

AGLG

April 13, 2018

Local Government
Workshop

City of Vancouver

A G L G U p d a t e

**Accountability, Efficiency, and
Effectiveness in Local Government**
Vancouver, BC

ACCESSIBILITY ● INDEPENDENCE ● TRANSPARENCY ● PERFORMANCE

AGLG ACT ENABLES THE OFFICE



AUDITOR GENERAL FOR
LOCAL GOVERNMENT

Mandate

- Conduct performance audits of local government operations

Potential Auditees

- 161 municipalities, 27 regional districts, and 2 greater boards

Purpose

- Provide local governments with objective information and relevant advice that will assist them in their accountability to their communities for the stewardship of public assets and the achievement of value for money in their operations

Practices

- Conduct audits according to CPA Canada assurance standards

VISION AND OUR COMMITMENT



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OUR VISION

**TO BE A VALUABLE
RESOURCE FOR LOCAL
GOVERNMENTS AND
OTHER STAKEHOLDERS**

OUR COMMITMENT

**TO WORK
COLLABORATIVELY
WITH LOCAL
GOVERNMENTS**

AGLG NOW AUDITING TWO TOPICS



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➤ **Water:** Local Government's Role in Ensuring Clean Drinking Water

- RDOS - *completed*
- City of Kelowna – *completed*
- Township of Langley - *underway*
- Anticipate a booklet on this topic – *to release soon*

➤ **Emergency Preparedness & Business Continuity:** Emergency

Management in Local Governments

- Town of Sidney - *completed*
- Capital Regional District - *underway*
- District of Mission & Fraser Valley Regional District - *planned*
- Emergency Management Perspective Series booklet – *completed*

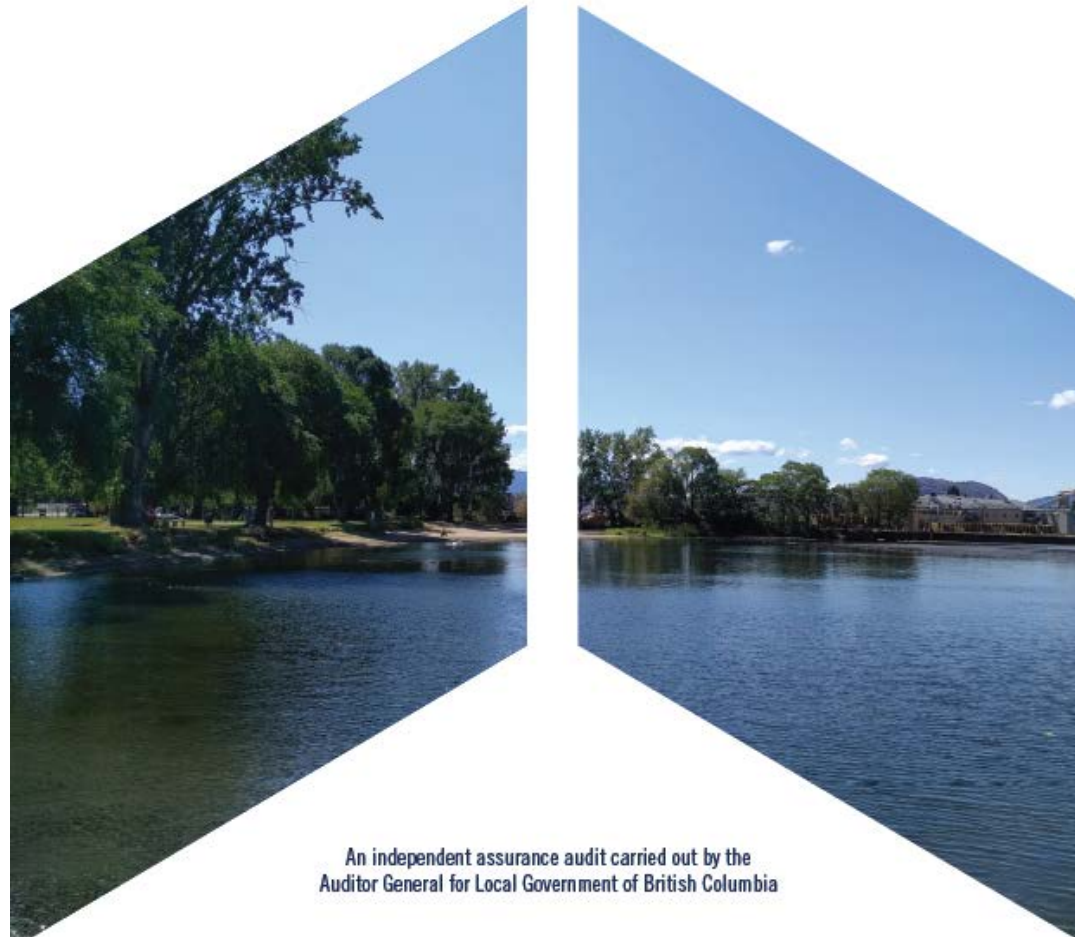
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AUDIT REPORT
MARCH 2018



**AUDITOR GENERAL FOR
LOCAL GOVERNMENT**

LOCAL GOVERNMENT'S ROLE IN
**ENSURING CLEAN
DRINKING WATER**
CITY OF KELOWNA



An independent assurance audit carried out by the
Auditor General for Local Government of British Columbia

LOCAL GOVERNMENT'S ROLE IN ENSURING CLEAN DRINKING WATER



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► Why this topic?

- The well-being of every British Columbian— and every BC community— depends on access to clean drinking water.
- For many of us, that water is provided by our local government and the job that it does in planning for, sourcing, where necessary treating and delivering that water to us is one of its most critical functions.
- 2016 Engagement/Audit Planning process also identified this as an area of risk and an audit topic of value

WHY CLEAN DRINKING WATER IS IMPORTANT



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surface water

Drinking water can come from reservoirs, lakes, rivers & streams



ground water

Drinking water can also come from aquifers



Local services, agriculture and other businesses and industry that employ British Columbians also need a dependable supply of clean water to operate.



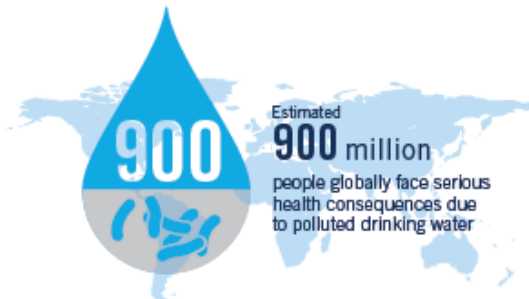
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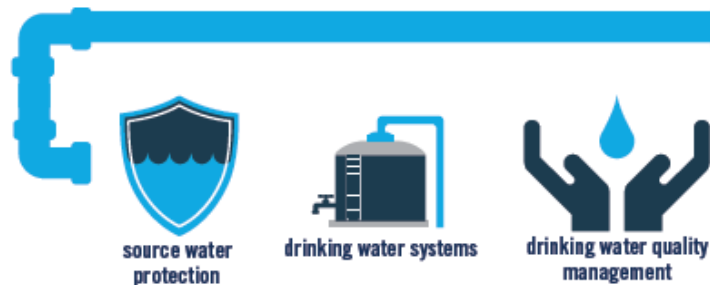
BUSINESS/INDUSTRY

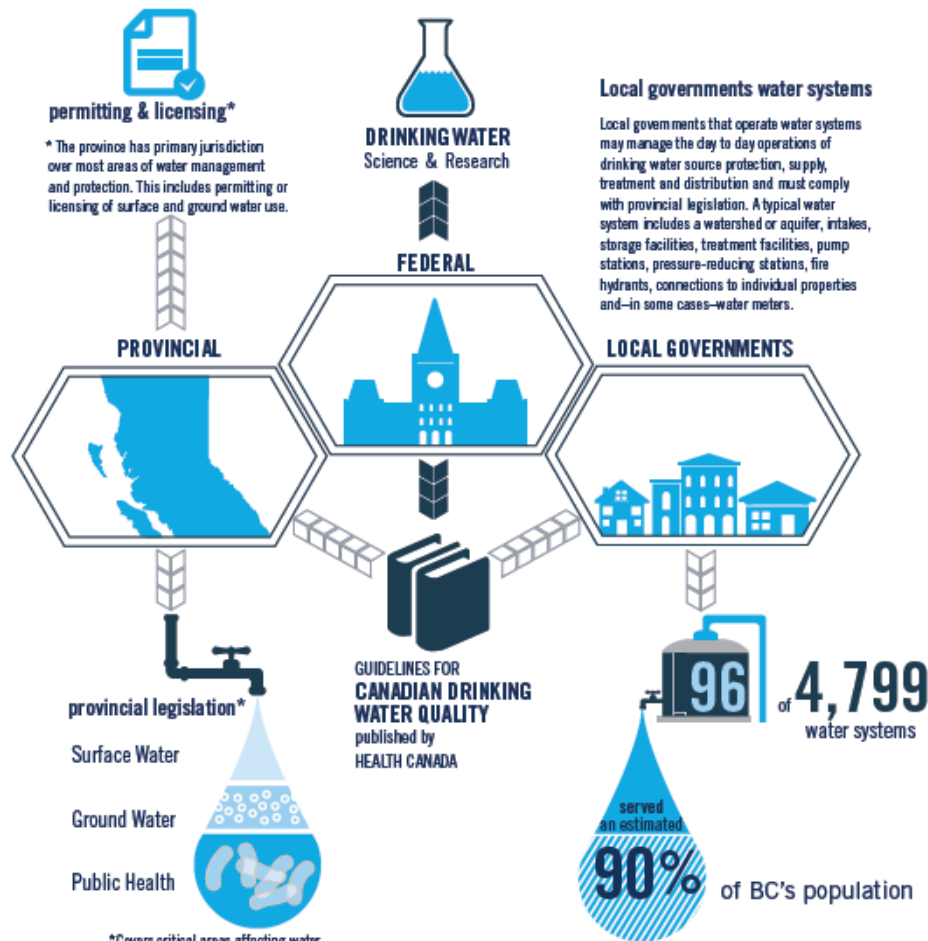


LOCAL SERVICES



Access to clean drinking water depends on water providers acting appropriately at each stage of the process.





In addition to the BC regional districts and municipalities that are responsible for water systems to provide water for domestic, commercial, agricultural and industrial use, water services are also provided by:

IRRIGATION AND IMPROVEMENT DISTRICTS	WATER USERS' COMMUNITIES
PRIVATE UTILITIES	GOOD NEIGHBOUR SYSTEMS
FIRST NATIONS	

In 2015, the Provincial Health Officer highlighted particular challenges faced by suppliers of drinking water to small or remote communities in BC. These included inadequate treatment, difficulty attracting and retaining qualified operators, difficulty getting access to lab services in a timely way and inadequate financial resources to upgrade their systems.

LOCAL GOVERNMENT'S ROLE IN ENSURING CLEAN DRINKING WATER



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AUDIT OBJECTIVES

Objective 1

- The City of Kelowna's governance structure and activities supported the provision of clean and safe drinking water where and when needed.

Objective 2

- The City of Kelowna managed its drinking water supplies to meet current and expected future demand.

Objective 3

- The City of Kelowna ensured the safety and reliability of drinking water provided through its treatment and distribution systems.

Exhibit 2—CITY OF KELOWNA VISUAL FACTS—2012 APPROXIMATE POPULATION AND ANNUAL USAGE BY WATER PROVIDER



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COK | **WATER**
 Approximate Approximate
62,000 | **15,800^{ML}**
 POPULATION | ANNUAL USAGE

BMID | **WATER**
 Approximate Approximate
22,000 | **13,400^{ML}**
 POPULATION | ANNUAL USAGE

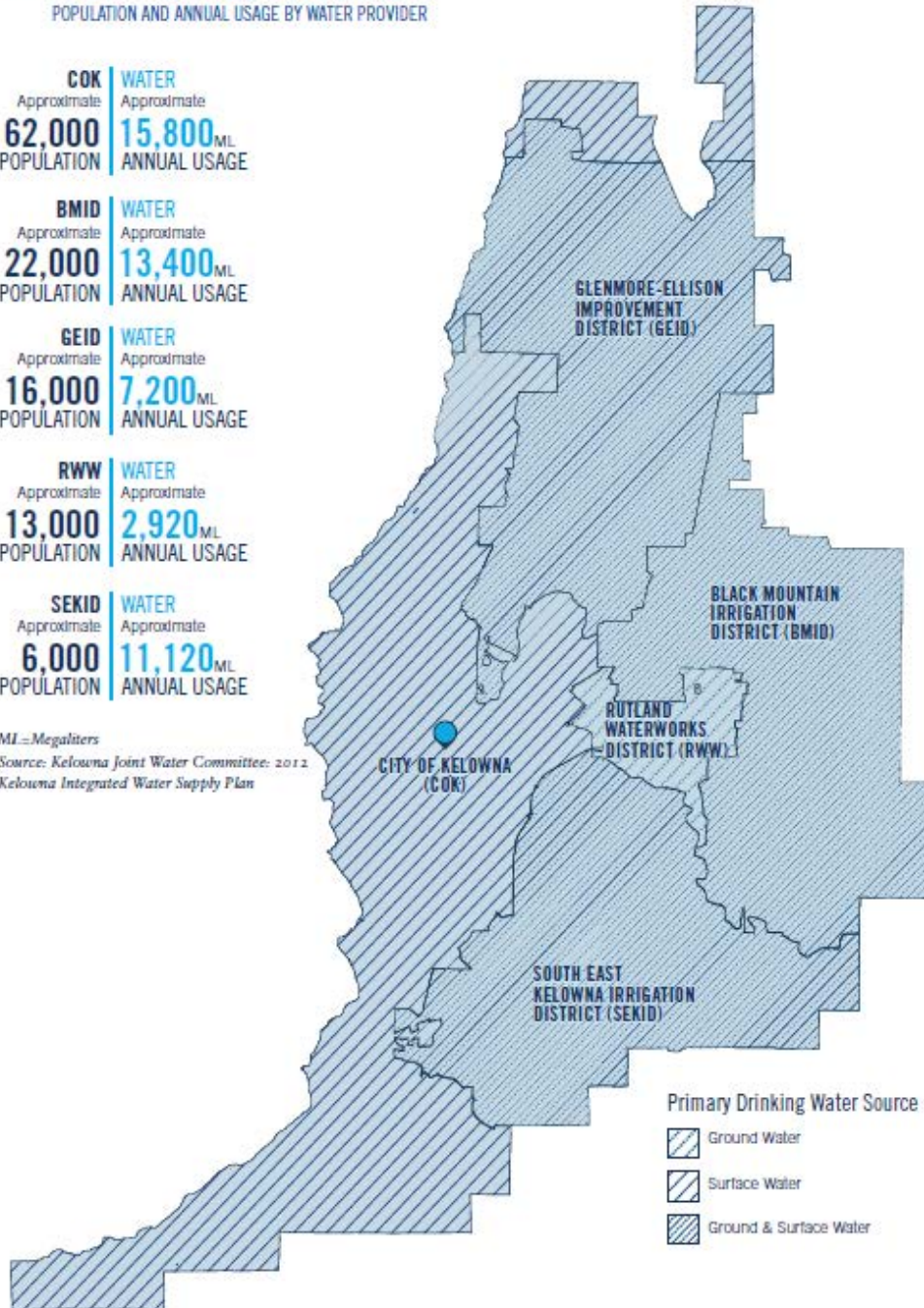
GEID | **WATER**
 Approximate Approximate
16,000 | **7,200^{ML}**
 POPULATION | ANNUAL USAGE

RWW | **WATER**
 Approximate Approximate
13,000 | **2,920^{ML}**
 POPULATION | ANNUAL USAGE

SEKID | **WATER**
 Approximate Approximate
6,000 | **11,120^{ML}**
 POPULATION | ANNUAL USAGE

ML = Megaliters

Source: Kelowna Joint Water Committee: 2012 Kelowna Integrated Water Supply Plan



Primary Drinking Water Source

-  Ground Water
-  Surface Water
-  Ground & Surface Water

LOCAL GOVERNMENT'S ROLE IN ENSURING CLEAN DRINKING WATER



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SCOPE LIMITATIONS

- At the time we undertook this audit, improvement districts and irrigation districts were not included in the mandate of our office, as set out in the *Auditor General for Local Government Act*.
- As a result, this audit covers only the City of Kelowna. However, this report does include information about the other water providers in the Kelowna area in order to provide context for some of our findings and recommendations to the City.

LOCAL GOVERNMENT'S ROLE IN ENSURING CLEAN DRINKING WATER



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WHAT WE FOUND

➤ Governance

- The City's governance structure supported the provision of clean and safe drinking water.
- The City focused its effort on working with various levels of government to take advantage of opportunities to improve drinking water infrastructure for Kelowna residents.
- In July 2017, the City was successful in securing a \$43.9 million grant from the B.C. government's Clean Water and Wastewater fund to build infrastructure and dissolve the South East Kelowna Irrigation District into the City water system.

The City of Kelowna could:

- Review and update some of its policies
- Improve on some of its practices, including taking a more proactive approach to relationship building

LOCAL GOVERNMENT'S ROLE IN ENSURING CLEAN DRINKING WATER



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WHAT WE FOUND

➤ Management to Meet Demand

- The City had several water conservation-related initiatives and had begun work on drought and demand management through newly-established water restrictions.

The City of Kelowna was not fully prepared to meet future demand for drinking water or respond to potential crisis situations that might affect its water resources.

- The City lacked a water conservation framework that set performance targets or objectives.
- The City did not have a fully developed source water protection plan, and could better coordinate its source water protection initiatives with stakeholders.
- The City had not included drought management planning in its water conservation and demand management efforts.

LOCAL GOVERNMENT'S ROLE IN ENSURING CLEAN DRINKING WATER



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WHAT WE FOUND

➤ Ensuring Safety and Reliability

- The City of Kelowna water utility infrastructure was adequate to ensure that drinking water could meet the Guidelines for Canadian Drinking Water Quality.
- The City communicated to the public about the quality, safety and reliability of water from its utility.
- The City implemented several aspects of the multi-barrier approach and was committed to having trained and credentialed operators in place.

Some of the City of Kelowna's planning for critical service provision was incomplete. For example:

- The City lacked business continuity planning for drinking water services
- Kelowna's water system emergency response plan was not regularly updated, tested or practised

LOCAL GOVERNMENT'S ROLE IN ENSURING CLEAN DRINKING WATER



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SUMMARY

- The City of Kelowna had many good practices in place. The City took a strategic focus on the provision of clean drinking water, looking more broadly as a City as a whole, and met most of our audit expectations.
- The City's governance structure supported the provision of clean and safe drinking water, provided for a robust process for setting water rates, and was focused on working with other levels of government to improve the drinking water infrastructure of all of its residents.
- The City had a number of effective management practices that contributed to its water utility functioning effectively in most areas and the utilities infrastructure was adequate to ensure that guidelines for Canadian drinking water were met.

LOCAL GOVERNMENT'S ROLE IN ENSURING CLEAN DRINKING WATER



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SUMMARY – CONT'D

- The audit found areas of potential improvements including:
 - Enhancements to areas such as source water protection
 - Increased attention to demand management strategies
 - Drought management, stakeholder engagement and expansion of its preventative maintenance program
 - Improving on emergency and business continuity planning to ensure that these are both updated and tested regularly

EMERGENCY MANAGEMENT AUDIT – TOWN OF SIDNEY



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AUDIT REPORT
MARCH 2018

EMERGENCY MANAGEMENT IN

LOCAL GOVERNMENTS
TOWN OF SIDNEY

An independent assurance audit carried out by the
Auditor General for Local Government of British Columbia



EMERGENCY MANAGEMENT IN LOCAL GOVERNMENTS – TOWN OF SIDNEY



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AUDIT TOPIC INTRODUCTION

- Four phases of emergency management



EMERGENCY MANAGEMENT IN LOCAL GOVERNMENTS – TOWN OF SIDNEY



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AUDIT TOPIC INTRODUCTION

- ▶ Emergency Management BC (EMBC)'s support on local governments' emergency management
 - Basic community profiles maintenance
 - Emergency Program Coordinator
 - Key risks
 - Volunteer teams / organizations
 - Local Emergency Plan and other basic info on local emergency management
 - Liaison (on policy requirements, availability of trainings, financial assistance, etc.)
 - Educational materials and training course sponsorship
 - Provincial Regional Emergency Operations Centre (PREOC) during emergency response

EMERGENCY MANAGEMENT IN LOCAL GOVERNMENTS - TOWN OF SIDNEY



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AUDIT OBJECTIVES

- **Objective 1** - The local government has an emergency management system in alignment with legislative requirements.
- **Objective 2** - The local government has emergency management plans that include activities necessary to timely respond to and manage the consequences of an emergency event.
- **Objective 3** - The local government has developed a business continuity management system which contains the recovery procedures necessary to resume critical operations in the event of a disruption.

EMERGENCY MANAGEMENT IN LOCAL GOVERNMENTS – TOWN OF SIDNEY



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CRITERIA SETTING

► Key sources of criteria

Objective 1 – Statutory Requirements and Governance

- *Emergency Program Act, 1996*
- *Local Authority Emergency Management Regulation, 1995*

Objective 2 – Emergency Planning

- Emergency Management BC (2011). *Emergency Management in BC: Reference Manual*.
- Emergency Management BC (2016). *British Columbia Emergency Management System*.

Objective 3 – Business continuity

- ISO 22301 Business Continuity Management

EMERGENCY MANAGEMENT IN LOCAL GOVERNMENTS – TOWN OF SIDNEY



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TOWN OF SIDNEY - COMMUNITY PROFILE



POPULATION

AREA 5.10 SQ KM
INCORPORATED 1952

Source: 2016 Census, BC Stats



Tourist town

West coast subduction earthquake zone

Transportation hub
(highway, marine , etc.)

High proportion of seniors (65 +)

Flooding and severe weather risks
(on docks, marinas, etc.)

EMERGENCY MANAGEMENT IN LOCAL GOVERNMENTS – TOWN OF SIDNEY



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KEY FINDINGS

Overall -

- Successful in meeting most of our core expectations related to emergency management and complied with statutory requirements

Areas for improvement -

- Focused on BCERMS and planning for transition to BCEMS
- Lack of documented and tested recovery strategies for essential services
- Training focused on fire department staff
- Inconsistent debriefing after exercises
- Informal operation of the Emergency Executive Committee
- Ad-hoc emergency plan review and contact list updates

EMERGENCY MANAGEMENT IN LOCAL GOVERNMENTS - TOWN OF SIDNEY



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GOOD PRACTICES

- Public Notification System Awareness Campaign
- Shared service – Peninsula Emergency Measures Organization (PEMO)
- Senior fire safety plan and presentations
- Senior and nursing home evacuation preparedness
- Business continuity template & brochure for local businesses
- Coordination (lots of examples)
- Cross training and backing up (most staff do not live in Sidney)

EMERGENCY MANAGEMENT PERSPECTIVE BOOKLET – HIGHLIGHTS



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PERSPECTIVE SERIES
APRIL 2018



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ACCESSIBILITY · INDEPENDENCE · TRANSPARENCY · PERFORMANCE

IMPROVING LOCAL GOVERNMENT

EMERGENCY MANAGEMENT

Considerations for Local Government
Council and Board Members



RELATING TO AGLG AUDIT TOPICS:

Local Government's Role in Ensuring Clean Drinking Water
Emergency Management in Local Government

EMERGENCY MANAGEMENT PERSPECTIVE BOOKLET – HIGHLIGHTS



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► Why a Perspective Series booklet on Emergency Management?

- Important to understand the importance of emergency management and being prepared
- Emergency management affects critical services (e.g. drinking water) and community resilience
- Necessity for an integrated and embedded approach to emergency management



EMERGENCY MANAGEMENT PERSPECTIVE BOOKLET – HIGHLIGHTS



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► **During our audit work, we learned that local governments face some of these challenges:**

- Lack a strategic approach to emergency management and organization-wide business continuity planning
- Focus on some aspects of emergency management, but with little emphasis on recovery and resilience
- Lack knowledge of procedures or roles and responsibilities of various parties involved
- Do not recognize the impact of emergencies and recovery on other vital systems (e.g. IT) and impact on critical services like drinking water



EMERGENCY MANAGEMENT PERSPECTIVE BOOKLET – HIGHLIGHTS



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► How can elected officials benefit from this booklet?

- *Readable and accessible* – question and answer format to help elected officials identify principles and elements for a resilient emergency management program
- *Examples* – provides pertinent information on how to integrate emergency management planning at various levels
- *Valuable Resources* – included to empower local governments to customize emergency management plans and responses that meet the needs of their community



EMERGENCY MANAGEMENT PERSPECTIVE BOOKLET – HIGHLIGHTS



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➤ A snapshot of the contents...

UNDERSTANDING THE EMERGENCY MANAGEMENT FRAMEWORK

WHAT IS EMERGENCY MANAGEMENT AND WHY IS IT IMPORTANT?

EMERGENCY MANAGEMENT FRAMEWORK

EMERGENCY MANAGEMENT PROGRAM

WHAT IS RESILIENCE AND HOW DOES IT RELATE TO EMERGENCY MANAGEMENT?

WHY IS IT IMPORTANT FOR LOCAL GOVERNMENTS TO FOSTER RESILIENCE IN THEIR COMMUNITIES?

RESPONSIBILITIES IN EMERGENCY MANAGEMENT

WHAT IS THE ROLE OF ELECTED OFFICIALS?

WHO SHOULD BE INVOLVED IN EMERGENCY MANAGEMENT?

HOW DOES A LOCAL GOVERNMENT DETERMINE WHO IS RESPONSIBLE FOR WHAT IN THE EMERGENCY MANAGEMENT ORGANIZATION?

WHY SHOULD EMERGENCY MANAGEMENT BE INTEGRATED ACROSS LOCAL GOVERNMENT DEPARTMENTS?

WHY ARE INTER-AGENCY RELATIONSHIPS IMPORTANT TO EMERGENCY MANAGEMENT?

WHY IS IT IMPORTANT TO INVOLVE EMERGENCY MANAGEMENT AND DRINKING WATER DEPARTMENTS IN THE DEVELOPMENT OF EMERGENCY PLANS?

Resilience in Communities

Roles & Responsibilities

*Integration &
Inter-agency Relationships*

Resilient Programs and Plans

*Importance of Training Staff &
Testing Plans*

Leverage Financial Resources

HOW PREPARED IS YOUR LOCAL GOVERNMENT TO HANDLE AN EMERGENCY?

DOES YOUR LOCAL GOVERNMENT HAVE A RESILIENT EMERGENCY MANAGEMENT PROGRAM?

DOES YOUR LOCAL GOVERNMENT HAVE A BUSINESS CONTINUITY PLAN?

DOES YOUR LOCAL GOVERNMENT HAVE AN ALTERNATIVE DRINKING WATER SUPPLY IN CASE OF AN EMERGENCY?

HOW DOES A LOCAL GOVERNMENT'S ASSET MANAGEMENT PLAN ASSIST IN EMERGENCY PLANNING?

DOES YOUR LOCAL GOVERNMENT HAVE A ROBUST COMMUNICATIONS PLAN?

WHY IT IS IMPORTANT TO TRAIN STAFF IN EMERGENCY RESPONSE PROCEDURES?

WHY IT IS IMPORTANT TO PRACTISE EMERGENCY RESPONSE PROCEDURES REGULARLY?

DOES YOUR LOCAL GOVERNMENT HAVE AN ADEQUATE RECORD KEEPING SYSTEM?

HOW CAN A LOCAL GOVERNMENT PREPARE TO FINANCIALLY SURVIVE AN EMERGENCY?

HAS YOUR LOCAL GOVERNMENT ESTABLISHED AN EMERGENCY OPERATIONS OPERATING BUDGET?

HAS YOUR LOCAL GOVERNMENT ESTABLISHED AN EMERGENCY RESERVE?

DOES YOUR LOCAL GOVERNMENT HAVE ADEQUATE INSURANCE?

WHAT PROVINCIAL RESOURCES ARE AVAILABLE TO SUPPORT EMERGENCY PREPAREDNESS?

WHAT FEDERAL RESOURCES ARE AVAILABLE TO SUPPORT EMERGENCY PREPAREDNESS?

EMERGENCY MANAGEMENT AND DRINKING WATER RESOURCES

EMERGENCY MANAGEMENT PERSPECTIVE BOOKLET – HIGHLIGHTS



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➤ **When and how can I get a copy?**

- Published on April 11, 2018
- Copies available today (*limited supply*)
- Available for download online at <https://www.aglg.ca/perspectives-booklets/>

POTENTIAL TOPICS 2018 FORWARD



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- Asset Management and Project Management
- Fire Protection Service
- **Water Supply and Distribution**
2 audits completed, 1 audit and Perspective Booklet underway
- **Emergency Preparedness, Business Continuity, Disaster Recovery**
1 audit and Perspective Booklet completed, 3 audits underway
- Liquid Waste and Sewage Treatment
- Housing Development, Affordable Housing and Homelessness
- Public Consultation and Engagement
- Procurement, Contract Management and Shared Services

QUESTIONS?



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