



MINUTES GEORGETOWN TOWN COUNCIL

MONDAY,
March 15, 2010

Mayor Lewis Lavandier
Deputy Mayor Wade Williams
Councillor Allan Gallant
Councillor Ronnie Gallant
Councillor Peggy King
Councillor Faye McQuillan
Councillor Craig Murphy
CAO Tonya Cameron



The regular monthly meeting of the Georgetown Town Council was held in the Council Chambers on 3/15/2010, at 7:00 p.m.

Council Attendance: Mayor Lewis Lavandier
Deputy Mayor Wade Williams
Councillor Allan Gallant
Councillor Ronnie Gallant
Councillor Peggy King
Councillor Faye McQuillan
Councillor Craig Murphy

1.0 Call to Order

Mayor Lewis Lavandier called the meeting to order at 7:00 p.m.

2.0 Approval of Agenda: 3/15/2010

Moved for approval by Councillor F. McQuillan.

Seconded by Councillor W. Williams. Motion Carried.

2.1 Additions to Agenda

Nil

2.2 Conflict of Interest Provision

Part V1, Section 23 of the *PEI Municipalities Act*, which maintains that no member of Council shall derive any profit or financial advantage from his/her position as a member of Council and, where a member of Council has any pecuniary interest in or is affected by any matter before the Council, shall declare his/her interest therein and abstain from voting and discussion thereon.

2.3 Declaration – None Declared.

3.0 Business/Presentations from the Floor:

3.1 None

4.0 Minutes

Council Meeting: February 16, 20, 2010 Regular Meeting and business thereof.

4.1 Adoption

Moved by Councillor A. Gallant.

Seconded by Councillor F. McQuillan. Motion Carried.

4.2 Business from Town Council Minutes

None.

5.0 Financial Statements (Unaudited)

5.1 General Account-to March 1, 2010

Moved for approval as presented by A. Gallant

Seconded by Councillor P. King. Motion Carried.

5.2 Sewer Corporation-to March 1, 2010

**Moved for approval as presented by A. Gallant,
Seconded by Councillor P. King. Motion Carried.**

6.0 Outstanding Expenditures (preliminary & supplementary list)

**Moved for approval to pay as presented and as funds become available by
Councillor A. Gallant, seconded by Councillor C. Murphy. Motion Carried.**

7.0 List of Correspondence February 17 to March 15, 2010:

7.1 Island Trails: re: request for continued support of annual cycling event of \$100; **deferred until next meeting.**

7.2 Infrastructure Secretariat: re: update on infrastructure signage; **No action required.**

7.3 Infrastructure Secretariat: confirmation of Town's gas tax extension for 2010-2014 (four year total of \$300,000); **No action required.**

7.4 The Martell Family: thank you for donation in Charlie Martell's honour; **No action required.**

7.5 Terry Parker: re: request to purchase old railway land between his property 170696 and Grafton St.; **Correspondence in response to be sent to Terry Parker advising that this location is one of our major outfalls, we feel we may need this area to continue for drainage. Also to advise that if he has plans for the immediate future to submit same as soon as possible, to assist Council in speeding along their decision making process.**

7.6 Dept. of Environment, Energy & Forestry - Water Management: sample 249931 water quality report dated February 3, 2010; **No action required.**

7.7 Dept. of Health and Wellness: confirmation of approval for Community recreation Support Program grant (\$10,000) for Three Rivers Sportsplex as budgeted for 2009;

- **Moved by Councillor A. Gallant to payout \$10,000 as per 2009 budget allocation to the Three Rivers Sportsplex, seconded by Councillor W. Williams. Motion Carried.**

7.8 Office of the Attorney General & Public Safety: re: advising that they are reviewing municipal Emergency Management Programs, applauding the Town of Georgetown for already having created an emergency management plan and advising that they are willing to work with Municipalities to become better prepared through a new self study exercise, design course, etc. They are available to make presentations to Council upon request; **Council requested CAO to begin working on a new EMO plan. Once completed, to have them out to a meeting sometime of the next couple of months to work with them as mentioned above.**

7.9 Canadian Heritage: Correspondence acknowledging receipt of Councillor McQuillan's request for Canada Day Funding; **No action required.**

7.10 Bell: correspondence re: upcoming increase in mobility text messaging and roaming rates as of May 1, 2010; **No action required.**

7.11 Infrastructure Secretariat: Correspondence advising the AER (Gas Tax Annual Expenditure Reports) will be emailed shortly for our completion and submission of same; **No action required.**

7.12 Service Canada: Correspondence acknowledging receipt of our Canada Summer Jobs Applications; **No action required.**

7.13 Bell Aliant: Correspondence advising that a review of their records indicated they have been undercharging us by \$3.50 per month for message manager and will be billing us for same as of April 12, 2010 (newly incurred charges only); **No action required.**

7.14 Island Regulatory and Appeals Commission: Correspondence advising that the required Sewer Utility's report form for year ending December 31, 2009 is now available on-line; MacPherson Roche Smith & Associates have been given a copy of the correspondence as this is part of their annual year end procedure to complete and submit same; **No action required.**

7.15 Atlantic Canada Opportunities Agency: Correspondence acknowledging receipt of our Letter of Offer dated March 3, 2010 (re: Streetscape Project); **No action required.** and,

7.16 New Horizons for Seniors Program: New Horizons is accepting applications for its Community Participation & Leadership Funding Programs. **No action required.**

8.0 Committee Reports

8.1 Finance, Government Relations -Mayor Lewis Lavandier, Chair:

Mayor Lavandier gave the following written report:

Deputy Mayor Williams and I attended the communities meeting on March 2nd, in Montague. Albert Macdonald and Jean-Paul Arsenault were present and gave a presentation on Judge Ralph Thompson's report on Land and Local Governance, it was a good presentation and they were able to answer questions asked by community representatives following the presentation.

Montague Councillor Peter Doucette has suggested Georgetown host the next communities meeting and is planning on bringing the Montague Town Chief Administrative Officer as well as other Councillors to the meeting. Jean-Paul Arsenault informed us that they would be willing to come to Georgetown and make a presentation anytime. This would be a great opportunity to have representatives from Georgetown Royalty to get an idea of what suggestions the Commission is making in regards to any questions they may have from the Report. As well as our Planning Committee. We will be contacting other community reps to find out if they

will attend also; this can be an opportunity for us as well as our neighbours to start to work together in making this region the best it can be.

General discussion of Council regarding the Report on Local Land and Governance, and monthly community meetings.

I had an opportunity to take the Honourable Gail Shea and MLA Michael Currie on a tour of the expansion of Holland College, the King's Playhouse Theatre Expansion as well as Three Rivers Sportsplex. Minister Shea was very impressed with both projects and was glad to see the changes in our Town over the past few months and the commitment shown by all those involved.

Respectfully Submitted,
Mayor Lewis Lavandier

- **Moved for adoption as read by Councillor W. Williams, seconded by Councillor P. King. Motion Carried.**

8.2 *Public Works, Property, Main Street Programs, Sewer & Water Utilities-Councillor Williams & Community Heritage and Beautification, Committee Chair:*

Councillor Wade Williams gave the following written reports:

Public Works, Property, Main Street Programs, Sewer & Water

Assessing street damage from winter. Figuring out what needs to be repaired and costs. Will put a do list in place and overall budget will ultimately determine what can be done.

Looking at bringing Joey Clory, Head of Maintenance, back by April 12, 2010.

Plow damage repairs will be done when the weather allows.

Additional streetscape work for Water Street has been approved. Have ordered park benches, garbage receptacles, 2 bike racks, planters, 5 light bases, 7 light fixtures and 25 banners have been ordered as well. Looking to do something similar to West Beach Trail by Water Street Lookout.

Will be talking to ADI Engineers over Storm Water Management Plan and doing a walk about to look at problem areas. From that I hope to put forward some funding applications.

Will be getting Atlantic Industrial Cleaners to do a video on the Water Street sewer main. This is just to see if everything is ok and working properly before the project receives final asphalt.

Community Heritage and Beautification

Waiting on some quotes to put flood lights on the Town's entrance sign.

Looking for input as to what the Anglican Church could be converted into and possible solutions to keep this historic building from being torn down. This building is a heritage cornerstone of Georgetown.

Streetscape Improvements

- **Moved by Councillor W. Williams, seconded by Councillor A. Gallant whereas the Town of Georgetown has been successful in being approved funding under the Innovative Communities Fund (ICF) Building Canada Fund in the amount \$61,400.00 as announced by M.L. (Peggy) Arsenault, Account Manager of the Atlantic Canada Opportunities Agency (ACOA) via correspondence to the Town dated March 3, 2010, Project #197043; and**

Whereas the cost of the project shall be shared as follows: Atlantic Canada Opportunities Agency 80% being \$49,120 and Town of Georgetown 20% being \$12,280; and

Whereas the Town has to cover the full cost of the scope of work and be reimbursed by the Atlantic Canada Opportunities Agency up to a maximum of \$49,120; and

Whereas the Town wishes to progress on the project as quickly as possible;

Therefore Be It Resolved that the Town of Georgetown approach the Bank of Nova Scotia to secure a loan in the amount of Sixty-One Thousand, Four Hundred (\$61,400) Dollars, to do the aforementioned improvements to West Street "Streetscape"; and negotiate such terms and conditions for the loan repayment;

Be It Further Resolved that the Town of Georgetown notify the other funding partner of the expected implementation of the project in a quick and timely manner. Motion Carried.

Respectfully Submitted,
Councillor Wade Williams

- **Moved for adoption of Councillor W. Williams' report as read, by Councillor A. Gallant, seconded by Councillor F. McQuillan. Motion Carried.**

8.3 Friends of Georgetown School, King's Playhouse Theatre & Three Rivers Sportsplex: Councillor King, Committee Chair:

Councillor King gave the following written reports:

Friends of Georgetown School Committee

The Parent's Home & School Group are working hard to get their School Cookbooks published and ready for sale. The Parent Group is also going to start Bingo at the St. James Parish on Sunday March 21, 2010. The Group has also composed a letter looking for pledges to help raise money for the playground. This letter explains to everyone what has happened at the school during the past year, what plans they have to move forward and about the fundraising that needs to be done to acquire a new playground. These letters are being distributed through the Time & Tide Newsletter, the Wag and through a mail out. The Parent's Group hopes to target former students and teachers that attended the school over the years.

I am happy to announce that Georgetown Elementary School received a \$1,000 prize in the Maritime Electric Winter Challenge. Students throughout the school were given cards to take home and monitor the changes they were making to save electricity in their homes. Principal Norbert Carpenter received a lot of the cards back, especially from the grades 5 and 6 class which were then submitted to Maritime Electric, who then awarded the school with the \$1,000 prize. Way to go Georgetown Elementary!!!

Three Rivers Sportsplex

The Sportsplex is winding down its 2009/10 season. Two major tournaments are remaining over the next two weeks. Girl's midget double A Provincials are being held from March 19-21. The King's County Old Timers year end tournament will be held from March 24-27. The 27th of March will be the last day of operations for this season.

Irving Shipyard held a family day for all of their staff at the Sportsplex on March 7, 2010. This event featured the Timothy Chaisson Band live on the ice surface. A large banquet was held upstairs with catering from the Rodd Royalty Inn from Charlottetown. The Irving's rented our rink for 4 ½ hours and were pleased with the facility and the service they received. The Irving's got one of their electricians from the yard to install a 220 volt power outlet at the rink at their expense and left it with us for future use. The Board is hoping this will be a yearly event.

King's Playhouse Monthly Report

The Kings Playhouse Report submitted by King's Playhouse Director, Julie Haddow, read aloud by Councillor P. King:

GRANTS AND FUNDING

March 1st we submitted our application for a \$10,000 Tourism grant. Tourism still owes us \$4000 from last year, those funds will be released

once our 2009 financials are submitted. I spoke with Harry Holman from PEI Culture and they have the Playhouse on their list for funding, to release the funds we need to send them our 2009 Financials, in the past they have given us \$10,000 grant and we are slotted for about the same this year. Dawn has applied for a Canada Council Grant to fund the Kings Players and the grand opening event. We will keep you apprised of what funding has been allotted to us.

We will be starting our Sponsorship campaign hopefully within the month.

OPERATIONS

Dawn Sadoway for the last month has been acting as our Artistic Director and Julie Haddow has taken on the Management Position both at no charge to the Playhouse. The Board plans to make some decisions concerning these positions within the next month.

Our new ticketing system is up and running. This new system streamlines the Box Office and allows people to buy their tickets online and then print them at home. The new system will save us time and money.

EVENTS

In February, we held a very successful Islander Day in conjuncture with Dawn Sadoway's Theatre School. The School presented two plays to the delight of an almost full house. Amber Steven's hosted a Martinis and Manicure Night at the Playhouse and has expressed interest in hosting several events a year here including a children's Princess Day and a Bridal Show. The Haiti Fundraiser drew many people to the Playhouse that had never been here before and generated positive media for us.

Our next show is Across the Generations featuring the local seniors and the Georgetown school. We have several upcoming rentals of the Playhouse including the Points East Coastal Drive Annual Meeting, which will draw tourist operators from across King's County to the Playhouse and give us the opportunity to showcase our facility and the upcoming season.

The Board is working hard to keep expenses down for this year and is committed to getting the Playhouse back on track. We are only booking shows with a split at the Box Office which will protect us from future losses. We are already booking the Extension for Weddings and feel it will be a boost financially for us.

Men of the Deeps tickets for April 20th are now currently on sale and we have announced our 2010 Season which I have below.

2010 Season

Feb. 15	Islander Day – King’s Theatre School Show
Feb. 20	Fundraiser for Haiti
March 6	Martini’s and Manicures Party
March 27	Across the Generations (Seniors & students)
April 20	Men of the Deeps
May 3 - 7	Kings County Music festival
June 5 - 7	Joseph & the Amazing Technicolor Dreamcoat – Official Opening
Fri. June 25 – Sept 3	Don Harron
June 12	Bridal Trade Show
June 26	Ashley Condon
June 27	Buffy Saint Marie (in partnership with the Native Council)
Weds June 30 – Sept 1	Down East Tradition
Weds June 30 – Oct 15	Farmer’s Market
Sun July 4 – Aug 29	Raining Cats & Daughters Play by King’s Players
July 10	Lorne Elliott
July 24	Bette MacDonald (tentative) Comedian
August 21	Wedding
Aug. 19	Lorne Elliott
Sept. 4	Wedding
Sept. 11	Playhouse Fundraiser
Sept 17	Tribute To Comfort Food – Culinary Flavours Festival Event
Sept 25	Wedding
Oct. 30	The Haunting of the Kings Playhouse
Nov. 11	Remembrance Day Ceremonies
Dec 11	Georgetown Christmas Party and Tree Lighting

Respectfully Submitted,
Councillor Peggy King

- **Mayor Lavandier commended the entire King’s Playhouse Theatre Board for all the work that they have been doing, stepping up to the plate and assuming new roles to ensure a successful summer season. Bravo!**
- **Suggested by Councillor W. Williams that a letter of appreciation be sent to the King’s Playhouse Theatre, Three Rivers Sportsplex and Volunteer Fire Department for all the volunteer work that they have been doing, general agreement of all Council to send and all to sign same.**
- **Moved by A. Gallant to guarantee the \$8,000 required by the School Group Committee to go ahead with the project for the School Equipment, seconded by Councillor F. McQuillan. Motion Carried.**

- **Moved for adoption as read by Councillor A. Gallant, seconded by Councillor C. Murphy. Motion Carried.**

8.4 *Community & Media Relations & Seniors Affairs: Councillor McQuillan, Committee Chair:*

Councillor McQuillan gave the following written reports:

Seniors

There are only a few more weeks before the play. Seniors are getting pretty excited. Rehearsal is going great. We met every Wed. evening at 7 pm. And next week we will be doing a rehearsal at the playhouse on Thursday afternoon. Don't forget to book March 27th at 7 pm at the Playhouse to watch this amazing performance.

Upcoming Events

Still working on Citizen of the Year Dinner I spoke with Dana this morning and he is still not sure if they are going to be doing anything. I asked him about renting the building but they have a problem with renting out the kitchen part. He is going to speak with Daryl and get back to me within the week. No definite date is set as of yet because of this.

If we are unable to book Maclan's for the dinner, I am hoping to book it at the King's Playhouse Theatre after their grand opening if we can hire a caterer to do so. To be looked into again at the end of April.

I am hoping to call a meeting in early April for Summer Days. I will be sending out a Notice for this.

New dates may need to be set for Summer Days as the annual dance at the Rink will not be taking place during the same weekend as previously discussed due to being the same time frame as the Cavendish weekend.

Respectfully submitted,
Councillor Faye McQuillan.

- **Moved for adoption as read by Councillor A. Gallant, seconded by Councillor W. Williams. Motion Carried.**

8.5 *Civic Centre & Georgetown Volunteer Fire Department, Councillor Ronnie Gallant, Committee Chair: Councillor Ronnie Gallant gave the following written reports:*

Civic Centre

The Civic Centre is going to have major work done. A new furnace, a new roof over the Fire Department and a new wall on the south side of the building.

The Library is also having work done. A new drop off box for books has been installed and new lighting has been done.

Fire Department

The fire department is busy with training.

Respectfully submitted by
Councillor Ronnie Gallant.

Fire Chief's Report for March 2010, prepared by Fire Chief Mark Gotell, read and submitted by Councillor R. Gallant:

Fire Calls	EMS Calls	MVA Calls	Forestry Calls	Training	Meetings
0	0	0	0	2	1

The Department has recently ordered 19 new helmets to start replacing the older ones, we have also updated 11 pairs of boots, and other equipment recently received has been an Attic Ladder and Low Level Suction for drafting out of our portable tank. We have also ordered a new cascade system that will allow us to refill our own air bottles for the self contained breathing apparatus (SCBA); this will allow us to do more training using air and have air available if we have a major fire. The total cost for the new equipment mentioned above is approximately \$13,500 and will be totally funded by the department through our monthly draw and donations.

The fire department has started a memorial donation campaign call "The Ladder of Life" it consist of a 4' wooden ladder approx. 13" wide that will be used to display names in memory of loved ones who pass away. There will be two ways to have a name plate placed on the ladder 1: people can purchase a plate in memory of a loved one for the cost \$100.00 or 2: if a person that passes away has their in memory donations go to the Fire Department. All monies will go to our equipment fund. We will probably display it at the town office for awhile to help get the word out.

I think every one will agree with me when I say that this year the PEI Easter Seals has one of the greatest ambassadors Colton Matheson, Colton has ties to both the Fire Department with his Uncle Scott and the Town Council with his Grandfather being Mayor Lavandier, The Fire Department took up a collection from its members and we are pleased to be donating \$250.00. I would like to put out the challenge to the Town to meet or beat this donation. I plan to make the presentation at the telethon on March 28th in Charlottetown.

Yours in Fire Safety

Mark G. Gotell
Fire Chief

- **Moved by Councillor R. Gallant to match the Fire Department's challenge to donate \$250 to Easter Seals, seconded by Councillor F. McQuillan. Motion Carried.**
- **Moved by Councillor A. Gallant to purchase a plaque on the Fire Department's Ladder of Life, in the name of former Mayor Charlie Martell, in recognition of his years of service with the Town, and our deep debt of gratitude from this community, seconded by Councillor F. McQuillan. Motion Carried.**
- **Moved for adoption as read by Councillor A. Gallant, seconded by Councillor C. Murphy. Motion Carried.**

8.6 *Planning and Community Development & Youth and Recreation: Councillor Craig Murphy, Committee Chair.* Councillor Murphy gave the following written reports:

Planning & Community Development (March 2010)

It is nice to see the Ultramar storage tanks coming down. It really opens up a nice view for the surrounding areas. We hope to be able to acquire the Ultramar property once everything is cleaned up so that we can make some plans for it in future.

Holland College is coming along nicely as well as the King's Playhouse Theatre Expansion.

Youth & Recreation (March 2010)

I have made inquiries about the fencing at the Ultramar site for the possibility of acquiring it to replace some broken areas of the fencing at the Ballfield. I will be sending out a notice in the near future to see how many numbers we may have this season for some baseball in Georgetown.

We received some great news last week that we will be receiving a recreation director for the next 6 months.

There is a playground which is relatively new that is coming down in Souris area that the Town may wish to look into purchasing. This small playground may tie in nicely with West St. Beach, I'm looking into costs for same.

We do have an AED unit up at the Three Rivers Sportsplex, we should look into getting a case for the AED unit at the rink. There is an alarm on these cases which could alert the Manager's office as soon as one of these are opened.

Respectfully submitted,
Councillor Craig Murphy

- **Moved for adoption as read by Councillor A. Gallant, seconded by Councillor R. Gallant. Motion Carried.**

8.7 *Finance & Georgetown and Area Development Corporation:*
Councillor Allan Gallant, Committee Chair

Councillor A. Gallant gave the following verbal reports:

Finance Committee:

Budget meeting will be on the 29th, I will be meeting with Tonya and the Finance Committee on Wednesday to review our Budget.

GADC:

The GADC is moving forward with the weekly Wednesday farmer's market.

Respectfully submitted,
Councillor Allan Gallant

- **Moved by Councillor A. Gallant that his report be adopted as read, seconded by F. McQuillan. Motion carried.**

8.8 *Administrator's Report: Tonya Cameron, Chief Administrative Officer:*

Tonya Cameron, CAO gave the following report:

Chief Administrative Officer's Report for March 15, 2010

Community Internship Program Application – We are very fortunate to be one of the few communities to be placed with an applicant for the 6 month term position of "Recreation Director". The start date has been changed to April 5, 2010 (first day being Easter Monday holiday). I was fortunate enough to meet with the successful candidate, Nick MacGillivray who not only has considerable school experience (diplomas from both Holland College and University of New Brunswick in Recreation / Sports Personnel), but also is coming fresh from the Stratford Town Hall where he gained valuable experience in a similar situation. I really feel we lucked out with this particular candidate who chose Georgetown out of

various applications and I will be excited to see the new program take flight.

Day-to-day operations – Lisa and I have been wrapping up the year end entries and everything is coming along nicely. We will have the finalized financials in time for filing.

I would like to report that Councillor McQuillan's application for Canada Day Funding for 2010 was submitted before deadline, as well as the 2010 WCB Registration Form.

Positions We Have Applied For in 2010:

Internship Program (Dec 2009) – for start date April 2010

Name of Position: Recreation Director

– This application has been approved.

Canada Summer Jobs (online) – for start date June 5, 2010

2 students to work in welcome centre (applied for Feb 24, 2010)

2 recreation/sports personnel (to work with seniors and youth)

1 local community events and festivals planner

- We have received correspondence acknowledging receipt of our applications; they have yet to be processed.

Over the course of the next 2 weeks I request permission from Council to make application to both the (EDA) Employment Development Agency Program for summer crews for both Public Works and AA Gardens, as well as (RJI) Rural Jobs Initiative Program and (JFY) Jobs For Youth Program – the later two programs to be applied to for CapSite (to be supervised by myself and Librarian Mary Cameron) as well as Recreation Dept. positions to be supervised by our newly employed Recreation Director. As well as a welcome centre employee.

Councillor Murphy was kind enough to pick up a brand new replacement vacuum for us, as well as picking up the previously approved carbon monoxide detection units for the Civic Centre and Fire Hall. Pleased to report that all new units are working and there has been no carbon monoxide detected.

Respectfully Submitted,
Tonya Cameron, C.A.O.

- **Moved by Councillor A. Gallant to accept C.A.O.'s report as read, seconded by Councillor P. King. Motion Carried.**

9.0 New Business:

Hiring Recreation Director Resolution:

- **Moved by Councillor A. Gallant, that the Town of Georgetown shall hire Nick MacGillivray of Stratford, PEI as the new Recreation Director for the Town of Georgetown for a 6 month term beginning April 5, 2010 and ending October 1, 2010 as per agreement #27845 with Skills PEI. Conditional upon Nick MacGillivray providing a satisfactory criminal record check (as issued from the R.C.M.P.) Skills P.E.I. to provide 80% of the wages and mercs upfront, the final 20% to be reimbursed to the Town of Georgetown upon completion of contract October 1, 2010, seconded by Councillor F. McQuillan. Motion Carried.**
- **Mayor Lavandier advised that a letter has been drafted to Carolyn Bertram which is being made available to be signed by representatives from King's County Communities requesting to keep the King's County Emergency Room opened. Letter to be submitted as soon as signatures are acquired.**
- **Councillor F. McQuillan invites all Council to the Seniors Annual St. Patrick's Day Potluck which is taking place tomorrow evening (Wednesday) at 5:00 pm at the Senior's complex.**

10.0 Adjournment

Moved: by Councillor A. Gallant that the meeting be adjourned as there is no further business,

Seconded: by Councillor F. McQuillan. Motion Carried.

Minutes recorded and submitted by:
Tonya Cameron, C.A.O.

Approved, April 19, 2010

Lewis Lavandier, Mayor

Tonya Cameron, C.A.O.