




Intergovernmental Partnership & Collaboration

LGLA Elected Officials Seminars
January – February 2015



Intergovernmental Partnership & Collaboration

1. Purpose of this session
2. Some examples already profiled
 - UBCM
 - Regional Districts
3. Format of this session



History of Collaboration

- Union of British Columbia Municipalities (UBCM): 1905
- Local Government Management Association (LGMA): 1919
- Ministry of Community, Sport & Cultural Development: 1934
- Regional Districts: 1965
- Municipal Finance Authority of BC (MFA): 1970
- British Columbia Assessment (BCA): 1974
- Municipal Insurance Association of BC: 1987
- CivicInfo BC: 1998
- Local Government Leadership Academy: 2005



Three Types of Collaboration

- Intergovernmental Collaboration:
 - Union of British Columbia Municipalities (UBCM)
 - Ministry of Community, Sport & Cultural Development (MCSCD)
- Management Capacity Building:
 - Local Government Management Association (LGMA)
- Collaborative Helper Organizations
 - Municipal Finance Authority of BC (MFA)
 - British Columbia Assessment (BCA)
 - Municipal Insurance Association (MIA)
 - CivicInfo BC
 - Local Government Leadership Academy (LGLA)



Two Dimensions of Collaboration

- Collaboration **within** the local government sector
 - Local government with other local governments
 - MFA, MIA, CivicInfo
- Collaboration **between** the local government sector and others
 - Provincial, Federal, First Nations, Private Sector, International
 - With UBCM, LGMA, FCM, Area Associations, LGLA



Intergovernmental Partnerships & Collaborations are:

- A key part of the local government system
- Not imposed by the Provincial government; but often enabled by the Province; and can “assist” achieving provincial interests
- Have a clear **case** for collaboration and **services** to be provided; but purposes may evolve
- Maintain core local autonomy; develop custom **governance**, funding and service delivery models.

Case Studies:
The What and Why of Collaboration

- **Five Organizations Profiled – 3 speakers***
 - **Collaborative Organizations:**
 - Pooled borrowing through the Municipal Finance Authority (MFA)
 - Pooled risk sharing through the Municipal Insurance Association (MIA)
 - Consistent approach to property value assessment through BC Assessment (BCA) *
 - **Intergovernmental Relations:** Ministry of Community, Sport & Cultural Development (MCSCD) *
 - **Management Capacity Building:** Local Government Management Association (LGMA) *



1. The Case for Collaboration (MFA)

- Biggest region to smallest village each have the same access to debt financing; pay the same interest rate and share the benefits of "AAA" credit ratings
- Lowest cost of financing which compared to all municipalities in Canada that issue market debt securities
- Collaboration based on:
 - local governments guarantee each others debt (joint & several) within each Regional District
 - a borrowing power formula and borrowing limits
 - debt reserve fund




2. Services Provided

Services

- Capital project financing
- Interim short-term financing
- Investment pooling of surplus funds
- Leasing program
- Education, local area sponsorships & direct classroom education


Management and administration

- Professional staff of eight employees
- located in Victoria



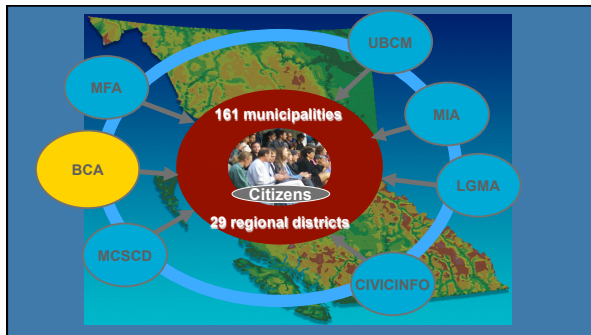
3. Governance and Funding

- All local governments have an interest in the success of the MFA
- Each of 29 regional districts has representation on the board – 38 members appointed annually
- No provincial representation
- Board of Trustees of elected officials
 - 10 elected annually from members
- Chair elected annually by the members
- Financial self sufficiency – no provincial funding; not a tax burden
- When investments earn more than budgeted, excess is returned to members



4. Key Features

- 40 plus-year history of proven success
- Representation from every region in British Columbia
- Size provides economies of scale
- Access to financial markets during unstable periods
- Independence from provincial government but cooperate with provincial government
 - Review requests for financing
 - Watches over local fiscal health
- No MFA borrower has ever defaulted on a loan
- Commitment to education and local area sponsorships



1. The Case for Collaboration (BCA)

- Needed to replace a locally based assessment system with a system that provided consistent assessments province-wide, using an integrated professional organization

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2. Services Provided

What is provided

- An accurate, reliable, annual Assessment Roll which forms local governments' property tax base

How we support this

- Collect property data using innovative techniques, tools & technologies, such as Desktop Review
- Provide information to local government through numerous channels, such as Assessment Link BC
- Report local government customer service standards annually
- Create electronic map in partnership with the Integrated Cadastral Information Society (ICIS)
- Provide Risk to Roll consultation
- Provide property information through e-valueBC to the public

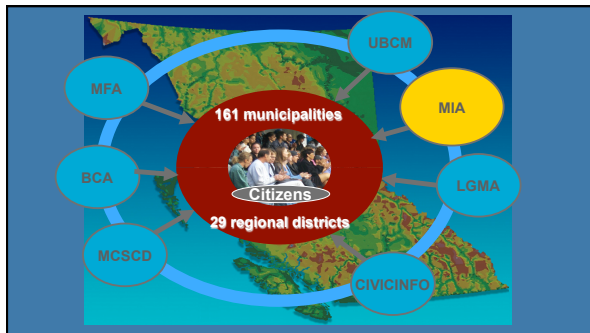
Services provided through 15 regional/area offices, plus corporate office, in Victoria.


3. Governance and Funding

- Crown corporation - Board appointed by Cabinet
- Reports to Minister of Community, Sport and Cultural Development
- Financial self sufficiency – small property tax levy (approved by Cabinet); no other provincial funding (approx 95%)
- Data sales (approx 5%)
- Funds the Property Assessment Review Panel (PARP) and Property Assessment Appeal Board (PAAB)

4. Key Features

- Recognized internationally as a leading assessment organization
- Surveys show high satisfaction among local government (98%)
- Low appeal rates (<2%)
- Independent organization establishing a tax base separate from local government taxation
- A trusted source of property information services across the province





1. The Case for Collaboration (MIA)

- Access to liability insurance
 - coverage that local government needs for types of coverage and limits of coverage
- Economies of scale in administration and access to insurance markets
- Collaboration based on:
 - local governments guarantee to share each other's costs of liability settlements ("insurance exchange")
 - rates that are influenced by experience and risk management



2. Services Provided

- Comprehensive liability insurance coverage
- Risk management training
- Mixed model of small staff and specialist, external service providers and re-insurers

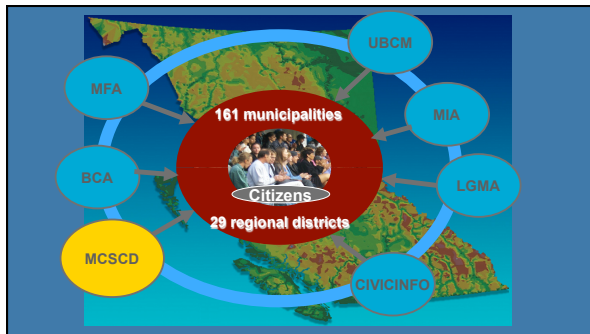


3. Governance and Funding

- Local governments are both owners and clients (voluntary)
- Board of elected and appointed members that are all from local government members
- Chair elected annually by the board
- Financial self sufficiency – no provincial funding
- When surpluses emerge, excess is returned to members


4. Key Features

- BC success story in turning a crisis into a model for other jurisdictions
- Stable costs
- Maintains liability coverage needed for local government financial security
- Board of local government elected officials and staff
- Rewards those who actively manage risk
- "Not for profit" association



1. The Case for Collaboration

- Changing Canadian context
- Local governments: want to be engaged
- Province: recognition of importance of local governments to provincial objectives
- Common recognition collaboration yields "win-win"



2. Services Provided

Ministry services to local governments:

- Legislative framework
- Structural change
- Strategic oversight and approvals
- Advice and problem solving
- Grants



3. Governance and Funding

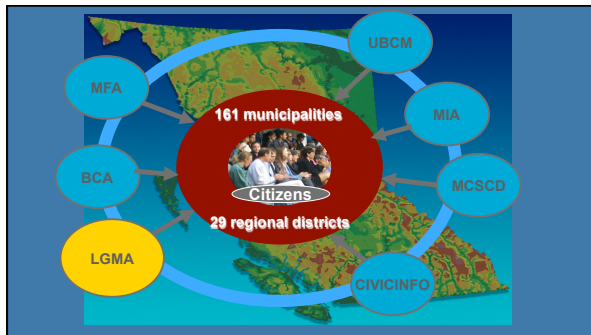
Legislated relationship with local governments:

- Recognition of local government as an “order of government”
- Relationship principles articulated
- Mechanisms to manage shared jurisdiction
- Consultation requirements and agreements



4. Key Features

- Capable provincial ministry with strategic policy capacity
- Effective local government association
- Long history of joint LG/provincial problem solving
- Commitment to a long term and systematic policy focus



1. The Case for Collaboration

- UBCM supports professional management in local governments
- Created the Municipal Officers Association of BC in 1919 – became LGMABC in 2000 – by resolution
- LGMA collaborates with key partners within the local government system to “encourage the interchange of ideas; and to foster/encourage a greater efficiency of municipal officers in the performance of their duties”
- LGMA is committed to a model of collaborative volunteerism

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2. Services Provided

- **High quality, practical professional development programs**
E.g. MATI, Chief Administrative Officers' Forum, Administrative Professionals Conference, Clerk and Corporate Officers' Forum
- **Skills training and workshops**
E.g. Elections, Procurement, Bylaw Drafting, Freedom of Information, Governance and Administration for Fire Departments
- **Resource materials**
E.g. Guide for Approving Officers, FOI Toolkit, HR Toolkit, Election Manual, Records Management Manual
- **Network for local govt. professionals working across BC**



3. Governance and Funding

- Elected Board of 7 LGMA members
- 6 regional chapters operate independently from the LGMA and elect one representative to the Board
- Financial self sufficiency – no provincial or direct local government funding
- Revenues obtained through sale of programs, resource materials, training services, membership fees



4. Key Features

- LGMA is training a new generation of managers
- Our programs and services reinforce collaboration across local governments to reduce duplication and improve problem-solving
- Our members provide the best technical and operational advice to elected officials so you can make informed decisions with confidence for the benefit of your communities
