Council Meeting for Council's consideration.

2. Council Direction Request from the Manager of Community Planning and Development regarding Development Variance Permit Application 25-01 (908 Northwest Boulevard)

RECOMMENDATION 2:

THAT Council receive the Council Direction Request titled “Development Variance Permit Application 25-01 (908 Northwest Boulevard)”, dated March 25, 2025 from the Manager of Community Planning;

AND THAT Council direct Staff to proceed with Public Notification for Development Variance Permit 25-01;

AND FURTHER THAT Council direct Staff to present all public comments received and a draft Development Variance Permit allowing up to 2 fascia signs on the primary building located at LOT 2 DISTRICT LOT 524 KOOTENAY DISTRICT PLAN 4452, for Council consideration of approval at an upcoming Council Meeting.

3. Council Direction Request from the Corporate Officer regarding the proposed amended Citizen Satisfaction Survey

RECOMMENDATION 3:

THAT the report titled “Citizen Satisfaction Survey – Policy Update” dated March 25, 2025, from the Corporate Officer be received for information;

AND FURTHER, THAT Council direct staff to present the amended Citizen Satisfaction Survey policy to Council for adoption at the upcoming Regular Council Meeting of April 8, 2025.

- d. Resolution to Rise from the Committee of the Whole

Resolution #: 130-25

Moved by Councillor Eisler
Seconded by Councillor Baldwin

THAT Council RISES from Committee of the Whole.

MOTION CARRIED

7. DIVISION REPORTS

- a. CORPORATE ADMINISTRATION

Nil.

- b. FINANCE & ADMINISTRATION

1. Request for Decision from the Corporate Officer regarding Situation Table Update

Resolution #: 131-25

Moved by Councillor Eisler
Seconded by Councillor Dumas

THAT the report titled “Situation Table Council Support and Authorization” dated March 25, 2025 from the Corporate Officer, be received;

THAT Council AUTHORIZES the Mayor to write a letter in support of the Town of Creston establishing a Situation Table to support the needs of community members experiencing acutely elevated risk;

AND FURTHER, THAT Council AUTHORIZES the submission of a grant application to the Collaborative Public Safety Program through the Ministry of Public Safety and Solicitor General to support the establishment of a Situation Table.

MOTION CARRIED

2. Request for Decision from the Corporate Officer regarding the Delegation of Authority Bylaw Amendment

Resolution #: 132-25

Moved by Councillor Baldwin
Seconded by Councillor Holland

Regular Council Meeting Minutes – March 25, 2025

THAT the report titled, “Delegation of Authority Bylaw” dated March 25, 2025 from the Corporate Officer, be received; AND FURTHER, THAT THAT Delegation of Authority Amendment Bylaw No. 2020, 2025, be read a first time by title and a second time by content.

MOTION CARRIED

Resolution #: 133-25

Moved by Councillor Arès
Seconded by Councillor Eisler

THAT Delegation of Authority Amendment Bylaw No. 2020, 2025 be read a third time by title.

MOTION CARRIED

c. INFRASTRUCTURE

Nil.

d. COMMUNITY SERVICES

1. Information Report from the Manager of Community Planning and Development regarding Tree Canada Grant Application Status

Resolution #: 134-25

Moved by Councillor Dumas
Seconded by Councillor Hawton

THAT the report titled “Tree Canada Grant – Application Unsuccessful” dated March 25, 2025, from the Manager of Community Planning & Development, be received for information.

MOTION CARRIED

2. Request for Decision from the Manager of Community Services and Development regarding the Creston Valley Farmers Market Licence of Occupation

Resolution #: 135-25

Moved by Councillor Baldwin
Seconded by Councillor Hawton

THAT Council RECEIVES the March 25, 2025, Request for Decision, titled “Creston Valley Farmers’ Market - 2025 Licence of Occupation”;

AND FURTHER, THAT Council AUTHORIZES the Mayor and Corporate Officer to execute the Licence of Occupation between the Town of Creston and the Creston Valley Food Action Coalition for the properties legally described as Lot 2 District Lot 525 Kootenay District Plan NEP87969 (PID: 027-735-826) and Lot B District Lot 525 Kootenay District Plan 15256 (PID: 009-590-692), located at 115 and 111 Northwest Boulevard as presented, pursuant to the provisions of Section 26 of the Community Charter.

MOTION CARRIED

3. Request for Decision from the Manager of Community Planning and Development regarding the Parks Booking for Hop to Vine Hustle

Resolution #: 135-25

Moved by Councillor Eisler
Seconded by Councillor Baldwin

THAT Council RECEIVES the March 25, 2025, Request for Decision titled “Hop to Vine Hustle – Closed Booking Request”;

THAT Council APPROVES the Closed Booking Request for Millennium

Regular Council Meeting Minutes – March 25, 2025

Park from the Creston Valley Libation Producers Society on July 5th, 2025, from 6am to 7pm, for the Hop to Vine Hustle, including increased capacity of up to 500 people;

THAT Council APPROVES issuance of a Special Event Permit by the Liquor and Cannabis Regulation Branch to the Creston Valley Libation Producers Society for the Hop to Vine Hustle on July 5, 2025;

AND FURTHER THAT Council AUTHORIZES sponsorship of the Creston Valley Libation Producers Society for the Hop to Vine Hustle in the amount of \$250, to be allocated from the Council Advertising Budget.

MOTION CARRIED

4. Request for Decision from the Manager of Community Planning and Development regarding Public Art Working Committee - Sculpture Relocation

Resolution #: 136-25

Moved by Councillor Baldwin
Seconded by Councillor Holland

THAT Council RECEIVES the March 25, 2025, report titled “Public Art Working Committee - Sculpture Relocation”;

THAT Council AUTHORIZES placement of the sculpture “Steam Punk Owl” by Heather Wall at the Creston Valley Public Library;

AND FURTHER THAT Council REFERS placement of the sculpture “Salmon Dance” by Peter Vogelaar to the Creston Valley Services Committee, identifying the Creston and District Community Complex as the preferred location.

MOTION CARRIED

5. Request for Decision from the Manager of Building and Bylaw regarding the Adoption of Fees and Charges Bylaw No. 1763 for Adopted Animals from PAWS

Resolution #: 137-25

Moved by Councillor Holland
Seconded by Councillor Hawton

THAT Council ADOPTS Fees and Charges Bylaw No. 2026, 2025.

MOTION CARRIED

e. PROTECTIVE SERVICES

1. Information Report from the Fire Chief regarding Wildland Fuel Management Prescription and Tree Planting Guide

Resolution #: 138-25

Moved by Councillor Baldwin
Seconded by Councillor Holland

THAT the report titled “Contract Awarded” dated March 25, 2025, from the Fire Chief be received for information.

MOTION CARRIED

8. RECOMMENDATIONS FROM COMMITTEE OF THE WHOLE

Resolution #: 139-25

Moved by Councillor Arès
Seconded by Councillor Dumas

Regular Council Meeting Minutes – March 25, 2025

THAT Recommendations 1-3 from the Regular Committee of the Whole Meeting of March 11, 2025, be adopted as follows:

RECOMMENDATION 1:

THAT the report titled “Farmers’ Market 2025 Licence of Occupation: Town Costs” dated March 11, 2025, from the Manager of Community Planning & Development, be received.

THAT Council direct Staff to draft a Licence of Occupation permitting the Creston Valley Food Action Coalition to use the 2024 Creston Valley Farmer’s Market site at ʔaku#ni for the upcoming 2025 market season, with an associated annual licence fee of \$1, for Council consideration at an upcoming meeting.

RECOMMENDATION 2:

THAT Council RECIEVES the March 11, 2025, Council Direction Request titled “Parks Booking Request – Hop to Vine Hustle”

AND FURTHER THAT Council DIRECTS Staff to prepare a Request for Decision regarding the Parks Booking Request at an upcoming Council Meeting.

RECOMMENDATION 3:

THAT the report titled “Delegation of Authority Bylaw” dated March 11, 2025 from the Corporate Officer, be received;

AND FURTHER, THAT Council DIRECTS staff to prepare an amendment to the Delegation of Authority Bylaw No. 1855, 2017.

MOTION CARRIED

9. CORRESPONDENCE

a. Action Recommended

**Councillor Holland recorded a conflict of interest with respect to item 1, noting that she is employed by Pridham Studio and left the meeting at 4:51 pm.*

1. Micah Wassink, Pridham Studio regarding the Downtown Creston Walking Tour Brochure

Resolution #: 140-25

Moved by Councillor Baldwin
Seconded by Councillor Eisler

THAT Council AUTHORIZES the sponsorship of an advertisement in the Creston Downtown Tour Walking Guide in the amount of \$675 plus applicable GST from Council's advertising budget.

MOTION CARRIED

**Councillor Holland returned to the meeting at 4:53 pm.*

b. Receive for Information

1. Jillian Sibbald, Kootenay Region Treasurer BC/YT Section Skate Canada, Thank You letter for Discretionary Grant.

2. Letters regarding Concern over Interior Business Signage

Resolution #: 141-25

Moved by Councillor Eisler
Seconded by Councillor Arès

THAT Council receives the following correspondence:

- Skate Canada (Kootenay Division)
- Letters from J. Gallius and S. Ainscow regarding concern over washroom signage.

MOTION CARRIED

10. QUESTION PERIOD

There were no questions from members of the gallery.

11. RECESS AND MOVE TO CLOSED MEETING

Resolution #: 142-25

Moved by Councillor Eisler
Seconded by Councillor Dumas

THAT the Regular Council Meeting of March 25, BE RECESSED at 5:16 pm and by the authority of the *Community Charter*, Council move to a Closed Council Meeting with this meeting being closed from the public and/or news media pursuant to 90(1)(c) labour relations and 90(1)(i) the receipt of advice that is subject to solicitor client privilege.

MOTION CARRIED

13. ADJOURNMENT

Resolution #: 143-25

Moved by Councillor Eisler

THAT the Regular Council Meeting of March 25, 2025 be adjourned at 6:13 pm.

MOTION CARRIED

CERTIFIED CORRECT:

Arnold DeBoon

Mayor

Marsha Neufeld

Deputy Corporate Officer

Circular No. 25:07

April 2, 2025

To: Chief Administrative Officers

Re: Preparing for Potential Drought Conditions in 2025

Please be advised that drought conditions experienced across the province in recent years may occur again. The [BC River Forecast Centre](#) has reported below normal [snowpack conditions](#) across much of the province, currently signaling an increased risk of drought for spring and summer. Based on these early indications, we recommend all water suppliers once again prepare for an increased risk of experiencing drought in 2025.

Stay informed about current drought conditions

The Province's [drought preparation and response website](#) has several online resources to support water suppliers through drought conditions. The BC Drought and Water Scarcity Response Plan provides an overview of drought response in the province, including management responsibilities, pre-drought preparedness, descriptions of the provincial drought levels and the potential regulatory actions that may be taken. This plan is updated annually, so please look for the updated 2025 plan on the [BC drought information website](#) later this Spring.

To understand trends in water availability, it is important to regularly monitor available information about drought and streamflow conditions. The Province produces datasets to better understand water availability regionally, including:

- The [BC Drought Information Portal](#) that displays regional Drought Levels.
- A [Map of 7-Day Average Streamflow](#) that displays Water Survey of Canada streamflow gauges relevant to your area.

Drought levels provide information about how dry conditions are and how often these dry conditions may recur. However, they cannot tell you if your systems will be impacted or at risk of being impacted, as this depends on the resilience of each water supply system in times of drought.

Agricultural water suppliers can find helpful resources on the Ministry of Agriculture and Food's [Drought in Agriculture](#) website. It includes fact sheets, videos, tools, financial support programs, and workshops to help with water management and drought preparedness.

Take part in the water supply status survey

The Province, in partnership with the Regional Health Authorities, will again reach out directly to drinking water suppliers across the province to invite you to submit water supply status information during the drought season.

The Ministry of Water, Land and Resource Stewardship's (WLRS) Drinking Water Team will send these survey invitations at regular intervals. We encourage you to take part and help us understand the state of drinking water supplies. By sharing information with the Province, we can better assess which communities are at risk of water supply issues and where support may be needed.

Improve resilience to drought and other hazards

Actions local governments can take to better prepare your community for drought and other hazards include:

- **Establish a water supply monitoring program:**

If your water sources (raw water storage and inflows, or groundwater levels) are not gauged, consider establishing a water supply monitoring program, which will enable you to quantify the water available to your community and adjust water use accordingly. Professional consultants can help design an appropriate monitoring program for your systems. To improve drought resilience, it is recommended that all local governments monitor water supplies to gauge their current conditions and anticipate future water scarcity.
- **Water conservation:**
 - Prepare/update a water conservation plan: The [Water Conservation Guide](#) provides guidance on creating these plans, which should be kept current and reviewed and updated at least every five years. An up-to-date water conservation plan endorsed by a local government's Council or Board, is required for water and wastewater application-based capital funding through the Ministry of Housing and Municipal Affairs.
 - Bylaws: A Water Conservation Plan can help you develop, or update, a Water Conservation Bylaw, which may limit water use seasonally or in stages based on projections of water availability. Bylaws can be used to implement water use restrictions and Bylaws can also be tied to permit approval processes, such as building or plumbing bylaws that offset additional water demands through conservation improvements or require water efficient or drought tolerant landscaping.
 - Communication: Public outreach and communication can be an effective tool to explain the importance of water conservation, its impacts and what individuals need to do to participate.

- Water metering: Universal water metering is also a very useful tool for demand management. If you have water metering, consider pricing structures that encourage water conservation.
- Other examples of opportunities for conservation: Rebates towards low flow appliances and rain barrels, or the elimination of once-through cooling systems in commercial buildings, could be considered.
- **Plan for the long term and future:**
It is helpful to consider drought resilience options for the future, even if these cannot be ready for 2025. Capital projects that can improve drought resilience include leakage reduction, universal water metering, water reuse or reclamation, increased raw water storage, and development of secondary or back-up water sources.
- **Share key drought and water management resources:**
Distribute the Ministry of Agriculture and Food's [2025 Quick Guide to Drought Resources](#), a two-page summary of agricultural water-related supports. Encourage agricultural communities to subscribe to [Regional AgriService BC E-bulletins](#) for timely, region-specific updates on programs, events, and resources.

Keep up-to-date on the resources available to you

Caretaking the natural cycle that results in recharge of local water sources can also ensure that fresh water is retained or returned to local waterbodies and aquifers to maintain availability of drinking water and environmental flows. Consider how to protect watersheds and retain and absorb stormwater run-off. Permeable infrastructure and natural assets can retain valuable water. The following sites have associated resources:

- B.C. Climate Action Toolkit's Green Bylaws Toolkit provides practical tools for protecting green infrastructure: <https://toolkit.bc.ca/tool/8018-2/>
- Integrated stormwater management: <https://www2.gov.bc.ca/gov/content/governments/local-governments/infrastructure/water-systems/stormwater-infrastructure>.
- Asset Management B.C.'s Framework for Sustainable Service Delivery: <https://www.assetmanagementbc.ca/framework/>
- The Partnership for Water Sustainability in B.C. also has some additional resources: <https://waterbucket.ca/guidance-resources/>.

The Infrastructure Planning Grant Program (IPGP) is available to help local governments plan, design and manage infrastructure. The IPGP provides an opportunity to obtain grant funding up to \$10,000 to help develop or update a Water Conservation Plan or to plan capital projects that improve drought resilience. For more information on the Program including a link to the application, please visit the Ministry's [website](#).

Thank you for your cooperation and attention to preparing for drought this year.

Brian Bedford

A handwritten signature in blue ink, appearing to read "Bedford", enclosed within a blue oval shape.

Executive Director
Local Government Infrastructure and Finance Branch
Ministry of Housing and Municipal Affairs

To: Mayor And Council Date: April 8, 2025

From: Mike Moore, Chief Administrative Officer

Subject: Partnering Agreement: Creston Valley Housing Corporation

Prepared By: Kirsten Dunbar, Corporate Officer

THAT Committee of the Whole recommends to Council:

THAT the report titled “Partnering Agreement: Creston Valley Housing Corporation” dated April 8, 2025 from the Chief Administrative Officer, be received for information; AND FURTHER,

THAT Council DIRECTS Staff to bring the Partnering Agreement between Creston Valley Housing Corporation (CVHC) and the Town of Creston forward for final approval upon the completion of CVHC review and the required public notice provisions of Section 24 of the *Community Charter*.

PURPOSE / ISSUE

Civic Legal has drafted a Partnering Agreement (the Agreement) between the Town of Creston (Town) and the Creston Valley Housing Corporation (CVHC). The draft Partnering Agreement will enable the CVHC to operate, hire people, start planning and authorize a full range of assistance in exchange for services related to the provision of housing.

This agreement will be reviewed by the CVHC at an upcoming meeting for their consideration; however, prior to this, staff wish to make Council aware of the agreement in principle.

Strategic Area(s) of Focus:

Service Excellence, Livability, Economic Health

BACKGROUND

Municipal councils and regional districts have the power to enter into a partnering agreement with organizations to provide a service on behalf of the local government. Local governments may not “assist” business; however, assistance may be provided through a partnering in exchange for the provision of services.

In the context of the CVHC, a wholly owned municipal corporation, the parties will enter into the agreement, primarily establishing:

- That the CVHC will facilitate the supply of suitable, attainable and sustainable rental and housing units on behalf of the Town; and

- The types of assistance Town will provide to the CVHC to support it in meeting it's defined purpose (outlined below):
 - (a) pursuing new housing units through direct delivery or through partnerships with other development entities by investing in, developing, marketing, acquiring, holding and disposing of lands and buildings for the purpose of providing rental housing and homeownership units in the Town of Creston;
 - (b) securing funding, managing, operating, maintaining and carrying out other requirements for the Corporation as the developer and owner of housing units in conjunction with not-for-profit and other public and private organizations; and
 - (c) administering housing operations and agreements and the Corporation's portfolio and other housing on lands owned by the Town of Creston.

DEFINING THE TOPIC

Key Information:

A high-level summary of the key components of the Partnering Agreement include:

Provision of Services

- The Corporation will provide services to and on behalf of the Town in accordance with specific service standards, and as outlined in "Schedule A" of the Agreement.

Authorized Assistance

- The Corporation may receive assistance from the Town in connection with the development, investment, acquisition, sale or lease of lands, the management and operation of the Corporation, the provision of attainable housing or the management and operation of attainable housing.
- Specific assistance provisions include the Town's contribution of funding (\$100,000 annually from the Growing Communities Fund to a total of \$500,000 during the term) and expediting approvals or permits in respect of the development and construction of Attainable Housing.
- Lending money, guaranteeing repayment of borrowing or providing security for borrowing.
- Providing an exemption from a tax or a fee.
- Other forms of Assistance are set out in "Schedule B" of the Agreement and include "In Kind Assistance" i.e., financial and administrative services from Town staff.

Land Acquisition and Attainable Housing

- The Corporation and Town will work to identify Town-owned lands suitable for development, and if an appropriate site is noted, the parties will negotiate a disposition agreement, subject to Council's approval and following all legislated disposition requirements.
- Disposition of land or improvements may be disposed of at less than market value.

Financial Management

- The Corporation will establish and maintain a general operating contingency with a target of 20% of operating costs and will establish a reserve for each building project.
- The Corporation is required to prepare and maintain sufficient books and other service records, with fiscal year end being December 31.
- Audited financial statements are required and must be presented at the AGM and to Council.
- Further, the Corporation will be entitled to retain the annual net revenue to apply towards the Corporation's future Operating Costs.

For further information the draft Partnering Agreement is attached to this report for reference.

Relevant Observations:

- The Creston Valley Housing Corporation is incorporated under the Business Corporation Act and must conduct themselves in accordance with their Articles of Incorporation and the Act; however, a Partnering Agreement must be executed to enable them to provide services on behalf of the Town and to allow the Town to provide them with assistance.
- Until the partnering agreement is executed no assets (financial, land, or other) can be transferred from the Town to the CVCH.
- The Agreement is drafted for a five-year term with the ability to renew. Any commitment beyond five-years is considered a "capital commitment" and requires an elector assent process.
- The Agreement commits Council to providing the assistance as outlined. Any additional requests for assistance from the CVHC require Council approval.
- The Agreement articulates a process for the CVHC to make additional assistance requests.
- The Creston Valley Housing Corporation Board of Directors will review the agreement and may choose to seek independent legal advice to support their review.

- The Agreement is subject to the notice provisions of Section 24 of the Community Charter prior to execution.

Essential Question:

Does Council wish to pursue a Partnering Agreement?

DETERMINE DESIRED OUTCOMES if the essential question is addressed.

Key Result:

Executing an agreement between the Town and the CVHC to enable the CVHC to provide Attainable Housing Services on behalf of the Town.

Desired Benefits of Key Result:

Establishing clear expectations for each party, governing and defining their respective rights, revenues, benefits, liabilities, interests, powers and obligations with respect to the provision of Services.

Requisites:

- Review and approval of agreement with CVHC;
- Public Notice respecting Partnering Agreement;
- Final Council approval to execute Agreement; and,
- Execution of Agreement.

Unintended Outcomes:

None Identified.

COUNCIL REPORT / RESOLUTION HISTORY

None Identified.

EXPLORE RESPONSE OPTIONS to achieve the key result (Pros & Cons)

OPTION 1:

THAT Council receives the report from the Chief Administrative Officer respecting the draft Partnering Agreement and directs staff to bring it forward for final Council approval after review by the CVHC and the legislated public notice.

OPTION 2:

THAT Council REFERS the report from the Chief Administrative Officer to staff for further information as specified by Council.

OPTION 3:

Other as per Council direction.

Reviewed By:



Mike Moore, Chief Administrative Officer

CAO Comments:

No further comment

**Approved for the
Agenda By:**



Michael Moore, Chief Administrative Officer or designate

PowerPoint: Yes No

Attachments:

Draft Partnering Agreement.

References:

No references for this report.

PARTNERING AGREEMENT

THIS AGREEMENT made the ____ day of _____, 2025 (the “**Effective Date**”),

BETWEEN:

TOWN OF CRESTON, a local government under the laws of British Columbia and having its offices at 238 10th Avenue, Creston, British Columbia, V0B 1G0

(the “**Town**”)

AND:

CRESTON VALLEY HOUSING CORPORATION, a corporation incorporated under the laws of British Columbia and having its registered office at 710-900 West Hastings, Vancouver, British Columbia, V6C 1E5

(the “**Corporation**”)

WHEREAS:

- A. Capitalized terms used in these Recitals and in this Agreement have the meanings ascribed to them in Section 1.1;
- B. The Town is a local government responsible for, *inter alia*, providing services necessary or desirable for its community, fostering the economic, social and environmental well-being of its community and providing stewardship of public assets;
- C. The Town wishes to facilitate the supply of suitable, attainable and sustainable rental and ownership housing units in the Town of Creston that are accessible to a larger portion of the population, in a financially prudent manner that supports economic development and workforce development (the “**Objective**”);
- D. The Corporation is a wholly owned corporation of the Town, established by the Town for the purposes of:
 - (a) pursuing new housing units through direct delivery or through partnerships with other development entities by investing in, developing, marketing, acquiring, holding and disposing of lands and buildings for the purpose of providing rental housing and homeownership units in the Town of Creston;
 - (b) securing funding, managing, operating, maintaining and carrying out other requirements for the Corporation as the developer and owner of housing units in conjunction with not-for-profit and other public and private organizations; and
 - (c) administering housing operations and agreements and the Corporation’s portfolio and other housing on lands owned by the Town of Creston;

- E. The Town and the Corporation have agreed that they should partner with and assist each other to meet the Objective;
- F. The Town may, pursuant to the *Community Charter*, provide assistance to a business or other entity through a partnering agreement for the provision of a service, including an activity, work or facility on behalf of the Town;
- G. The Town wishes to enter into a partnering agreement with the Corporation under which the Corporation will provide services on the Town's behalf in order to assist the Town in meeting the Objective; and
- H. The Town and the Corporation wish to enter into this Agreement to record their respective rights and obligations with respect to the Objective and the provision of the Services as hereinafter set forth.

NOW THEREFORE THIS AGREEMENT WITNESSES that for and in consideration of the mutual terms and agreements hereinafter set forth, the Parties covenant, agree and promise each with the other as follows:

1. INTERPRETATION

1.1 Defined Terms. In addition to the terms otherwise defined in this Agreement, the following terms have the meanings set out below:

- (a) “**Agreement**” means this agreement including the recitals and Schedules to this agreement, as amended from time to time in accordance with this agreement.
- (b) “**Annual Gross Revenues**” means the gross revenues received by the Corporation in connection with the provision of the Services or the disposition (e.g. sale, lease or licence) of any Lands or Attainable Housing, or portions thereof, or in connection with any services provided to third-parties.
- (c) “**Annual Net Revenues**” means the Annual Gross Revenues minus the annual Operating Costs.
- (d) “**Applicable Laws**” means all applicable federal, provincial and municipal laws, bylaws, codes, rules, regulations, ordinances and requirements applicable to the Services.
- (e) “**Assistance**” has the meaning given in the *Community Charter* and includes the forms of assistance contemplated in Section 5.1 and Schedule “B”.
- (f) “**Assistance Request**” has the meaning given in Section 5.2(b).
- (g) “**Attainable Housing**” means any market and non-market housing units acquired, designed, developed, constructed, operated and maintained or administered by or on behalf of the Corporation to provide varying forms and price ranges of non-market housing rental and purchase options to qualified persons based on household

income including, but not limited to, non-market rental units, price-restricted residential home purchase, workforce housing and student housing in connection with the Corporation's provision of the Services.

- (h) “**Attainable Housing Sites**” has the meaning given in Section 6.1.
- (i) “**Budget Process**” has the meaning given in Section 5.2(b).
- (j) “**Business Day**” means a day other than Saturday, Sunday or a statutory holiday in British Columbia.
- (k) “**Community Charter**” means the *Community Charter*, S.B.C. 2003, Ch. 26, as may be amended or replaced from time to time.
- (l) “**Communications Strategy**” has the meaning given in Schedule “E”.
- (m) “**Corporation**” means the Creston Valley Housing Corporation (Inc. No. BC1502026).
- (n) “**Corporation's Personnel**” means the Corporation's officers, employees, volunteers, agents, contractors, licensees, permittees, nominees and delegates.
- (o) “**Council**” means the Council of the Town of Creston.
- (p) “**Designated Representatives**” has the meaning given in Section 12.1(b).
- (q) “**dispose**” has the meaning given in the *Interpretation Act*, R.S.B.C. 1996, c. 238, as may be amended or replaced from time to time.
- (r) “**Disposition Agreement**” has the meaning given in Section 6.1.
- (s) “**Dispute**” has the meaning given in Section 12.1(a).
- (t) “**Effective Date**” means the date first written on page one of this Agreement.
- (u) “**Environmental Laws**” means all applicable federal, provincial, state, municipal and local laws, statutes, ordinances, by-laws, codes, regulations, and all policies, guidelines, standards, orders, directives, decisions rendered or promulgated by any ministry, department or administrative or regulatory agency or body whatsoever relating to fisheries, health and safety, the protection or preservation of the environment or the manufacture, processing, distribution, use, treatment, storage, disposal, discharge, transport or handling of Contaminants, including, without limitation, the *Environmental Management Act* (British Columbia), the *Canadian Environmental Protection Act* (Canada) and the *Fisheries Act* (Canada).
- (v) “**Event of Default**” has the meaning given in Section 8.1.

- (w) “**FOIPPA**” means the *Freedom of Information and Protection of Privacy Act*, R.S.B.C. 1996, c. 165, as may be amended or replaced from time to time.
- (x) “**In-Kind Assistance**” means the following Assistance provided by the Town to the Corporation:
- (i) financial services, including activities such as assisting with recording financial transactions, accounts receivable, accounts payable, financial reporting and administrative services; and
 - (ii) administrative services, including the taking of minutes at Corporation board meetings and serving as the “head” of the Corporation for the purposes of *FOIPPA*,
- until such time as the Corporation hires a Chief Executive Officer and the provision of such financial and administrative services is transitioned to the Corporation, or until such time as the Corporation appoints a different person to be the “head” of the Corporation for the purposes of *FOIPPA*, as applicable.
- (y) “**Inspector of Municipalities**” means the Inspector of Municipalities for British Columbia, as appointed by the Lieutenant Governor in Council.
- (z) “**Lands**” means, collectively, any lands, including air space parcels or strata lots, and any buildings, structures or improvements located therein or thereon, or interests in land that have been acquired by the Corporation for the purposes of providing the Services.
- (aa) “**Land Title Act**” means the *Land Title Act*, R.S.B.C. 1996, c. 250, as may be amended or replaced from time to time.
- (bb) “**Local Government Act**” means the *Local Government Act*, R.S.B.C. 2015, c. 1, as may be amended or replaced from time to time.
- (cc) “**Non-Defaulting Party**” means a Party that is not a Party in default under Section 8.1.
- (dd) “**Objective**” has the meaning given in Recital C.
- (ee) “**Operating Costs**” include, without limitation:
- (i) the costs required to operate and maintain the Lands and the Attainable Housing, through their lifecycle following completion of the development of the Lands and construction of the Attainable Housing;
 - (ii) the costs required to manage, operate and maintain the Attainable Housing; and

- (iii) all costs relating to staffing, the provision of Services, taxes, insurance and capital maintenance,

but exclude Ongoing Capital Investment Costs.

- (ff) “**Ongoing Capital Investment Costs**” mean, collectively, any capital improvement, upgrade, renewal or replacement costs in respect of the Lands, Attainable Housing.
- (gg) “**Parties**” means the Town and the Corporation and “**Party**” means either one of them.
- (hh) “**Project Development Capital Funds**” has the meaning given in Schedule “B”.
- (ii) “**Renewal Term**” has the meaning given in Section 2.2(c).
- (jj) “**Reserve Funds**” means, any or all of the following:
 - (a) the Town’s Growing Communities Fund, established pursuant to the Growing Communities Fund Reserve Establishment Bylaw No. 1972, 2023; and
 - (b) any other reserve established by the Town from time to time for the provision of Attainable Housing, including without limitation an Affordable Housing Fund and Project Development Capital Fund.
- (kk) “**Service Records**” has the meaning given in Section 7.2.
- (ll) “**Services**” means, collectively, the services, activities, works and facilities set out in Schedule “A” attached hereto.
- (mm) “**Term**” has the meaning given in Section 2.1.
- (nn) “**Town**” means the Town of Creston, a British Columbia local government having its principal business office at 238 10th Avenue, Creston, British Columbia, V0B 1G0.
- (oo) “**Town’s Personnel**” means the Town’s elected officials, officers, employees, volunteers, agents, contractors, licensees, permittees, nominees and delegates.

1.2 Construction

The division of this Agreement into Sections, Subsections and Schedules, the insertion of headings and the provision of a table of contents are for convenience only, do not form a part of this Agreement and will not be used to affect the construction or interpretation of this Agreement. The word "including" will not be construed as limiting the general term or statement immediately preceding. Unless otherwise specified:

- (a) each reference in this Agreement to "**Section**", "**Subsection**" and "**Schedule**" is to a Section or Subsection of, and a Schedule to, this Agreement;
- (b) each reference to a statute is deemed to be a reference to that statute, and to the regulations made under that statute, as amended or re-enacted from time to time;
- (c) words importing the singular include the plural and vice versa and words importing gender include all genders;
- (d) references to time of day or date mean the local time or date in Creston, British Columbia;
- (e) all references to amounts of money mean lawful currency of Canada; and
- (f) an accounting term has the meaning assigned to it, and all accounting matters will be determined, in accordance with Canadian generally accepted accounting principles consistently applied.

1.3 Schedules

The following Schedules are incorporated into this Agreement and are deemed to be part of this Agreement and any reference to this Agreement will mean this Agreement including such Schedules:

- Schedule "A" - Services
- Schedule "B" - Assistance
- Schedule "C" - Communications Strategy

2. TERM AND EXTENSION OF TERM

2.1 Term

Subject to Section 2.2 below, this Agreement shall commence on the Effective Date and continue in effect in respect of the provision of the Services until the earlier of:

- (a) the date that is five (5) years after the Effective Date; and
 - (b) the date this Agreement is terminated in accordance with Section 9 below,
- (the "**Term**").

2.2 Service Review

On or before that date that is not less than six (6) months prior to the expiry of the Term, representatives from Town (to be determined at the Town's discretion) and representatives from the Corporation (to be determined at the Corporation's discretion), will meet to review and discuss:

- (a) the Corporation's performance of the Services during the Term in light of the standards set out in Section 4.2;
- (b) the scope of the Services provided by the Corporation during the Term and whether any adjustments to such scope may be required;
- (c) the Corporation's longer-term planning initiatives for the provision of the Services for the five-year period commencing on the expiration of the Term, should the Parties agree to renew the Agreement pursuant to Section 2.3 (the "**Renewal Term**"); and
- (d) the anticipated Assistance required for the provision of the Services during the Renewal Term and whether the provision of such Services will require the provision of any Assistance not currently contemplated by this Agreement.

The Parties acknowledge and agree that nothing in this Section 2.2 limits the ability of the Parties to meet on a more frequent basis, from time to time during the Term, to discuss the Corporation's provision of the Services and the Town's provision of Assistance.

2.3 Renewal of Term

The Town and the Corporation may, by mutual written agreement, executed at least ninety (90) days prior to the expiry of the Term, extend this Agreement for a further five-year term, on the same terms and conditions contained herein, subject to any amendments agreed to by the Parties following the completion of the Service Review required pursuant to Section 2.2. Notwithstanding this Section 2.3, the Parties acknowledge and agree that neither Party will be entitled to an automatic renewal of this Agreement and neither Party will be obligated to enter into a renewal or replacement agreement.

3. PARTNERING ARRANGEMENT

3.1 Relationship between the Parties

Commencing on the Effective Date and continuing until termination in accordance with the provisions of this Agreement, the Parties hereby associate themselves and hereby enter into this Agreement for the limited purposes set forth herein. The Parties agree that the provisions of this Agreement shall hereafter govern and define their respective rights, revenues, benefits, liabilities, interests, powers and obligations as between themselves with respect to the provision of the Services.

3.2 Purpose

The business of the Parties under this Agreement shall be limited strictly to the provision of the Services by the Corporation and the provision of Assistance by the Town, as applicable. The business of the Parties under this Agreement shall not be extended by implication or otherwise beyond the transactions contemplated herein unless approved in writing by each Party.

3.3 Other Activities

Nothing in this Agreement prevents or restricts either Party from carrying on any other business or venture independently or with others.

3.4 Disclaimer of Partnership

Nothing in this Agreement will constitute the Parties as partners or, except as specifically provided in this Agreement, constitute either Party as agent of the other and each Party expressly disclaims any intention to create a partnership or, except as specifically provided in this Agreement, an agency arrangement between them and covenants with the other Party that it will not at any time, allege or claim that such a partnership or agency arrangement was created.

4. PROVISION OF SERVICES

4.1 The Corporation to Provide Services

Subject to the terms and conditions of this Agreement, the Corporation will provide the Services to and on behalf of the Town and for the benefit of the Town during the Term in accordance with the standards set out Section 4.2. The Town and the Corporation acknowledge and agree that the Services shall comprise the activities set out in Schedule “A”.

4.2 Service Standards

In the course of performing the Services the Corporation will:

- (a) dedicate and apply the time, personnel, expertise and other business resources reasonably necessary to perform the Services with the degree of care, skill and diligence normally applied in the performance of services of a similar nature and magnitude to those contemplated by this Agreement at the time and place the Services are rendered;
- (b) perform promptly and safely its obligations under this Agreement and its obligations under every other agreement between the Corporation and any other party in respect of the Lands and the Attainable Housing, as applicable, the breach of which would materially adversely affect the Corporation’s ability to carry out the terms of this Agreement;
- (c) be just and faithful in the performance of its obligations under this Agreement and its dealings with the Town under this Agreement and other agreements entered into

between the Corporation and the Town or any other person in respect of the Lands, the Attainable Housing;

- (d) perform its obligations under this Agreement itself or through such reputable and competent agents or independent contractors as it may engage from time to time;
- (e) perform its obligations under this Agreement and exercise all of its rights in respect of the Lands and the Attainable Housing in a lawful and orderly manner in full compliance with all Environmental Laws and all applicable federal, provincial, municipal and other laws, bylaws (including without limitation the bylaws of the Town of Creston), regulations and statutes;
- (f) perform its obligations under this Agreement and exercise all of its rights in respect of the Lands and the Attainable Housing so that no act or thing whatsoever may be done, permitted or omitted to be done upon the Lands or the Attainable Housing which may be or may become a nuisance, damage or unlawful disturbance to the Town, or to the owners or occupiers of any neighbouring properties;
- (g) not do or suffer or permit to be done any act, activity or thing which may render void or voidable, or which may conflict with the requirements of any policy or policies of insurance in respect of the Lands or the Attainable Housing of which the Corporation is aware; and
- (h) not dispose of any interest in the Lands or the Attainable Housing or enter into any agreement for the disposition of any interest in the Lands or the Attainable Housing, except on terms and conditions that do not prejudice the Town in meeting its obligations or increase the Town's liability exposure under an agreement of purchase and sale for lands or under any mortgages or other security granted in respect of the Lands or the Attainable Housing.

4.3 Communications Strategy

During the Term and any extensions of the Term, the Corporation will report on and inform the Town, through its Council, and the general public on its activities and plans for the delivery of the Services in conformity with the Communications Strategy. The Town may amend the Communications Strategy from time-to-time by providing written notice to the Corporation provided that no such amendments will come into force until one (1) month after written notice is delivered to the Corporation setting out the amendments.

5. AUTHORIZED ASSISTANCE

5.1 Assistance from the Town

To facilitate the Corporation's provision of the Services, the Town may, as and when it considers it appropriate to do so, and subject to all applicable statutory restrictions and requirements, provide any type of Assistance whatsoever to the Corporation in connection with any activity of the Corporation under this Agreement or otherwise in connection with the development, investment,

acquisition, sale or lease of the Lands, the management and operation of the Corporation, the provision of Attainable Housing or the management and operation of the Attainable Housing, which Assistance, without limitation:

- (a) will include the Town's contribution to the Corporation of a total of five-hundred thousand dollars (\$500,000.00) from the Town's Growing Communities Reserve Fund for the purpose of funding the Corporation's start-up capital costs and initial Operating Costs, , which contribution will be provided by the Town to the Corporation in five annual instalments of \$100,000 per year, unless otherwise provided by the Town through in-kind administrative support services and direct payment of the Corporation's start-up capital costs;
- (b) may include the expediting of approvals or permits in respect of the development and construction of any Attainable Housing by:
 - (i) prioritizing any applications from the Corporation for the development and construction of Attainable Housing;
 - (ii) establishing an expedited review and approval process with targeted approval timelines that Town staff are required to commit to and report on, from time to time, to the Corporation's Executive Director; and
 - (iii) appointing a designated Town employee to act as a liaison and single point of contact between the Town and the Corporation and providing such person with sufficient authority to report directly to the Town's Chief Administrative Officer, as required, and to work directly with the Town's senior managers to ensure project approval timelines are achieved; and
- (c) may include such other forms of Assistance as set out in Schedule "B" as may be required from time to time to meet the Objective.

5.2 Requests for Assistance

The Parties acknowledge and agree that:

- (a) in addition to the Assistance referred to in Sections 5.1(a) and 5.1(b) above, the Corporation may, from time to time, request in writing additional Assistance (an "**Assistance Request**") from the Town as contemplated in Schedule B;
- (b) any specific request for financial Assistance from the Corporation to the Town, as contemplated in Schedule B, must be made by submitting a written request to the Town's Finance Department prior to the Town's Capital Plan and Operating Budget submission deadline for Town departments (typically September) (the "**Budget Process**");

- (c) amendments to an Assistance Request may be made during the Budget Process until such time as Council approves the Town's Capital Plan and Operating Budget for the then current year (typically February)
- (d) the Corporation will include with every Assistance Request a proposal which includes, as applicable:
 - (i) a general description of the Attainable Housing projects to be pursued;
 - (ii) the potential Attainable Housing Sites for development that the Corporation considers suitable and desirable;
 - (iii) potential development partners;
 - (iv) potential third-party funding sources;
 - (v) undertakings and activities the Corporation proposes to undertake in order to implement a proposed project, including but not limited to preparing a business plan and financial plan for the implementation of the proposed project; and
 - (vi) such other information as the Town may reasonably request to evaluate the Assistance Request and make a recommendation to Council;
- (e) the Town will not be obligated to provide any Assistance requested pursuant to an Assistance Request unless and until the Council has approved the Corporation's Assistance Request and accompanying proposal;
- (f) prior to the Town's provision of any specific form of Assistance the Town will be required to comply with any applicable Town policies and to complete any applicable statutory requirements under the *Community Charter* or *Local Government Act*, including without limitation:
 - (i) publishing specific notices of disposition, and if applicable, notices of assistance, in respect of any Town lands disposed of to the Corporation;
 - (ii) publishing any required notices of permissive tax exemptions;
 - (iii) if necessary, seeking elector approval in respect of the Town incurring any long-term capital liabilities;
 - (iv) enacting any borrowing or loan authorization bylaws;
 - (v) enacting any permissive tax exemption bylaws;
 - (vi) enacting any reserve fund expenditure bylaws; and

- (vii) seeking approval from the Inspector of Municipalities for any loan authorization bylaws; and
- (g) nothing contained or implied in this Agreement will be construed as limiting or prejudicing the rights and powers of the Town or the Council in the exercise of its functions pursuant to the *Community Charter* and the *Local Government Act* or any other right or power under any public or private statute, bylaws, orders or regulations, all of which may be fully exercised as if this Agreement had not been entered into.

5.3 Acquisition of Share Capital Not Assistance

Nothing herein restricts the ability of the Town to invest in the Corporation through the acquisition of further share capital in the Corporation, and for greater certainty, such share acquisition is not to be considered Assistance.

6. LAND ACQUISITION AND ATTAINABLE HOUSING

6.1 Acquisition of Lands from the Town

The Corporation and the Town will work together to identify Town-owned lands that would be suitable for the development of Attainable Housing (the “**Attainable Housing Sites**”). If the Parties reach agreement regarding a suitable development site, the Parties will negotiate the terms of an agreement (a “**Disposition Agreement**”) pursuant to which the Town will dispose of such lands to the Corporation. A Disposition Agreement will include, without limitation, the following terms and conditions:

- (a) the nature and, if applicable, the term of the proposed disposition (e.g. fee simple transfer v. long-term lease);
- (b) the consideration to be paid by the Corporation to the Town for the disposition;
- (c) the permitted encumbrances to which the transfer will be subject, which may include, without limitation, section 219 Covenants as to use, development and construction, housing agreements and options to purchase and rights of first refusal in favour of the Town;
- (d) restrictions on resale, transfer or assignment that the Town may require;
- (e) provisions relating to the allocation of environmental liability; and
- (f) such other terms and conditions that the Parties may agree to, each acting reasonably.

All Disposition Agreements will be subject to Council approval and to the Town’s completion, to its sole satisfaction, of all statutory notice requirements for the disposition in accordance with the requirements of the *Community Charter*.

6.2 Attainable Housing Development

The Corporation will, itself or through third-party contractors or joint venture partners, design, develop, construct and operate Attainable Housing on the Lands. For Attainable Housing created through partnerships, the Corporation may participate in joint ventures as an equity partner, provide preconstruction funding, bulk purchase pre-sale units or purchase existing units or entire buildings.

6.3 Capital Costs

Subject to any Assistance received by the Corporation pursuant to this Agreement, the Corporation will be responsible for all costs in respect of the design, development and construction of any Attainable Housing on the Lands, including cost overruns in respect thereof.

6.4 Operating Costs

Subject to any Assistance provided by the Town to the Corporation pursuant to this Agreement, the Corporation will pay 100% of all Operating Costs associated with the operation of the Corporation and with the operation, maintenance, repair and management of the Lands and the Attainable Housing.

6.5 Grant Funding

The Corporation will be responsible for identifying and obtaining grant funding from other levels of government and other third-party sources to fund the cost of any Attainable Housing to be constructed by the Corporation. The Town will, upon the Corporation's request, provide information to such funding sources to the extent reasonably necessary to facilitate the Corporation obtaining such funding.

6.6 Ownership of Attainable Housing

Subject to Section 4.2(h), the Parties acknowledge and agree that notwithstanding any Assistance provided by the Town to the Corporation, any Attainable Housing developed and constructed by the Corporation in connection with the provision of the Services, the fee simple title to which has been acquired by the Corporation (including air space parcels or strata titles), will be solely owned by the Corporation, unless such Attainable Housing has been built on Lands leased by the Town to the Corporation, in which case, such Attainable Housing will be owned by the Town upon the termination or expiration of such lease.

6.7 Compliance with Town Policies, Guidelines and Trade Agreements

In performing the Services and carrying out the development and construction of the Lands and Attainable Housing, the Corporation will:

- (a) adhere to all applicable development policies and guidelines administered by the Town in connection with the provision of any Attainable Housing; and

- (b) comply with all applicable treaty obligations, including without limitation the New West Partnership Trade Agreement (NWPTA), the Canadian Free Trade Agreement (CFTA) and the Canadian European Union Comprehensive Economic Trade Agreement (CETA).

6.8 Insurance

In performing the Services and carrying out the development and construction of the Lands and Attainable Housing, the Corporation will insure all improvements on the Lands, including without limitation any Attainable Housing, and the contents of them, based upon full insurable values, with “all risks” coverage on a replacement cost basis, flood and earthquake endorsements, and a maximum deductible in such amounts as is agreed upon in writing by Corporation and the Town from time to time.

The Corporation will be covered under the Town’s Liability Protection Agreement with the Municipal Insurance Association of British Columbia for all liability insurance needs and must:

- (a) include coverage for:
 - (i) damage to the subject property and adjacent or nearby lands, including buildings or structures thereon;
 - (ii) bodily injury to or death of persons on the subject property and adjacent or nearby lands;
 - (iii) blanket contractual liability;
 - (iv) contingency liability with respect to the operations of contractors and subcontractors; and
 - (v) Sudden & Accidental Pollution; and
- (b) ensure that all insurance required by this Agreement is placed with reputable insurers upon terms and in amounts as to deductibles and otherwise, satisfactory to the Town acting reasonably from time to time. The cost of premiums and deductibles for each and every such policy will be paid by the Corporation. The Corporation will provide the Town with copies of all policies, or certificates of such insurance policies in lieu thereof as described herein and each renewal or replacement thereof and each endorsement thereto. The Corporation will deliver to the Town notice of the continuation of such policies not less than ten (10) days prior to their respective expiry dates.

7. FINANCIAL MANAGEMENT

7.1 Corporation Reserves

Prior to the Corporation's receipt of any Assistance from the Town pursuant to this Agreement, the Corporation will establish and will maintain for the duration of the Agreement a general operating contingency reserve with a target of 20% of operating costs.

For each building project that the Corporation procures the following reserves will be established and the funding for such reserves will be built into the financial plan for each project:

- (a) a building maintenance reserve;
- (b) a loan repayment reserve; and
- (c) a contingency reserve.

7.2 Financial Statements

The Corporation will prepare and maintain at its principal office in British Columbia proper and sufficient books, accounts and supporting business records of its operations in respect of the provision of the Services (the "**Service Records**"). The Corporation will also prepare annual financial statements of its business and affairs in relation to the Attainable Housing and the Services, which annual financial statements will be prepared on an accrual basis in accordance with generally accepted accounting principles and in a manner that facilitates their audit. The Corporation will, by January 31st of each year, have its draft financial statements and related working papers prepared in preparation for its annual audit, such that the Corporation's audited financial information can be included in the Town's audited financial statements. The Town shall have the right through any agent, employee or chartered accountant designated by it, at all reasonable times during usual business hours to examine and make copies of extracts from the book and records of the Corporation which pertain to the provision of the Services and shall have the right to audit and/or investigate the Corporation's financial process operations. The Corporation shall bear all expenses incurred by it in any such examination or copying made for its account.

7.3 Annual Net Revenues

The Parties agree that the Corporation will be entitled to retain the Annual Net Revenues and that such Annual Net Revenues will be applied towards the Corporation's future Operating Costs and Ongoing Capital Investment Costs.

8. DEFAULT

8.1 Default

A Party will be in default of this Agreement if it:

- (a) fails to observe, perform or carry out any of its material obligations hereunder and such failure continues for 45 days after the other Party (the “**Non-Defaulting Party**”) has in writing demanded that such failure be cured;
- (b) becomes a bankrupt or commits an act of bankruptcy or if a receiver or receiver-manager of its assets is appointed or makes an assignment for the benefit of creditors or otherwise, or
- (c) fails to remain in good standing with the Registrar of Companies, if applicable; (any such event being an “**Event of Default**”).

8.2 Remedies on Default

In the event of an Event of Default by a Party, the Non-Defaulting Party may do any one or more of the following:

- (a) pursue any remedy available to it in law or equity, it being acknowledged by each of the Parties that specific performance, injunctive relief (mandatory or otherwise) or other equitable relief may be the only adequate remedy;
- (b) take all actions as may reasonably be required to cure the default, in which event all payments, costs and expenses incurred therefor will be payable by the defaulting Party to the Non-Defaulting Party on demand with interest at 10%;
- (c) waive the Event of Default; or
- (d) unilaterally terminate the Agreement.

9. TERMINATION

9.1 This Agreement may only be terminated:

- (a) by the mutual agreement of the Parties; or
- (b) in accordance with Section 8.2(d) above.

10. LIABILITY AND INDEMNITIES

10.1 Town not Liable

The Town will not be liable or responsible in any way for any loss or injury that may be sustained by the Corporation or the Corporation’s Personnel or by any other person who may be upon the Lands or the Attainable Housing or for any loss of or damage or injury to property belonging to or in possession of the Corporation or the Corporation’s Personnel or any other person.

10.2 Corporation Indemnity

The Corporation shall indemnify and hold harmless the Town and the Town's Personnel from and against all claims, demands, losses, costs (including without limitation client-based solicitor costs), damages, actions, suits or proceedings, sustained by the Town or the Town's Personnel which arise out of any:

- (a) loss of or damage to property relating to the Lands or the provision of the Services;
- (b) breach of a statutory duty arising under applicable laws;
- (c) claim for or in respect of the death or personal injury of any individual as a result of the design, development, construction, operation, management, repair or replacement of any Attainable Housing;
- (d) other claim, action, charge, cost, demand or expense by a third party relating to the Corporation or the Corporation's Personnel undertaking the design, development or construction of any Attainable Housing or the provision of the Services; or
- (e) breach by the Corporation of any representations or warranties given by it in this Agreement,

save and except to the extent caused by the negligence or willful acts or omissions or misconduct of the Town or the Town's Personnel or by a breach by the Town of an express provision of this Agreement.

10.3 Town Indemnity

The Town shall indemnify and hold harmless the Corporation and the Corporation's Personnel from and against all claims, demands, losses, costs (including without limitation client-based solicitor costs), damages, actions, suits or proceedings, sustained by the Corporation or the Corporation's Personnel which arise:

- (a) out of negligence or wilful acts or omissions of the Town or the Town's Personnel;
- (b) out of any breach by the Town of any representations or warranties given by it in this Agreement; or
- (c) in respect of any challenge to the validity of this Agreement or any provision herein brought by a third party, including without limitation any regulatory body,

save and except to the extent caused by the negligence or willful acts or omissions or misconduct of the Corporation or the Corporation's Personnel or by a breach by the Corporation of an express provision of this Agreement.

10.4 Survival of Indemnities

The indemnities set out in Sections 10.2 and 10.3 above will survive the expiration or earlier termination of this Agreement.

11. REPRESENTATIONS AND WARRANTIES

11.1 Town Representations and Warranties

The Town represents and warrants to the Corporation that, as of the Effective Date:

- (a) the Town is a local government under the laws of British Columbia;
- (b) all necessary corporate action on the part of the Town has been taken to authorize and approve the execution and delivery of this Agreement and the completion of the obligations contemplated herein;
- (c) the Town has the full power, authority and capacity to enter into this Agreement and carry out the transactions contemplated herein;
- (d) the execution and performance of this Agreement does not and will not contravene any statutory requirement applicable to the Town at the date of the Parties entering into this Agreement;
- (e) there are no provisions in the Town's procurement, contract execution/approval, accounting and pricing policies which restrict or limit the powers of the Town to enter into this Agreement and to carry out the obligations contemplated herein; and
- (f) there is no action or proceeding pending, or to the Town's knowledge threatened, against the Town before any court, arbiter, arbitration panel, administrative tribunal or agency which, if decided adversely to the Town, might materially affect the Town's ability to perform its obligations hereunder or that will have an adverse effect on the timing or implementation of this Agreement.

11.2 Corporation's Representations and Warranties

The Corporation represents and warrants to the Town that, as of the Effective Date:

- (a) the Corporation has been duly incorporated, validly exists and is in good standing under the *Business Corporations Act*;
- (b) the Corporation is duly and fully qualified, authorized, licensed and registered to carry out its activities, and to the knowledge of the Corporation, it is conducting such activities in compliance in all material respects with all Applicable Laws and regulations and all such licences, registration and qualifications are valid and subsisting and in good standing in all material respects;

- (c) all necessary corporate action on the part of the Corporation has been taken to authorize and approve the execution and delivery of this Agreement and the completion of the obligations contemplated herein;
- (d) there is no provision in the Corporation's constituting documents or any other agreement or documents to which the Corporation is a party which restricts or limits the powers of the Corporation to enter into this Agreement and to carry out the obligations contemplated herein;
- (e) the Corporation is not subject to any obligation, non-compliance with which is likely to have a material adverse effect on its ability to provide the Services; and
- (f) there are no actions, suits or proceedings pending, or to its knowledge threatened against the Corporation in any court or before any governmental authority which are likely to materially adversely affect the financial condition the Corporation.

11.3 Survival of Representations and Warranties

The representations and warranties of the Parties as set out in Sections 11.1 and 11.2 above will be true and accurate when the Parties sign this Agreement and will continue to be true and accurate throughout the Term of this Agreement.

12. DISPUTE RESOLUTION

12.1 Dispute Resolution

All disputes between the Parties arising out of or in connection with this Agreement, which cannot be settled by them, will be resolved in the following manner:

- (a) **Good Faith Negotiations.** First, the Parties will use all reasonable efforts to resolve any dispute, controversy, non-agreement or claim (a "**Dispute**") through good faith negotiations.
- (b) **Resolution by Designated Representatives.** Second, if such good faith negotiations do not resolve the Dispute, the following will apply: if such a Dispute should arise, senior designated representatives of each Party ("**Designated Representatives**") will attempt to resolve the matter within fourteen (14) days of the matter being referred to them, or any other period agreed upon by the Parties. In the event that the Designated Representatives are unable to resolve the matter within fourteen (14) days of the matter being referred to them, or any other period agreed upon, such matter will initially be attempted to be resolved by mediation as set out below.
- (c) **Mediation.** In the event that the Dispute is not resolved within forty-five (45) days of the internal mechanisms described above, the Parties will refer the matter to non-binding mediation, with the mediator to be chosen by the Parties upon agreement

at such time. The Parties will share the cost of the mediation equally. The decision of the mediator will not be binding on the Parties.

- (d) **Arbitration.** In the event the Dispute is not resolved through mediation, then any remaining issues in dispute will be determined by arbitration under the *Arbitration Act* (British Columbia) if the parties mutually agree to arbitration, and failing such agreement, either Party may commence an action in the British Columbia courts to resolve any remaining issues in dispute.

13. GENERAL

13.1 Confidentiality and FOIPPA Compliance

- (a) The Town and the Corporation acknowledge and agree that each of them, by virtue of either being a local government or corporation affiliated with a local government under the *Local Government Act*, as applicable, are subject to the *Freedom of Information and Protection of Privacy Act* (British Columbia) from time to time in force and all amendments thereto and includes all regulations and amendments thereto made pursuant to that Act (collectively, “FOIPPA”), and each of the Parties will comply with the requirements of the FOIPPA.
- (b) Except as required by FOIPPA, a Party will not, at any time either during the Term or thereafter, disclose to or discuss with others any confidential knowledge or information concerning the Assistance, the Services or the occupants or tenants of any Attainable Housing, and no Party will use, for its own benefit or any other purpose, or make notes of any confidential knowledge or information that has been obtained relating to the Assistance, the Services or the occupants or tenants of any Attainable Housing, except with the other Party’s prior written consent and in accordance with all Applicable Laws.
- (c) The Corporation and the Town will each implement internal processes and procedures to safeguard and protect any confidential information of the Town or the Corporation provided to or obtained by the other Party in connection with the Corporation’s provision of the Services and/or the Town’s provision of Assistance.

13.2 Amendments

No amendment, supplement, restatement or termination of any provision of this Agreement is binding unless it is in writing and signed by each Party to this Agreement at the time of the amendment, supplement, restatement or termination.

13.3 Time

Time will be of the essence of this Agreement.

13.4 Assignment

No Party will assign this Agreement, or any part of this Agreement, without the consent of the other Party. Any purported assignment without the required consent is not binding or enforceable against any Party.

13.5 Notice

All notices to a Party by the other Party must be in writing and delivered to or sent by electronic transmission addressed to the Party set out on the first page of this Agreement or to any other address, e-mail address or individual that the Party designates. Any notice:

- (a) if validly delivered, will be deemed to have been given when delivered;
- (b) if validly transmitted by sent by electronic transmission before 3:00 p.m. (local time at the place of receipt) on a Business Day, will be deemed to have been given on the Business Day, and
- (c) if validly transmitted by sent by electronic transmission after 3:00 p.m. (local time at the place of receipt) on a Business Day, will be deemed to have been given on the Business Day after the date of transmission.

13.6 Entire Agreement

This Agreement and the other agreements, instruments and other documents entered into pursuant to this Agreement constitute the entire agreement between the Parties with respect to the subject matter hereof and supersedes all prior agreements, negotiations, discussions, undertakings, representations, warranties and understandings, whether written or oral.

13.7 Further Assurances

The Parties will from time to time promptly execute and deliver all further documents and take all further action necessary or appropriate to give effect to the provisions and intent of this Agreement and to complete the transactions contemplated hereby.

13.8 Severability

Each provision of this Agreement is severable. If any provision of this Agreement is or becomes illegal, invalid or unenforceable in any jurisdiction, the illegality, invalidity or unenforceability of that provision will not affect:

- (a) the legality, validity or enforceability of the remaining provisions of this Agreement; or
- (b) the legality, validity or enforceability of that provision in any other jurisdiction,

except that if:

- (c) on the reasonable construction of this Agreement as a whole, the applicability of the other provision presumes the validity and enforceability of the particular provision, then the other provision will be deemed also to be invalid or unenforceable; and
- (d) as a result of the determination by a court of competent jurisdiction that any part of this Agreement is unenforceable or invalid and if, as a result of this Section, the basic intentions of the Parties in this Agreement are entirely frustrated, then the Parties will use all reasonable efforts to amend, supplement or otherwise vary this Agreement to confirm their mutual intention in entering into this Agreement.

13.9 Governing Law and Attornment

This Agreement will be governed exclusively by, and is to be enforced, construed and interpreted exclusively in accordance with, the laws of British Columbia and the laws of Canada applicable in British Columbia which will be deemed to be the proper law of this Agreement and the Parties agree to submit to and hereby attorn to the exclusive jurisdiction of the courts of the Province of British Columbia for any action arising out of or in connection with the Agreement.

13.10 Succession

This agreement will enure to the benefit of and be binding on the Parties, and, as applicable, their respective permitted assigns, successors, and administrators.

13.11 Legal Advice

Each of the Parties acknowledges and agrees that they have obtained independent legal advice with respect to this Agreement and the obligations and liabilities set out herein.

13.12 Counterparts

This Agreement may be executed and delivered in any number of counterparts with the same effect as if all Parties had all signed and delivered the same document and all counterparts will be construed together to be an original and will constitute one and the same agreement.

13.13 Delivery by Electronic Means

Any Party may deliver an executed copy of this Agreement by electronic mail transmission, but that Party will dispatch by delivery in person to the other Party an originally executed copy of this Agreement as soon as is reasonably practicable thereafter.

[signature page follows]

IN WITNESS WHEREOF the Parties have executed this Agreement as of the day and year first above written.

TOWN OF CRESTON

CRESTON VALLEY HOUSING CORPORATION

Per: _____
Authorized Signatory

Per: _____
Authorized Signatory

Per: _____
Authorized Signatory

Per: _____
Authorized Signatory

DRAFT

SCHEDULE "A" SERVICES

For the purposes of this Agreement, the Corporation may provide the following services on behalf of the Town:

- (a) investing in, developing, marketing, acquiring, holding and disposing of lands and buildings (by way of sale or lease) for the purposes of providing Attainable Housing in the Town of Creston, and for the purposes of developing non-residential real estate assets that are ancillary to Attainable Housing;
- (b) undertaking the stewardship of the Lands and Attainable Housing as a prudent owner would do;
- (c) holding, operating, selling and leasing any Attainable Housing developed by the Corporation;
- (d) providing property management services for any Attainable Housing developed by the Corporation, which services may include, without limitation, tenant management, building maintenance and capital repair programs;
- (e) providing administrative services for any Attainable Housing developed by the Corporation, which services may include ensuring compliance with any Town's Housing Agreements or agreements with other funding and operating partners, reviewing data submitted in accordance with applicable reporting requirements (including but not limited to tenancy and rental rate information, financial statements and the status of capital repairs per facilities condition reports) and working with operators to resolve any items of concern identified;
- (f) providing development, operational and administrative support services for Town-owned or leased Lands, including oversight of operating agreements, capital planning, financial and operational reporting;
- (g) providing project development expertise, including the procurement of design and construction services, management and budget, scope, schedule, communications, project risks, accessing construction funding and financing (including funding from senior levels of government), obtaining all required development approvals and hiring and overseeing consultants and contractors in the design and construction of Attainable Housing; and
- (h) carrying out all activities and undertakings ancillary and incidental to the foregoing, (collectively, the "**Services**").

**SCHEDULE “B”
ASSISTANCE**

For the purposes of this Agreement, the Town may, in addition to the assistance referred to in Sections 5.1(a) and 5.1(b), provide the following Assistance to the Corporation pursuant to a written request made by the Corporation in accordance with Section 5.2 of this Agreement:

- (a) providing additional project development capital funding from the Town’s Reserve Funds (“**Project Development Capital Funds**”) for the development and construction of Attainable Housing, which Project Development Capital Funds may be provided by the Town in one or more tranches, may be secured or unsecured, and may be provided pursuant to one or more loan agreements, contribution agreements or other legal instruments as determined by the Town in its sole discretion;
- (b) pre-zoning any Lands, or portions thereof, where necessary or desirable, to facilitate the development and construction of Attainable Housing;
- (c) providing servicing for any Lands, or portions thereof, including without limitation the construction and installation of roads, water works, sewerage works, and drainage works and other municipal infrastructure, as determined by the Town to applicable Town standards;
- (d) disposing of lands or any improvements, or any interest or right in or with respect to them, to the Corporation for less than fair market value in accordance with the terms of any Disposition Agreement;
- (e) providing operating support, including permissive tax exemptions for the Lands and the Attainable Housing or any portions thereof in accordance with the requirements of the *Community Charter*;
- (f) providing additional capital and operating funding to the Corporation from the Town’s Reserve Funds;
- (g) guaranteeing debts or other obligations assumed or incurred by the Corporation;
- (h) loaning money to the Corporation or granting other benefits to the Corporation in accordance with the requirements of the *Community Charter*;
- (i) forgiving debt under any loan agreement; and
- (j) providing In-Kind assistance.

SCHEDULE “C” COMMUNICATIONS STRATEGY

The Parties recognize the importance of regular communication and relationship development regarding the Corporation’s initiatives and accordingly, the Parties agree that:

- (1) within the first calendar year following the incorporation of the Corporation, the Corporation will, subject to paragraph (c) below, use commercially reasonable efforts to:
 - (i) develop and execute a communications and media strategy that will provide information to the public on the delivery of the Services;
 - (ii) implement a quarterly written communication that will provide the public with information on the activities of the Corporation and which will be published in a local newsletter circulated in the Town of Creston or through such other reasonable means of communication;
 - (iii) develop and execute a branding strategy for the Corporation;
 - (iv) create a webpage for the Corporation that will provide information on the Corporation and the Services;
 - (v) facilitate meetings between the Corporation, the Town, the Regional District of Central Kootenay and the yaqan nu?kiy First Nations (Lower Kootenay Band) so that the Corporation may share strategic plans, agreements and goals related to its activities and the delivery of the Services; and
 - (vi) develop a plan to meet with non-market housing providers identified by the Corporation that are operating in the Creston Valley to explore partnership opportunities with such organizations related to the delivery of the Services and the planning, development, construction, operation and acquisition of Attainable Housing in the Creston Valley;
- (2) on an ongoing basis the Corporation will, subject to paragraph (3) below, use commercially reasonable efforts to:
 - (i) provide information on the Corporation and its activities to support advocacy efforts by community housing advocacy organizations operating in the Creston Valley and the Province of British Columbia; and
 - (ii) lobby the Provincial Government of British Columbia for the ability to apply Development Cost Charges to new development to help fund employee housing that may be planned, developed, constructed, operated or acquired as part of the Corporation’s Attainable Housing portfolio; and

- (3) all communications regarding this Agreement, or any aspect thereof, including without limitation, the Services or any Assistance provided by the Town, will be jointly agreed upon prior to any public release and the Parties agree that they will not engage in any communications, advertising or media interviews regarding any of the matters described in this Agreement without the prior written consent of the other Party. The Parties acknowledge and agree that this paragraph (3) does not apply to any statutory notice required to be published by the Town pursuant to the *Community Charter*.

DRAFT

INFORMATIONAL ONLY COUNCIL

DATE: April 8, 2025
TOPIC: 2024 Organizational Assessment
TITLE: Organizational Re-Alignment
SUBMITTED BY: Michael Moore, CAO
DIVISION: Corporate Administration

SECTION 1: RECOMMENDATION

Recommendation to Consider and Resolve:

THAT the report titled “Organizational Re-Alignment” dated April 8, 2025 from the Chief Administrative Officer is received for information.

SECTION 2: BACKGROUND

The Chief Administrative Officer (CAO) engaged BD Carruthers and Associates in August 2024 to conduct an organizational assessment resulting in a review of 108 functional areas with ranked challenges based on risk to the organization. The final report was presented to Council in November 2024 to inform some initiatives presented in the 2025 Budget process that were direct results of recommendations from the report.

The first recommendation was to reduce the number of direct reports to the CAO, with a proposed “organizational chart” for consideration. Additionally, a key finding in the executive summary contends that due to the high workload of day-to-day tasks that strategic leadership was lacking throughout the organization. These two items are tightly linked in terms of organizational re-alignment and needs a holistic and comprehensive approach rather than just focusing on individual parts.

Three Organizational Objectives were identified in terms of addressing organizational re-alignment recommendations:

- To implement an updated organizational structure effectively while ensuring transparency, minimizing disruptions, and supporting employees through the transition process.
- Increase strategic leadership capacity across all municipal services and departments.
- Identify long-term organizational goals to manage staff changes and capacity challenges.

The CAO separated out thirteen (13) recommendations that were directly or indirectly related to re-aligning the organization and combined these into four key tasks to address.

1. Adopt re-aligned organizational structure that assigns strategic leadership focus areas and functional responsibilities to 6 identified Divisions.
2. Appoint key staff to Director positions that resulted from the organizational re-alignment.

3. Recruitment of new staff positions created through the 2025 Budget Process with the target recruitment completion date of June 2025.
4. The CAO and Division Directors collaborate to address existing organizational capacity challenges with re-aligned responsibilities.

Attached is a report outlining the strategic re-alignment of the Town of Creston's organizational structure to enhance efficiency, clarify leadership roles, and improve succession planning. This restructuring being implemented is based on the recommendations from the 2024 Organizational Assessment by BD Carruthers and Associates (BDCA), which identified areas for improvement in governance, staffing, and service delivery.

While the organizational re-alignment being implemented by the CAO is not necessarily significant overall, it does:

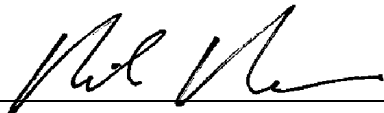
- Provides clarity on "Who" is responsible for strategic leadership issues.
- Improves the defining of responsibilities, departments / business units to a Division that are strategic aligned.
- Improves the ability to do a capacity analysis on functional responsibilities across the organization.

These change either directly address or indirectly address many of the thirteen recommendations made in the BDCA Organizational Assessment. More importantly, this process now has clearly defined responsibility for strategic leadership in all existing municipal functions. This will then allow capacity analysis of functions to be undertaken to identify strengths and weaknesses and find solutions to challenges more effectively, as well as improve accountability throughout the management team.

Finally, with the re-alignment, it will better situate the organization to better inform Council for their decision-making process and provide opportunity to adjust organizational expectations.

SECTION 3: REVIEW AND APPROVAL

This report was reviewed and approved for the agenda by:



Michael Moore, Chief Administrative Officer

PowerPoint: Yes No

Attachments

Organizational Restructure 2025

PPT: Succession Readiness 2025

March 2025 | By: Michael Moore, CAO



Succession Readiness

Town of Creston Organizational Restructuring

Table of Contents

EXECUTIVE SUMMARY	2
OBJECTIVES	2
RESTRUCTURING ACTIONS	3
BACKGROUND	4
ORGANIZATIONAL ASSESSMENT RECOMMENDATIONS	6
ORGANIZATIONAL STRATEGIC LEADERSHIP	7
WHAT IS STRATEGIC LEADERSHIP?	7
CORPORATE ADMINISTRATION STRATEGIC FOCUS AREAS	8
COMMUNITY SERVICES STRATEGIC FOCUS AREAS	9
CORPORATE SERVICES STRATEGIC FOCUS AREAS	9
FINANCE STRATEGIC FOCUS AREAS	10
INFRASTRUCTURE SERVICES STRATEGIC FOCUS AREAS	11
PROTECTIVE SERVICES STRATEGIC FOCUS AREAS	11
CRESTON RCMP STRATEGIC FOCUS AREAS	12
DEPARTMENT FUNCTIONS & RESPONSIBILITIES	14
COMMUNITY SERVICES	14
CORPORATE SERVICES	19
FINANCE	24
INFRASTRUCTURE SERVICES	30
PROTECTIVE SERVICES	34
POLICE SERVICES	36
ORGANIZATIONAL RE-ALIGNMENT	37
NEW ORGANIZATIONAL STRUCTURE	38
IMPLEMENTING ORGANIZATIONAL ASSESSMENT RECOMMENDATIONS	39
LONG TERM OBJECTIVES	43
SUCCESSION PLAN	43
CAPACITY ANALYSIS	44
REFERENCES	46
APPENDIX A – COMMUNITY SERVICES DIVISION	48
APPENDIX B - CORPORATE SERVICES DIVISION	49
APPENDIX C: FINANCE DIVISION	50
APPENDIX D: INFRASTRUCTURE SERVICES	51
APPENDIX E: PROTECTIVE SERVICES	52
APPENDIX F: CRESTON RCMP	53

Succession Readiness

Town of Creston Organizational Restructuring

Executive Summary

This report introduces to Staff and Council the re-organization of functional services and human resources to reduce risk and enhance organizational performance. The 2024 Organizational Assessment conducted by BD Carruthers and Associates (BDCA) identified several re-organizational adjustments associated with reducing risk and performance improvement.

This report does not address all the 53 recommendations made within the BDCA Organizational Assessment Report but is focused on the recommendations related to organizational structure and human resources.

This report provides an implementation plan to:

- Re-structure the organization based on BDCA recommendation to reduce the number of direct reports to the CAO;
- Separate Finance & Corporate Services into two Divisions providing improved role clarity for staff;
- Decentralized the administrative support pool to Divisions with reporting to Division Director;
- Recruit Utilities Superintendent, Infrastructure Services Administrative Assistant and temporary term records management clerk; and
- Functional alignment of existing staff

To provide long-term value from the realignment, the aim of each Division is established with strategic focus areas. This serves two purposes:

- Pre-determines assignment of emergent or new services
- Creates defined expectations for strategic leadership to Division Directors

Finally, the report identifies two long-term objectives to improve the succession readiness of the Town of Creston with the need for a comprehensive succession plan and capacity analysis. These two tools combined will allow for improved informed decision making for maintaining, increasing or reducing resources in service delivery.

Objectives

To implement the new organizational structure effectively while ensuring transparency, minimizing disruptions, and supporting employees through the transition process.

Increase strategic leadership capacity across all municipal services and departments.

Identify long-term organizational goals to manage staff changes and capacity challenges.

Restructuring Actions

- 1. Adopt re-aligned organizational structure that assigns strategic leadership focus areas and functional responsibilities to 6 identified Divisions.**

Time Frame: Q2 2025

This report re-enforces six (6) Divisions with newly assigned strategic leadership responsibilities. From these strategic leadership focus areas create business unit / department responsibilities that allows the Division Directors opportunity to focus on areas of professional expertise.

- 2. Appoint key staff to the newly formed Director positions that resulted from the organizational re-alignment.**

Time Frame: Q2 2025

This action includes promoting two key staff members into the re-established Director of Community Services and the new Director of Corporate Services. Further, this requires a change in position title for the Fire Chief to Director of Protective Services.

- 3. Recruitment of new staff positions created through the 2025 Budget Process with the target recruitment completion date of June 2025.**

Time Frame: Q1 2025 – Q2 2025

This action started in January 2025 with the recruitment of two (2) new labourer positions in Public Works and one (1) wastewater treatment plant operator. Recruitment will be underway shortly for the Utilities Superintendent and administrative assistant for Infrastructure Services.

In addition to the recruitment of the positions listed above, the recruitment of a new Director of Infrastructure Services was undertaken during March 2025 to replace the retiring incumbent. This position needed to be filled prior to recruiting for the Utilities Superintendent and Administrative Assistant.

- 4. The CAO and Division Directors collaborate to address existing organizational capacity challenges with re-aligned responsibilities.**

Time Frame: Q2 2025 - Q2 2026

The re-alignment defines strategic focus areas for each Division Director that provides clarity for role responsibilities. Strategic leadership and role clarity are key to successful implementation of services and monitoring organizational responsibilities. The collaboration between each Division will identify opportunities and deficiencies and improve transparency on analyzing capacity for each business unit responsibility. Opportunities could include the use of automation tools, creating contracted partnerships or changing service delivery expectations. Deficiencies identified can be a balance between prioritizing legislated responsibilities to non-legislated responsibilities, which can lead to a change in service delivery expectations. Finally, improved transparency in analyzing capacity for business units will provide greater clarity on where gaps exist in meeting responsibilities.

Background

The Town of Creston does not have a formal succession plan, yet like all organizations, changes in senior leadership happen over time. For example, in the past decade, there have been key leadership and management changes, such as:

- Corporate Officer / Executive Assistant in August 2017
- Chief Administrative Officer in June 2018
- Fire Chief in March 2019
- Public Works Superintendent in March 2019
- Corporate Officer in 2020
- Director of Community Services / Chief Building Official in 2021

In 2024, the Director of Infrastructure Services advised of his retirement by May 2025. The Manager of Engineering and the Chief Operator at the Wastewater Treatment Plant could retire in the next two to three years. These two positions will have additional impacts to Infrastructure Services.

Another key factor is that over the past two decades, local governments in British Columbia have taken on a variety of emergent issues and responsibilities, reflecting the evolving needs of their communities and changing legislation. Examples of this include, but not limited to:

Accessibility Planning: Accessible BC Act came into force in 2021, which legislated local governments to establish an accessibility committee, develop an accessibility plan, and create a tool to receive feedback on accessibility issues within the community. Plan implementation is on-going and requires continued management oversight.

Emergency Management: Over the past 20 years, local governments have increasingly been tasked with developing robust emergency management programs to address natural disasters like wildfires, floods, and earthquakes. In 2023, the province introduced new legislation further increasing responsibilities to local governments on mitigation planning and indigenous consultation.

Climate Change and Sustainability: Climate action responsibilities have shifted in the past two decades to include municipalities adopting measures to combat climate change, such as implementing green infrastructure, reducing greenhouse gas emissions, and promoting sustainable urban planning.

Affordable Housing: Addressing the housing crisis has become a significant responsibility, with local governments working to increase affordable housing options and manage homelessness. Legislatively communities are mandated to develop Housing Needs Assessments every five years, and provincial legislation change required changes to local land use policies.

Public Health and Safety: Issues like the opioid crisis and mental health challenges have required local governments to collaborate with provincial and federal agencies, as well as community organizations, to provide support services. Exploration of Situation Table which will require local government coordination is a recent example and is interconnected to challenge with unhoused individuals from a social housing aspect.

Privacy Management: Amendments to Freedom of Information and Protection of Privacy Act (FOIPPA) require public bodies to develop privacy management programs to help ensure that public bodies are properly equipped to manage and protect any personal information in their custody and under their control.

Economic Development: Local governments have been involved in initiatives to bolster local economies, including responses to international trade challenges and tariffs.

Public Arts and Culture: Continued efforts to develop a public art program for the community to give voice and build on relationships between diverse groups.

Reconciliation with Indigenous Peoples: Efforts to strengthen relationships with Indigenous communities and incorporate reconciliation into local governance have gained prominence.

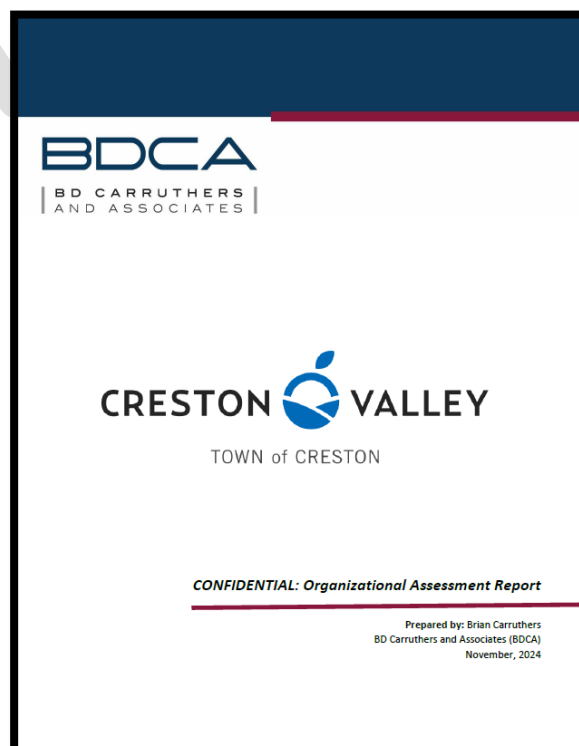
While not an exhaustive list of all changes, this is a sampling of new responsibilities highlighting the dynamic role that local governments take to adapt to societal and environmental changes. Moreover, these changes require a changing workforce with the appropriate skill sets. In essence, staff at times are asked to take on new emergent roles without appropriate education, experience or training.

Other service changes due to downloading or changing community expectations include:

- Recycling & Organics
- Human Resources
- Financial Auditing Standards
- Communications / Engagement
- Asset Management
- Asset Retirement Obligations
- Policing / Victim Services
- BC Building Code / Step Code
- Cemetery Contract Management
- Council Meeting Recording / Broadcasting
- Information Technology
- Invasive Species / Rodents
- Municipal Waste Regulations

While some of these changes may only impact responsibilities in a small way, collectively they make significant organizational impacts. Adding new tasks that only take 10 minutes per day equals 43 hours of labour time per year. Ten minor legislative changes can create 430 hours of additional labour.

To assist with these changing dynamics of emergent services and upcoming retirements, BD Carruthers and Associates (BDCA) was engaged by the Town of Creston in August 2024 to undertake an organizational assessment of the administrative and operational functions of the Town. The objectives of the assessment are to identify gaps in organizational performance and capacity, identify the risks and liabilities associated with functions that have deficient performance, and recommend appropriate actions, initiatives, and resources to reduce risk and enhance overall organizational performance and effectiveness (Carruthers, 2024). Overall there were 53 recommendations to help guide the organization, there were several recommendations that were related specifically to the organizational structure and human resource issues.



Organizational Assessment Recommendations

The organizational assessment report for the Town of Creston, presented to the municipal Council in November 2024 by BDCA, identified several areas for improvement and provided recommendations to enhance the organizational structure.

Here is a summary of the key proposed changes to the organizational structure:

Senior Management and Reporting Lines:

- Restructure senior management to reduce the number of direct reports to the Chief Administrative Officer (CAO).
- Separate the Finance and Corporate Service Division and clarify and streamline service roles
- Re-establish Director of Community Services position to supervise Planning and Development and Building and Bylaw services.

Functional Role Re-Alignment:

- Reassign OH&S program administration to the HR division for enhanced oversight and compliance.
- Engage the services of a procurement specialist or acquire an automated purchasing program.
- Decentralize the administrative support pool, allowing administrative staff to report directly to department managers.

Increase Organizational Capacity:

- Consider hiring a term position to support records management transition due to volume and complexity of work for staff.
- Add a dedicated administrative assistant position to support the Director of Infrastructure Services, allowing them to focus on strategic initiatives.
- Establish a Utilities Superintendent position to oversee water and wastewater functions.
- Transition of two Public Works temporary labourer positions to permanent fulltime
- Add one wastewater treatment plant operator position
- Establish a dedicated Human Resources (HR) position to focus on HR matters, Occupational Health and Safety (OH&S), and benefits administration.
- Allocate responsibilities strategically among senior officers in the Fire Department to enhance capacity.

The primary goal of these structural changes is to improve leadership capacity, clarify roles and responsibilities, and streamline decision-making processes across the organization. This restructuring aims to address performance gaps, reduce risk, and align the organization with the evolving demands and strategic priorities of the Town (Carruthers, 2024). Further, these changes will allow for more detailed succession planning to be undertaken over the next 12 to 24 months.

Organizational Strategic Leadership

What is Strategic Leadership?

A consistent theme across the organization is the lack of capacity to undertake strategic leadership and tasks such as performance management, developing efficient work processes and exploring the use of technology, and revising and amending policies and bylaws to meet current demands and requirements (Carruthers, 2024).

Generally, strategic leadership is the ability to guide an organization or group towards long-term goals and success while navigating challenges and uncertainties. It involves seeing the bigger picture, making informed decisions, and inspiring others to align their actions with the organization's mission and vision.

Strategic leadership in municipal government involves guiding a municipal service to achieve its long-term goals while addressing the unique challenges of public governance. It requires balancing the needs of diverse stakeholders, managing resources effectively, and fostering innovation to improve community services.

Key elements of strategic leadership in the municipal government context include:

- **Vision and Planning:** Setting a clear vision for the municipality's future and creating actionable plans to achieve it. Within a department or division, this includes the development and implementation of master plans and other long-term planning tools.
- **Stakeholder Engagement:** Collaborating with elected officials, community members, and other stakeholders to ensure inclusive decision-making.
- **Resource Management:** Allocating limited resources efficiently to meet the needs of the community while maintaining fiscal responsibility.
- **Adaptability:** Responding to changing political, economic, and social conditions with agility.
- **Innovation:** Encouraging creative solutions to enhance public services and infrastructure.

For example, Canadian municipalities often face challenges like budget constraints and diverse community needs. Strategic leaders address these by fostering collaboration, respecting cultural diversity, and finding innovative ways to optimize resources (Strategic Approaches for Successful Municipal Governance in Canada, 2023).

With the need to increase strategic leadership across the organization, clarity in the strategic focus areas of each Division will help define what departments are required within the Divisions to carry out current and future service areas.

In a small municipal organization, it is important to ensure that staff work effectively in the areas of professional expertise. It is equally important to clearly define roles and responsibilities that allow a staff member to transfer work seamlessly from one department to another yet maintain a strategic focus on outcomes.

For example, the cemetery service needs one strategic leader, yet four Divisions will collaboratively provide the service. Community Services provides strategic leadership to ensure that community expectations are met, Corporate Services will provide the administrative function, Finance provides the invoice and fee collection, and Infrastructure Services provides maintenance and service delivery. The key to successful service delivery is that one Division provides strategic leadership to the service delivery model, in this case Community Services. This Division will be responsible for Cemetery Master Plans, community engagement and feedback and policy development.

Considering that many services provided require the transfer of work from one department to another, this clearly defines whom (the Division) is responsible for the strategic leadership. Existing organizational responsibilities that can benefit from this approach include planning and developing physical assets, procurement and human resource management to identify a few.



Corporate Administration Strategic Focus Areas

The Corporate Administration Division is also known as the Office of the Chief Administrator. The aim of Corporate Administration is to provide ***“centralized management and support functions that enable a municipality to operate efficiently and effectively while implementing the policy decisions of its elected officials”***.

The primary focus areas of Corporate Administration include:

- **Policy Implementation:** Translating council decisions into actionable plans and ensuring their execution.
- **Leadership and Management:** Providing strategic direction to municipal departments and staff.
- **Advisory Role:** Offering professional advice and recommendations to the council on various issues.
- **Budget Oversight:** Managing the municipality's financial resources and ensuring fiscal responsibility.
- **Community Engagement:** Representing the municipality in interactions with residents, businesses, and other stakeholders.

The Chief Administrative Officer plays a critical role in ensuring that the local government operates efficiently and effectively while aligning with the community's goals and priorities.

Community Services Strategic Focus Areas

Community services in local government often encompass a wide range of programs and responsibilities aimed at **“supporting and enhancing the well-being of the community”**.

The primary strategic focus areas of the Community Service Division include:

- **Land Use Planning:** Managing how land within a community is used and developed to meet the needs of residents while promoting sustainability and orderly growth.
- **Licensing:** Licensing ensures that businesses and community activities comply with local laws and standards. This includes business licensing, special permits, animal licenses, and compliance.
- **Community Development:** Planning for infrastructure, housing, transportation, and public spaces to support economic growth and quality of life.
- **Environmental Stewardship:** Ensuring that land use aligns with environmental conservation goals, such as protecting wetlands, forests, or agricultural lands.
- **Recreation and Parks:** Managing recreational programs, community centers, parks, sports facilities, etc. ~ and generally includes cemeteries.
- **Social Services:** Supporting vulnerable populations through housing assistance, food programs, and outreach services.
- **Cultural Programs:** Promoting arts, culture, and heritage through events, museums, and public art initiatives.
- **Public Health and Safety:** Collaborating on initiatives related to health, wellness, and community safety.
- **Community Engagement:** Facilitating public participation in decision-making and fostering a sense of community.
- **Data and Mapping:** Maintaining accurate records, maps, and geographic information systems (GIS) for efficient land management.

Corporate Services Strategic Focus Areas

Corporate Services in local government typically handle administrative and support functions that ensure the smooth operation of the municipality. Corporate Services aims to **“provide foundational support to internal and external stakeholders for delivery of municipal services”**.

The primary strategic focus areas of the Corporate Services Division include:

- **Human Resources:** Managing recruitment, employee relations, training, and payroll, inclusive of legislative responsibilities with Occupational Health and Safety.
- **Administrative Services:** Providing Council and Committee support, customer service, developing policies and procedures, contract management, handling Freedom of Information (Privacy Management Program) and administering elections.
- **Legal and Governance:** Providing legal advice, ensuring compliance with regulations, and supporting council operations.

- **Corporate Communications:** manages the flow of information between the municipality and its stakeholders, including residents, businesses, media, and other organizations. The goal is to promote transparency, enhance public engagement, and maintain a positive image of the local government.
- **Records Management:** Handling document storage, retrieval, and public access to information.

These services act as the backbone of local government, enabling other departments to focus on delivering community programs and services.

Finance Strategic Focus Areas

Finance in local government is crucial for managing the municipality's financial health and ensuring accountability in the use of public funds. The aim of the Finance Division is to ***“ensure the responsible stewardship of public funds while supporting sustainable service delivery and long-term community goals”***.

The primary strategic focus areas of the Finance Division include:

- **Budgeting and Financial Planning:** Developing and overseeing annual budgets to align resources with community priorities and strategic goals.
- **Revenue Collection:** Managing property taxes, utility payments, and other municipal revenues.
- **Accounts Payable and Receivable:** Processing payments to vendors and collecting payments owed to the municipality.
- **Payroll:** Processing payroll for Town of Creston employees, including auxiliary firefighters.
- **Financial Reporting:** Preparing reports on the municipality's financial position to ensure transparency and compliance with regulations.
- **Cash Management:** Ensuring financial stability, efficiency, and transparency in handling public funds, including investments.
- **Auditing:** Conducting internal and external audits to promote accountability and prevent mismanagement.
- **Grants Administration:** Managing applications and reporting for grants from other levels of government or organizations.
- **Purchasing and Procurement:** Overseeing contracts and purchases to ensure value and compliance with procurement policies.
- **Risk Management:** Ensuring resilience, accountability, and pro-active decision making that integrates risk management across all departments, including insurance coverage, claims handling and managing a risk register for informed decision making.
- **Information Technology:** Maintaining IT infrastructure, cybersecurity, and digital services.

These services are designed to maintain financial stability and provide resources for the municipality to serve its community effectively.

Note: Information & Technology usually falls within Corporate Services but have been moved to Finance to balance responsibilities.

Infrastructure Services Strategic Focus Areas

Infrastructure Services in local government is responsible for managing and maintaining the physical assets and essential systems that support daily life in a community. The aim of Infrastructure Services is to ***“plan, develop, maintain and upgrade physical assets and systems that support community well-being, economic growth and public safety”***.

The primary strategic focus areas of the Infrastructure Services Division include:

- **Roads and Transportation:** Maintenance and construction of roads, sidewalks, bridges, and public transportation infrastructure.
- **Water and Wastewater Management:** Ensuring clean water supply and maintaining distribution, collection and treatment facilities.
- **Stormwater Management:** Designing and maintaining drainage systems to prevent flooding and manage runoff.
- **Solid Waste Management:** Overseeing waste collection, recycling programs, and landfill operations.
- **Fleet Management:** Maintaining and managing municipal vehicles and equipment.
- **Public Works:** General maintenance of municipal assets, such as streetlights, signage, and traffic signals.
- **Facilities:** General maintenance of municipal buildings and amenities.
- **Asset Management:** Evaluating and maintaining municipal infrastructure assets to maximize their lifespan and efficiency.
- **Development Services:** Reviewing and approving development applications to ensure they meet engineering standards and align with community plans.

These services are vital to the community's functionality, safety, and overall quality of life.

Protective Services Strategic Focus Areas

Protective Services within local government are responsible for ensuring the safety, security, and well-being of the community. The aim of Protective Services is to ***“ensure the safety and security of the community by proactively reducing risks, responding rapidly to emergencies, and fostering a resilient environment”***.

The primary strategic focus areas of the Protective Services Division include:

- **Fire and Rescue Services:** Preventing, responding to, and managing fires, hazardous material incidents, and emergency rescues.
- **First Response:** Supporting pre-hospital emergency medical services in collaboration with healthcare providers.
- **Emergency Management:** Preparing for, mitigating, responding to, and recovering from natural disasters, public health emergencies, or other crises.
- **Climate Readiness:** Climate readiness for a local government refers to the proactive measures and strategies implemented to prepare for and adapt to the impacts of climate change. It involves

building resilience in communities, infrastructure, and ecosystems to mitigate risks and ensure long-term sustainability.

- **Public Safety Education:** Providing community programs and workshops on fire safety, emergency preparedness, and crime prevention.
- **Fire Code Enforcement:** Conducting fire inspections and educating building owners to ensure fire & life safety provisions are maintained in commercial, industrial, institutional, and multi-family residential buildings.

Protective Services are integral to maintaining public safety and fostering a sense of security for residents.

Creston RCMP Strategic Focus Areas

In Creston, police services are provided through a municipal policing contract with the Province of British Columbia, with services provided by the Royal Canadian Mounted Police (RCMP). The RCMP focus on maintaining public safety, enforcing laws, and fostering community well-being. The aim of policing in the municipality is to ***“ensure the safety, security, and well-being of the community through a balanced approach of law enforcement, crime prevention, and community engagement”***.

The primary strategic focus areas of policing include:

- **Crime Prevention and Investigation:** Addressing criminal activities, investigating offenses, and working to prevent future crimes.
- **Emergency Response:** Responding to emergencies such as accidents, natural disasters, and public disturbances.
- **Community Policing:** Building relationships with communities to address local concerns and improve trust.
- **Traffic Enforcement:** Ensuring road safety by enforcing traffic laws and investigating collisions.
- **Victim Support:** Providing assistance and resources to victims of crime.
- **Specialized Units:** Offering expertise in areas like cybercrime, drug enforcement, and search and rescue.



While some of these services are provided directly through the local detachment, other services are provided by the RCMP regionally and/or provincially. Coordination for services is done through the local detachment commander.

FIGURE 1 - ORGANIZATIONAL STRATEGIC FOCUS AREAS

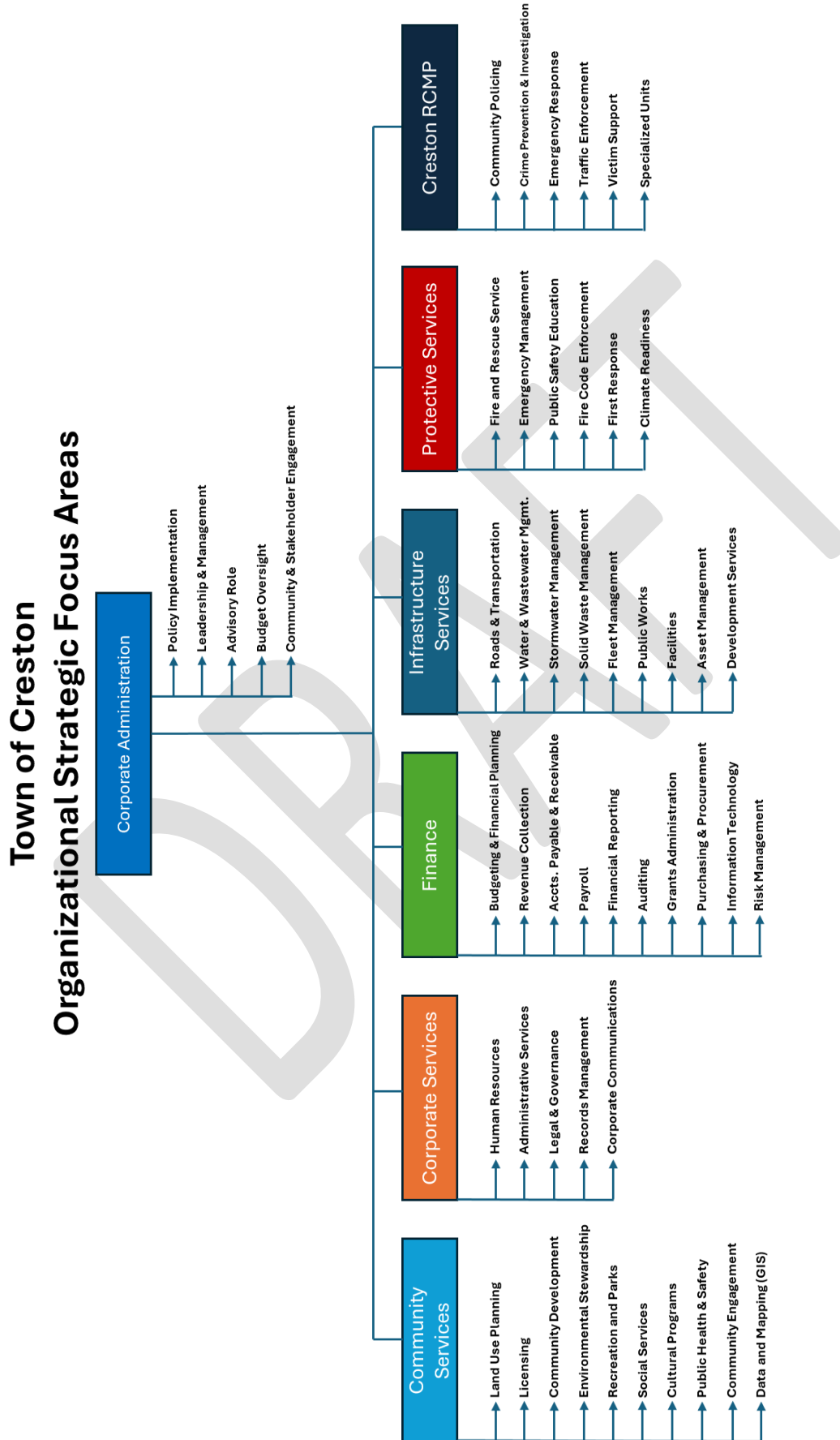


Figure 1 provides an organizational chart sorted by Division with strategic focus areas assigned to the Divisions most capable of providing strategic leadership. This will serve as a guide not only to the current re-structuring but in the future to accommodate new emergent issues or services to address community needs. Further this foundational chart will be instrumental in developing a long-term strategy for organizational succession planning.

Department Functions & Responsibilities

Within each of the six (6) Divisions, service level delivery will be assigned to specific departments. Departments are groupings of work, not meant to limit the strategic focus areas of Division. The strategic focus areas assigned to Divisions may be relevant to more than one Department within the Division.

Community Services

Through the analysis of strategic focus areas for Community Services, the proposed departments are to capture the existing workloads with the ability to analyze future service demands more effectively.

Planning & Licensing

The Planning and Licensing Department in local government plays a crucial role in managing land use, development, and regulatory compliance. Their key responsibilities typically include:

Planning Responsibilities	
Land Use and Zoning	Establishing and enforcing zoning bylaws to regulate how land is used (e.g., residential, commercial, industrial, and achieving other legislative requirements).
Development Approvals	Reviewing and approving development applications, including site plans, and subdivision applications to ensure compliance with local regulations.
Community Planning	Creating long-term plans, such as official community plans or regional growth strategies, to guide sustainable development.
Environmental Considerations	Incorporating environmental protection measures into planning decisions, such as floodplain and stormwater management or green space preservation.
Licensing Responsibilities	
Licensing	Issuing and renewing licenses for businesses to operate legally within the municipality, as well as animal control licensing.
Special Permits	Managing permits for specific activities, such as liquor licenses, event permits, or temporary use permits.
Compliance and Enforcement	Ensuring businesses and developments adhere to municipal bylaws and regulations.

These responsibilities help maintain order, promote sustainable growth, and ensure the well-being of the community.

Building & Bylaw Services

The Building and Bylaw Department in a local government oversees compliance with building regulations and municipal bylaws to ensure public safety, community standards, and orderly development. Their key responsibilities often include:

Building Responsibilities	
Permit Issuance	Reviewing applications and issuing building permits for construction, renovation, and demolition projects.
Inspections	Conducting site inspections at various stages of construction to ensure compliance with building codes and safety standards
Code Enforcement	Ensuring that buildings and structures meet local building codes and regulations.
Plan Reviews	Evaluating architectural and engineering plans for safety, accessibility, and compliance with zoning and building codes.
Occupancy Permits	Issuing permits to certify that a building is safe and suitable for occupancy after construction is complete.
Bylaw Responsibilities	
Enforcement & Compliance	Investigating complaints and enforcing municipal bylaws related to issues such as noise, property maintenance, parking, and signage.
Community Standards	Addressing concerns like unsightly properties, illegal dumping, or animal control to uphold community cleanliness and safety.
Education and Awareness	Informing residents and businesses about bylaw requirements and encouraging voluntary compliance.
Fines and Penalties	Issuing warnings, fines, or penalties for bylaw infractions when necessary.
Collaboration	Working with other municipal departments, such as Planning & Licencing or Protective Services, on overlapping issues like zoning and public safety.

This department is vital in ensuring that local standards are met, fostering safe and livable communities.



Data & Mapping (GIS)

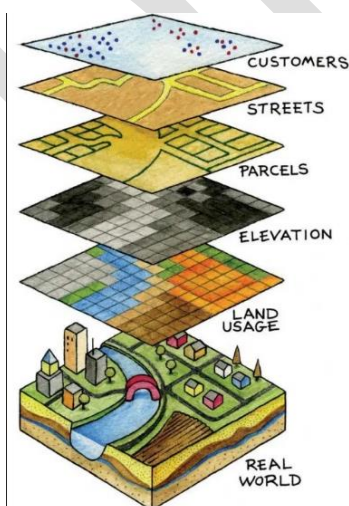
The data and mapping department in local government plays a crucial role in managing and utilizing data to support decision-making, service delivery, and community engagement. Here are some key responsibilities:

Data & Mapping Responsibilities	
Data Management and Analysis	Collecting, storing, and analyzing data related to various aspects of the community, such as demographics, infrastructure, and public services.
Mapping and GIS (Geographic Information Systems):	Creating and maintaining accurate maps for planning, zoning, transportation, and emergency response.
Support for Decision-Making	Providing data-driven insights to policymakers and administrators to improve governance and resource allocation.
Community Engagement	Sharing data and maps with the public to enhance transparency and enable informed participation in local governance.
Data Governance	Ensuring data quality, security, and compliance with privacy regulations.

Data and Mapping (GIS) is provided through the RDCK Service 102 GIS Service. While the service is provided through the RDCK, the Town of Creston requires staff to provide strategic leadership to ensure that the service being provided is:

- Meeting the needs of the community
- Effective and efficient in terms of municipal cost

Further, Town Staff are responsible for ensuring GIS layers for municipal purposes are maintained (e.g., OCP, zoning, utilities, special projects, asset management, snow clearing routes, etc.)



GIS

**geographic
information
system**

Parks & Cemeteries

The Parks and Cemeteries Service within a local government typically oversees the management, maintenance, and development of public green spaces and cemeteries. Their key responsibilities often include:

Parks and Cemeteries Responsibilities	
Community Standards	Align service level policies with community expectation for ensuring parks, cemeteries and recreational areas are clean, safe, and well-maintained.
Plan Development and Reviews	Planning and executing the development of new green spaces, trails, recreational facilities and cemeteries
Operating Collaboration	Working with other departments and external organizations in managing amenities such as playgrounds, sports fields, picnic areas, cemeteries and walking trails.
Policy Compliance and Safety	Ensuring adherence to local policies, regulations, and safety standards and responding to public inquiries, complaints, and feedback related to parks and cemetery services.
Cemetery Management Responsibilities	
Cultural & Heritage Preservation	Preserving the cultural and historical aspects of cemeteries, including monuments and heritage sites.
Operating Collaboration	Coordinating burial services and ensuring proper record-keeping of interments.
Budget and Resource Management	Managing budgets, resources, and partnerships to maintain service quality and support community needs.
Cemetery Select Committee	Coordinating the decisions made by Cemetery Select Committee through to Council, policy, and budget.

Cemeteries is funded through RDCK Service S174 Cemetery – Creston, Areas A, B, C and has a Cemetery Select Committee appointed by Council. The Cemetery Select Committee provides governance and service recommendations to Council.



Community Engagement

The Community Engagement Department in local government plays a vital role in fostering relationships between the government and the community it serves. Here are some of their key responsibilities:

Community Engagement Responsibilities	
Facilitating Public Participation	Organizing consultations, town halls, and workshops to involve residents in decision-making processes and encouraging feedback on policies, projects, and services to ensure community needs are met.
Building Community Relationships	Establishing partnerships with local organizations, indigenous / FN, businesses, other levels of government and community groups and acting as a liaison to address community concerns and maintain open lines of communication.
Coordinating Events and Initiatives	Organizing community events, festivals, or volunteer programs to strengthen social bonds and leading initiatives aimed at addressing specific community challenges or goals. For example; the public art committee.
Monitoring and Evaluation	Assessing the effectiveness of community engagement strategies and using feedback and data to improve future programs and outreach efforts



Corporate Services

Through the analysis of strategic focus areas for Corporate Services, the proposed departments are to capture the existing workloads with the ability to analyze future service demands more effectively.

Legislative Services

The Legislative Services department in local government is pivotal in ensuring that the government operates smoothly, transparently, and in accordance with laws and regulations. Their responsibilities often include:

Legislative Services Responsibilities	
Bylaw Development and Administration	Drafting, reviewing, and maintaining municipal bylaws, ensuring bylaws comply with local, provincial, and federal laws and managing processes for bylaw amendments or repeals (Province of British Columbia, 2024).
Records and Document Management	Maintaining official records such as meeting minutes, bylaws, policies, and contracts and managing access to municipal records in compliance with public information and privacy laws. (Province of British Columbia, 2024). This includes the administration of a Privacy Management Program.
Public Record Access	Responding to public inquiries regarding council decisions, bylaws, and governance processes and facilitating access to municipal records and information through formal processes like Freedom of Information (FOI) requests.
Election Management	Organizing and overseeing local government elections, including voter registration and election logistics and ensuring compliance with election laws and regulations.
Legal and Legislative Advice	Offering advice to Council and staff on legal and legislative matters and coordinating with legal counsel when necessary (Brick, 2016).
Policy and Procedure Development	Assisting in the creation and implementation of policies and procedures for municipal governance and providing guidance to staff and elected officials on legislative matters.

Administrative Services

The Administrative Services department in local government is essential for ensuring the smooth operation of the organization by handling a wide range of internal and external administrative tasks. Their key responsibilities often include:

Administrative Services Responsibilities	
Office Management and Administration	Overseeing day-to-day administrative functions to support municipal operations and managing office supplies, equipment, and facilities to ensure efficient workflow. (Province of British Columbia, 2024)
Council and Committee Support	<p>Preparing agendas, minutes, and reports for council and committee meetings, ensuring meetings adhere to procedural rules and legislative requirements and providing administrative support to elected officials (Province of British Columbia, 2024).</p> <p>Providing administrative support for leadership teams, such as scheduling meetings or preparing reports and assisting with the implementation of council directives and decisions (Brick, 2016).</p>
Customer Service	Acting as a primary point of contact for residents seeking information or assistance and addressing public inquiries, complaints, or requests and directing them to the appropriate departments (Brick, 2016).
Policy and Procedure Implementation	Developing and enforcing internal policies, procedures, and workflows to enhance efficiency and supporting other departments in adhering to organizational standards and protocols.
Event and Meeting Coordination	Organizing municipal events, conferences, or workshops and scheduling and coordinating internal or external meetings, including logistics and documentation (Brick, 2016).
Contract Management	The process of overseeing finalized agreements between the government and external vendors, contractors, other local governments, or service providers.

Human Resources

The Human Resources (HR) department in local government plays a critical role in managing the workforce and ensuring effective service-delivery to the community. Here are some of their key responsibilities:

Human Resources Responsibilities	
Recruitment and Onboarding	Attracting, hiring, and onboarding qualified candidates for various roles within the local government and collaborating with departments to create job descriptions and manage the hiring process (GovPilot, 2025).
Employee Development and Training	Organizing training programs to enhance employee skills and performance and supporting professional development and career growth opportunities (GovPilot, 2025).
Compensation and Benefits Management	Administering payroll, benefits, and retirement plans and conducting salary and benefits studies to remain competitive in the job market (GovPilot, 2025).
Performance Management	Implementing performance evaluation systems to ensure accountability and continuous improvement and addressing performance issues and providing guidance to employees (Government of Canada, 2014)
Policy Development and Compliance	Developing and enforcing workplace policies that align with legal and ethical standards and ensuring compliance with labor laws and regulations (Government of Canada, 2014). This includes Occupational Health and Safety regulations.
Employee Relations	Managing workplace conflicts and fostering a positive work environment and acting as a liaison between employees and management to address concerns (GovPilot, 2025).
Workforce Planning	Analyzing workforce needs and planning for future staffing requirements and supporting organizational restructuring and change management (Intl City County Management Assn, 2009)
Diversity and Inclusion	Promoting diversity, equity, and inclusion within the workforce and implementing initiatives to create an inclusive workplace culture (Intl City County Management Assn, 2009)

These responsibilities ensure that the local government operates efficiently and effectively while supporting its employees.

Corporate Communications

The Corporate Communications department in local government plays a vital role in managing internal and external communication to ensure transparency, engagement, and effective dissemination of information. Here are their key responsibilities:

Corporate Communications Responsibilities	
Public Relations and Media Management	Managing relationships with media outlets and issuing press releases and responding to media inquiries and ensuring accurate representation of the local government (Westco, n.d.).
Community Engagement	Facilitating communication between the government and residents through public consultations, newsletters, and social media and promoting community events and initiatives to foster civic participation (Town of The Blue Mountains, 2021). This includes Citizen Satisfaction Surveys conducted to better inform Council on service delivery.
Crisis Communication	Developing and implementing communication plans during emergencies or crises and ensuring timely and accurate information is shared with the public (Town of Newmarket, 2018).
Internal Communication	Keeping employees informed about policies, updates, and organizational changes and promoting a cohesive workplace culture through effective communication channels.
Brand Management	Maintaining a consistent and professional image for the local government and overseeing the use of logos, branding materials, and messaging.
Digital and Social Media Management	Managing the local government's website and social media platforms and ensuring accessibility and up-to-date information for residents.

Creston Valley Youth Network

The Creston Valley Youth Network (CVYN) focuses on empowering and supporting youth aged 12 to 18 in the Creston Valley area. Here are some of their key responsibilities:

Creston Valley Youth Network Responsibilities	
Youth Programming	Organizing in-person and online programs to engage youth in educational, recreational, and social activities and providing opportunities for skill development, leadership, and personal growth. (CVYN, 2023)
Community Engagement	Creating a platform for youth to voice their opinions and participate in community initiatives and building connections between youth and local organizations to foster collaboration (CVYN, 2023)
Support and Resources	Offering resources and support to address the needs and challenges faced by local youth and promoting mental health and well-being through access to relevant services and programs (CVYN, 2023).
Event Coordination	Hosting events and activities that bring youth together and celebrate their contributions to the community (CVYN, 2023).

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Finance

Through the analysis of strategic focus areas for Finance, the proposed departments are to capture the existing workloads with the ability to analyze future service demands more effectively.

Accounting Department

The Accounting Department in local government is responsible for managing the financial transactions related to payments and collections. The payroll function is responsible for ensuring accurate and timely compensation for employees and elected officials, while maintaining compliance with legal and organizational standards. Here are their key responsibilities:

Accounts Payable (AP) Responsibilities	
Invoice Processing	Reviewing, verifying, and processing invoices for payment and ensuring timely and accurate payments to vendors and contractors.
Expense Tracking	Recording and categorizing expenses to maintain accurate financial records and monitoring expenditures to ensure compliance with budgets.
Vendor Management	Maintaining relationships with vendors and addressing payment-related inquiries and ensuring vendor accounts are up-to-date and accurate.
Compliance and Reporting	Adhering to financial regulations and policies and preparing reports on accounts payable activities for audits and financial reviews.
Accounts Receivable (AR) Responsibilities	
Billing and Invoicing	Generating and issuing invoices for services, permits, or taxes and ensuring accurate billing and timely delivery to customers. This includes establishing property tax and utility rates.
Payment Collection	Collecting payments from residents, businesses, and other entities and managing online, in-person, and automated payment systems.
Debt Management	Monitoring overdue accounts and implementing collection strategies and working within legislation, collections or legal counsel to address delinquent accounts if necessary.
Financial Reporting	Recording revenue and reconciling accounts to ensure accuracy and preparing reports on receivables for financial planning and audits.

Payroll Responsibilities	
Payroll Processing:	Calculating and processing employee salaries, wages, overtime, and deductions ensuring timely distribution of paychecks or direct deposits.
Tax Compliance	Calculating and withholding taxes, including federal, state/provincial, and local taxes and preparing and submitting tax filings and reports to relevant authorities.
Benefits Administration	Coordinating payroll deductions for benefits such as health insurance, retirement plans, and union dues and ensuring accurate records of employee benefits contributions. This also includes the administration of internal benefit programs, such as eye care benefit plan and short-term disability for exempt staff.
Record Keeping	Maintaining detailed records of payroll transactions, including timesheets, tax documents, and employee information and ensuring compliance with record retention laws and policies.
Employee Support	Addressing employee inquiries related to payroll, such as discrepancies, tax forms, or benefits deductions and providing year-end documents like T4s for tax purposes.
Auditing and Reporting	Conducting regular audits to ensure payroll accuracy and compliance and preparing reports for internal use, audits, and financial planning.

These responsibilities ensure the financial health and accountability of local government operations.

Financial Planning & Reporting

The Financial Planning & Reporting department in local government plays a critical role in managing the municipality's financial health and ensuring transparency.

In accordance with Section 165 of the Community Charter, a municipality must have a five-year financial plan that is adopted annually before the tax rates bylaw and before May 15th of each year. The planning period for the financial plan is five years; the year in which the plan is to come into force and the following four years. The financial plan deliberation process which precedes the adoption of the financial plan and tax rate bylaws involves a series of open meetings as well as a public consultation and is the mechanism for determining the revenue requirements and resource allocations for the Town of Creston.

Here are their key responsibilities:

Financial Planning & Reporting Responsibilities	
Budget Development and Management	Preparing annual budgets, including operating and capital budgets and monitoring expenditures and revenues to ensure alignment with the approved budget (Province of British Columbia, 2025)
Financial Reporting	Producing accurate and timely financial statements in compliance with public sector accounting standards and preparing annual reports and audited financial statements for public transparency (Province of British Columbia, 2025).
Long-Term Financial Planning	Developing multi-year financial plans to address future infrastructure needs and community growth and conducting financial forecasting and risk assessments (Province of British Columbia, 2025).
Policy Development and Compliance	Establishing financial policies and procedures to ensure accountability and compliance with regulations and ensuring adherence to local, provincial, and federal financial reporting requirements (Province of British Columbia, 2025).
Revenue and Expenditure Analysis	Analyzing revenue streams and expenditure patterns to optimize resource allocation and identifying opportunities for cost savings and efficiency improvements (Province of British Columbia, 2025).
Support for Decision-Making	Providing financial insights and recommendations to council and senior management and supporting strategic initiatives with financial analysis and reporting (Province of British Columbia, 2025).

There are many legislative responsibilities associated with the Financial Planning and Reporting function, including having audited financial statements each fiscal year. Even though a third-party auditor is performing the audit function, there is significant work that the Finance team does to support the audit process.

Risk Management

The Risk Management department for a local government in British Columbia (BC) is responsible for identifying, assessing, and mitigating risks to ensure the safety, efficiency, and sustainability of municipal operations. Here are their key responsibilities, along with references for further exploration. Here are their key responsibilities:

Risk Management Responsibilities	
Risk Identification and Assessment	Collaborating with municipal departments in identifying potential risks that could impact municipal operations, such as financial, operational, environmental, or reputational risks and conducting risk assessments to evaluate the likelihood and impact of identified risks (Province of British Columbia, 2022).
Risk Mitigation and Control	Collaborating with municipal departments in developing strategies and policies to minimize or eliminate risks and implementing controls and measures to address identified risks effectively (Province of British Columbia, 2022).
Compliance and Governance	Ensuring adherence to legal, regulatory, and organizational standards and monitoring compliance with risk management policies and procedures.
Training and Awareness	Educating staff and stakeholders about risk management practices and their roles in mitigating risks and promoting a culture of risk awareness across the organization.
Monitoring and Reporting	Continuously monitoring risks and updating risk management plans as needed and providing regular reports to senior leadership and council on risk-related matters.

These responsibilities are critical for safeguarding municipal operations and ensuring public trust.

Procurement and Inventory

The Procurement and Inventory department in a British Columbia (BC) local government is responsible for acquiring goods and services efficiently, transparently, and in compliance with regulations, as well as managing inventory to support municipal operations. Here are their key responsibilities:

Procurement Responsibilities	
Policy Development and Compliance	Establishing procurement policies that align with provincial regulations and trade agreements and ensuring fair, open, and transparent procurement processes (Province of British Columbia, 2024).
Vendor Management	Managing relationships with suppliers and evaluating vendor performance and ensuring contracts are fulfilled according to agreed terms (Auditor General of Local Government, 2016).
Procurement Contract Management	Overseeing the negotiation to close-out of procurement related contracts and ensuring compliance with legal and financial obligations related to the purchased product or service.
Sustainable Procurement	Incorporating sustainability principles into procurement practices and supporting local businesses and promoting environmentally friendly products (Province of British Columbia, 2025).
Inventory Responsibilities	
Inventory Control	Managing municipal inventory, including supplies, equipment, and materials and ensuring accurate tracking and reporting of inventory levels.
Asset Management	Coordinating the acquisition, maintenance, and disposal of municipal assets and supporting efficient use of resources to minimize waste.
Supply Chain Coordination	Ensuring timely delivery of goods and services to support municipal operations and addressing supply chain disruptions and optimizing logistics.

These responsibilities are critical for ensuring operational efficiency and fiscal accountability in local government.

Information and Technology Services

The IT (Information Technology) department in a British Columbia (BC) local government plays a crucial role in managing technology systems and ensuring efficient digital operations. Here are their key responsibilities:

Information and Technology Services Responsibilities	
Infrastructure Management	Maintaining and upgrading IT infrastructure, including servers, networks, and hardware and ensuring reliable internet and telecommunication services for municipal operations (Province of British Columbia, 2017).
Cybersecurity and Data Protection	Implementing measures to protect sensitive data and prevent cyber threats and ensuring compliance with privacy laws, such as the Freedom of Information and Protection of Privacy Act (FOIPPA) (Province of British Columbia, 2024).
Support for Digital Services	Managing digital platforms and tools used for public services, such as online payments and permit applications and supporting e-governance initiatives to enhance accessibility and efficiency (Province of British Columbia, 2017).
Software and Application Management	Overseeing the development, deployment, and maintenance of software applications and ensuring compatibility and integration across various municipal systems (Province of British Columbia, 2017).
Data Management and Analytics	Collecting, storing, and analyzing data to support decision-making and policy development and promoting open data initiatives to enhance transparency and community engagement (Province of British Columbia, 2017).
User Support and Training	Providing technical support to municipal employees and departments and offering training programs to improve digital literacy and effective use of IT tools (Province of British Columbia, 2017).
Strategic Planning and Innovation	Developing IT strategies to align with municipal goals and community needs and exploring innovative technologies, such as cloud computing and smart city solutions (Province of British Columbia, 2017).

The IT Service was managed by the Regional District of Central Kootenay through a service contract until early 2025. Based on a recommendation in an IT Review, the Town is in the process of establishing IT infrastructure internally and will have a managed service contract with a third-party provider.

There is staff resource time required to work with the third-party contractor in terms of set up, and a team approach will be required for developing strategic planning and exploring innovation.

Infrastructure Services

Through the analysis of strategic focus areas for Infrastructure Services, the proposed departments are to capture the existing workloads with the ability to analyze future service demands more effectively.

Public Works Department

The Public Works Department in a municipality is responsible for maintaining and improving local infrastructure and public spaces to ensure the community's safety, functionality, and quality of life. Here are their key responsibilities:

Public Works Responsibilities	
Roads and Sidewalk Maintenance	Repairing and maintaining roads, sidewalks, and pathways to ensure safe transportation and clearing snow, ice, and debris during adverse weather conditions.
Water and Sewer Systems	Managing water distribution and wastewater collection systems, including repairs and upgrades and ensuring compliance with environmental and health regulations.
Parks, Trails, Cemeteries, and Green Spaces	Maintaining public parks, playgrounds, cemeteries and recreational areas and managing landscaping, tree care, and invasive species control.
Emergency Response	Addressing infrastructure-related emergencies, such as water main breaks or road closures and supporting disaster recovery efforts by clearing debris and restoring services.
Stormwater Management Systems	Installing and maintaining stormwater sewer infrastructure for the collection of stormwater runoff.
Fleet and Equipment Management	Maintaining municipal vehicles and equipment, such as snowplows and garbage trucks and ensuring the availability of tools and machinery for public works projects.
Community Engagement	Responding to public inquiries and complaints about infrastructure and services and educating residents about public works initiatives and programs.

Engineering Department

The Engineering Department in a British Columbia (BC) local government is responsible for planning, designing, and managing infrastructure projects to support community development and sustainability. Here are their key responsibilities:

Engineering Department Responsibilities	
Solid Waste and Recycling	Coordinating garbage collection, recycling programs, and composting initiatives and managing waste disposal facilities and promoting sustainability.
Infrastructure Planning and Design	Developing plans for roads, bridges, water systems, and other municipal infrastructure and ensuring designs meet safety, environmental, and regulatory standards.
Project Management	Overseeing the construction and maintenance of infrastructure projects and managing budgets, timelines, and contractor performance.
Environmental Sustainability	Incorporating sustainable practices into infrastructure projects and addressing environmental concerns, such as stormwater management and erosion control.
Stormwater Management	Designing and maintaining stormwater drainage systems to prevent flooding and implementing measures to manage runoff and protect water quality in local waterways.
Asset Management	Maintaining an inventory of municipal assets, such as roads, utilities, and public facilities and planning for the repair, replacement, or upgrade of aging infrastructure.
Regulatory Compliance	Ensuring projects comply with provincial and federal regulations, including the BC Building Code and environmental laws and coordinating with Engineers and Geoscientists BC for professional standards.
Public Engagement	Communicating with residents about infrastructure projects and addressing concerns and hosting consultations to gather community input on proposed developments.
Emergency Response Support	Assisting in infrastructure-related emergencies, such as road closures or water main breaks and providing technical expertise during disaster recovery efforts.
Development Services (Approving Officer)	Reviewing and approving development applications to ensure they meet engineering standards and align with community plans.

Utilities Department

The Utilities Department in a British Columbia (BC) local government is responsible for managing essential services that support the community's daily needs and ensuring compliance with environmental and safety standards. Here are their key responsibilities:

Utilities Department Responsibilities	
Water Supply Management	Operating and maintaining water treatment plants and distribution systems, ensuring the delivery of clean and safe drinking water to residents and monitoring water quality and adhering to provincial health regulations.
Wastewater and Sewer Systems	Managing the treatment, and disposal of wastewater, maintaining sewer infrastructure at the wastewater treatment plant and ensuring compliance with environmental standards for wastewater discharge.
Infrastructure Maintenance and Upgrades	Conducting regular inspections and repairs of utility infrastructure and planning and implementing upgrades to meet the growing needs of the community.
Emergency Response	Addressing utility-related emergencies, such as coordinated response to water main breaks or sewer backups and coordinating with other departments during natural disasters or infrastructure failures.

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Fleet Management

The Fleet Management Department in a small British Columbia (BC) local government is responsible for overseeing the acquisition, maintenance, and operation of municipal vehicles and equipment. Here are their key responsibilities:

Fleet Management Responsibilities	
Vehicle Acquisition and Disposal	Procuring vehicles and equipment to meet the operational needs of various departments and managing the disposal of outdated or surplus vehicles in compliance with regulations.
Maintenance and Repairs	Ensuring regular maintenance and timely repairs of municipal vehicles to keep them in optimal condition and coordinating with service providers for specialized repairs or inspections.
Fuel and Resource Management	Monitoring fuel usage and implementing strategies to improve efficiency and exploring alternative fuels and technologies to reduce environmental impact.
Fleet Tracking and Utilization	Maintaining records of vehicle usage, mileage, and performance and optimizing fleet utilization to ensure cost-effectiveness and operational efficiency.
Compliance and Safety	Ensuring all vehicles meet safety standards and regulatory requirements, such as the Commercial Vehicle Inspection Program (CVIP) and providing training and guidelines for safe vehicle operation.
Budget and Cost Management	Managing budgets for fleet operations, including maintenance, fuel, and insurance costs and identifying opportunities for cost savings through efficient fleet management practices.
Emergency Response Support	Ensuring the availability of vehicles and equipment during emergencies or natural disasters and coordinating with other departments to support disaster recovery efforts.

Protective Services

Through the analysis of strategic focus areas for Infrastructure Services, the proposed departments are to capture the existing workloads with the ability to analyze future service demands more effectively.

Fire and Rescue Services

Fire and Rescue Services in the local government are essential for ensuring public safety and responding to emergencies. Their primary responsibilities include:

Fire and Rescue Services Responsibilities	
Fire Suppression	Responding to and extinguishing fires in residential, commercial, industrial and wildland areas and preventing the spread of fire to protect lives, property, and the environment.
Emergency Medical Response	Providing first aid and pre-hospital care during medical emergencies and assisting paramedics and other emergency medical personnel.
Rescue Operations	Conducting technical rescues, such as vehicle extrications, slope rescue, and confined space rescues.
Fire Prevention and Education	Inspecting buildings and properties to ensure compliance with fire safety codes and educating the public about fire prevention, safety practices, and emergency preparedness.
Disaster Response and Recovery	Assisting in disaster response efforts, such as floods, earthquakes, and hazardous material spills and supporting recovery operations to restore community safety and functionality.
Training and Preparedness	Conducting regular training for firefighters to maintain skills and readiness and developing and implementing emergency response plans.

Emergency Management and Climate Readiness

The Emergency Management and Climate Readiness Department in a British Columbia (BC) local government focuses on preparing for, responding to, and recovering from emergencies while addressing climate-related challenges. Here are their primary responsibilities:

Emergency Management & Climate Readiness Responsibilities	
Emergency Preparedness	Developing and maintaining emergency plans to address potential hazards, such as wildfires, floods, and earthquakes and conducting training and drills for staff, volunteers, and the community to ensure readiness (UBCM, 2023).
Disaster Response and Recovery	Coordinating emergency response efforts during disasters, including evacuation plans and resource allocation and supporting recovery efforts to restore community safety and infrastructure (UBCM, 2023).
Risk Assessment and Mitigation	Identifying and assessing community and organizational risks related to natural disasters and climate change and implementing mitigation strategies to reduce the impact of potential emergencies (UBCM, 2023). Organizational risk assessments are done in collaboration with all departments.
Climate Adaptation and Resilience	Developing strategies to adapt to climate change impacts, such as rising sea levels and extreme weather events and promoting sustainable practices to enhance community resilience (Province of British Columbia, 2025) (UBCM, 2023).
Public Education and Engagement	Raising awareness about emergency preparedness and climate risks through workshops, campaigns, and resources and engaging with residents to gather input and foster collaboration on climate initiatives (UBCM, 2023).
Collaboration and Partnerships	Working with provincial and federal agencies, Indigenous communities, and local organizations to coordinate efforts and aligning with frameworks like the Sendai Framework for Disaster Risk Reduction and BC's climate action goals (UBCM, 2023).

Police Services

Through the analysis of strategic focus areas for Police Services, Creston RCMP provide the service through a Provincial Municipal Police contract. The Detachment Commander works closely with the Town of Creston to help ensure community needs related to policing is achieved.

Creston RCMP

The Creston RCMP Detachment is responsible for maintaining public safety and enforcing laws within the Creston Valley and surrounding areas. Here are their primary responsibilities:

Creston RCMP Responsibilities	
Crime Prevention and Law Enforcement	Investigating criminal activities and enforcing federal, provincial, and municipal laws and conducting patrols to deter crime and ensure community safety.
Community Policing	Engaging with residents to build trust and address local concerns and organizing programs and initiatives to promote safety and crime prevention.
Emergency Response	Responding to emergencies, such as accidents, natural disasters, and public disturbances and coordinating with other emergency services to manage critical incidents.
Traffic Safety	Enforcing traffic laws and conducting road safety campaigns and investigating motor vehicle accidents and addressing impaired driving.
Support Services	Providing assistance with criminal record checks and victim services and offering resources and support to individuals affected by crime.

The Creston RCMP Detachment provides service to the municipality with 7 municipal designated police officers and 6 provincial designated police officers. Further, the Detachment employs 3 Public Safety Staff providing administrative support.

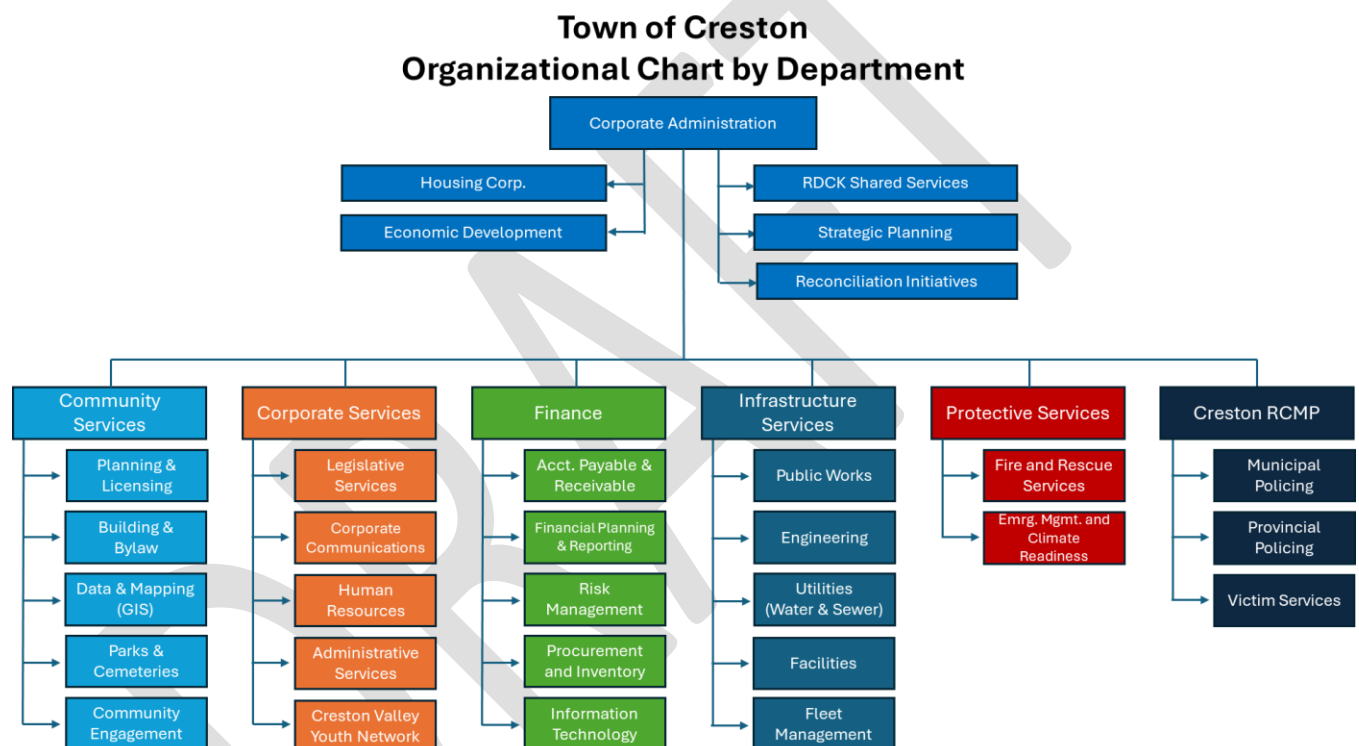
The Town of Creston employs one fulltime Victim Services Coordinator who reports directly to the Detachment Commander.

Organizational Re-Alignment

With the strategic focus areas identified for each division of the Town of Creston and with the department alignment created to capture the existing services provided, it allows for the creation of an organizational chart by department.

The proposed organizational chart captures departments (or functions) under each Division. Each department will allow improved strategic leadership aligned with focus areas and responsibilities.

FIGURE 2 - ORGANIZATIONAL CHART BY DEPARTMENT



Note:

Creston Valley Regional Airport has not been assigned to this organizational chart, nor aligned within any Division for strategic leadership. Economic Development, including physician recruitment, would likely be best placed in Community Services, but is administered presently through a contract and is an RDCK shared service. Economic Development does influence childcare, housing, industrial land use, ALR, signage, downtown revitalization, etc. which clearly is in the aim of Community Services strategic leadership.

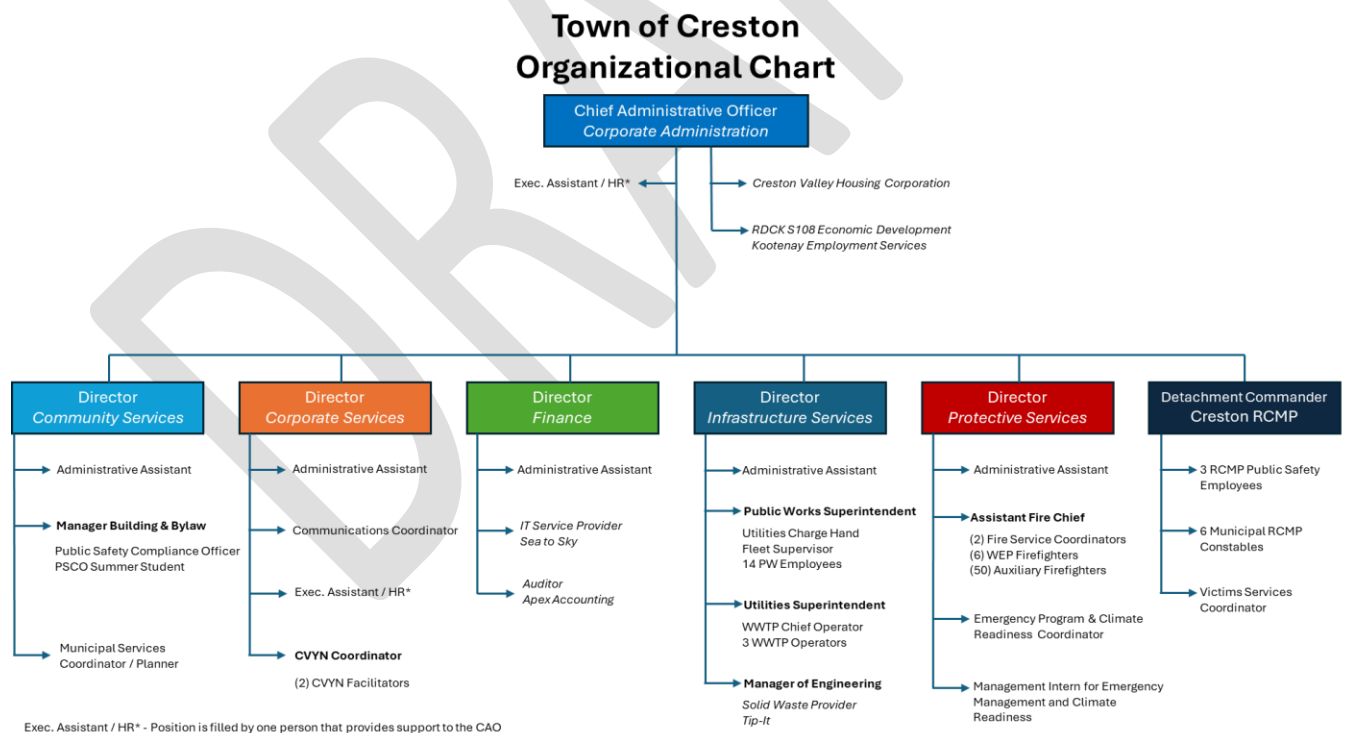
New Organizational Structure

In August 2024 when BDCA began the Organizational Assessment, the CAO had 11 direct reports, including those providing contracted services to the Town. The optimal span of control for a manager in a small local government in British Columbia can vary depending on several factors, such as the complexity of tasks, the level of autonomy of employees, and the resources available. Generally, **a span of control of 5 to 10 employees per manager** is considered effective in many organizations, including local governments (Schlatter, 1989) (Sharma, 2023).

However, smaller spans may be more suitable for roles requiring close supervision or specialized tasks, while broader spans might work for teams with experienced and independent employees (Sharma, 2023). It's also important to consider the organizational structure and communication needs when determining the ideal span (McDowell, 2019).

Organizational structure is an important aspect of organizational performance. Organizational structure outlines how functions and activities are arranged and directed to effectively achieve the goals and objectives of the organization. The structure also defines the reporting relationships (chain of command) and establishes how information flows between levels within the organization (alignment). Effective organizational structures should be dynamic over time, responsive to changing priorities, demands, expectations and external influences (Carruthers, 2024).

FIGURE 3 – ORGANIZATION CHART



The proposed organizational chart is consistent with other local governments and reduces the number of direct reports for the CAO to 5 Staff, and the RCMP Detachment Commander. Additionally, the CAO provides guidance to the Economic Development contractor, soon the Creston Valley Housing Corporation and collaborates on RDCK Shared Services with the Town.

The proposed organizational chart addresses the recommendation of separating Finance and Corporate Services into two distinct Divisions with clearly defined departments / functions. Additionally, the Administrative Assistants have been distributed to have one per Division, including the newly created position for Infrastructure Services which will be filled in Q3 2025.

Implementing Organizational Assessment Recommendations

The implementation of the recommendations provided in the Organizational Assessment by BDCA are difficult to do in isolation. Several recommendations, when implemented, trigger the need to implement another recommendation quickly to ensure effective transition or create a lack of clarity for staff. This report identifies strategic leadership roles for Divisions that need to be addressed over a period of time and would be inhibited without addressing how other recommendations related to re-structuring will be addressed.

Upon review of each recommendation from BDCA, it is identified that several recommendations can be grouped together and achieved through one action. For example, restructuring senior management to reduce the number of direct reports to the Chief Administrative Officer and separating the Finance and Corporate Service Division to clarify and streamline service roles are linked together and cannot happen in isolation.

Re-structuring Action #1	
Adopt re-aligned organizational structure that assigns strategic leadership focus areas and functional responsibilities to 6 identified Divisions.	
Tasks	Time Frame
Adopt an organizational structure with six (6) Divisions to align with appropriate strategic focus areas and department / business unit responsibilities (Figure 1, 2 & 3). <ul style="list-style-type: none"> • Community Services; • Corporate Services; • Finance; • Infrastructure Services; • Protective Services; and • Creston RCMP. 	April 2025
Assign at least one (1) Administrative Assistant to each Division to provide support to Division responsibilities.	April 2025
Collaborate with each Division to identify new strategic leadership focus areas and responsibilities outlining expectations to determine what can be incorporated into the Division and how current operational tasks are achieved.	May 2025
Expected Outcomes	
Restructured senior management team that reduces the number of direct reports to the Chief Administrative Officer (CAO)	
Separation of the Finance and Corporate Service Division and clarify and streamline service roles	
Re-assignment of OH&S Program administration to the HR Division for enhanced oversight and compliance	
Decentralize the administrative support pool, allowing administrative staff to report directly to department managers	

The adoption of the new organizational structure, as recommended by BDCA, also requires the adoption of strategic leadership focus areas and defined responsibilities. This will provide guidance to the Division

Director on expectations on planning, implementing and monitoring not only services provided, but will more effectively address legislated and risk management issues.

The restructuring reduces the number of direct reports to the CAO from eleven (11) to six (6). This change will also reduce the strategic focus that the CAO provided to the Divisions in a mentoring capacity, to help fill gaps when role clarity did not exist. This will assist the CAO not only in actual time spent managing some functions, but will improve focus in other areas, such as services shared with the RDCK.

With defined strategic focus areas, it will provide guidance on where services need to be placed within the organization. As identified earlier in the report, legislative changes increase workload or expectations in service delivery. At times this just expands the responsibilities of a department / business unit, but in other circumstances it creates a new service. For example, climate action responsibilities were initially placed under Community Services but changes to legislation clearly define a role within Protective Services.

Re-structuring Action #2	
Appoint key staff to Director positions that resulted from the organizational re-alignment.	
Tasks	Time Frame
Appoint a Director of Community Services with job description amendment from staff.	Q2 2025
Appoint a Director of Corporate Services with job description amendment from staff.	Q2 2025
Change Fire Chief title to Director of Protective Services with job description amendment	Q2 2025
Change Director of Finance & Corporate Services title to Director of Finance	Q2 2025
Expected Outcomes	
Re-establish Director of Community Services position to supervise Planning and Development and Building and Bylaw Services	
Establish clarity on strategic leadership for Divisions with the appointment of Director of Corporate Services and Director of Protective Services.	

To create a consistency across the organization, it is important that a defined senior management team is appointed to lead each Division. This does not require hiring new staff but provides an opportunity for existing staff to be promoted into a position that requires strategic leadership as a primary responsibility. Over the past decade, the Town of Creston has recruited, retained and invested in management staff as part of succession planning. The organization is fortunate to have several key staff that have the skills and competencies to step into this strategic leadership role.

For the Fire Chief position, this required strategic leadership for the fire and rescue services. With the addition of Emergency Management, this requires a slight shift in strategic focus but aligns appropriately with the existing position.

For the Corporate Services, Community Services and Finance Director positions, this will increase strategic focus in certain areas while reducing focus in other areas. This actually provides greater clarity for role responsibilities for the Divisions to allow staff to know who is responsible for organizational policy related to many functional responsibilities, such as procurement, occupational health and safety, or meeting community expectations regarding service delivery.

Re-structuring Action #3	
Recruitment of new staff positions created through the 2025 Budget Process with the target recruitment completion date of June 2025.	
Tasks	Time Frame
Recruitment of two FTE positions for Public Works (Labourer)	Complete
Recruitment of one FTE position for Wastewater Treatment Plant	Complete
Recruitment of replacement Director of Infrastructure Services	Complete
Recruitment of one temporary term employee for records management transition	Q2 2025
Recruitment of one FTE administrative assistant for Infrastructure Services	Q2 2025
Recruitment of one FTE Utilities Superintendent	Q2 2025
Expected Outcomes	
Hires a term position to support records management transition due to volume and complexity of work for staff	
Adds a dedicated administrative assistant position to support the Director of Infrastructure Services, allowing them to focus on strategic initiatives	
Establish a Utilities Superintendent position to oversee water and wastewater functions	
Increase one (1) FTE Wastewater Treatment Plant Operator position at Wastewater Treatment Plant.	
Transition two temporary labourer positions to full-time status in Public Works	

Staff presented critical recommendations that had budget implications to Council during the 2025 Budget process. This included replacement of the Director of Infrastructure Services due to retirement, increasing capacity within Infrastructure Services, including Utilities Superintendent and an administrative assistant and the term position for assisting with records management.

Several of the tasks were undertaken in January with expected completion of all recruitment to be completed by end of June 2025.

- Recruitment of two full-time public works labourers were undertaken through Q1 resulting in the hiring of two new staff members. Both new staff had worked previously as temporary labourers in previous years.
- The Utilities Budget for 2025 included increasing the labour hours at the Wastewater Treatment Plant by a .5 FTE, allowing for the permanent addition of one wastewater treatment plant operator to assist managing existing maintenance requirements and in anticipation of increased work related to the septage pits being constructed in partnership with the RDCK.
- The Public Works Superintendent was successfully chosen to serve as the Director of Infrastructure Services for a term to provide opportunity to fulfill the expectations of the role. It is fully anticipated that he will be confirmed in the role permanently in early 2026.

Re-structuring Action #4	
The CAO and Division Directors collaborate to address existing organizational capacity challenges with re-aligned responsibilities.	
Tasks	Time Frame
Review strategic leadership focus areas with Directors to outline expectations	Q2 2025
Identify opportunities, deficiencies and capacity for Divisions	Q3 2025
Review recommendations on service delivery options to Council	Q4 2025
Set Division goals, develop plans, implement and monitor changes	Q2 2026
Expected Outcomes	
Provides a review procurement as an integral function of the municipality, including the engaging the services of a procurement specialist or acquiring an automated purchasing program	
Allocate responsibilities strategically among senior officers in the Fire Department to enhance capacity	
Provides for a review of Human Resources as an integral function of the municipality, including reviewing the establishment of a dedicated Human Resources (HR) position to focus on HR matters, Occupational Health and Safety (OH&S), and benefits administration.	

The re-alignment establishes strategic focus areas for each Division Director, ensuring clear role responsibilities. Effective strategic leadership and role clarity are essential for successfully implementing services and overseeing organizational functions. Through collaboration between Divisions, opportunities and challenges can be identified, fostering greater transparency in assessing the capacity of each business unit.

Potential opportunities may include leveraging automation tools, forming contractual partnerships, or redefining service delivery expectations. Identified challenges require balancing legislated responsibilities with non-legislated functions, potentially leading to adjustments in service provision. Ultimately, enhancing transparency in capacity analysis will offer deeper insights into gaps that impact the fulfillment of responsibilities.

Key areas with an opportunity to improve organizational effectiveness and efficiency:

- Procurement and Inventory
- Planning, developing and maintaining physical assets
- Human Resources, including OH&S administration
- Grants Administration
- Records Management
- Risk Management

These areas have lacked clarity on strategic leadership responsibilities and will benefit greatly from the organizational re-alignment. In some instances, having a responsible Division creating organizational policies for implementation can improve how a service is delivered across the organization. Alternatively, it improve long-term planning in how to address legislative deficiencies, or best practices for the municipality.

Long Term Objectives

Succession Plan

The Town of Creston does not have a comprehensive succession plan. Comprehensive succession planning allows the organization to move away from the reactive/replacement practice of hiring and toward a proactive approach of developing a talent pool through succession planning. Most public-sector organizations practice what is known as replacement hiring instead of succession planning. Replacement hiring is a reactive process to fill an immediate need, whereas succession planning is proactive and works to address the need before it exists. Figure 1 demonstrates the reasons that support pursuing a succession planning approach.

FIGURE 4: THE DIFFERENCE BETWEEN REPLACEMENT HIRING AND SUCCESSION PLANNING

Replacement Hiring	Succession Planning
A narrow approach and usually focused on trying to quickly avoid a crisis by filling a position in a short time.	Takes the additional time needed to ensure that the decision aligns with the organization's strategic plan and goals.
More restrictive, sometimes forcing an organization to select the best person available at that moment.	More flexible and allows you to focus on selecting the best candidate for the position.
Often a quick fix.	Exhibits a long-term commitment to the organization and developing individuals in the organization.
Usually based on the current job description and with limited time for additional input.	Allows you the time to further develop the job description to include new directions, expanded responsibilities, or adjustments to the position.
Often uses only input from the incumbent and his or her immediate supervisor.	Uses feedback from multiple perspectives and resources.
May offer advancement as a reward or because of seniority with the organization.	Doesn't just consider whether a person has been in their position for a period of time long enough to merit an advancement but rather looks at the person's abilities to ensure that they have the competencies needed to be successful in the new role.

A succession plan for a local government is a strategic approach to ensure continuity in leadership and critical roles within the organization. It involves identifying and preparing internal candidates to step into key positions when current leaders or employees retire, leave, or transition to other roles. Here's what it typically includes:

1. **Talent Identification:** Recognizing employees with the potential to take on leadership or specialized roles in the future.
2. **Skill Development:** Providing training, mentorship, and professional development opportunities to prepare these individuals for future responsibilities.

3. **Knowledge Transfer:** Documenting institutional knowledge and creating processes to pass it on to successors, ensuring minimal disruption during transitions.
4. **Workforce Planning:** Analyzing workforce demographics to anticipate retirements or turnover and plan accordingly.
5. **Emergency Preparedness:** Establishing interim solutions for unexpected vacancies to maintain operational stability.

Succession planning is vital for local governments to maintain consistent service delivery, adapt to changing community needs, and foster a resilient workforce. It also helps mitigate risks associated with losing experienced personnel and ensures the organization is well-prepared for future challenges.

The Town of Creston will need to develop a comprehensive succession plan that will enable the organization to:

- Align workforce requirements directly to strategic and operational plans.
- Recognize that succession planning includes all supervisory/management/leadership positions and not just department directors.
- Determine “at-risk” positions that are the focal point for building talent pools of potential successors.
- Improve recruitment and selection practices to “hire in” top talent.
- Identify and implement gap closing/reduction strategies (e.g., training/learning, mentoring, coaching, etc.).
- Implement a purposeful and practical approach to knowledge transfer to repurpose tacit knowledge prior to employees departing the organization.
- Build internal succession planning capability to continually shape the workforce in response to emerging trends, shifting priorities, and technological progress.

Capacity Analysis

An organizational capacity analysis is a systematic evaluation of an organization's ability to achieve its mission and strategic objectives. For the Town of Creston, this means assessing various internal components—such as leadership, resource management, systems, processes, structure, and culture—to identify strengths, weaknesses, opportunities, and constraints. The goal is to understand how well equipped the Town of Creston is to deliver services, respond to challenges, and effectively implement policies and initiatives.

Over the past decade or more, there have been significant shifts to the expectation of local government service delivery. New emergency management legislation expanded legislative responsibilities in mitigation and indigenous consultation. Climate change and sustainability responsibilities to participate in the fight against climate change requires focus on implementing more green infrastructure while creating a community readiness for the impact of climate change. Community members are now looking towards local government for solutions to the local housing crisis and are coupled with increasing homelessness with mental health and addiction issues. Elected officials and the business community continue to demand an increase in focus on economic development initiatives to create a more thriving economic atmosphere. Finally, reconciliation efforts require more attention on building relationships with indigenous peoples locally and regionally. These issues are in addition to growing improvements to delivery of services.

In addition to the emergent issues placing pressures on service delivery, so does the on-going expansion of legislative responsibilities for existing services (or downloading). Building code changes and other applicable legislation have significantly increased workloads and new requirements for certifications require staff to expand their skill sets. Provincial expectations related to housing required staff to amend zoning and official community plans outside of normal bylaw review periods. While societal pressures have increased related to environmental issues, there have been systematic downloading of new regulations that increase staff time to meet the existing day-to-day service delivery.

A capacity analysis is a strategic tool that provides a comprehensive view of the Town of Creston's current strengths, weaknesses, resources, and processes. In doing so, it helps to inform and drive organizational change by:

1. **Identifying Strengths and Gaps:** A capacity analysis evaluates existing capabilities—such as staff skills, technology, processes, and infrastructure—to determine where the organization excels and where gaps exist. This insight is critical for pinpointing areas that need improvement or the need for additional resources.
2. **Aligning Capabilities with Strategic Goals:** By comparing current capacities against the organization's long-term strategic objectives, the analysis reveals misalignments that may hinder progress. This provides a clear basis for restructuring or re-prioritizing initiatives to ensure that available resources support overarching goals.
3. **Guiding Resource Allocation and Investment Decisions:** The analysis helps Council understand how resources are currently being utilized and where investments are needed. Whether it's improving technology, hiring new staff, or enhancing training programs, the findings direct where to focus funds and efforts to build capacity efficiently.
4. **Informing Process Improvements and Organizational Redesign:** Insights into work processes and operational workflows highlight inefficiencies or outdated practices. This can lead to targeted change initiatives, such as streamlining procedures, updating technology systems, or modifying organizational structures to better support effective service delivery.
5. **Establishing a Baseline for Monitoring and Continuous Improvement:** The capacity analysis serves as a benchmark for future performance evaluations. By establishing clear performance indicators and baselines, organizations can monitor progress, measure the impact of changes, and continually refine strategies to build a more resilient and responsive organization.

In summary, a capacity analysis provides the data and insights needed to make informed decisions about where to implement changes. It ensures that any organizational adjustments, whether in the form of process improvements, resource reallocation, or strategic realignments, are based on a clear understanding of current capabilities and future demands. This systematic approach supports more effective change management, ultimately enhancing service delivery and organizational resilience.

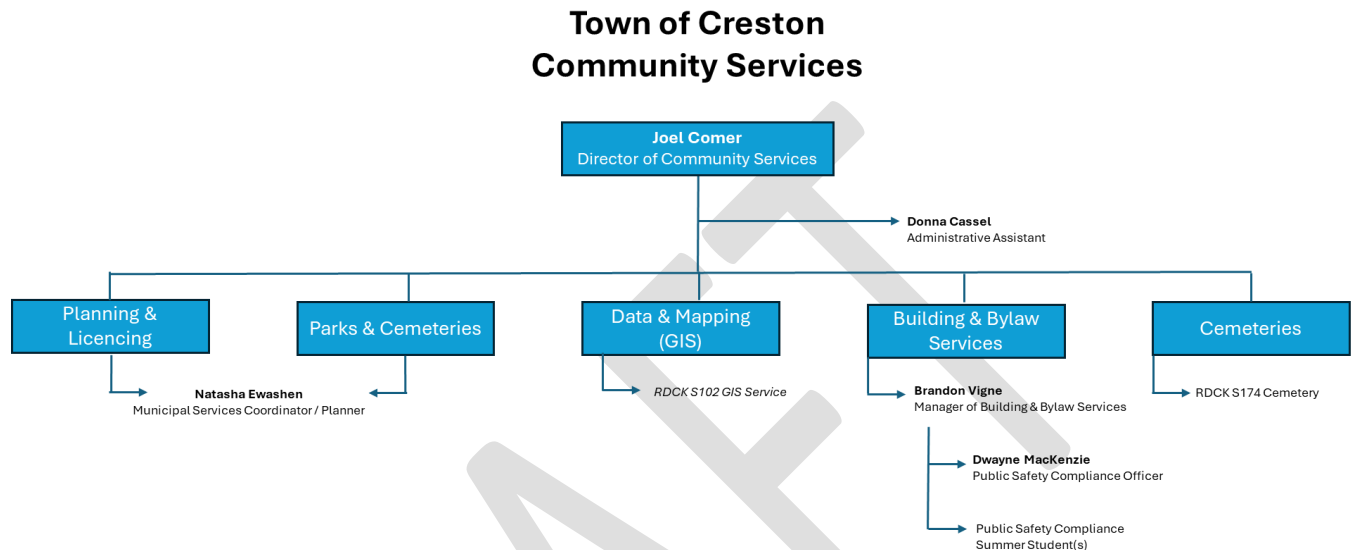
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Appendix A – Community Services Division

“Supporting and enhancing the well-being of the community”.

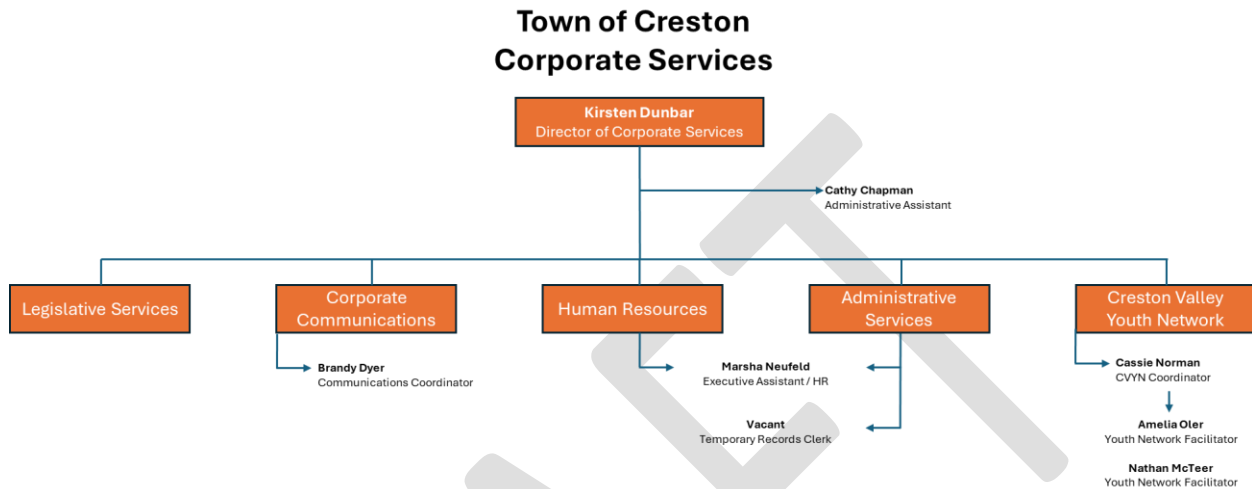


Strategic Focus Areas:

- **Land Use Planning:** Managing how land within a community is used and developed to meet the needs of residents while promoting sustainability and orderly growth.
- **Licensing:** Licensing ensures that businesses and community activities comply with local laws and standards. This includes business licensing, special permits, animal licenses, and compliance.
- **Community Development:** Planning for infrastructure, housing, transportation, and public spaces to support economic growth and quality of life.
- **Environmental Stewardship:** Ensuring that land use aligns with environmental conservation goals, such as protecting wetlands, or forests.
- **Recreation and Parks:** Managing recreational programs, community centers, parks, sports facilities, etc. ~ including cemeteries.
- **Social Services:** Supporting vulnerable populations through housing assistance, food programs, and outreach services.
- **Cultural Programs:** Promoting arts, culture, and heritage through events, museums, and public art initiatives.
- **Public Health and Safety:** Collaborating on initiatives related to health, wellness, and community safety.
- **Community Engagement:** Facilitating public participation in decision-making and fostering a sense of community.
- **Data and Mapping:** Maintaining accurate records, maps, and geographic information systems (GIS) for efficient land management.

Appendix B - Corporate Services Division

“Provide foundational support to internal and external stakeholders for delivery of municipal services”.

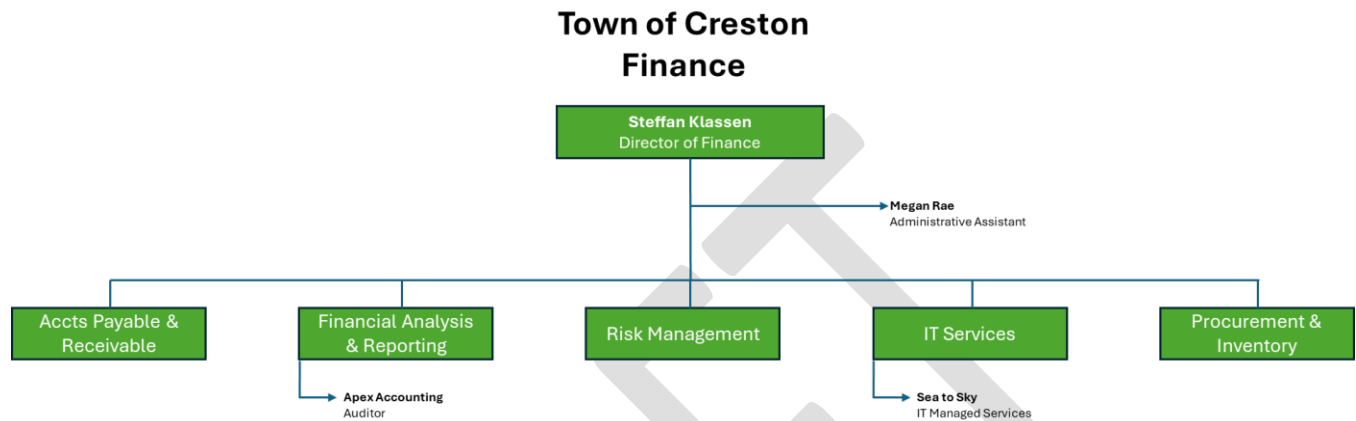


Strategic Focus Areas:

- **Human Resources:** Managing recruitment, employee relations, training, and payroll.
- **Administrative Services:** Providing Council and Committee support, customer service, developing policies and procedures, handling Freedom of Information and administering elections.
- **Legal and Governance:** Providing legal advice, ensuring compliance with regulations, and supporting council operations.
- **Corporate Communications:** manages the flow of information between the municipality and its stakeholders, including residents, businesses, media, and other organizations. The goal is to promote transparency, enhance public engagement, and maintain a positive image of the local government.
- **Records Management:** Handling document storage, retrieval, and public access to information.

Appendix C: Finance Division

“Ensure the responsible stewardship of public funds while supporting sustainable service delivery and long-term community goals”.

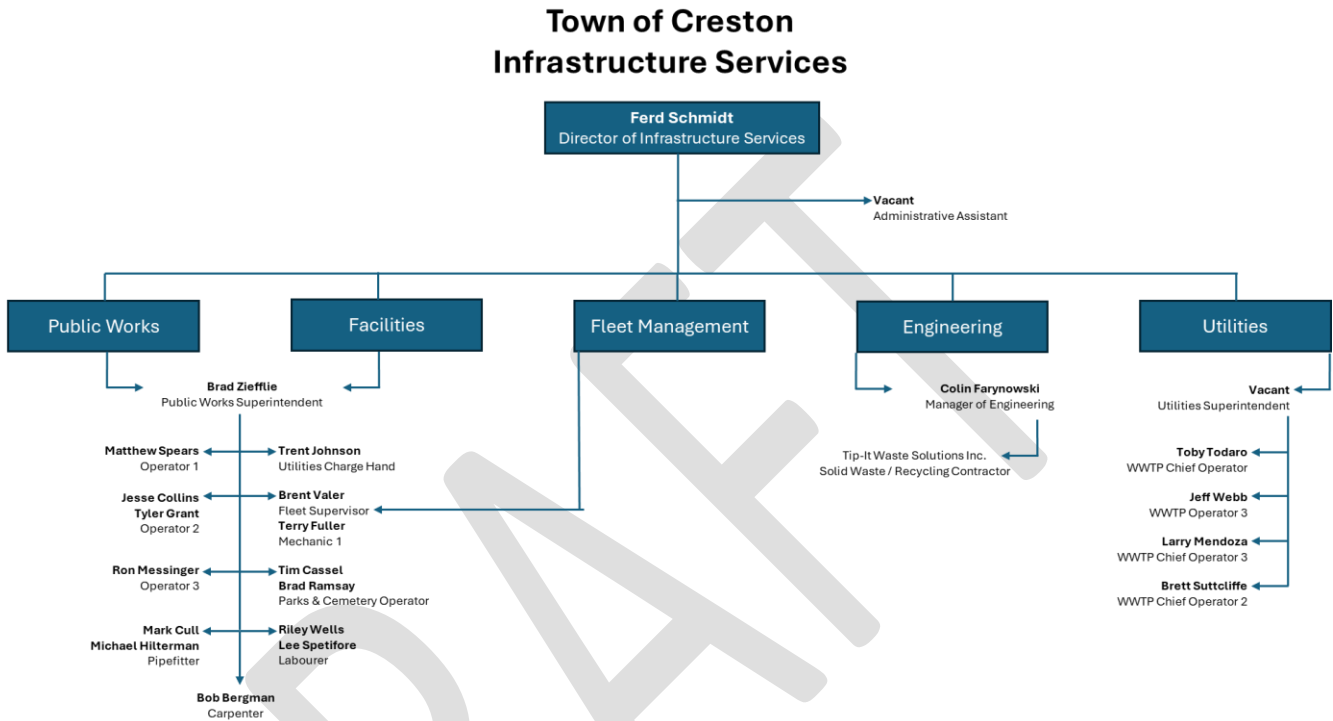


Strategic Focus Areas:

- **Budgeting and Financial Planning:** Developing and overseeing annual budgets to align resources with community priorities and strategic goals.
- **Revenue Collection:** Managing property taxes, utility payments, and other municipal revenues.
- **Accounts Payable and Receivable:** Processing payments to vendors and collecting payments owed to the municipality.
- **Payroll:** Processing payroll for Town of Creston employees, including auxiliary firefighters.
- **Financial Reporting:** Preparing reports on the municipality's financial position to ensure transparency and compliance with regulations.
- **Auditing:** Conducting internal and external audits to promote accountability and prevent mismanagement.
- **Grants Administration:** Managing applications and reporting for grants from other levels of government or organizations.
- **Purchasing and Procurement:** Overseeing contracts and purchases to ensure value and compliance with procurement policies.
- **Information Technology:** Maintaining IT infrastructure, cybersecurity, and digital services.

Appendix D: Infrastructure Services

“Plan, develop, maintain and upgrade physical assets and systems that support community well-being, economic growth and public safety”.

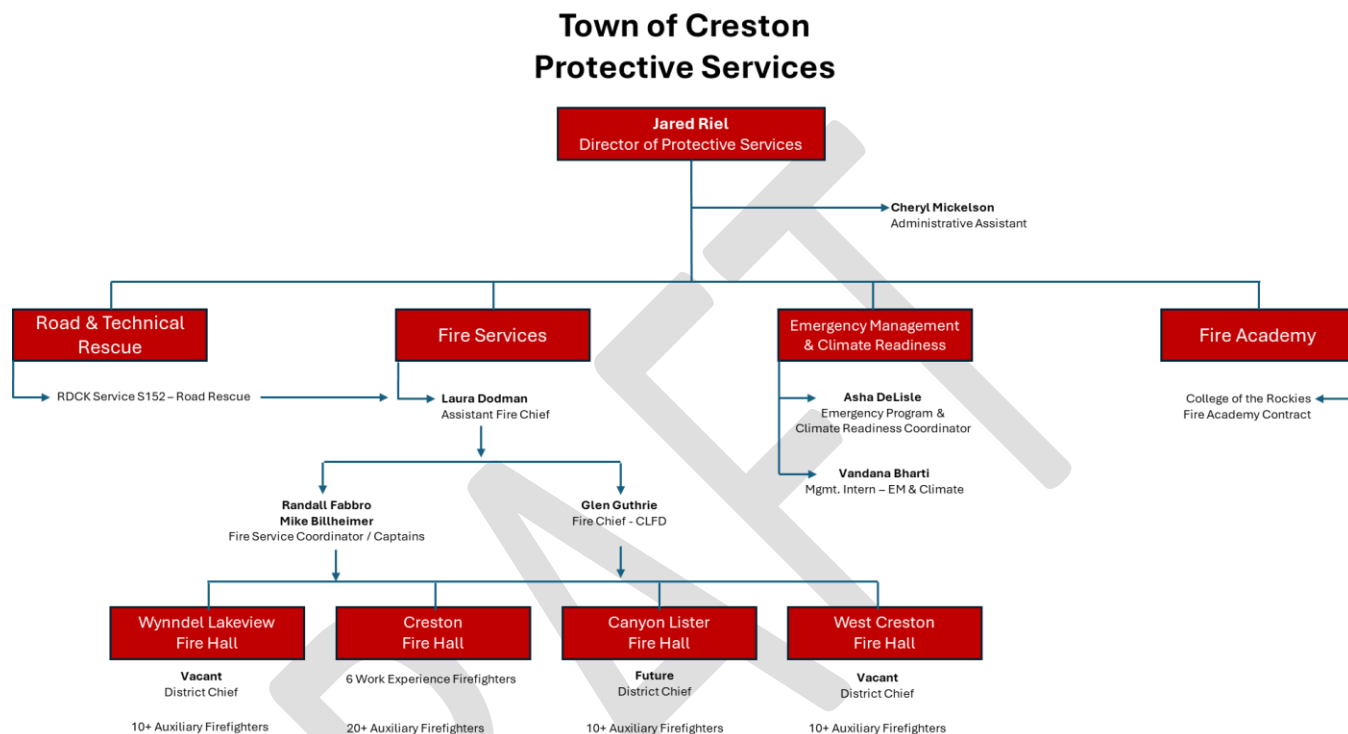


Strategic Focus Areas:

- **Roads and Transportation:** Maintenance and construction of roads, sidewalks, bridges, and public transportation infrastructure.
- **Water and Wastewater Management:** Ensuring clean water supply, maintaining water treatment facilities, and managing sewer systems.
- **Stormwater Management:** Designing and maintaining drainage systems to prevent flooding and manage runoff.
- **Solid Waste Management:** Overseeing waste collection, recycling programs, and landfill operations.
- **Fleet Management:** Maintaining and managing municipal vehicles and equipment.
- **Public Works:** General maintenance of municipal assets, such as streetlights, signage, and traffic signals.
- **Facilities:** General maintenance of municipal buildings and amenities.
- **Asset Management:** Evaluating and maintaining municipal infrastructure assets to maximize their lifespan and efficiency.
- **Development Services:** Reviewing and approving development applications to ensure they meet engineering standards and align with community plans.

Appendix E: Protective Services

“Ensure the safety and security of the community by proactively reducing risks, responding rapidly to emergencies, and fostering a resilient environment”.

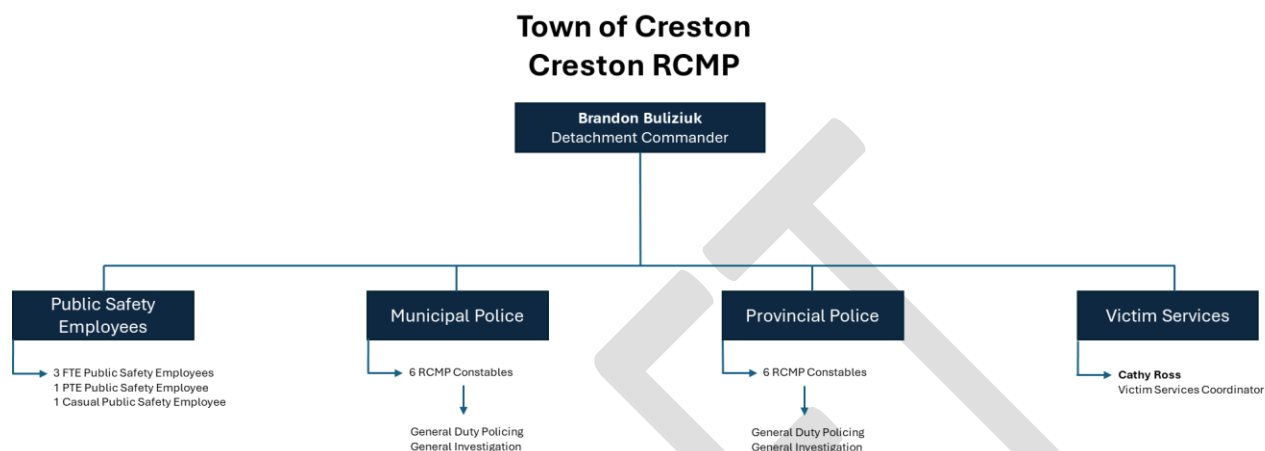


Strategic Focus Areas:

- **Fire and Rescue Services:** Preventing, responding to, and managing fires, hazardous material incidents, and emergency rescues.
- **First Response:** Supporting pre-hospital emergency medical services in collaboration with healthcare providers.
- **Emergency Management:** Preparing for, mitigating, responding to, and recovering from natural disasters, public health emergencies, or other crises.
- **Climate Readiness:** Climate readiness for a local government refers to the proactive measures and strategies implemented to prepare for and adapt to the impacts of climate change. It involves building resilience in communities, infrastructure, and ecosystems to mitigate risks and ensure long-term sustainability.
- **Public Safety Education:** Providing community programs and workshops on fire safety, emergency preparedness, and crime prevention.
- **Fire Code Enforcement:** Conducting fire inspections and educating building owners to ensure fire & life safety provisions are maintained in commercial, industrial, institutional, and multi-family residential buildings.

Appendix F: Creston RCMP

“Ensure the safety, security, and well-being of the community through a balanced approach of law enforcement, crime prevention, and community engagement”.



Strategic Focus Areas:

- **Crime Prevention and Investigation:** Addressing criminal activities, investigating offenses, and working to prevent future crimes.
- **Emergency Response:** Responding to emergencies such as accidents, natural disasters, and public disturbances.
- **Community Policing:** Building relationships with communities to address local concerns and improve trust.
- **Traffic Enforcement:** Ensuring road safety by enforcing traffic laws and investigating collisions.
- **Victim Support:** Providing assistance and resources to victims of crime.
- **Specialized Units:** Offering expertise in areas like cybercrime, drug enforcement, and search and rescue.

Succession Readiness

Corporate Organizational Restructuring



TOWN of CRESTON

Overview



Objectives

Organizational
Assessment

Background

Strategic
Leadership

Realigned
Organizational
Structure

Realignment
Tasks

Long Term
Goals

Updates

Organizational Assessment 2024



- **Conducted by BD Carruthers and Associates**

- Completed between Aug. 2024 and Nov. 2024
- Assessed 108 functional areas and ranked challenges based on risk to organization
- Staff interviews and Union perspective
- 53 recommendations

- **Summary of Findings**

- High workloads have staff efforts focused on day-to-day tasks and problem solving resulting in a lack of strategic leadership;
- Outdated bylaws, policies and procedures resulting in inconsistent application and enforcement
- Use of technology is limited across the organization
- Lack of dedicated and focused HR services for: policy development, performance management, OH&S administration, training and

Organizational Objectives



TOWN of CRESTON

To implement an updated organizational structure effectively while ensuring transparency, minimizing disruptions, and supporting employees through the transition process.

Increase strategic leadership capacity across all municipal services and departments.

Identify long-term organizational goals to manage staff changes and capacity challenges

Background Evolving Responsibilities



Emergent issues have increased workloads, along with planned improvements to service delivery.

Emergent issues are defined as being legislated (downloaded) by higher level of government, a change in general community expectation, and / or an urgent matter of public interest.

Planned improvements to service delivery include either changes to an actual service, an increase in physical assets, or both.



Background

The Past 15 years



• Emergent Services

- Accessibility Planning
- Emergency Management
- Climate Change and Sustainability
- Affordable Housing
- Public Health and Safety
- Privacy Management
- Economic Development
- Public Arts and Culture
- Reconciliation with Indigenous Peoples
- Recycling / Organic Waste
- Human Resources
- Financial Auditing Standards
- Communications / Engagement
- Asset Management
- Asset Retirement Obligations
- Policing / Victims Services
- BC Building Code / Step Code
- Cemetery Contract Management
- Council Meeting Recording / Broadcasting
- Information Technology
- Invasive Species / Rodents

Not a comprehensive list - green text related to changing societal expectations.



Background

The Past 15 years

• Increased Physical Assets

- ʔak'uᓄni (ah-kooth-nee)
- Creston Emergency Services Building
- Armitage Centre
- Kinsman Park
- Creston Valley Housing Corporation
- Expanded Trail Network
- Fire Training Centre
- Ken Huscroft Park
- D&R Moore Wetlands
- Steve's Ride / Off leash Dog Park

Not a comprehensive list – an example of changes

- Upgraded Wastewater Treatment Plant

• Potential Service / Asset / Work

- Contracted Childcare Facility
- Grain Elevator Ownership

• Increased Service Delivery

- Street Sweeping
- Fire / Rescue Response (WEP / FR)
- Creston Valley Fire Services (CFR/CLFD/WLFD)
- Budget / Strategic Planning
- Master Planning / Citizen Satisfaction

Background

The Past 15 Years



• Key Staff Changes

- Director of Development Services (2010)*
- Director of Public Works (2013)*
- Corporate Officer / Exec. Assistant (2017)
- Chief Administrative Officer (2018)
- Fire Chief (2019)
- Assistant Fire Chief (2019)
- Public Works Superintendent (2019)
- Corporate Officer (2020)
- Director of Community Services / Chief Building Official (2021)
- Director of Infrastructure

• Additions to Core Staffing

- Executive Assistant*
- Public Works Supervisor*
- Communications Coordinator
- Emergency Program Coordinator
- Management Intern for EMCR (Term)
- Fire Services Coordinator (2)
- Work Experience Firefighters (6)

• Staff Reductions

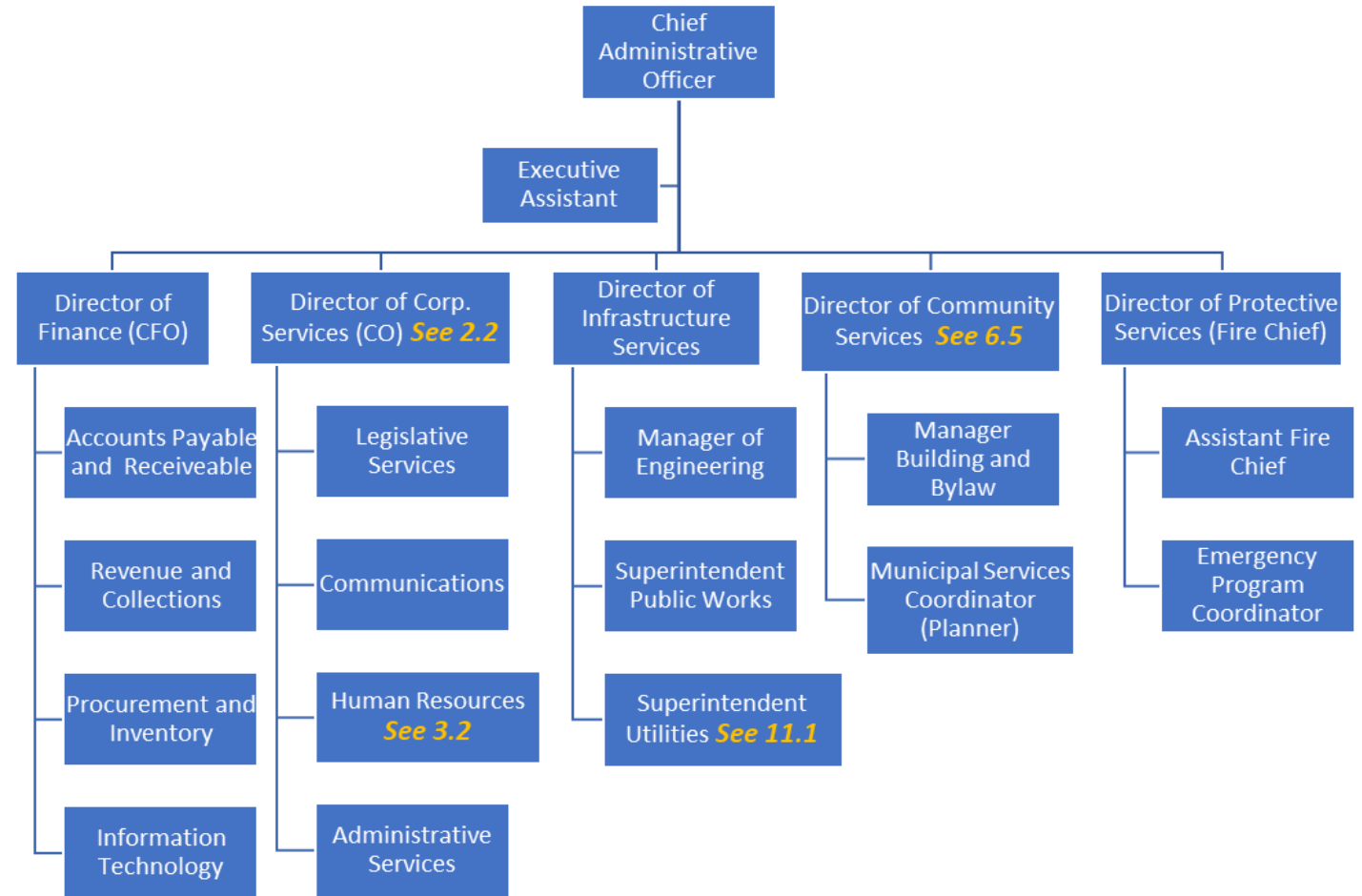
- Director of Community Services
- Climate / Housing Coordinator (Term)

Town of Creston 2024 Organizational Assessment Report



BDCA Recommendations 1.1

Restructure the senior management structure of the organization to reduce the number of direct reports to the CAO, develop leadership capacity and streamline administrative decision-making. Consideration should be given to the following structure.



Town of Creston 2024 Organizational Assessment Report



A consistent theme across the organization is the **lack of capacity to undertake strategic leadership** and tasks such as performance management, developing efficient work processes and exploring the use of technology, and revising and amending policies and bylaws to meet current demands and requirements

(Carruthers, 2024)

What is Strategic Leadership?



Strategic Leadership Defined

Strategic leadership is the ability to guide an organization or group towards long-term goals and success while navigating challenges and uncertainties.

It involves seeing the bigger picture, making informed decisions, and inspiring others to align their actions with the organization's mission and vision.

Strategic Leadership in Local Government

Strategic leadership in municipal government involves guiding a municipal service to achieve its long-term goals while addressing the unique challenges of public governance. It requires balancing the needs of diverse stakeholders, managing resources effectively, and fostering innovation to improve community services.

What is Strategic Leadership?

Key elements of strategic leadership in the municipal government context include:

- **Vision and Planning:** Setting a clear vision for the municipality's future and creating actionable plans to achieve it.
- **Stakeholder Engagement:** Collaborating with elected officials, community members, and other stakeholders to ensure inclusive decision-making.
- **Resource Management:** Allocating limited resources efficiently to meet the needs of the community while maintaining fiscal responsibility.
- **Adaptability:** Responding to changing political, economic, and social conditions with agility.
- **Innovation:** Encouraging creative solutions to enhance public services and infrastructure.

Corporate Administration Strategic Focus Areas



Focus Statement

Centralized management and support functions that enable a municipality to operate efficiently and effectively while implementing the policy decisions of its elected officials

Focus Areas

- Policy Implementation
- Leadership and management
- Advisory Role
- Budget Oversight
- Community Engagement

Community Services Strategic Focus Areas



Focus Statement

Supporting and
enhancing the well-
being of the community

Focus Areas

- Land Use Planning
- Licensing
- Community Development
- Environmental Stewardship
- Recreation and Parks
- Social Services
- Cultural Programs
- Public Health & Safety
- Community Engagement
- Data and Mapping

Corporate Services Strategic Focus Areas



Focus Statement

Provide foundational support to internal and external stakeholders for delivery of municipal services

Focus Areas

- Administrative Services
- Human Resources
- Legal and Governance
- Corporate Communications
- Records Management

Finance Strategic Focus Areas



Focus Statement

Ensure the responsible stewardship of public funds while supporting sustainable service delivery and long-term community goals

Focus Areas

- Budgeting and Financial Planning
- Revenue Collection
- Accounts Payable & Receivable
- Payroll
- Financial Reporting
- Cash Management
- Auditing
- Grants Administration
- Purchasing and Procurement
- Risk Management
- Information Technology

Infrastructure Services Strategic Focus Areas



Focus Statement

Plan, develop, maintain and upgrade physical assets and systems that support community well-being, economic growth and public safety

Focus Areas

- Roads and Transportation
- Water and Wastewater Management
- Stormwater Management
- Solid Waste Management
- Fleet Management
- Public Works
- Facilities
- Asset Management
- Development Services

Protective Services Strategic Focus Areas



Focus Statement

Ensure the safety and security of the community by proactively reducing risks, responding rapidly to emergencies, and fostering a resilient environment

Focus Areas

- Fire and rescue services
- First response
- Emergency Management
- Climate Readiness
- Public Safety Education
- Fire Code Enforcement

Police Services Strategic Focus Areas



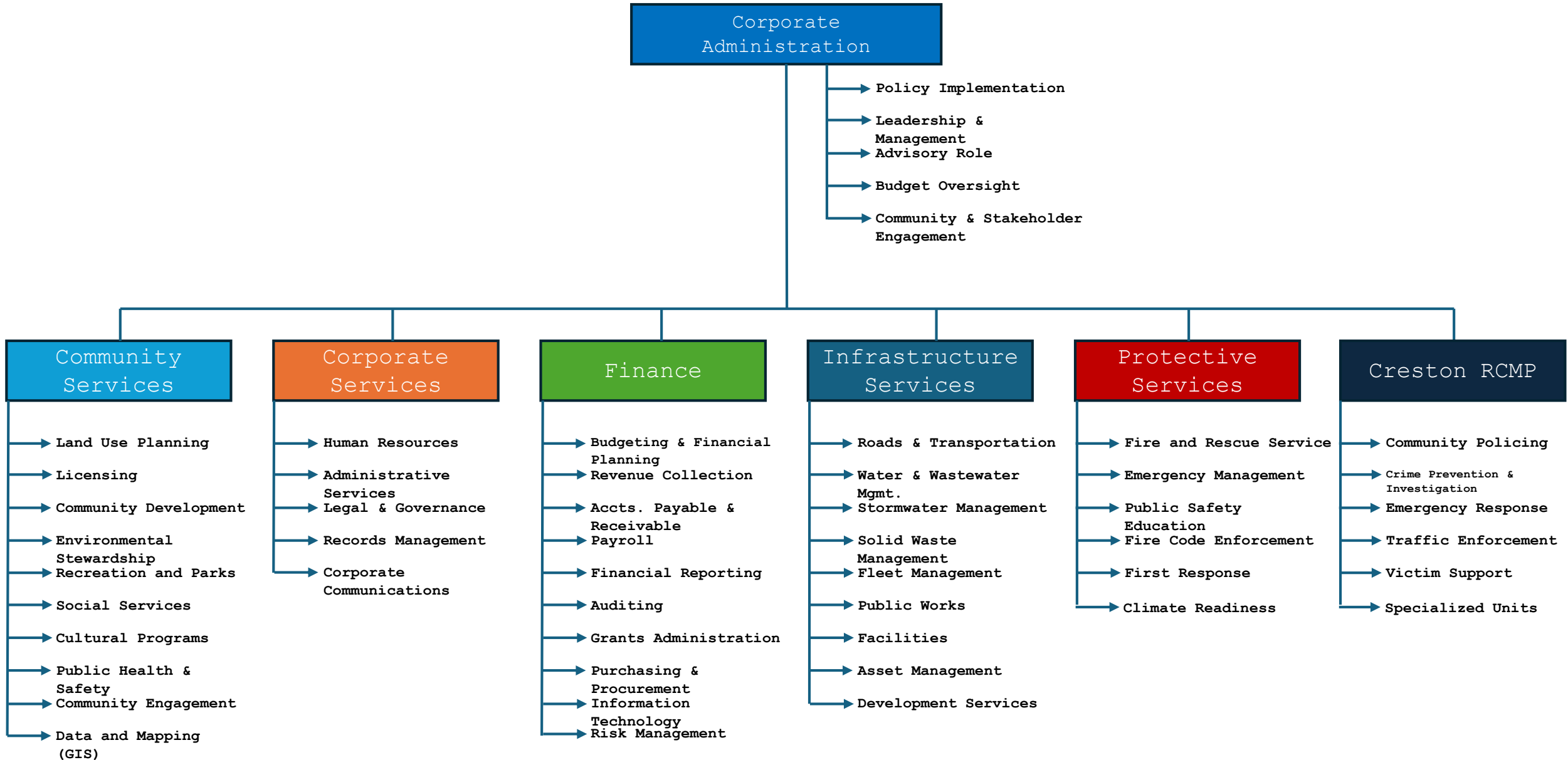
Focus Statement

Ensure the safety, security, and well-being of the community through a balanced approach of law enforcement, crime prevention, and community engagement

Focus Areas

- Crime prevention and investigation
- Emergency response
- Community policing
- Traffic enforcement
- Victim support
- Specialized units

Organizational Chart By Strategic Focus Areas



What does assigning Strategic Focus Areas achieve?



Provides clarity on "Who" is responsible for strategic leadership issues.

Improves the defining of responsibilities, departments / business units to a Division that are strategic aligned.

Improves the ability to do a capacity analysis on functional responsibilities across the organization.



Defining Departments / Business Unit Responsibilities

(pages 14 -
36)

Planning Responsibilities

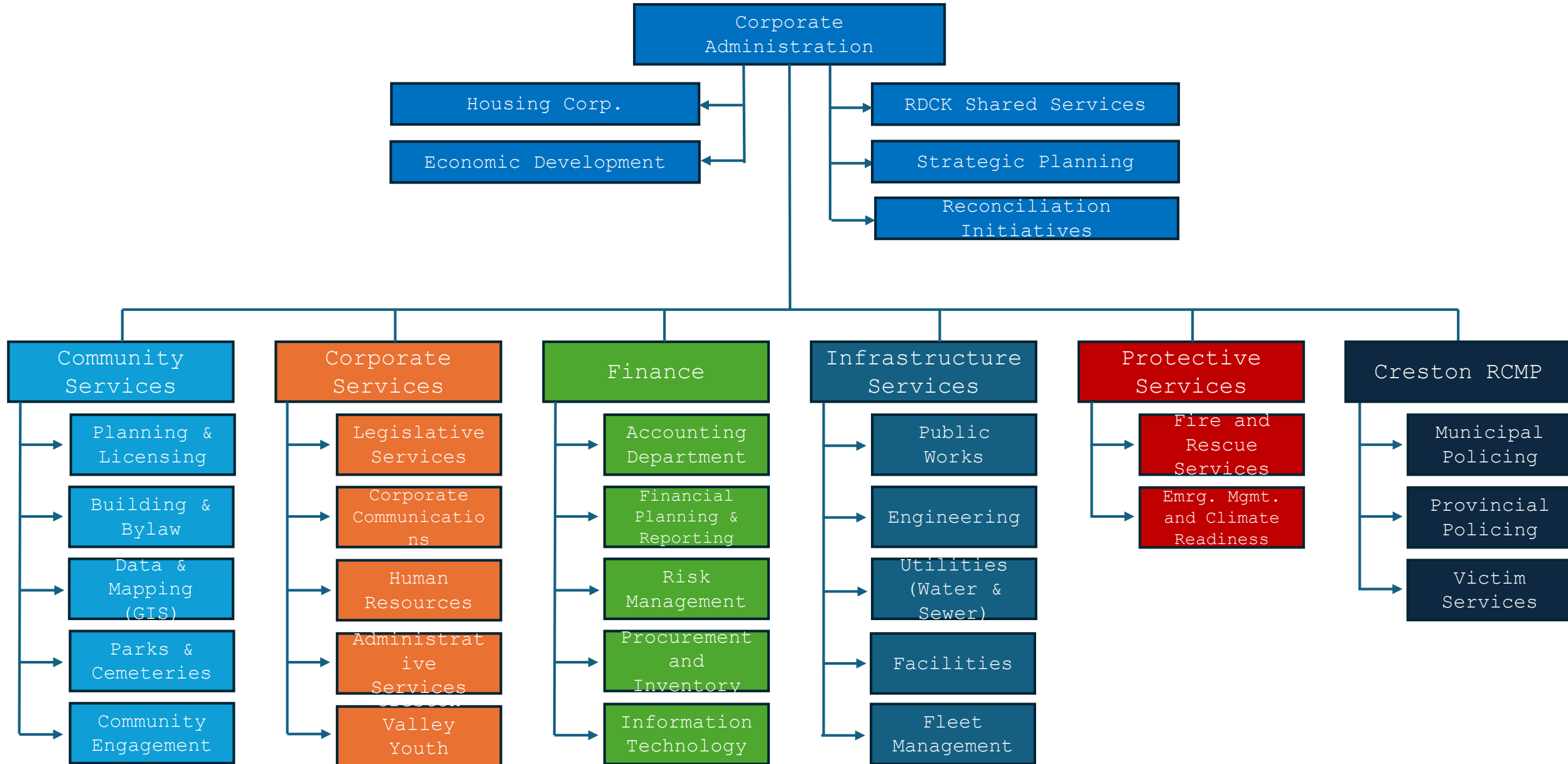
Land Use and Zoning	Establishing and enforcing zoning bylaws to regulate how land is used (e.g., residential, commercial, industrial).
Development Approvals	Reviewing and approving building permits, site plans, and subdivision applications to ensure compliance with local regulations.
Community Planning	Creating long-term plans, such as official community plans or regional growth strategies, to guide sustainable development.
Environmental Considerations	Incorporating environmental protection measures into planning decisions, such as floodplain management or green space preservation.

SAMPLE

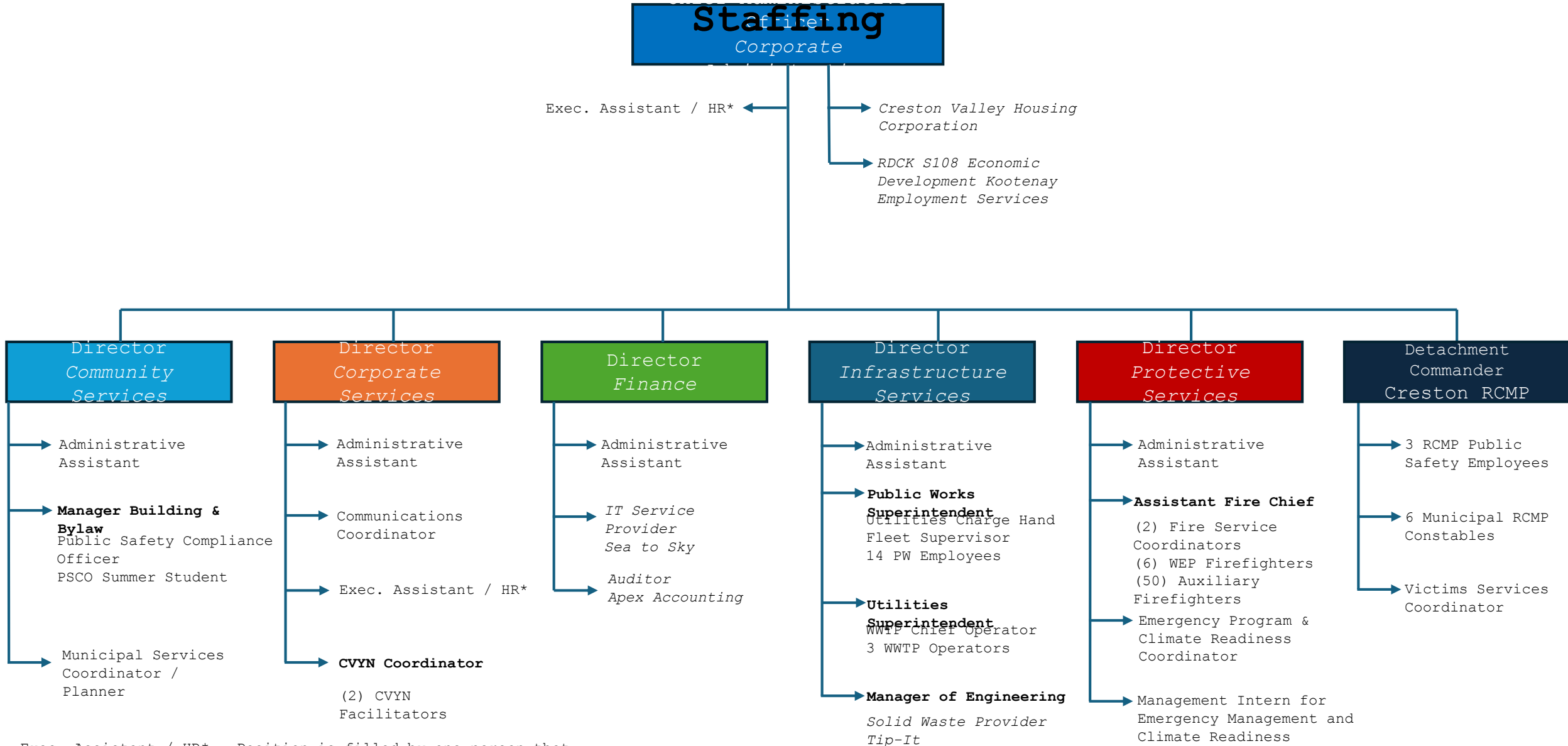
Licensing Responsibilities

Business Licensing	Issuing and renewing licenses for businesses to operate legally within the municipality.
Special Permits	Managing permits for specific activities, such as liquor licenses, event permits, or temporary use permits.
Compliance and Enforcement	Ensuring businesses and developments adhere to municipal bylaws and regulations.

Organizational Chart by Responsibilities



Town of Creston Organizational Chart -



Exec. Assistant / HR* - Position is filled by one person that provides support to the CAO

Re-Structuring Tasks



Adopt re-aligned organizational structure that assigns strategic leadership focus areas and functional responsibilities to 6 identified Divisions.



Appoint key staff to Director positions that resulted from the organizational re-alignment.



Recruitment of new staff positions created through the 2025 Budget Process with the target recruitment completion date of June 2025.



The CAO and Division Directors collaborate to address existing organizational capacity challenges with re-aligned responsibilities.

Long Term
Objective
#1

Development of
Succession Plan

Comprehensive succession planning allows the organization to move away from the reactive/replacement practice of hiring and toward a proactive approach of developing a talent pool through succession planning

Replacement Hiring

A narrow approach and usually focused on trying to quickly avoid a crisis by filling a position in a short time.

More restrictive, sometimes forcing an organization to select the best person available at that moment.

Often a quick fix.

Usually based on the current job description and with limited time for additional input.

Often uses only input from the incumbent and his or her immediate supervisor.

May offer advancement as a reward or because of seniority with the organization.

Succession Planning

Takes the additional time needed to ensure that the decision aligns with the organization's strategic plan and goals.

More flexible and allows you to focus on selecting the best candidate for the position.

Exhibits a long-term commitment to the organization and developing individuals in the organization.

Allows you the time to further develop the job description to include new directions, expanded responsibilities, or adjustments to the position.

Uses feedback from multiple perspectives and resources.

Doesn't just consider whether a person has been in their position for a period of time long enough to merit an advancement but rather looks at the person's abilities to ensure that they have the competencies

Succession Plan Elements



TOWN of CRESTON



Talent Identification: Recognizing employees with the potential to take on leadership or specialized roles in the future.



Skill Development: Providing training, mentorship, and professional development opportunities to prepare these individuals for future responsibilities.



Knowledge Transfer: Documenting institutional knowledge and creating processes to pass it on to successors, ensuring minimal disruption during transitions.



Workforce Planning: Analyzing workforce demographics to anticipate retirements or turnover and plan accordingly ~ including anticipated service growth or changes



Emergency Preparedness: Establishing interim solutions for unexpected vacancies to maintain operational stability.

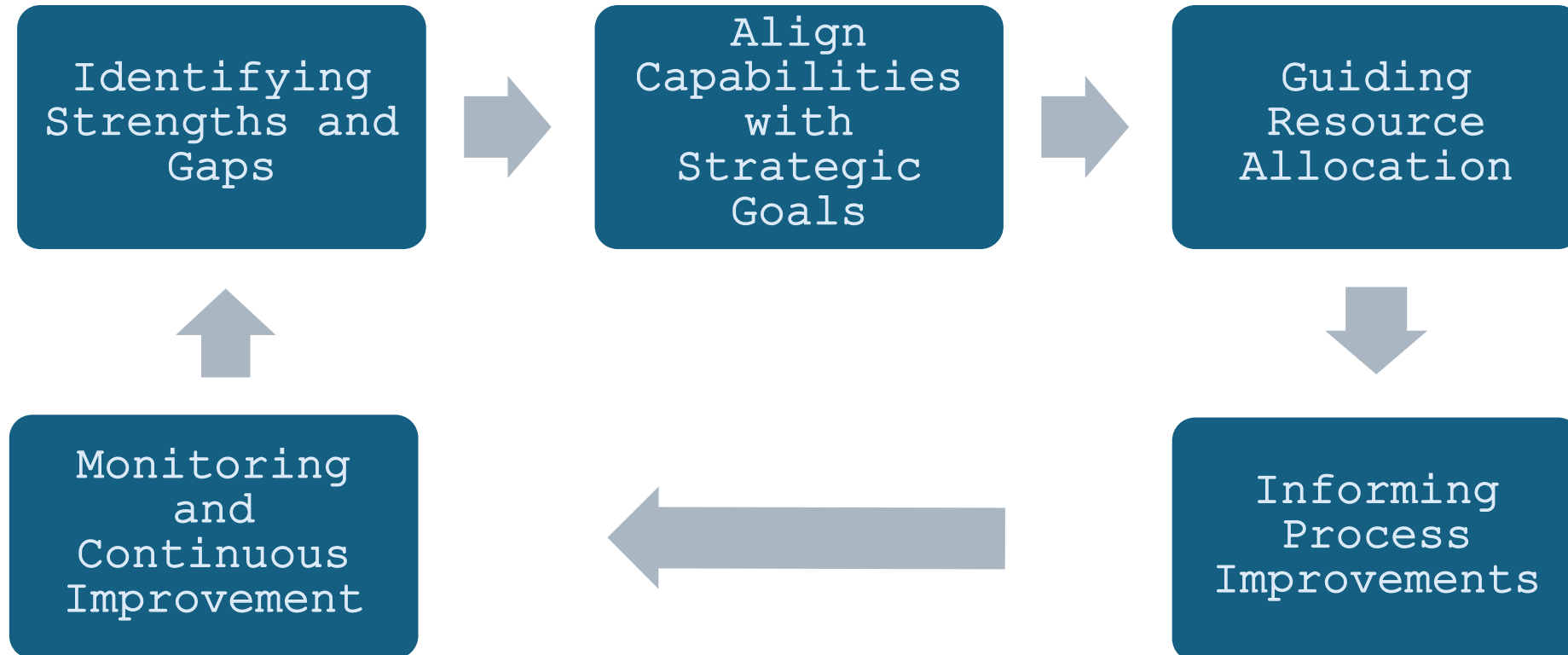
Long Term
Objective
#2

Capacity Analysis

An organizational capacity analysis is a systematic evaluation of an organization's ability to achieve its mission and strategic objectives.

The goal is to understand how well equipped the Town of Creston is to deliver services, respond to challenges, and effectively implement policies and initiatives.

Capacity Analysis Outcomes



Senior
Management
Changes
*Effective April 7,
2025*



Joel Comer	Director of Community Services
Kirsten Dunbar	Director of Corporate Services
Brad Ziefflie	Director of Infrastructure Services
Steffan Klassen	Director of Finance
Jared Riel	Director of Protective Services

Recruitment Update 2025 Budget



Feb 2025	Transition 2 temp. positions to FTE in Public Works
Feb 2025	Transition 0.5 temp. position to FTE Wastewater Treatment Plant Operator
March 2025	Recruitment of Director of Infrastructure Services
April 2025	Recruitment of Utilities Superintendent and Administrative Assistant for Infrastructure Services
April 2025	Recruitment of term records clerk for transition to electronic records for Corporate Services

Questions?

Corporate Organizational Restructuring



TOWN of CRESTON

REQUEST FOR DECISION

DATE:	April 8, 2025
TOPIC:	Authorization for Grant Submission to ETSI-BC
PROPOSAL:	Creston Valley-Kootenay Lake Economic Development Restructuring Initiative
PROPOSED BY:	Mike Moore, Chief Administrative Officer
DIVISION:	Corporate Administration

SECTION 1: SUMMARY

Staff are requesting Council authorization to submit an application for funding to ETSI's Building Economic Development Capacity Stream.

Staff Recommendation:

THAT the report titled, "Creston Valley-Kootenay Lake Economic Development Restructuring Initiative" dated April 8, 2025 from the Chief Administrative Officer, be received;

THAT Council AUTHORIZES the Mayor to write a letter in support of the Town of Creston's application to ETSI – BC's "Building Economic Development Capacity" Stream for the Creston Valley-Kootenay Lake Economic Development Restructuring Initiative and authorizes staff to submit an application for funding.

SECTION 2: BACKGROUND

Creston Valley-Kootenay Lake, including the Town of Creston, Regional District Areas A, B, and C, and the Lower Kootenay Band, are requesting a letter of support and Council authorization to assist the Town of Creston in applying for funding from ETSI-BC's "Building Economic Development Capacity" stream. This funding opportunity is currently open and closes on April 11th.

The proposed funding will support the restructuring of economic development services for the broader Creston Valley-Kootenay Lake area. Currently, economic development, and related activities, are undertaken by multiple organizations, including Kootenay Employment Services, the Creston Valley Chamber, the Kootenay Lake Chamber, the Fields Forward Society, Creston Valley Tourism, and Nelson-Kootenay Lake Tourism. Additionally, the Town of Creston provides services such as physician and healthcare recruitment. While these organizations are each successful in their own right, a more synchronized governance and delivery model would enable greater efficiency and effectiveness in fostering economic growth.

SECTION 3: ISSUE ANALYSIS / DISCUSSION

With funding from ETSI-BC, two key objectives will be worked towards:

Developing a Coordinated Governance and Delivery Model: A third-party consultant will be engaged to facilitate strategic planning and stakeholder consultation to assess the feasibility of a more integrated economic development structure.

Updating the Economic Development Strategic Plan: The current 2018 “Stronger Together” strategy has provided valuable guidance but needs revision to address recent economic shifts, including the impacts of the COVID-19 pandemic and ongoing trade tensions with the United States. 112A refreshed strategic plan will ensure Creston Valley-Kootenay Lake is well-positioned for the next five years. Neighboring communities within the RDCK, such as Greater Nelson Economic Development and the South Kootenay Economic Development Alliance, have successfully implemented similar synchronized models, demonstrating the benefits of a cohesive approach. By investing in a well structured and forward-thinking economic development framework, we can enhance regional collaboration, attract investment, and better serve our communities.

A Request for a letter of support and financial contribution was submitted to the RDCK Board and presented on March 20, 2025. The submission requests a financial contribution of \$33, 500 to assist in achieving the above objectives and to satisfy the requirement for this funding stream that the applicant provide a minimum of 40% of the project costs.

Letters of support have been received from the RDCK and Kootenay Employment Services, with others anticipated from community organizations involved in economic development within our community.

Environmental Considerations

None Identified

Social Considerations

Economic development contributes to the overall social well-being of communities.

Economic Considerations

This project would support improved Economic Development governance and delivery model to foster further economic growth.

SECTION 4: ORGANIZATION IMPLICATIONS

Legislative Considerations (Policies and/or Bylaws)

None Identified.

Strategic Focus

Service Excellence, Economic Health, Liveability

Reconciliation Considerations

None Identified

Communication Considerations

None Identified

SECTION 5: FINANCIAL IMPLICATIONS

Included in Financial Plan: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> N/A	Financial Plan Amendment Required: <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Next Budget Cycle
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Applicant is required to contribute 40% of funding. \$33,500 has been requested from the Regional District of Central Kootenay to support this project.

SECTION 6: OPTIONS AND ALTERNATIVES

Option 1:

Council authorizes staff to apply for the ETSI-BC “Building Economic Development” funding stream for the CVKL Economic Development Restructuring Initiative, with the Mayor providing a letter of support on behalf of Council.

Option 2:

Council does not support the application to ETSI-BC’s “Building Economic Development” funding stream.

SECTION 7: RECOMMENDATIONS

That Council passes the following resolution(s):

THAT the report titled, “Creston Valley-Kootenay Lake Economic Development Restructuring Initiative” dated April 8, 2025 from the Chief Administrative Officer, be received;

THAT Council AUTHORIZES the Mayor to write a letter in support of the Town of Creston’s application to ETSI – BC’s “Building Economic Development Capacity” Stream for the Creston Valley-Kootenay Lake Economic Development Restructuring Initiative and authorizes staff to submit an application for funding.

SECTION 8: SUBMITTED AND REVIEW

This report is respectfully submitted by:


 Mike Moore, Chief Administrative Officer

No further comment.



Michael Moore, Chief Administrative Officer

PowerPoint: Yes No

Attachments

N/A

References

N/A



Council Action List Report

Council Action List Report

Council Action List

Report Created On: Apr 04, 2025

Report Legend



Priority



No Update



Overdue

YEAR 1

2021 - Council Directed Action List

Identified Council Actions (by resolution) from Council Meetings.

Council Date	Resolution #	Plan Label And Number	Description	Last Update	Last Update Date
November 23, 2021	404-21	Council Action 1.2	<p>Installation of Bulletin Board (Community Forests)</p> <p>THAT Council APPROVES Creston Valley Community Forests to <u>install a two-sided bulletin board on municipal property</u>, specifically the Creston Walk-Through Park on Canyon Street, in a <u>location to be determined with Staff and Creston Valley Community Forests</u>, as reported by the Chief Administrative Officer within the attached report.</p>	<p><u>Reporting Period Update:</u></p> <p>Staff currently working with CCF and Town board representative on solutions.</p>	Jan 24, 2025

YEAR 2

2022 - Council Directed Action List

Identified Council Actions (by resolution) from Council and Committee of the Whole Meetings.

Council Date	Resolution #	Plan Label And Number	Description	Last Update	Last Update Date
April 26, 2022	162-22	Council Action 2.2	<p>Development Cost Charges</p> <p>THAT Council DIRECTS <u>Staff to develop a new municipality-wide Development Cost Charges bylaw</u> for Council consideration at an upcoming Regular Council Meeting.</p>	<p><u>Reporting Period Update:</u></p> <p>Committee Directed staff to proceed with public consultation on Development Cost Charges.</p>	Apr 05, 2024
July 26, 2022	302-22	Council Action 2.5	<p>Memorandum of Friendship</p> <p>THAT Council REVIEWED the Memorandum of Understanding and Friendship between the Lower Kootenay Band and the Town of Creston originally presented and signed on January 26, 2010; THAT Council RECOMMENDS no changes to the Memorandum of Understanding and Friendship; AND FURTHER, THAT Council APPROVES signing of the Memorandum of Understanding and Friendship upon the approval by Lower Kootenay Band Council.</p>	No new update to provide	Apr 24, 2024

YEAR 3

2023- Council Directed Action List

Identified Council Actions (by resolution) from Council and Committee of the Whole Meetings.

Council Date	Resolution #	Plan Label And Number	Description	Last Update	Last Update Date
October 24, 2023	341-23	Council Action 3.21	<p>Childcare New Spaces Funding</p> <p>THAT Council DIRECT Staff to engage a building professional to provide a conceptual drawing of a facility to include housing and childcare and a project construction budget; THAT Council DIRECT Staff to engage a consultant to facilitate the completion of a grant application to the Childcare New Spaces Fund; THAT Council DIRECT Staff to prepare a grant application to BC Housing Community Fund for spring of 2024; THAT Council AUTHORIZES a consultant budget of \$80,000 to be included in the 2024 budget; AND FURTHER, THAT Council DIRECT Staff to begin facilitation of an operating agreement with a non-profit provider for the childcare space and the housing units.</p>	<p><u>Reporting Period Update:</u></p> <p>No update from funder at this time.</p>	Jan 24, 2025
November 28, 2023	383-23	Council Action 3.22	<p>Tree Planting Program</p> <p>THAT Council DIRECTS Staff to develop a Tree Planting Program and Tree Protection Bylaw for consideration at an upcoming Regular Committee of the Whole.</p>	<p>Ecoscape Environmental Consultants has been hired to develop a Tree Planting Guide as an educational tool for both Staff and the public to build out Creston's urban tree canopy. Staff are actively developing educational materials on the benefits of trees.</p>	Mar 21, 2025
November 28, 2023	384-23	Council Action 3.23	<p>Green Burials</p> <p>THAT Council DIRECT staff to review the Cemeteries Regulations and Operations Bylaw No. 1824, 2015 to consider the inclusion of green/greener burials at Forest Lawn Cemetery in accordance with the Town of Creston Cemeteries Master Plan.</p>	<p><u>Reporting Period Update:</u></p> <p>Royal Oak staff presented to the Cemetery Select Committee on February 27th, 2024. Royal Oak is sending bylaws and processes to assist in bylaw development and program planning.</p>	Mar 31, 2025

YEAR 4

2024-Council Directed Action List

Identified Council Actions (by resolution) from Council and Committee of the Whole Meetings.

Council Date	Resolution #	Plan Label And Number	Description	Last Update	Last Update Date
January 16, 2024	29-24	Council Action 4.4	<p><u>Short Term Rental Fee Evaluation</u></p> <p>THAT Council DIRECTS Staff to bring forward an evaluation on Short Term Rental Business Licence Fees pending the receipt of of rental information from short-term rental providers from the Province.</p>	<p><u>Reporting Period Update:</u></p> <p>Provincial requirements are evolving, targeting May/June as a key period for removing listings that haven't provided proof of local government approval, usually signified by a business licence. The impact on the Town's business licensing and enforcement and associated fees is still unclear. Completion of this action item is anticipated in late Q2 or Q3, coinciding with the provincial program's implementation.</p>	Mar 31, 2025
February 13, 2024	57-24	Council Action 4.5	<p><u>Solar Panels</u></p> <p>THAT Council RECEIVE FOR INFORMATION the Council Direction Request outlining the grant application, feasibility study, roof capacity assessment, and reporting deadlines for the Creston Emergency Services Building (CESB) solar panel project, AND FURTHER, THAT Council DIRECT Staff to determine if another municipally-owned building has the roof capacity to install solar panels with the funds from Columbia Basin Trust.</p>	<p><u>Reporting Period Update:</u></p> <p>No update.</p>	Aug 27, 2024
February 20, 2024	92-24	Council Action 4.8	<p><u>Public Space Booking Program</u></p> <p>THAT Council DIRECT Staff to develop a new Public Space Booking program.</p>	<p><u>Reporting Period Update:</u></p> <p>Work is ongoing and on schedule for completion Q2.</p>	Mar 31, 2025
February 20, 2024	92-24	Council Action 4.10	<p><u>Municipal Reclassification</u></p> <p>THAT Council DIRECTS Staff to proceed with developing a work plan for completing the Provincial requirements for a reclassification process.</p>	<p><u>Reporting Period Update:</u></p> <p>Municipal Designation Survey will be sent out via Mail to residents in Creston and will be launched on Let's Talk Creston the week of April 7, 2025. The Survey has been designed with background information to outline at a high level the opportunities and challenges associated with a re-classification process and ensure that it is clear the survey is simply to collect information. Any formal decision will occur through an electoral approval process and with direction from Council. Survey will close at end of April with results brought forward for Council consideration in May 2025.</p>	Apr 04, 2025
July 9, 2024	335-24	Council Action 4.26	<p><u>Fence Height on Provincial Highways</u></p> <p>THAT Council DIRECTS Staff to present Committee of the Whole with a report evaluating impacts of allowing increased fence height on all properties adjacent to provincial highways.</p>	<p><u>Reporting Period Update:</u></p> <p>Nearing completion, planned for Council consideration April 2025.</p>	Mar 31, 2025

Council Date	Resolution #	Plan Label And Number	Description	Last Update	Last Update Date
July 23, 2024	354-24	Council Action 4.28	<p><u>Active Transportation Amenities Grant</u></p> <p>That Council DIRECT staff to purchase 30 benches as part of the Active Transportation Amenities Grant, with 0-5 being in the style of Option 4 and 25-30 being in the style of Option 2, dependant upon cost, quality of design proposals, and timing; AND FURTHER THAT Council DIRECT staff to purchase inverted U-loop bike racks for 12 locations, with locally designed/fabricated options prioritized as cost, quality of design proposals, and timing permit.</p>	<p><u>Reporting Period Update:</u></p> <p>Complete. All amenities have been procured. As the project is significantly under-budget, the funder has approved a 1-year extension and scope change allowing for purchase and installation of additional amenities in the 2025/2026 provincial fiscal year.</p>	Mar 31, 2025
August 13, 2024	368-24	Council Action 4.30	<p><u>Baseball Field Maintenance</u></p> <p>THAT the Committee of the Whole receives the delegation from Creston Valley Minor Baseball Association regarding Baseball Field Maintenance and Safety; AND FURTHER, THAT Council REFERS the issue of baseball field maintenance to staff.</p>	<p><u>Reporting Period Update:</u></p> <p>Regional District of Central Kootenay and Town of Creston staff meet with Creston Valley Minor Baseball Association to discuss the maintenance of the baseball fields in Creston.</p> <p><u>Next Steps:</u></p> <p>Staff to work to ascertain the costs associated with upgrades and maintenance to baseball fields to bring forward to Council for consideration.</p>	Sep 06, 2024
August 13, 2024	369-24	Council Action 4.31	<p><u>Living Organ Donation</u></p> <p>THAT Council REFERS the correspondence from the Kidney Foundation BC & Yukon Branch regarding Living Organ Donation by Municipal Employees to staff to evaluate options for an employee benefit to allow staff time to recover from living organ donation.</p>	<p><u>Reporting Period Update:</u></p> <p>No update. Project not yet initiated.</p>	Sep 06, 2024
September 24, 2024	406-24	Council Action 4.36	<p><u>1130 Canyon Street</u></p> <p>THAT the report from the Corporate Officer regarding 1130 Canyon Street, dated September 20, 2024, be received;</p> <p>AND FURTHER, THAT Council DIRECTS staff to explore other options of disposal and/or alternate uses of 1130 Canyon Street.</p>		
November 12, 2024	464-24	Council Action 4.41	<p><u>Wayfinding Project</u></p> <p>THAT Council RECEIVES the report titled “EAP Wayfinding Project” dated October 22, 2024, from the Manager of Community Planning and Development; AND FURTHER, THAT Council DIRECT Staff to present the final design, number, and type of signs to be manufactured for wayfinding in the Town of Creston for Council decision at an upcoming Council Meeting.</p>	<p><u>Reporting Period Update:</u></p> <p>Priority locations for wayfinding signs and key amenities identified. Staff anticipate bringing a report forward to Council on April 22, 2025.</p>	Mar 19, 2025

Council Date	Resolution #	Plan Label And Number	Description	Last Update	Last Update Date
November 26, 2024	488-24	Council Action 4.43	<p><u>Situation Table</u></p> <p>THAT Council DIRECTS Staff to proceed outreach with human service and justice agencies to ascertain interest in and support for establishing a Situation Table in Creston.</p>	<p><u>Reporting Period Update:</u></p> <p>Report provided to Council on March 25, 2025 noting that funding has opened for Situation Table training. Council authorized staff to submit an application and authorized a letter of support to supplement the application. The Grant is in progress and will be submit in April.</p>	Apr 04, 2025
December 17, 2024	535-24	Council Action 4.44	<p><u>Letter in support of increased security for the Canada/US border</u></p> <p>THAT Council AUTHORIZES the Mayor to write a letter to the Ministry of Public Safety and Solicitor General to advocate for increased support to secure the Canada/US border.</p>	<p><u>Reporting Period Update:</u></p> <p>Letter in progress aligned with the goals that have been specified with the mandate of the Minister of Public Safety and Solicitor General. Will be distributed week of April 7, 2025.</p>	Apr 04, 2025

YEAR 5

2025-Council Directed Action List

Identified Council Actions (by resolution) from Council and Committee of the Whole Meetings.

Council Date	Resolution #	Plan Label And Number	Description	Last Update	Last Update Date
28-Jan-25	45-25	Council Action 5.8	<p><u>Fees and Charges Amendment Bylaw (Pet Licensing).</u></p> <p>THAT the report titled "Consideration of Free Licenses for Adopted Cats & Dogs" dated January 14,2025 from the Manager of Building and Bylaw, BE RECEIVED;</p> <p>AND FURTHER THAT Council DIRECTS Staff to draft an amendment to the Fees and Charges Bylaw to provide a one-year pet license for a dog or cat when adopted from Pet Adoption and Welfare Society (PAWS).</p>	<p><u>Reporting Period Update:</u></p> <p>Provided to Council for consideration of first to third reading on March 11, 2025.</p>	Mar 07, 2025

Council Date	Resolution #	Plan Label And Number	Description	Last Update	Last Update Date
28-Jan-25	48-25	Council Action 5.10	<p><u>Disposition of Land to Creston Valley Housing Corporation</u></p> <p>THAT, Council AUTHORIZES the disposition of the following Town owned properties to the Creston Valley Housing Corporation, subject to all legal requirements:</p> <ul style="list-style-type: none"> • 1501 Cedar Street, legally described as LOT 3 DISTRICT LOT 891 KOOTENAY DISTRICT PLAN NEP 70196 (PID: 025-185-764) • 1510 Birch Street, legally described as LOT 1 DISTRICT LOT 891 KOOTENAY DISTRICT PLAN EPP128273 (PID: 031-947-760) • 210-11th Avenue South, legally described as LOT A DISTRICT LOT 891 KOOTENAY DISTRICT PLAN EPP7229 (PID: 028-337-506) • 817 Vancouver Street, legally described as PARCEL A (SEE 108789I) LOT 19 DISTRICT LOT 525 KOOTENAY DISTRICT PLAN 693A (PID: 016-121-287) • 140-10th Avenue North, legally described as LOT 4 DISTRICT LOT 525 KOOTENAY DISTRICT PLAN 693A EXCEPT (1)PARCEL 1 (SEE 5960I) (2)PARCEL 2 (SEE 9272I) (3) PARCEL 6 (SEE DD 14521) (PID: 016-162-650) • 138-10th Avenue North, legally described as PARCEL D (SEE 22394I) OF LOT 3 DISTRICT LOT 525 KOOTENAY DISTRICT PLAN 693A (PID: 016-162-552); AND, PARCEL 6 (SEE DD 14521) OF LOT 4 DISTRICT LOT 525 KOOTENAY DISTRICT PLAN 693A (PID: 016-162-617) 	<p><u>Reporting Period Update:</u></p> <p>Partnering Agreement to be in place between the Town and Creston Valley Housing Corporation prior to completing the transfer of land and assets between the Town and CVHC.</p>	Apr 04, 2025

Council Date	Resolution #	Plan Label And Number	Description	Last Update	Last Update Date
March 11, 2025	120-25	Council Action 5.11	<p><u>Opting into the Provincial Principal Residence Requirement</u></p> <p>THAT Council RECEIVES the February 25, 2025, Council Direction Request titled “Opting into the Provincial Principal Residence Requirement” from the Manager of Community Planning and Development;</p> <p>THAT Council DIRECTS Staff to prepare a zoning amendment bylaw to change the meaning of principal residence when referring to Short Term Rentals, to align with provincial legislation, for Council consideration;</p> <p>AND FURTHER THAT Council DIRECTS Staff to prepare a Council Resolution and Request for Decision for Council consideration of opting into the Provincial principal residence requirement.</p>		
March 11, 2025	121-25	Council Action 5.12	<p><u>Farmers Market Nutrition Coupon Program</u></p> <p>THAT Council AUTHORIZES the Mayor to write a letter in support of the BC Farmers Market Nutrition Coupon Program to the Honorable Josie Osborne, Minister of Health.</p>		
March 25, 2025	135-25	Council Action 5.13	<p><u>Farmers Market Licence of Occupation</u></p> <p>THAT Council RECEIVES the March 25, 2025, Request for Decision, titled “Creston Valley Farmers’ Market - 2025 Licence of Occupation”;</p> <p>AND FURTHER, THAT Council AUTHORIZES the Mayor and Corporate Officer to execute the Licence of Occupation between the Town of Creston and the Creston Valley Food Action Coalition for the properties legally described as Lot 2 District Lot 525 Kootenay District Plan NEP87969 (PID: 027-735-826) and Lot B District Lot 525 Kootenay District Plan 15256 (PID: 009-590-692), located at 115 and 111 Northwest Boulevard as presented, pursuant to the provisions of Section 26 of the Community Charter.</p>	<p><u>Reporting Period Update:</u></p> <p>Licence of Occupation has been provided to Creston Valley Food Action Coalition for review and signing.</p>	Apr 04, 2025

REQUEST FOR DECISION

DATE:	April 8, 2025
TOPIC:	Delegation of Authority Bylaw
PROPOSAL:	Adoption of Delegation of Authority Amendment Bylaw No. 2020, 2025
PROPOSED BY:	Kirsten Dunbar, Corporate Officer
DIVISION:	Finance & Administration

SECTION 1: SUMMARY

Staff have proposed amendments to the Town of Creston's Delegation of Authority Bylaw. The amendments ensure that signing and purchasing authority are formally delegated to staff, consistent with resolution and policy and in accordance with the *Community Charter*.

Council gave first to third reading on March 25, 2025.

Staff Recommendation:

THAT the report titled, "Delegation of Authority Bylaw" dated April 8, 2025, from the Corporate Officer, be received.

THAT Delegation of Authority Amendment Bylaw No. 2020, 2025 be ADPOTED.

SECTION 2: BACKGROUND

On March 11, 2025 Staff brought the Delegation of Authority Bylaw Amendments forward to Committee for Council feedback and direction, the full report is available [here](#). The amending bylaw received three readings on March 25, 2025. At this time the Delegation of Authority Amendment Bylaw No. 2020, 2025 is being considered for adoption.

SECTION 3: ISSUE ANALYSIS / DISCUSSION

A review of the delegation of authority bylaw identified a gap in the delegation of signing and purchasing authorities. These delegations have been made through resolution and policy; however, should be formalized by including them in the delegation of authority bylaw.

The proposed amendment has two new sections:

- Part 14 Delegation of Signing Authorities
- Part 15 Delegation of Purchasing Power

Environmental Considerations

None Identified

Social Considerations

None Identified

Economic Considerations

None Identified

SECTION 4: ORGANIZATION IMPLICATIONS

Legislative Considerations (Policies and/or Bylaws)

Section 154 of the Community Charter, Town of Creston Purchasing Policies

Strategic Focus

Service Excellence

Reconciliation Considerations

None Identified

Communication Considerations

None Identified

SECTION 5: FINANCIAL IMPLICATIONS

Included in Financial Plan: <input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A	Financial Plan Amendment Required: <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Next Budget Cycle
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None Identified

SECTION 6: OPTIONS AND ALTERNATIVES

Option 1:

Council ADOPTS “Delegation of Authority Amendment Bylaw, No. 2020, 2025 as presented.

- Ensures that Council has delegated the appropriate authority to staff for signing and purchasing in compliance with Section 154 of the *Community Charter*.

Option 2:

Council rescinds third reading and requests further information or amendments to the Delegation of Authority Bylaw.

Option 3:

Staff directed to take no further action on the matter.

Without formally delegating signing authority and purchasing power signing and purchasing may be challenged.

SECTION 7: RECOMMENDATIONS

That Council passes the following resolution(s):

THAT the report titled, "Delegation of Authority Bylaw" dated April 8, 2025, from the Corporate Officer, be received.

THAT Delegation of Authority Amendment Bylaw No. 2020, 2025 be ADPOTED.

SECTION 8: SUBMITTED AND REVIEW

This report is respectfully submitted by:

Kirsten Dunbar, Corporate Officer

I concur with staff recommendation.



Michael Moore, Chief Administrative Officer

PowerPoint: Yes No

Attachments

Delegation of Authority Amendment Bylaw.

References

No references for this report.

Town of Creston

Bylaw No. 2020

A bylaw to amend Delegation of Authority Bylaw No. 1855, 2017.

WHEREAS it is deemed necessary and in the public interest to amend the Delegation of Authority Bylaw No. 1855, 2017;

NOW THEREFORE, the Council of the Town of Creston, in open meeting assembled, enacts as follows:

Part 1 Citation

1.1 This Bylaw may be cited as "Delegation of Authority Amendment Bylaw No. 2020, 2024".

Part 2 Severability

2.1 If a portion of this Bylaw is held invalid by a Court of competent jurisdiction, then the invalid portion must be severed and the remainder of this Bylaw is deemed to have been adopted without the severed section, subsection, paragraph, subparagraph, clause, or phrase.

Part 3 Amendments

3.1 That the WHEREAS clauses be deleted in their entirety and replaced with the following:

WHEREAS under Section 146 of the *Community Charter*, the Council must, by bylaw, establish officer positions in relation to the powers, duties and functions under sections 148 and 149 and assign powers, duties and functions to its officer positions;

AND WHEREAS the *Officers and Employees Bylaw No. 1925, 2020* establishes municipal officer positions for the Town of Creston;

AND WHEREAS under Section 154 of the *Community Charter*, Council may, by bylaw, delegate its powers, duties and functions, including those specifically established by an enactment, to its officers and employees;

NOW THEREFORE, the Council of the Town of Creston, in open meeting assembled, enacts as follows:

3.2 Part 3 Definitions, is hereby deleted in its entirety and replaced with the following new Part 3 Definitions:

The definitions found in the Official Community Plan Bylaw No. 1854, Zoning Bylaw No. 1958, and Development Application Procedures Bylaw No. 1984, as amended from time to time, apply to this Bylaw, except those listed below: BL#1985

"Authorized Staff" means the Chief Administrative Officer and Town Directors.

"Council" means the Council of the Town of Creston.

"Officer" means a person holding the offices of the Town of Creston as set out in the Officers and Employees Bylaw No. 1925, 2020, as amended or replaced from time to time.

"Town" means the Town of Creston.

3.3 That section 4.2 be added as follows:

“4.2 For clarity, subject to the Charter, unless a power, duty or function of the Council has been expressly delegated by this Bylaw or another Bylaw, all of the powers, duties, and functions of the Council remain with Council.”

3.4 That Part 14 be added as follows:

Part 14 Delegation of Signing Authorities

14.1 The Mayor, an appointed member of Council, Chief Administrative Officer, Corporate Officer, or Director of Finance and Corporate Services, will be authorized signatories.

14.2 Any two of the authorized signing authorities may execute forms, contracts, instruments and other documents that Council has authorized by bylaw, policy, or Council resolution.

3.5 That Part 15 be added as follows:

Part 15 Delegation of Purchasing Power

15.1 Council delegates to the Chief Administrative Officer and/or Authorized staff, the authority to acquire, negotiate and purchase goods and services on behalf of the Town, in accordance with Town purchasing policies, as amended from time to time.

15.2 The Chief Administrative Officer and Corporate Officer have the delegated authority to instruct the Town’s solicitor to provide legal advice, up to \$30,000.

3.6 That references to “Town Manager” be updated to “Chief Administrative Officer.”

3.7 That references to “Director of Municipal Services” be updated to “Director of Community Services.”

Part 4 Effective Date

4.1 This Bylaw shall come into full force and effect upon adoption.

READ A FIRST TIME by title and SECOND TIME by content this day of , 2025.

READ A THIRD TIME by title this day of , 2025.

ADOPTED this day of , 2025.

Mayor Arnold DeBoon

Kirsten Dunbar, Corporate Officer

REQUEST FOR DECISION

DATE:	April 8, 2025
TOPIC:	Citizen Satisfaction Survey – Policy Update
PROPOSAL:	Council Adoption
PROPOSED BY:	Kirsten Dunbar, Corporate Officer
DIVISION:	Finance & Administration

SECTION 1: SUMMARY

At the March 25, 2025 Committee of the Whole, staff presented a draft amendment to the Citizen Satisfaction Survey Policy, recommending that the policy be brought forward for Council's consideration on the April 8, 2025 Council agenda.

Staff Recommendation:

THAT Council receives the report titled, "Citizen Satisfaction Survey – Policy Update," dated April 8, 2025 from the Corporate Officer; AND FURTHER,

THAT Council ADOPTS the revised Citizen Satisfaction Survey Policy (PUB-001-010) as presented.

SECTION 2: BACKGROUND

Citizen satisfaction surveys are used by local governments to collect information regarding the experience, perception and opinions of residents in relation to government services. They provide for improved decision making, increased transparency and accountability, community engagement, and evaluation of services.

They employ statistically valid methods to ensure they represent the population sample. The most recent surveys were conducted in 2009, 2013 and 2022. The draft proposed survey recommends a three-year interval between policies and establishes high level categories to ensure there are base level questions to compare trends in service experience between survey intervals.

If Council adopts the policy, a citizen satisfaction survey would be conducted in 2025.

SECTION 3: ISSUE ANALYSIS / DISCUSSION

A third-party provider will be obtained to conduct future Citizen Satisfaction Surveys for the Town to ensure they are statistically valid. If the policy is adopted, staff will retain a consultant to complete one in 2025, with an anticipated presentation to Council in Q3/4 of 2025.

Citizen Satisfaction have limitations, specifically reflected in the respondents understanding and knowledge of local government functions, services and jurisdiction. The survey provides us valuable insight on where communications can be bolstered to foster better education and understanding.

Environmental Considerations

Citizen Satisfaction Surveys directly gauge the importance of “environmental protection” to the community, in addition to providing a satisfaction rating.

Social Considerations

Citizen Satisfaction Surveys can identify emergent community issues, inclusive of social considerations such as affordable housing and homelessness, access to physicians, medical care, and other social services.

Economic Considerations

Similar to environmental considerations, economic development questions may be included within the citizen satisfaction survey.

SECTION 4: ORGANIZATION IMPLICATIONS

Legislative Considerations (Policies and/or Bylaws)

Citizen Satisfaction Policy (PUB-001-010)

Strategic Focus

Service Excellence, Economic Health, Community Safety and Security, Livability

Reconciliation Considerations

None Identified

Communication Considerations

Citizen satisfaction survey’s are a valuable and insightful communication tool to help inform Council of the citizenry’s perception and experience of service provision.

SECTION 5: FINANCIAL IMPLICATIONS

Included in Financial Plan: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> N/A	Financial Plan Amendment Required: <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Next Budget Cycle
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The budget to retain a consultant to complete this work is approximately \$10,000. It can be completed within the existing operational budget.

SECTION 6: OPTIONS AND ALTERNATIVES

Option 1:

Council ADOPTS the updated Citizen Satisfaction Policy PUB-001-010 as presented.

- Allows for Creston to undertake a Citizen Satisfaction Survey in 2025 and maintain a regular schedule for survey completion.
- Anticipated budget for completion, approximately \$10,000.

Option 2:

Council REFERS the Citizen Satisfaction Survey to staff for further amendments or information as specified by Council.

- Council may consider alternate time intervals or request further information about citizen surveys if desired. Council must specify what further information they require.

Option 3:

Council directs staff to discontinue Citizen Satisfaction Surveys.

- Missed opportunity to have regular statistically valid information related to the community's experience of local government service provision.

SECTION 7: RECOMMENDATIONS

That Council passes the following resolution(s):

THAT Council receives the report titled, "Citizen Satisfaction Survey – Policy Update," dated April 8, 2025 from the Corporate Officer; AND FURTHER,

THAT Council ADOPTS the revised Citizen Satisfaction Survey Policy (PUB-001-010) as presented.

SECTION 8: SUBMITTED AND REVIEW

This report is respectfully submitted by:

Kirsten Dunbar, Corporate Officer

I concur with the staff recommendation.

Michael Moore, Chief Administrative Officer

PowerPoint: Yes No

Attachments

Draft proposed Citizen Satisfaction Survey PUB-001-010

References

No references for this report.



Town of Creston COUNCIL POLICY

POLICY: PUB-001-010

Citizen Satisfaction Survey

PURPOSE To establish a corporate commitment for triennial, statistically valid, citizen satisfaction surveys.

DEFINITIONS “Citizen Satisfaction Survey” means a statistically relevant survey conducted by a municipality to collect data on how satisfied citizens are with the services provided by their local government.

“Statistically relevant survey” means a questionnaire in which enough responses are collected to accurately represent the population sample being surveyed.

POLICY The Town of Creston shall complete a Citizen Satisfaction Survey every (3) years conducted by an external contractor specializing in statistically relevant survey methods to capture shifts in citizen satisfaction and opinions on key issues, as identified in this policy.

The information collected shall be used for tracking, planning, performance and other service improvement purposed in addition to monitoring shifts in citizen satisfaction and priorities over time.

The Citizen Satisfaction Survey will collect data on the following topics, which include, but are not limited to:

- Quality of Life
- Service Satisfaction and Experience
- Taxation and Funding
- Communication
- Customer Service

At the conclusion of the Survey, the results will be presented to Town Council and made publically available at Creston.ca.

POLICY RECORD

Date Approved by Council:

Resolution No. #230-09

Next Review Date:

Policy No:

Last Review Date: July 14, 2009

Replaces:

Administrative Review: March 2025.

**TOWN OF CRESTON
DISCRETIONARY GRANT APPLICATION FORM**

File: 1855.03
Date: _____
Action: _____

Section A – General Information		
1. Date of Application: March 28, 2025		
2. Legal Name of Applicant/Organization: Creston Valley In The Raw Arts Society		
3. Is the organization a non-profit organization?		Yes <input checked="" type="radio"/> No <input type="radio"/>
4. Name and title of Contact Person: David Barne, President		
5. Mailing [REDACTED]		
6. Phone: [REDACTED]	Fax: [REDACTED]	Email: crestonclayfest@gmail.com
7. Has your organization received Town of Creston grant funding in the past?		Yes <input type="radio"/> No <input checked="" type="radio"/>
8. Does your organization currently receive a Permissive Tax Exemption for property located within the Town of Creston?		Yes <input type="radio"/> No <input checked="" type="radio"/>
9. Project or Event Description: Provide a brief description of your project or event including beneficiaries of the project (maximum 10 lines). Creston clay Fest 2025 is a one-day ceramics festival packed with hands-on activities for artists and the public. The event features interactive stations, live demos, including raku firing, and an Amateur Potter challenge - where contestants compete in hand-building and wheel-throwing. A marketplace will showcase ceramic vendors, artisan goods and food trucks. The fully equipped ceramics studio provides ample space indoors and out indoors and out. The inaugural 2024 event drew 400 attendees.		
10. Location(s) of the Project or Event: Eversfield Ceramics, Lister - 1522 Airport Rd. www.crestonclayfest.com		
11. Duration: Includes start-up and estimated completion date. July 12, 2025 - event date Planning currently in process		

Section B – Evaluation Information

1. Why is this project needed? We envision Creston as a year-round pottery destination, a hub where artists and enthusiasts come together to learn, create and connect. By fostering a thriving ceramic arts community we aim to attract visitors and build opportunities for artists.

2. Project partners - please list:

3. Have you requested funding from other grant programs? If 'yes', please list.

We have requested discussion with Area B + C PDC directors - with their support we will make application for \$500 from each director.

Yes

X

No

4. What is the percentage of funds that is needed to proceed with the project? 75%

Section C – Project Budget Information

1. **Project Budget Summary** – If successful in attaining Town of Creston grant funding, you must spend funds and prepare Project Financial Reports according to Section C. You will be expected to provide **copies of invoices with your final report to verify how you spent the grant funds.** The Town of Creston maintains the right to audit projects at any time.

2. If possible, please provide photographs of your completed project or event and authorize the Town of Creston to use the photographs for promotional purposes, by signing the release at the bottom of this page.

Items	Details	Cost
Workshop space + materials		\$ 500
Equipment Rentals	Tents, tables, chairs, sound, po. Aa	\$ 1150
Marketing	website, posters, social media, photos	\$ 1800
Insurance	liability	\$ 450
		\$
		\$
TOTAL		\$ 3900

3. **Funds From Other Sources** (donations, grants, fundraising, etc.)

Source	Amount
Admission, vendors	\$ 1150
Fundraising, raffle	\$ 700
Area B : Area C (\$500 each)	\$ 1000
In Kind Donation (text, clay)	\$ 550

AMOUNT OF GRANT FUNDING REQUESTED: \$500.00

The Town of Creston shall be solely entitled to the reproduction rights of the photographs submitted by the Applicant, following the project or event partially or entirely funded by the Town through this application.

The Applicant agrees to assign reproduction rights to the said photographs to the Town.

By way of signature, I, David Barnes being the authorized agent/applicant hereby agree to the above.

Furthermore, the Applicant agrees to submit a financial accounting (proof of expenditures) in the form of a final project, initiative or special activity/event report and/or budget or receipt (for hotel and/or travel expenses).

By way of signature, I, David Barnes being the authorized agent/applicant hereby agree to the above.

David Barnes
Applicant (also print name below)

Alison Bjorkman
Witness (also print name & Address below)

David Barnes

Alison Bjorkman 241-11th Ave N
Creston

Date of Signature: David Barnes

Date of Signature: Alison Bjorkman

Mar. 28/25

March 28/25

Creston Clay Fest 2025 Budget

Budget	Details	Totals
Revenue		
Admission fees / sales revenue		800
Vendors		350
Raffle		200
Fundraising		500
Public Grant		1500
Town of Creston	500	
RDCK Area B	500	
RDCK Area C	500	
In Kind Donations		550
Tent (Remax)	350	
Clay (Ceramics Canada)	200	
Total Project Revenues		3900
Expenses		
Workshop space / materials		500
Clay (Ceramics Canada - in Kind)	200	
Eversfield	300	
Equipment rentals		1150
Tents (Remax - in Kind)	350	
Tables and Chairs	150	
Sound System	300	
Porta Potty	350	
Marketing		1800
Website	300	
Graphic Design	250	
Posters / Flyers	250	
Ads	300	
Social Media Manager	400	
Photographer	300	
Insurance		450
Total Project Expenses		3900

Event Description

Creston Clay Fest 2025 will be a one-day festival celebrating ceramics, taking place at Eversfield Ceramics in Lister. Our vision is to create an engaging, vibrant, and inclusive event that provides hands-on learning opportunities for ceramic artists and the public alike.

Event Activities

- Demonstrations and interactive “try-it” stations showcasing various ceramic techniques such as wheel throwing, hand-building, coiling, sculpture, surface decoration, glazing, alternative firing, and design.
- Specialized demo and try-it stations for children ages 3+, encouraging family participation.
- An Amateur Potters Challenge – six fearless amateur potters go head-to-head in an all-day hand-building and sculpture battle. To throw in a twist every 90 minutes they’ll face a throwing challenge. Points accumulate throughout the day and once the hand-built pieces are judged, one talented artist will rise as Top Potter of Creston Clay Fest 2025!

Festival Atmosphere

To enhance the festival experience, Creston Clay Fest will include a marketplace featuring ceramic artist vendors and other artisan goods. A selection of food trucks offering a variety of refreshments. A raffle of pottery from Creston Clay Fest 2024 and various donated pieces from participating artists.

Location

Creston Clay Fest will be held at Eversfield Ceramics, the studio of ceramic artist David Barnes, located approximately 10 minutes from Creston, easy to find on paved roads.

The studio is a well-equipped teaching space, comfortably accommodating the six amateur potters and audience. The property features ample outdoor space for vendor tents, a sand riding arena for alternative firing demonstrations, and plentiful parking for attendees. Its layout supports both structured work and open-air activities, making it a practical and well-suited venue for the festival.

David Barnes is an accomplished ceramic artist, well known for his large sculptural pieces, some of which will be on display in his studio. Hosting the festival at a working ceramics studio provides attendees with a unique opportunity to experience a professional creative space in action.

History of our Organization

Creston Valley in the Raw Arts Society was founded in 2022 with a mission to create immersive arts events, such as Creston Clay Fest, that engage, educate, and inspire the community. Since its inception, a dedicated core team has worked to bring this event to life.

The inaugural Creston Clay Fest 2024 was held on August 10, 2024, at Eversfield Ceramics and was a resounding success, drawing approximately 400 attendees. The event featured 10 pottery vendors, 10 engaging demonstrations—including sculpting, wheel-throwing, hand-building, sgraffito, and alternative firing techniques like raku and horsehair—plus a highly entertaining pottery throwdown competition. The food vendors, a kids' clay table and a pottery raffle rounded out the event.

We are building on this momentum to hold Creston Clay Fest 2025 as laid out in this proposal and we have even bigger plans for 2026. We have applied for an arts grant from Columbia Kootenay Cultural Alliance to expand to a two-day event with additional days of high-quality workshops.

We envision Creston as a year-round pottery destination, a hub where artists and enthusiasts come together to learn, create, and connect. By fostering a thriving ceramic arts community, we aim to inspire creativity, attract visitors, and build lasting opportunities for artists and makers in our region.

Future Vision

Creston Clay Fest is intended to become an annual event, evolving each year with new themes, techniques, and featured artists. Our aim is to cultivate a long-term cultural tradition that enriches the artistic community and provides a platform for learning, inspiration, and creative exchange.

Creston Clay Fest Board

Executive

David Barnes, president www.eversfieldceramics.com

Laura Bifano, vice president www.laurabifano.com

Lisa Ostendorf, treasurer

Alison Bjorkman, secretary <http://www.outbeyond.ca>

Directors

Jess Stacey www.herbariumstudioandgardens.ca

Doris Corbiel

Kait McKenna

Erin Merrill

All based in The Creston Valley, B.C



BINDOYA

MEATS AND TREATS

March 17, 2025

Creston Town Council
238 10 Avenue N,
Box 1339,
Creston, BC
V0B 1G0

To Whom It May Concern,

I hope this letter finds you well. I respectfully request that the town council consider implementing 15-minute parking spaces in front of our store, Bindoya Meats and Treats, located at 1014a Canyon Street, Creston, BC. As a small business owner, I have noticed firsthand the impact of limited parking on our customers and other small businesses in our downtown area.

Currently, parking in our town is challenging, particularly for those who need to stop quickly. Many of our customers and those from other small businesses are deterred from visiting because they cannot park conveniently. We receive numerous complaints about the shortage of short-term parking spaces. This impacts our revenue, as potential customers cannot park and opt for the big box stores with ample parking.

Having 15-minute parking spaces in front of our store and various other spots throughout town would provide a simple yet effective solution to this issue. It would allow customers to run quick errands or visit our store and other small businesses without the frustration of searching for parking. I am confident that this change will benefit our business and other small businesses facing similar challenges due to parking constraints.

Thank you for your time and attention to this crucial issue. I look forward to hearing back from you and hope for a solution to help our local small businesses thrive.

Sincerely,
Esme Gloster
Bindoya Meats and Treats

E Gloster



+1-250-254-2628 (Mobile)
+1-236-351-0351



admin@bindoya.com



1014A Canyon Street,
Creston, BC, V0B 1G0

COLUMBIA River Treaty



To: Columbia Basin government elected officials
and local government CAOs

Date: March 12, 2024

From: Linda Worley, Chair
Columbia River Treaty Local Governments Committee

Subject: Update on CRT Local Government Committee Activities

Since the update memo that was sent to you in December 2024, the Committee has worked intensely and almost exclusively on the implementation of the Columbia River Treaty (CRT) Agreement-in-Principle (AIP) that was reached in July 2024. The Committee has held five virtual meetings, and virtual meetings with CRT negotiation delegation representatives as well as with CRT First Nations representatives.

The U.S. has paused negotiations with Canada on an amended Columbia River Treaty and with the potential for a federal election in the near future we expect that the Committee's work on treaty modernization processes will decline. However we continue to work diligently monitoring implementation of the interim agreements on portions of the AIP and on domestic implementation.

CRT Modernization Activities

Virtual Information Session March 25th

Please see the attached Information Bulletin from the province announcing a virtual Info Session with Minister Dix as well as MLAs Anderson and Morrisette on March 25th from 6-7pm PT/7-8pm MT. The purpose of this session is to provide an update about the status of the Columbia River Treaty modernization process and answer questions in light of new developments from the U.S.

I encourage you to register for this Info Session at:

https://ca01web.zoom.us/webinar/register/WN_7sv70tIIRJWK1LCD51Mrig

Ongoing Engagement and Current Operations

Since the announcement of the AIP in July we have engaged with the BC CRT Team to advise on community engagement about CRT modernization and to understand the implications of the AIP for regional local governments and residents. The BC CRT Team has developed an extensive [CRT AIP website](#) which includes a [Backgrounder](#), a [Contents](#) document and FAQs as well as a [video](#) explaining the AIP and the recordings of the virtual public info sessions in September and December. The Committee continues to advocate for meaningful public engagement throughout treaty modernization and implementation as stated in our [2021 CRT Recommendations](#).

The announcement of the upcoming virtual information session also notes that the Province will also schedule in-person community meetings in the B.C. Columbia Basin. Those sessions, originally planned for early this year, will be confirmed once there is more clarity about next steps on the path to modernizing the treaty.

Several Interim Agreements were reached between September and November 2024 to implement the changes in flood risk management, the Canadian Entitlement and the transmission responsibilities in the AIP. The agreements and the exchange of diplomatic notes to implement the flood risk management and Canadian Entitlement changes are now posted on a [webpage](#) on the BC CRT website. The Committee continues to request that the Interim Agreement for transmission responsibilities be posted publicly.

COLUMBIA River Treaty

The Committee has been reviewing these agreements to understand their implications for hydro operations this year. We have encouraged the BC CRT Team and BC Hydro to clearly explain these agreements to local governments and the public. We understand that this will be included in the annual BC Hydro operations updates in May and June. We will be sure you receive the registration information for these sessions.

The BC CRT Team continues to welcome feedback through their on-line survey at <https://feedback.engage.gov.bc.ca/773486?lang=en>. The BC CRT Team is sharing reports from the on-line survey with the Committee and we are monitoring other sources to understand the views of Basin residents on CRT modernization as much as possible.

There are many more steps to develop and implement a modernized Treaty when the time is right. We encourage you to stay involved as this moves forward.

Reaching out to the new Minister and regional MLAs

The Committee has established contact with Minister Dix as the Minister of Energy and Climate Solutions and the Minister Responsible for the Columbia River Treaty, Columbia Power Corporation and Columbia Basin Trust. He has encouraged us to work closely with MLAs Anderson and Morrisette to bring local government interests forward to him, which we will do.

Ongoing

- **Integrating socio-economic interests in CRT scenarios** – The Committee’s Socio-Economic Integration Team continues to work to ensure social and economic interests for the Kootenay and Columbia rivers are being included in river management scenario modelling for CRT modernization. Socio-economic interests that are impacted by reservoir levels and river flows, such as flood risk management, navigation, recreation, tourism, dust generation and others are very important to communities. Performance measures describing the required and preferred reservoir elevations and flow levels for these interests continue to be refined as new information becomes available. These measures are being used in the evaluation of alternative hydro operations scenarios to inform the selection of operations to implement the new Canadian flexibility in the modernized Treaty. The Team is also participating in these evaluations. Other groups are working on performance measures for ecosystem function (learn more [here](#)), which are also very important to Basin residents, Indigenous cultural values and power generation.

The Team also continues to contribute to the new Adaptive Management Subgroup for the new Canadian flexibility operations. This group is developing an adaptive management framework to monitor, learn about and adjust the new operations.

The Committee is very grateful to be included in these processes as this signals the recognition of the value of local government contributions in CRT-related matters. The Committee is grateful for the funding from the Province for this initiative. For more detailed information see the [Committee’s website](#).

- **Modernized domestic CRT governance** – The three First Nations involved in the CRT modernization – the Ktunaxa, Syilx Okanagan and Secwepemc Nations – and B.C. are developing a framework for modernized Canadian domestic CRT governance. This initiative recognizes both the role of First Nations in the context of UNDRIP and how Basin communities could have a voice in future decisions regarding aspects of Treaty operations planning.

The Committee has been prepared to engage in this critically important initiative for some time. The Committee will be reaching out to local governments across the Basin once more information is available. The BC CRT Team has committed to providing Basin communities and residents an opportunity for input on potential governance models before decisions are reached.

- ***BC Hydro community communications and engagement*** – The Committee continues to press BC Hydro for improved communications and engagement with basin communities. We have seen some improvements and will continue to advocate for further improvements to meet the needs of basin communities.

One challenging aspect is in-person community meetings. The Committee continues to advocate for these sessions in communities that prefer this approach, however BC Hydro has not been willing to reinstate these meetings since the COVID lockdowns. BC Hydro has provided the attached contact list as the resource for basin local governments and the public to use to have their questions addressed. We encourage you to share this list with your constituents.

As well, you are encouraged to sign up for weekly updates on Arrow, Duncan and Kinbasket reservoirs, and Kootenay Lake, as well as notifications of river flow changes below Hugh Keenleyside dam by contacting Mary Anne Coules at maryanne.coules@bchydro.com.

- ***Columbia Basin Regional Advisory Committee (CBRAC)*** – CBRAC includes public members who represent the geography and interests across the basin (selected based on their expressions of interest) and appointed members from local governments, First Nations and basin hydro operators. In March CBRAC had a webinar providing an update on the status of CRT modernization. The CBRAC terms of reference, membership and meeting summaries as well as presentations and reports discussed at these meetings are available on the [CBRAC webpage](#).

I encourage you to stay informed about CRT modernization by visiting the [CRT engagement website](#) and signing up for the [CRT e-letter](#). This site will continue to be the source of accurate, updated information as negotiations progress. You can learn more about the Committee at our [website](#).

Committee Members

RDKB - Linda Worley, LGC Chair, Rural Director and Warfield Mayor Frank Marino

RDEK - Stan Doehle, LGC Vice Chair and Rural Director; and Jane Walter, Regional Director

RDCK – Aimee Watson, Rural Director and RDCK Board Chair; and Aidan MacLaren-Caux, Nakusp Councilor

CSRD – David Brooks-Hill, Rural Director and Golden Mayor Ron Oszust

Village of Valemount – Donnie MacLean, Councilor

AKBLG – Keith Page, Nelson Councilor



INFORMATION BULLETIN

For Immediate Release

Ministry of Energy and Climate Solutions

2025ECS0009-000191

March 11, 2025

Columbia River Treaty negotiations paused, information session will answer questions

VICTORIA – On Tuesday, March 25, 2025, Adrian Dix, Minister of Energy and Climate Solutions, and Minister responsible for the Columbia River Treaty, will host a virtual information session to provide an update about the status of the Columbia River Treaty modernization process and answer questions in light of new developments from the U.S.

The U.S. has paused negotiations with Canada on an amended Columbia River Treaty. The U.S. administration said it is conducting a broad review of its international engagement.

Dix will be joined by Brittney Anderson, MLA for Kootenay Central, and Steve Morissette, MLA for Kootenay Monashee. B.C.'s lead on the Canadian Columbia River Treaty negotiation delegation will also be on hand to answer questions.

The session will take place from 6-7 p.m. (Pacific time) on Zoom and a recording will be available afterward. Questions can be sent in advance by Tuesday, March 18, 2025, to columbiarivertreaty@gov.bc.ca.

The Province will also schedule in-person community meetings in the B.C. Columbia Basin. Those sessions, originally planned for early this year, will be confirmed once there is more clarity about next steps on the path to modernizing the treaty.

The virtual information session is part of the B.C. government's ongoing engagement with Basin First Nations, local governments and residents about the agreement-in-principle (AIP) reached between Canada and the U.S. in July 2024.

Information about the AIP is available on the B.C. Columbia River Treaty website, including recordings of two virtual information sessions. In September 2024, the Province launched an online survey for people to share feedback about the AIP, which is helping inform the next steps in the modernization process.

Members of the public are encouraged to continue sharing comments and questions about the treaty and the AIP by emailing: columbiarivertreaty@gov.bc.ca

Learn More:

To register for the March 25 Zoom session, visit:

https://ca01web.zoom.us/webinar/register/WN_7sv70tIIRJWK1LCD51Mrig

Materials, recordings, survey and guidelines for written feedback about the AIP can be found on the B.C. Columbia River Treaty website:

<https://engage.gov.bc.ca/columbiarivertreaty/agreement-in-principle/>

To keep up with the latest Columbia River Treaty news, subscribe to the newsletter at <https://engage.gov.bc.ca/columbiarivertreaty/sign-up/> or follow the Columbia River Treaty on Facebook (@ColumbiaRiverTreaty).

Contact:

Ministry of Energy and Climate Solutions
Media Relations
250 920-6388

Connect with the Province of B.C. at: news.gov.bc.ca/connect

BC Hydro Community Relations

Southern Interior Region

REACH OUT TO THE TEAM

southern-interior.info@bchydro.com

Dag Sharman Community Relations Manager
250 549 8531
dag.sharman@bchydro.com

Mary Anne Coules 250 365 4565
maryanne.coules@bchydro.com

Susan Edgell 778 694 9386
susan.edgell@bchydro.com

Dave Cooper 250 549 8581
david.cooper@bchydro.com

Angela Choi 250 668 3083
angela.choi@bchydro.com



VISIT BCHYDRO.COM

- [Real-time water level information](#) for various locations around our reservoirs.
- Our [Fall 2024 Columbia River Operations Summary](#).
- Details about our [Columbia basin facilities](#) and [Revelstoke Dam Visitor Centre](#).
- Information and updates on the [Columbia River Water Use Plan](#) and [Duncan Dam Water Use Plan](#).
- How we have been managing drought conditions [across the province](#) and in the [Columbia River basin](#).
- Report an outage, find current and planned outages, and tips on how to prepare for outages at bchydro.com/outages.

STAY INFORMED

- Request information about operations update meetings and presentations, and sign up to receive weekly water level forecasts by emailing southern-interior.info@bchydro.com.
- Listen to river flow and reservoir level information by phoning our toll-free reservoir information line at **1 877 924 2444**. These recorded messages are updated every Monday, Wednesday, and Friday.

ADDITIONAL PROVINCIAL RESOURCES

- Information about provincial drought conditions and related information can be found on the [B.C. Drought Information Portal](#).
- See the detailed 2023 report from the government of B.C.: [2023_ArrowLakesReservoir_InfoSession_QA_Report_FINAL.pdf](#).
- Columbia River Treaty information is available from [the government of B.C.](#)
 - On July 11, 2024, Canada and the United States announced an [agreement-in-principle](#) to modernize the Columbia River Treaty.

From: OUTspoken Admin <OUTspoken-creston@hotmail.com>

Sent: Friday, March 28, 2025 2:14 PM

To: ToC Info <info@creston.ca>

Subject: Invitation to Creston Pride Fest!

To the Honorable Mayor DeBoon and Esteemed Members of Creston Town Council,

Your ongoing support and commitment to inclusivity mean so much to our community, and we truly appreciate everything you do to help make our town a more welcoming place for everyone.

As we gear up for this year's Creston Pride Fest, we wanted to extend a heartfelt invitation to you all! We would love to not only have you join us as guests but also to include you in some of the events we have planned!

Whether it's speaking at the opening ceremony, participating in fun challenges, or simply being present to connect with the community, your involvement would make a meaningful impact.

Please let us know if you can attend and if there are any particular ways you'd like to be involved—we'd be happy to coordinate!

June 14th is the date, and will be held at Canyon Park this year!

Looking forward to another amazing year of celebration!

Best,

Sin Sherban

OUTspoken Event Coordinator

OUTspoken-creston@hotmail.com

March 20th, 2025

Mayor and Council
Municipalities of BC
via email

Dear Mayor and Council,

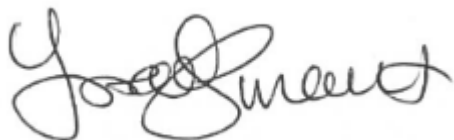
RE: Cannabis Taxation Sharing & Municipal-Owned Cannabis Retail Stores

The Village of Daajing Giids is sharing with you the attached letter from David Hume the Assistant Deputy Minister & Liquor and Cannabis Regulation Branch as we believe it is important to ensure that all municipal leaders are informed about this ongoing dialogue and are able to consider the implications and opportunities for your municipality.

The letter arose from the Village of Daajing Giids' 2023 Union of BC Municipalities (UBCM) advocacy efforts with regard to Cannabis Taxation Revenue sharing with municipalities. The Village requested a general update on this topic from the Minister of Finance based on a recommendation from the 2021 Local Government Financial Resiliency report "seeking targeted consumption tax that provides local government a share of provincial cannabis taxation revenue". With minimal update on taxation revenue sharing from the Province, the question of municipally-owned cannabis stores as a source of revenue for local governments was briefly discussed with then Minister of Public Safety & Solicitor General Mike Farnworth.

The attached letter outlines the province's position and provides clarity on issues related to municipal eligibility for cannabis retail store licenses. We encourage you to review the document and consider not only the revenue possibilities but also the opportunity to ensure responsible distribution and community oversight for your municipality.

Sincerely,



Her Worship,
Mayor Lisa Pineault

Village of Daajing Giids

PO Box 580, 903A Oceanview Drive V0T1S0

Email: mayor@daajinggiids.ca | Web: <https://daajinggiids.ca/>

VIA EMAIL

Ref: 674406

February 5, 2025

Her Worship Lisa Pineault
Village of Daajing Giids
903A Oceanview Drive
Daajing Giids, B.C. V0T 1S0
Email: Office@daajinggiids.ca

Dear Mayor Pineault:

I am writing to follow up with you on a letter sent from former Minister, Mike Farnworth, on February 5, 2024, regarding municipality-owned cannabis retail stores. As the General Manager (GM) of the Liquor and Cannabis Regulation Branch (LCRB), I oversee the province's liquor and cannabis regulations, including the administration of cannabis licences and authorizations. Through sound policy and regulation, the LCRB's mission is to enable vibrant liquor and cannabis industries, while ensuring public health and safety.

I would like to thank the delegation from the Village of Daajing Giids for your interest in the cannabis industry and for seeking clarification on whether a municipality is eligible to hold a Cannabis Retail Store (CRS) licence. I appreciate your patience while we reviewed this matter.

The *Cannabis Control and Licensing Act* authorizes the GM to issue a CRS licence to an individual, partnership, corporation or Indigenous nation. In B.C., the legal definition of a corporation includes a municipality or other incorporated bodies. Therefore, the GM is authorized to issue a CRS licence to a municipality if the municipality meets all licensing requirements.

If you are interested in applying for a CRS licence, you can submit an application through the LCRB's licensing portal: <https://justice.gov.bc.ca/lcrb/>.

More information on how to apply is on the LCRB's "Apply for a cannabis Retail Store licence" webpage: <https://www2.gov.bc.ca/gov/content/employment-business/business/liquor-regulation-licensing/cannabis-licences/apply-cannabis-licence/apply-for-a-cannabis-retail-store-licence>.

.../2

Her Worship Lisa Pineault
Page 2

If you have more questions about the application process, please reach out to Karina Isdahl, Licensing Manager at Karina.Isdahl@gov.bc.ca.

Sincerely,

A handwritten signature in black ink, appearing to be 'DH', with a long horizontal flourish extending to the right.

David Hume
Assistant Deputy Minister and General Manager
Liquor and Cannabis Regulation Branch
Ministry of Public Safety and Solicitor General
www.gov.bc.ca/lcrb

pc: Janet Donald, Executive Director, LCRB (Janet.Donald@gov.bc.ca)
Pamala Renwick, Executive Director and Deputy General Manager of Licensing
(Pamala.Renwick@gov.bc.ca)