



GOVERNMENT SERVICES COMMITTEE

MONDAY, AUGUST 15, 2011
5:30 P.M.

COUNCIL CHAMBERS, CITY HALL
410 ESPLANADE

Mandate –To advise Council on a broad spectrum of issues related to departmental matters

COUNCILLOR STEVE ARNETT, CHAIR

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CALL TO ORDER

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7. CORRESPONDENCE	
7.1. Barbara Steele, Union of British Columbia Municipalities Municipal Auditor General Update	44-56
<u>Staff Recommendation:</u> That the correspondence from B. Steele, Union of B.C. Municipalities, regarding the proposed Municipal Auditor General be received.	
8. NEW BUSINESS	
9. UNFINISHED BUSINESS	
None	
ADJOURNMENT	



LADYSMITH

TOWN OF LADYSMITH
MINUTES OF A REGULAR SESSION OF
THE GOVERNMENT SERVICES COMMITTEE
MONDAY, JULY 18, 2011 – 5:30 P.M.

COUNCIL MEMBERS PRESENT:

Councillor Steve Arnett (Chair)
Councillor Jillian Dashwood

Mayor Rob Hutchins
Councillor Lori Evans

Councillor Scott Bastian
Councillor Bruce Whittington

COUNCIL MEMBERS ABSENT:

Councillor Duck Paterson

STAFF PRESENT:

Ruth Malli
Joe Friesenhan

Sandy Bowden
Joanna Winter

Erin Anderson

CALL TO ORDER

Councillor Arnett called the meeting to order at 5:30 p.m.

AGENDA APPROVAL

Councillor Arnett requested Council's consideration of the following additions to the agenda:

- 8.1 Council Compensation
- 8.2 Union of British Columbia Municipalities 2011 Convention
- 8.3 Liquid Waste Management Plan Public Input Form
- 8.4 Playing Field Signage
- 8.5 Dog Control

2011-069

It was moved, seconded and carried that the agenda be adopted as amended.

MINUTES

2011-070

It was moved, seconded and carried that the Government Services Committee minutes for the meeting held June 20, 2011 be adopted as amended to note the absence of Councillor Evans.

DELEGATION

Mary Lowther gave a presentation to Council requesting their support to oppose the installation of 'Smart Meters' by BC Hydro, citing health, security and cost concerns.

2011-071

It was moved, seconded and carried that the Committee recommend to Council that the proposed moratorium on BC Hydro smart meters be referred to staff to further investigate concerns regarding smart meters, and BC Hydro's responses to those

concerns, and that staff report back to the Committee.

**CITY MANAGER'S
REPORT**

The City Manager reported that the Ladysmith Spirit Square and Community Services Centre project is complete, that the Sustainability Implementation Plan project will be formally launched later this month, and that work continues on projects identified as priorities by Council for 2011.

Council was advised that the website design is substantially complete and that the new site could be launched by the end of the summer. It was suggested that the site be tested with a focus group of key users.

REPORTS

- Financial Plan Update**
2011-072 It was moved, seconded and carried that the Financial Plan Update to the end of June 2011 be received.
- 2010 Water Report**
2011-073 It was moved, seconded and carried that the Committee recommend to Council that the Town of Ladysmith 2010 Water Report be approved.
- Proposed Building Bylaw Amendment – Low Consumption Toilets**
201-074 It was moved, seconded and carried that the Committee recommend to Council that staff be directed to prepare an amendment to Section 6.12, Water Consumption, of the Town of Ladysmith Building and Plumbing Bylaw 1994, No. 1119 to reduce the average water consumption of a water closet or direct flush urinals from 6 litres per flush cycle to 4.8 litres per flush cycle, and from 3.8 litres per flush cycle to 1.9 litres per flush cycle respectively.
- Building Inspector's Report for June 2011**
2011-075 It was moved, seconded and carried that the Building Inspector's Report for June 2011 be received.
- Trolley Report for June 2011**
2011-076 It was moved, seconded and carried that the Trolley Report for June 2011 be received.
- Fire Chief's Report for June 2011**
2011-077 It was moved, seconded and carried that the Fire Chief's Report for June 2011 be received.
- Animal Control / Pound Report for June 2011**
2011-078 It was moved, seconded and carried that the June 2011 Pound

Report for June 2011 be received.

NEW BUSINESS

2011-079 **Council Remuneration**
It was moved, seconded and carried that the Committee recommend to Council that staff be requested to prepare a report for the August 2011 Government Services meeting on Council remuneration in other communities of a similar size, and that the report also include a history of Council remuneration in Ladysmith.

2011-080 **Union of BC Municipalities 2011 Convention**
It was moved, seconded and carried that the Committee recommend to Council that Councillors Arnett, Evans and Whittington attend the 2011 Convention of the Union of British Columbia municipalities.

2011-081 **Liquid Waste Management Plan Public Input Form**
It was moved, seconded and carried that the Committee recommend to Council that the proposed public input form and information regarding the Liquid Waste Management Plan be approved in principal, subject to a final review by the Liquid Waste Management Committee.

Playing Field Signage
Staff were requested to report back to Council on the status of the signs that are to be installed in the vicinity of playing fields.

2011-082 **Gatacre Alley Traffic Control**
It was moved, seconded and carried that the Committee recommend to Council that staff be requested to investigate and develop recommendations for traffic control options in the 100 block of the Gatacre alley, including ways to make the speed bump more visible and installing speed limit signs.

2011-083 **Dog Control**
It was moved, seconded and carried that the Committee recommend to Council that staff be requested to report back to the Committee regarding bylaw definitions of 'at large' in the Dog Licencing and Control Bylaw.

ADJOURNMENT

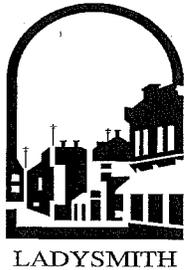
2011-084 It was moved, seconded and carried that this meeting of the Government Services Committee be adjourned at 5:47 p.m.

Chair (Councillor S. Arnett)

CERTIFIED CORRECT

Corporate Officer (S. Bowden)

Subject to Adoption



Town of Ladysmith

STAFF REPORT

To: Ruth Malli, City Manager
From: Erin Anderson, Director of Financial Services
Date: August 8, 2011
File No:

Re: Financial Update – July 2011

RECOMMENDATION(S):

That Government Services Committee receive this report.

PURPOSE:

To update Government Service Committee on the financial status for the first seven months of 2011.

INTRODUCTION/BACKGROUND:

One of the goals for the Finance Department for 2011 is to provide timely financial information to both the Government Services Committee and management. This is the third monthly financial report for Government Services Committee to review.

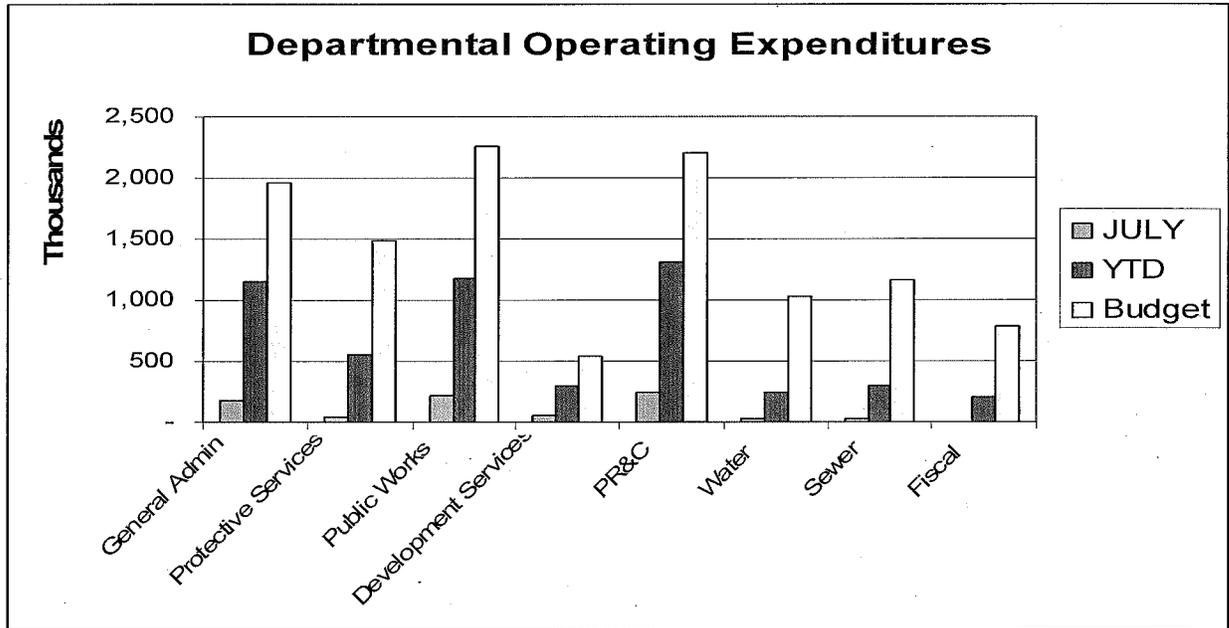
Notes & Trends

Revenues:

- The property tax due date was July 4th. At that time 86% of taxes were collected which is slightly higher than the 82% collected at the due date in 2010. Letters will be sent to property owners with an outstanding balance later in August.
- A supplementary assessment was received for 2 properties on Thetis Drive with a net decrease in taxes of \$2,101.40 with \$1,102.30 being municipal taxes. Additional supplementary assessments are expected on the vacant lots in this area in the next supplementary cycle.
- 2011's first allocation of Gas Tax funds was received in the amount of \$126,357. It is expected that another payment of this amount will be received by the end of the year. This amount is similar to the amount received at this time in 2010.

Operating Expenses:

- It is projected that PR&C will be slightly under budget for expenses. This decrease is offset by a projected decrease of revenues as well.
- Bylaw Enforcement as this time is projected to be slightly under budget by year-end.



Other items:

- The Town's financial system, VADIM, will undergo a scheduled major upgrade in this month.
- The Finance Department is working on the 2011 Tax Sale. Currently, there are 60 properties set to be auctioned. Notification of this pending sale will be sent to all property owners and published in the Chronicle next month. We anticipate to collect the majority of these outstanding delinquent taxes after property owners receive their outstanding notice.

SCOPE OF WORK:

Individual analysis is performed by each Director.

ALTERNATIVES:

n/a

FINANCIAL IMPLICATIONS:

Keeping Council informed of the financial status of the organization.

LEGAL IMPLICATIONS:

This is a snap-shot of the Town finances for a point in time. No accruals have been made. Payments and deposits continue to be received which will change the financial figures. These statements are not audited.

CITIZEN/PUBLIC RELATIONS IMPLICATIONS:

The public is encouraged to review the report and provide comment.

Financial Status of Projects at July 31, 2011

<u>General Capital Projects</u>	<u>Committed 2011 YTD</u>	<u>2011 BUDGET</u>	<u>Grant</u>	<u>% complete</u>
Vehicle Replacements	106,342	\$120,000		On-going
Secondary Suite	38,356	42,000		90%
Zoning Bylaw	-	145,000	Y	0%
Waterfront Project Costs +	41,056	30,000	Y	On-going
Property Sale Costs	16,321	41,600		10%
TB Bank Stabilization	-	2,000		
Park Bench/Pavers Program	694	-		On-going
CVRD Trail Program	20,207	20,000	Y	Complete
Municipal Signage Program	-	5,000		
Mosquito Sound Device	-	4,000		
FJCC Emerg Back Up	-	9,688		
Fire Equipment Replacement	-	48,186		5%
Aggie Hall Washroom Upgrade	-	15,000		
Lot 108 Playing Field	125,413	204,806	Y	60%
Lot 108 Road *	84,166	11,281		To be adjusted
RCMP Equipment	-	65,000		0%
High St Project	1,287,499	1,324,149	Y	96%
Spirit Square	641,439	593,531	Y	To be adjusted
High St Open Spaces	-	5,000	Y	
GIS Project	-	32,000	Y	
FJCC Energy Upgrade	8,144	59,000	Y	4%
Kinsmen Playground	60,043	60,000		After funding
Website Upgrade	-	14,500		0%
Sustainability Visioning	11,193	71,500	Y	16%
High St Roads/Sidewalks/Storm	314,361	303,000		To be adjusted
HC Bridge Replacement	-	5,076		
LMS Second Access Road	-	40,000		
Flume Line	-	75,000		
FJCC Corner Wall Repairs	4,622	5,400		85%
Gourlay Jane Park Tree Remove	10,480	20,000		Complete
FJCC Fitness Equipment	7,631	7,000		Complete
FJCC Improvements	-	9,950		0%
Skateboard Park	11,289	12,100		After funding

- * the final projects costs will be re-allocated to the various funds.
- + funding not reflected

INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:

Coordination among the various departments to ensure all revenues and expenses are allocated properly and received by the Finance Department.

RESOURCE IMPLICATIONS:

The format of this report will evolve. Additional analysis time may be required by the Finance Department.

ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:

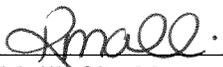
n/a

ALIGNMENT WITH STRATEGIC PRIORITIES:

This is within the Town strategy of "Wise Financial Management".

SUMMARY:

I concur with the recommendation.



Ruth Malli, City Manager

ATTACHMENTS:

Capital Projects
Consolidated Statement of Operations
Consolidated Statement of Financial Position
Reserve balances

Town Of Ladysmith
 Consolidated Statement of Operations
 For the period ended July 31, 2011

	Actual YTD 2011	Budget 2011
Revenue		
Taxes (adjusted to Municipal portion only)	7,377,601	7,375,630
Fees and charges	1,593,040	3,591,916
Return on investments	47,457	30,000
Penalty and interest on tax	96,915	115,000
Grants	1,583,658	3,608,655
Donations, contributions and contributed property	177,659	392,059
Gain (loss) on disposal of tangible capital assets	-	338,707
Development fees	-	240,000
Local area improvements	8,922	8,922
	<u>10,885,251</u>	<u>15,700,889</u>
Expenditures		
General government services	1,130,671	1,964,702
Library	199,776	266,368
Protective services	534,774	1,492,683
Transportation services	542,138	1,146,255
Environmental health services	174,009	439,110
Public health	17,435	37,795
Development services	280,048	531,426
Recreation and cultural services	1,071,944	1,940,497
Parks operation services	337,343	629,037
Sewer	274,913	482,222
Water	234,350	459,318
Reallocation of internal equipment usage	(105,772)	
Interest, net of actuarial adjustment	112,391	227,958
	<u>4,804,019</u>	<u>9,617,371</u>
Annual Surplus	6,081,232	
Prior Year Surplus	78,338,499	
Accumulated Surplus - end of year	<u><u>84,419,731</u></u>	

<u>Sewer Capital Projects</u>	<u>2011 YTD</u>	<u>2011 BUDGET</u>	<u>Grant</u>	<u>% complete</u>
LMS Sewer-Contract Services	\$ -	\$17,000		
Liquid Waste Management Plan	7,589	20,000	Y	ongoing
Lift Station Upgrades	1,018	53,600		ongoing
MBBR/DAF Control Process	313,353	2,339,370	Y	ongoing
Lot 108-Sewer Services	25,435	144,200		95%
Sewer Upgrade-High St	23,202	18,700		95%
Main Upgrades (I&I)	19,692	150,000		ongoing

<u>Water Capital Projects</u>	<u>2011 YTD</u>	<u>2011 BUDGET</u>	<u>Grant</u>	<u>% complete</u>
Hydraulic Energy Recovery	\$ -	\$10,000	Y	
Holland Creek Crossing	-	176,000		Started
LMS Water	100	35,000		
Pipeline-HC to Stocking Lake	-	10,000		
Cassidy Aquifer	3,758	15,700		15%
Facilities-Low Flow Toilets	2,550	15,000		Ongoing
Central Treatment Plant	25,736	706,000	Submitted	Designing
Power Supply to Arbutus	-	200,000	Submitted	Designing
Pipeline	42,862	1,388,545	Submitted	Started
Stocking Lake Dam Repair	3,314	24,000		
Lot 108-Water Services	21,132	48,000		95%
Water Upgrade-High St	29,426	31,850		95%
Arbutus Reservoir-Fencing	-	25,000		

Reserve & Appropriated Equity Balances
As at July 31, 2011

Restricted Reserves	
DCC – Water	597,500
DCC – Parks	225,812
DCC – Roads	601,307
DCC – Sewer	46,299
DCC – Storm	308,698
Parking	60,899
Gas Tax	671,754
Green Streets	1,369
Amphitheatre	11,081
Trolley	4,830
Capital	4,655
Total Restricted	<u>\$ 2,534,204</u>
Other Reserves	\$ 205,272
General Appropriated Equity	\$ 1,793,630
Water Appropriated Equity	\$ 743,605
Sewer Appropriated Equity	\$ 2,730,774

Amounts do not reflect budgeted allocations.

Town Of Ladysmith
 Consolidated Statement of Financial Position
 As at July 31, 2011

	2011	2010
Financial Assets		
Cash and short term deposits	13,099,583	\$ 10,129,101
Accounts receivable	3,046,491	4,753,896
	16,146,075	14,882,997
 Liabilities		
Accounts payable	541,427	2,317,293
Post-employment benefits	172,300	172,300
Deferred revenue	1,328,592	1,386,463
Restricted reserves	2,534,204	2,242,345
Refundable deposits and other	393,588	348,902
Long term debt	3,121,061	3,211,321
	8,091,173	9,678,624
 Net Financial Assets	8,054,902	5,204,373
 Non-Financial Assets		
Tangible Capital Assets (unamortized)	76,236,625	72,978,203
Prepaid	26,479	46,514
Inventory	101,725	109,409
	76,364,829	73,134,126
 Accumulated Surplus	\$ 84,419,731	\$ 78,338,499



Town of Ladysmith

STAFF REPORT

To: Ruth Malli, City Manager
From: Joe Friesenhan, Director of Public Works
Date: July 27, 2011
File No:

Re: HOLLAND CREEK TRAIL BRIDGE

RECOMMENDATION(S):

That Council direct staff to complete required repairs and inspections, install signage restricting loads on the Holland Creek pedestrian bridge and include the replacement of the bridge in the 2012 budget process.

PURPOSE:

To inform Council of the status of the pedestrian bridge at the end of the Holland Creek Trail and to ensure funding is in place in 2012 for its replacement.

INTRODUCTION/BACKGROUND:

Construction of the Holland Creek Trail system was started in 1997 with funding assistance from the federal government. Since that time, over 21 km of trails have been developed, tying Stocking Lake and Heart Lake to the Holland Creek Trail system.

Most of the development and maintenance costs were funded through federal grants which were discontinued in 2005. Since that time, the maintenance has been carried out by the Town's Parks staff.

During regular inspections of the Town's trail system in 2009, the inspectors noticed that the bridges along the Holland Creek Trail were showing signs of rot. Two smaller bridges were replaced in 2009 as part of the regular maintenance program. The large bridge at the west end of the trail system was also showing signs of rot. Due to the size of the bridge, it was decided to have the bridge inspected by a professional engineer to determine if the bridge was safe for use.

Herold Engineering Consulting Engineers were engaged to determine the condition of the bridge and provide recommendations for its continued use. The initial report completed in 2009 identified the need to do some minor repairs to the bridge immediately and to re-inspect the bridge annually. The minor repairs were completed in 2009.

A further inspection of the bridge by Herold Engineering in June 2011 shows that the bridge is steadily deteriorating and should be replaced in order to ensure the safety of the public using the Holland Creek Trail system. If the crossing is to remain open to the general public it was recommended to have the bridge inspected monthly by someone familiar with timber structures and annually by a professional engineer. It

was further recommended to have signage installed at both ends stating "Maximum Capacity 8 Persons" as well as "No Horses".

SCOPE OF WORK:

There are some minor recommendations which will be completed right away. The recommended signage to ensure the safety of the bridge will also be installed. The bridge replacement should be included in the 2012 budget process.

ALTERNATIVES:

At this time, Council can choose to:

- Complete minor repairs and put up signage, and schedule a bridge replacement for 2012
- Close the bridge to pedestrian traffic
- Replace the bridge immediately

FINANCIAL IMPLICATIONS:

The immediate repairs and signage are included in the regular maintenance budget. The preliminary estimate for the replacement is approximately \$40,000, which should be included in the 2012 budget process.

LEGAL IMPLICATIONS:

An unsafe trail system could result in injury, potentially leading to legal action against the Town

CITIZEN/PUBLIC RELATIONS IMPLICATIONS:

Citizens expect the Town to ensure the safety of public trail systems.

INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:

The maintenance work will be carried out by Public Works staff in conjunction with Parks, Recreation & Culture staff.

RESOURCE IMPLICATIONS:

Depending on the design requirements, the project would have to be contracted to the private sector or completed by existing staff. It is estimated that the replacement will cost \$40,000, to be included in the 2012 budget.

ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:

The project aligns with sustainability strategies #2, Low Impact Transportation System, #4, Multi-Use Open Space, and #7, a Healthy Community.

ALIGNMENT WITH STRATEGIC PRIORITIES:

The project aligns with Strategic Priority D, an Enhanced Standard of Infrastructure, and Strategic Priority C, a Safe and Healthy Community.

SUMMARY:

In 2009, an inspection of the Holland Creek pedestrian bridge found signs of rot developing on the support structure. A detailed investigation at the time by a professional engineer showed immediate repairs and annual checks were required. A subsequent inspection in 2011 identifies that the bridge has further deteriorated and along with immediate repairs in 2011, the bridge should be replaced in 2012.

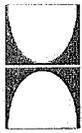
I concur with the recommendation.



Ruth Malli, City Manager

ATTACHMENTS:

2011 Engineering report. from Herold Engineering



**HEROLD
ENGINEERING LIMITED**

Consulting Engineers

June 22, 2011

0037-051

Town of Ladysmith
PO Box 220
410 Esplanade
Ladysmith, BC
V9G 1A2
Via e-mail: jfriesenhan@ladysmith.ca

Attn: Joe Friesenhan

Re: Holland Creek Pedestrian Bridge Inspection Report - 2011

Dear Joe:

Herold Engineering Limited is pleased to submit a draft report for the Holland Creek Bridge. Please respond with any necessary review comments and we will have them included in our final submission of the report. If you have any comments or questions please contact the undersigned.

Yours truly,

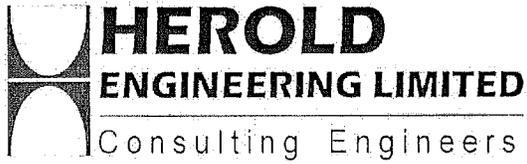
HEROLD ENGINEERING LIMITED

D.C. Bandy, P.Eng.
Manager – Industrial, Marine and Bridge Division

DCB/dcb

Enclosure

H:\Projects\0037-051 Holland Creek Pedestrian 2011 Bridge Inspection\02S Correspondence\Transmittal.doc



Town of Ladysmith

Holland Creek Pedestrian Bridge Inspection Report - 2011

Prepared for:

The Town of Ladysmith
410 Esplanade
Ladysmith, B.C.
V9G 1A2

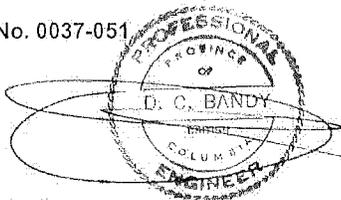
Prepared by:

D.C. Bandy, P.Eng.
Herold Engineering Limited
3701 Shenton Road
Nanaimo, BC V9T 2H1

Submittal Date:

June 22, 2011

Project No. 0037-051



D.C. Bandy, P.Eng.
Manager – Industrial, Marine and Bridge Division



Town of Ladysmith

Holland Creek Pedestrian Bridge Inspection Report - 2011

Prepared for:

The Town of Ladysmith
410 Esplanade
Ladysmith, B.C.
V9G 1A2

Prepared by:

D.C. Bandy, P.Eng.
Herold Engineering Limited
3701 Shenton Road
Nanaimo, BC V9T 2H1

Submittal Date:

June 22, 2011

Project No.

0037-051



3701 Shenton Road
Nanaimo, BC V9T 2H1
Ph: 250-751-8558 Fax: 250-751-8559

TOWN OF LADYSMITH HOLLAND CREEK PEDESTRIAN BRIDGE INSPECTION - 2011

1. INTRODUCTION

Herold Engineering Limited was asked by the Town of Ladysmith to inspect and provide an evaluation of a pedestrian bridge on the Holland Creek trail network. This evaluation is a follow-up to the last inspection carried out in August 2008. At that time the bridge was noted as in poor condition and a recommendation was provided that the bridge be replaced within three years. It is our understanding that plans to replace the bridge are not yet in place and replacement has not been scheduled. This evaluation has been carried out with the understanding that the bridge may remain in service for one more year while replacement plans are finalized.

The trail network can be accessed from several locations including the end of Mackie Road. The bridge in question is located approximately 2 km from the Mackie Road trailhead. It is understood that the bridge is used for pedestrian traffic only, and is not used for vehicles, mobile equipment or horses.

The purpose of our investigation was to determine the condition of the structure and provide recommendations for continued use over the short term. Since the bridge is open to the general public, our focus includes safety features such as handrails, signage and load carrying capacity. Photographs of the structure are contained in the appendix at the end of this report.

2. METHODOLOGY

The field inspection was carried out on April 7, 2011 under dry and sunny conditions with the river at low water. The inspection was visual and tactile, carried out from the ground as well as from accessible portions of the structure. The timber components were sounded with a hammer and probed with an awl to determine the presence of decay. Selected locations of the timber stringers were drilled with a 6mm bit and cordless drill to detect the presence of internal decay. Buried portions of the structures were not exposed for inspection.

Little is known about the history of the structure. Original construction drawings or inspection reports other than the 2008 report were not available. The opinions and recommendations in this report are based on our field observations and measurement. Analysis of the load carrying capacity was carried out in accordance with CSA S-6, "Canadian Highway Bridge Design Code".

3. Description:



3701 Shenton Road
Nanaimo, BC V9T 2H1
Ph: 250-751-8558 Fax: 250-751-8559

The bridge consists of a log stringer superstructure supported on rock filled log cribs. The main span runs approximately east/west over Holland Creek. The western approach consists of an earth filled ramp retained on the downhill side by a concrete block wall.

The main span consists of three hem-fir log stringers approximately 330mm in diameter with an overall length of 15.250m. The deck consists of 150mm x 150mm timber cross ties on 1.220m centres with 89mm x 190mm deck planks spanning between cross ties. The railings consist of 89mm x 89mm posts with 38mm x 140mm top rails and 38mm x 89mm mid rails.

The eastern approach consists of a ramp constructed of two hem-fir stringers approximately 230mm in diameter spanning between concrete (sonotube) supports on 2.750m centres.

Both ends of the main span as well as the west end of the eastern approach are supported on rock filled log cribs. The log cribs are founded on concrete pad footings.

The underside of the main span is approximately 3.0m above the creek bed. The creek bed consists of large boulders. At the time of our investigation the water level was low (approximately 300mm).

4. INSPECTION

The structure is in overall poor to fair condition. The log stringers of the main span exhibit soft rot to a depth of approximately 75mm. The stringers were drilled to a depth of 100mm with wet, powdery cuttings noted in several locations along the length of the stringers. Fungal fruit bodies of several species were observed throughout the structure. These fruit bodies are evidence of progressive internal decay. It is difficult to predict the remaining capacity of timbers subject to soft rot and decay without deflection testing or intrusive investigation, however, based on our experience with similar structures it is our opinion that applied loads should be restricted to 1.5kPa or 8 persons.

The concrete block wall retaining the western approach is partially undermined in several locations. This may lead to localized settlement and cracking of the retaining wall. It is believed the condition is due to scour action during periods of high creek flow. Firm bearing should be re-established and the toe of the wall should be protected with rip rap to prevent further scour.

The soil at the end of the approach has settled below the level of the main span deck resulting in a potential tripping hazard. This area should be re-filled and compacted to minimize the tripping hazard.

The logs forming the log cribs at both ends of the main span are soft with several rotten to approximately 50%. It would be difficult to repair these without extensive repairs to the overall structure and it is estimated that the decay will progress at a relatively slow rate. The cribs should continue to be monitored with no further action at this time.

The hand rails are rough and cracked in a number of locations. Cracked handrail boards should be replaced to avoid splinters.

The log stringers of the eastern approach are in contact with the ground at the eastern end. Contact with damp soil will accelerate decay and deterioration. At the time of our inspection the

stringers showed soft rot to a depth of approximately 35mm. Soil should be removed from around the stringers to allow air circulation.

5. RECOMMENDATIONS

1. Overall, this structure is in only poor to fair condition. The main span shows signs of significant decay of the load carrying members. It is our opinion that due to the extent and nature of the deterioration rehabilitation of the existing structure is not viable. It is recommended that the structure be replaced.
2. Due to the deteriorated condition of the existing structure, failure of one or more of the load carrying members is a significant possibility. If the crossing is to remain open to the general public it is recommended that it be inspected by somebody familiar with timber structures on a monthly basis and by a structural engineer at least annually. In addition, the structure should be inspected after any high water events.
3. It is recommended that signs be posted at both ends stating "Maximum Capacity 8 Persons" as well as "No Horses".
3. The concrete block retaining wall at the western approach should be provided with firm footing were it has been undermined. The toe of the wall should be armored with rip rap to prevent further scour. The surface of the approach ramp should be filled where it meets the deck of the main span to avoid a tripping hazard.
4. Hand rail boards that are cracked or splintered should be replaced.
5. The soil which is in contact with the stringers of the eastern approach should be removed to allow air circulation.

APPENDIX A
PHOTOGRAPHS



Photo 1: Looking upstream



Photo 2: Eastern Approach looking West



Photo 3: Handrail at Eastern Approach (note splintered end).

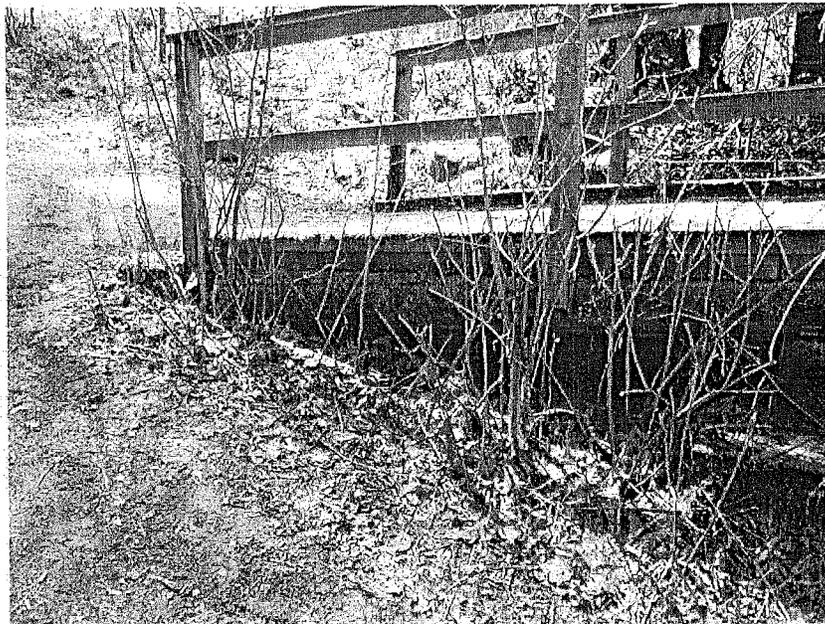


Photo 4: Eastern Approach Span (note stringers in contact with ground).

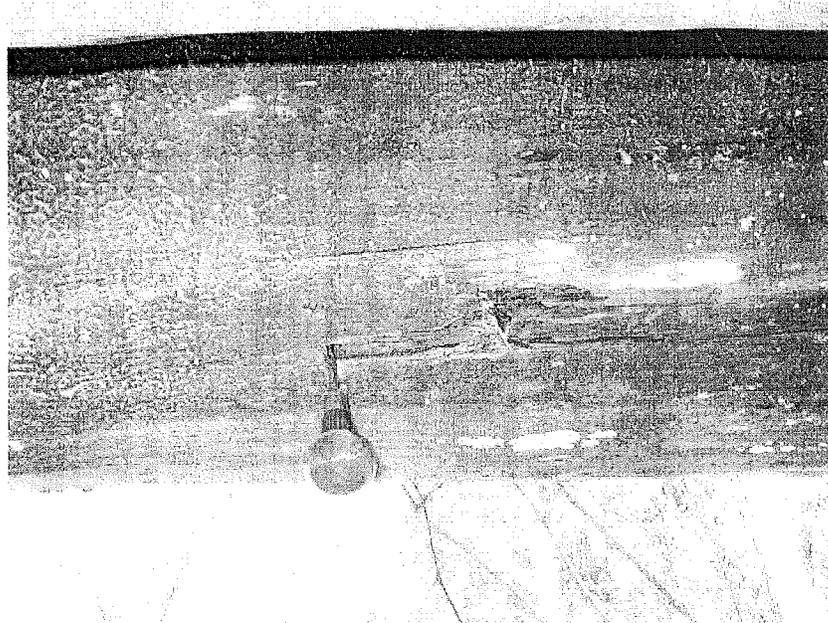


Photo 5: Evidence of Soft Rot on Main Stringer.

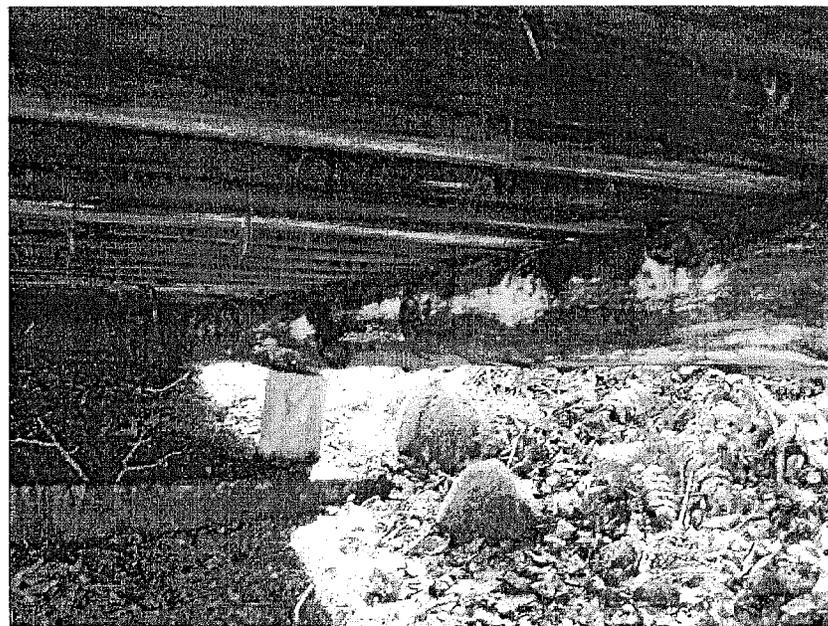


Photo 6: Underside of Eastern Approach Span.

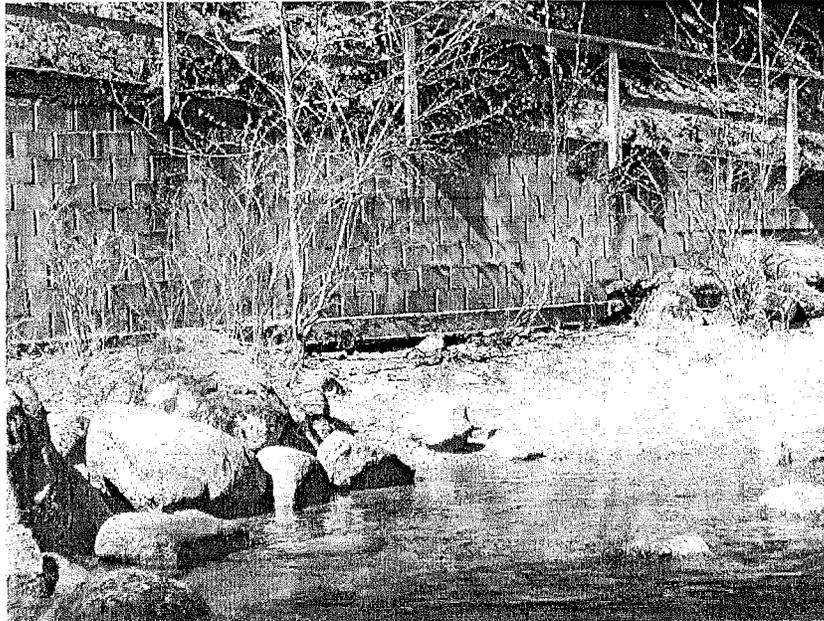


Photo 7: Partially undermined retaining wall



Photo 8: Settlement of Fill Material at Western Approach.

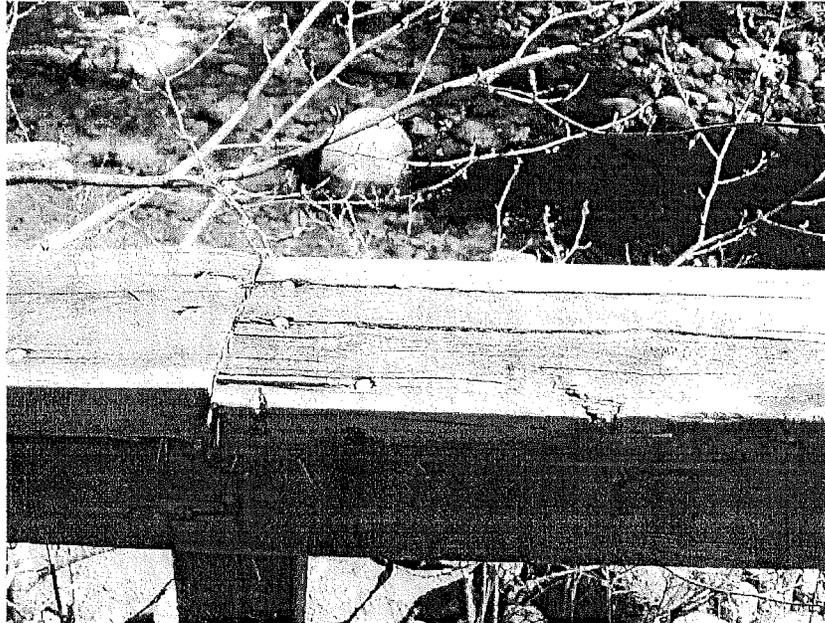


Photo 9: Splintered Handrail.

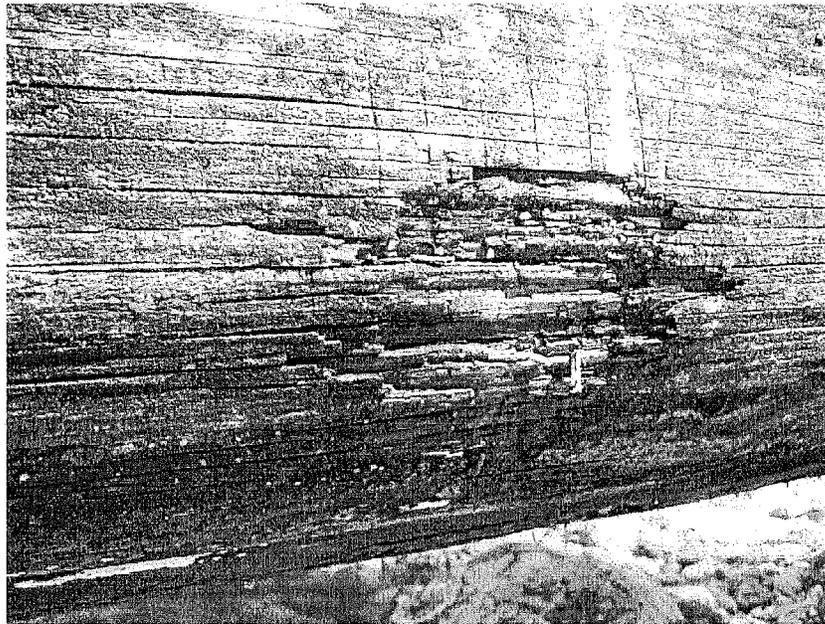


Photo 10: Rot and Fungal Fruit Bodies on Main Stringer.

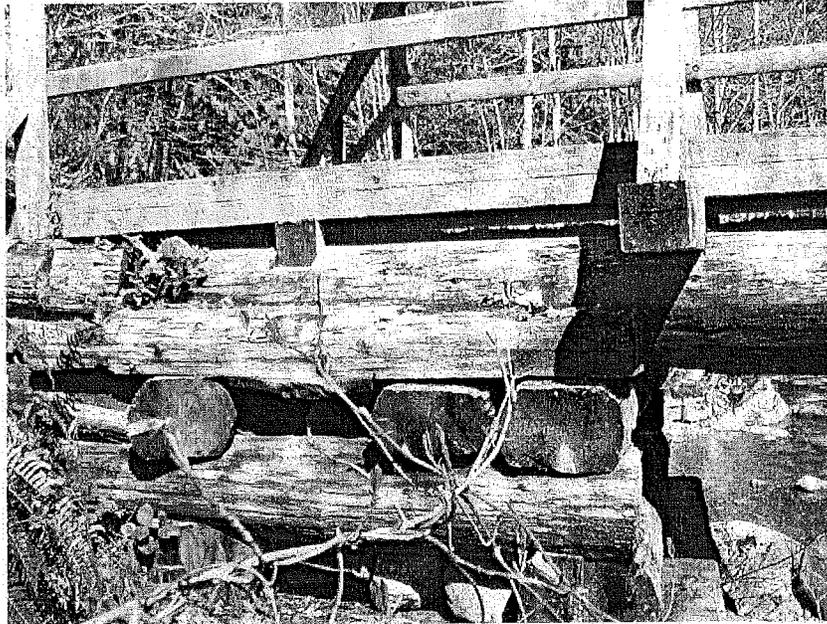


Photo 11: Western Support Crib.



Town of Ladysmith

STAFF REPORT

To: Mayor and Council
From: R. Malli, City Manager
Date: August 11, 2011
RE: Council Remuneration

RECOMMENDATION

That Council appoint a three-person committee to review Council remuneration.

INTRODUCTION/BACKGROUND:

On August 2, 2011 staff were requested to prepare a report for the August 2011 Government Services meeting on Council remuneration in other communities of a similar size, including a history of Council remuneration in Ladysmith. This staff report is in response to that direction from Council.

The last full review of Council remuneration was in 2004. Based on a 2001 annual UBCM survey, Council passed motion #2004-522 which stated:

That the recommendation of the Citizen's Review Committee on Council remuneration be received and that members of Council be given a two per cent remuneration increase per year for the next three years and that a subsequent review be undertaken at the conclusion of the three year period.

This recommendation followed a motion passed in 2001 which stated:

That staff be direct to prepare an amendment to the "Council Member Remuneration and Expense Bylaw 1995, No. 1186" with stipends being increased to:

Councillor	\$ 8,920
Deputy Mayor	\$ 1,920
Mayor	\$19,484

and that the increase be phased in by two increments on January 1, 2001 and January 1, 2002 with subsequent increases equal to the average of those communities of 5,000 to 15,000 population, as reported in the annual UBCM survey (removing the top and bottom communities from the averaging formula),

and further, that a review committee be struck every three years to review Council remuneration (2004, 2007, 2010).

Further direction from Council in 2008 for a review resulted in an increase to Council travel expenses for private vehicle use, but no change in remuneration. There has not been a full review since 2004 and Council remuneration is unchanged since 2007. Therefore, a complete review is overdue for 2007 and 2010. A brief survey (through the UBCM database) indicates that current Council remuneration is less than the average for similar sized communities (see attached).

SCOPE OF WORK:

A remuneration review will require some staff and volunteer (community members) time.

ALTERNATIVES:

Council may choose not to conduct a review at this time or to implement a change without a committee review.

FINANCIAL IMPLICATIONS:

Council remuneration is lower than comparable communities; a change may result in increased costs.

LEGAL IMPLICATIONS:

There is no legal requirement to review Council remuneration.

CITIZEN/PUBLIC RELATIONS IMPLICATIONS:

Citizen expectations are for good governance, which includes fair compensation.

INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:

The City Manager will liaise with the Director of Corporate Services and Director of Financial Services for the review.

RESOURCE IMPLICATIONS:

Staff time for research and meetings.

ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:

n/a

ALIGNMENT WITH STRATEGIC PRIORITIES:

Alignment with Strategic Direction A-Wise Financial Management and Strategic Direction G-Supportive Corporate Governance.

SUMMARY:

Previous Council directed that a review of remuneration occur in regular intervals, with input from a citizen committee. It was the direction of the current Council that remuneration remain at the 2007 level for the term. As a full review has not occurred since 2004, and Council remuneration is unchanged since 2007, Council has directed that staff look into the history of remuneration in Ladysmith and conduct a brief survey of similar communities. The result of the historical review and survey indicate that it is time to conduct another review. The result of the historical review and survey indicate that it is time to conduct another review.

The recommendation is to re-instate the citizen committee and to conduct a review of Council remuneration in Ladysmith.

ATTACHMENTS:

UBCM Survey

UBCM Survey			
Name	Population	Mayor Annual Remuneration	Councillor Annual Remuneration
Grand Forks	4036	21,044	15,783
Gibsons	4182	28,372	13,143
Fernie	4217	20,000	12,000
Armstrong	4241	21,226	12,078
Oliver	4370	25,522	13,612
Mackenzie	4539	14,112	7,730
Kent	4738	21,800	11,600
Metchosin	4795	16,174	9,435
Creston	4826	21,858	11,252
Peachland	4883	21,017	11,469
Spallumcheen	4960	18,378	9,189
Kimberley	6139	24,725	12,363
Merritt	6998	20,000	12,000
Revelstoke	7230	22,000	11,000
Ladysmith	7538	20,677	9,466
Sechelt	8454	36,028	18,019
Qualicum Beach	8502	31,300	19,625
Kitimat	8987	29,012	11,915
Quesnel	9326	41,376	14,196
Coldstream	9471	24,279	
Lake Country	9606	36,435	15,370
Sooke	9704	20,100	10,050
Average		24,338	12,443



Town of Ladysmith

STAFF REPORT

To: Ruth Malli, City Manager
From: Sandy Bowden, Director of Corporate Services
Date: August 2, 2011
File No:

Re: QUESTION PERIOD GUIDELINES – INCORPORATION OF CVRD GUIDELINES

RECOMMENDATION(S):

Council has directed staff to revise the question period guidelines and incorporate those recently adopted by the Cowichan Valley Regional District.

It is recommended that Council adopt the following Question Period guidelines:

1. There will be allotted a maximum of 15 minutes for questions.
2. The Question Period will be comprised of two parts. The first part is reserved for questions directly related to items which appear on the agenda. If there is time remaining, questions during the second part can be on a matter of public interest under the jurisdiction of the Town.
3. Each questioner will be allowed to ask one question plus a follow-up question related to the answer. If after all questioners have been heard and there is still time remaining, a questioner who has already spoken can ask one additional question plus a follow-up question related to the answer.
4. Questions must be truly questions and not statements of opinions. Questioners are not permitted to make a speech.
5. Questioners must avoid personal references; insinuations; violent, offensive or disrespectful remarks about another person; and unparliamentary language.
6. Questions shall be addressed to the Chair.
7. No commitments shall be made by the Chair in replying to a question. Matters which may require action of the Council shall be referred to a future meeting of the Council.

PURPOSE:

The purpose of this staff report is to provide Council with an evaluation of the impact of amending the Town's Question Period guidelines to the recently-implemented CVRD Question Period guidelines.

INTRODUCTION/BACKGROUND:

Council will recall that at the meeting held on July 4, 2011 Council adopted the following resolution:

That staff be directed to bring forward a recommendation for a revised question period procedure that incorporates the recommended Cowichan Valley Regional District policy as outlined in the correspondence from Joe Barry dated June 14, 2011.

The following table provides an overview of the new guidelines which apply to the CVRD Question Period and staff comments as each guideline relates to the Town of Ladysmith meetings:

CVRD Guideline	Staff Comment
There will be allotted a maximum of 15 minutes for questions.	Agree
The Question Period will be comprised of two parts. The first part is reserved for questions directly related to <u>business discussed during the meeting</u> . If there is time remaining, questions during the second part can be on a matter of public interest under the jurisdiction of the Regional District.	Suggest rewording underlined statement to read "items which appear on the agenda". Also remove reference to Regional District and replace it with the Town.
Each questioner will be allowed to ask one question plus a follow-up question related to the answer. If after all questioners have been heard and there is still time remaining, a questioner who has already spoken can ask one additional question plus a follow-up question related to the answer.	Agree
Questions must be truly questions and not statements of opinions. Questioners are not permitted to make a speech.	Agree
Questioners must avoid personal references; insinuations; violent, offensive or disrespectful remarks about another person; and unparliamentary language.	Agree
Questions shall be addressed to the Chair.	Agree

Currently the Town of Ladysmith Question Period guidelines are as follows:

- Persons wishing to address Council during "Question Period" must be Town of Ladysmith residents, non-resident property owners, or operators of a business.
- Individuals must state their name and address for identification purposes
- Questions must relate strictly to matters which appear on the Council agenda at which the individual is speaking
- Questions put forth must be on topics which are not normally dealt with by Town staff as a matter of routine
- Questions must be brief and to the point
- Questions shall be addressed through the Chair and answers given likewise. Debates with or by individual Council members or staff members are not allowed
- No commitments shall be made by the Chair in replying to a question. Matters which may require action of the Council shall be referred to a future meeting of the Council

Staff recommends maintaining the last bullet noted above in the Question Period guidelines in order to provide Council with the option of referring a question to a future meeting if research is required.

The Town also provides a "Public Dialogue with Council" period prior to the first regular Council meeting of each month. Guidelines applicable to the public dialogue session are as follows:

- This monthly dialogue session will occur the first Monday of each month from 6:30 p.m. to 6:55 p.m.
- Attendees are requested to sign a "sign in" sheet at the session

- Notes may be taken to reflect the general discussion and points raised, including queries for which a response was not provided during the session. Notes do not form part of regular Council minutes
- The imposition of a time limit for speakers is at the discretion of the Chair

SCOPE OF WORK:

Upon Council direction staff will implement the new Question Period guidelines.

ALTERNATIVES:

Council could adopt the proposed Question Period guidelines to be consistent with the CVRD or Council could modify the proposed guidelines as deemed appropriate.

FINANCIAL IMPLICATIONS:

n/a

LEGAL IMPLICATIONS:

n/a

CITIZEN/PUBLIC RELATIONS IMPLICATIONS:

It is anticipated that the proposed changes to the current Question Period guideline will be positively received by the public.

INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:

n/a

RESOURCE IMPLICATIONS:

n/a

ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:

n/a

ALIGNMENT WITH STRATEGIC PRIORITIES:

The proposed resolution aligns with Strategic Direction G - Supportive Corporate Governance.

SUMMARY:

Council directed Staff to revise the Question Period guidelines and incorporate those recently-adopted by the CVRD. The proposed recommendation incorporates the CVRD's Question Period guidelines.

I concur with the recommendation.



Ruth Malli, City Manager

ATTACHMENTS:

None



Town of Ladysmith
STAFF REPORT

To: Ruth Malli, City Manager
From: Sandy Bowden, Director of Corporate Services
Date: August 10, 2011

RE: MONTHLY TROLLEY PASSES

RECOMMENDATION(S):

Council directed staff to investigate the feasibility of issuing monthly trolley passes.

It is recommended that the Committee recommend that Council direct Staff to:

1. Implement a monthly trolley pass system as follows, effective October 1, 2011:

Ages 6 to 18 - \$20 per month
Ages 19 to 64 - \$30 per month
Ages 65 and over - \$20 per month
All other ages free
Replace lost/stolen pass - \$5.00

2. Prepare an amendment to the Fees and Charges Bylaw No. 1644 to authorize the Town to charge the following rates for trolley use:

Single trolley ride: Ages 6 to 18 - \$1
Ages 19 to 64 - \$2
Ages 65 and over - \$1
All other ages free

Monthly passes: Ages 6 to 18 - \$20
Ages 19 to 64 - \$30
Ages 65 and over - \$20
All other ages free
Replace lost/stolen pass - \$5.00

PURPOSE:

The purpose of this staff report is to provide Council with recommendations regarding the implementation of a monthly trolley pass system and single trolley ride fares.

INTRODUCTION/BACKGROUND:

Council will recall that at the meeting held on July 18, 2011 Council adopted the following resolutions:

That the following fare structure for the trolley service be established commencing on October 1, 2011:

- Ages 0 to 5 years – free
- Ages 6 to 18 years – \$1

- Ages 19 to 64 years – \$2
- Ages 65 and over – \$1

That staff be requested to investigate the feasibility of issuing monthly trolley passes.

In order to authorize the Town to charge a fare for riding the trolley the Fees and Charges Bylaw No. 1644 must be amended.

The following monthly transit system passes are available in other jurisdictions on Vancouver Island:

Regional District of Nanaimo:	Adult - \$60.75 College Student - \$49.50 Senior/Youth (6-18 yrs) - \$37.00 Semester Pass - \$158.50
Cowichan Valley Regional District (BC Transit):	Adult - \$48 College Student - \$36.00 Senior - \$36.00 Student to Gr. 12 - \$36.00 Child 4 yrs or younger - n/a College Semester Pass - \$112.00
City of Victoria (BC Transit):	Adult - \$82.50 College - \$74.50 Senior - \$49.00 Youth - \$49.00
City of Campbell River (BC Transit): (One Zone)	Adult - \$45.00 College Student Pass - \$35.00 Student to Gr. 12 - \$25.00 Senior - \$35.00

If an adult commuter rides the trolley an average of twice per day five days per week, their expenditure based on single ride fares will be \$20 per week or approximately \$80 per month. Based on single ride fares and transit monthly pass fares in other jurisdictions, the following trolley monthly pass fare structure proposed:

Town of Ladysmith (proposed):	Adult (ages 19 to 64) - \$30 Youth (ages 6 to 18) - \$20 Seniors (ages 65 and over) - \$20 All other ages free Replace lost/stolen pass - \$5.00
-------------------------------	--

SCOPE OF WORK:

Upon Council direction staff will proceed with the implementation of the monthly pass system which will include processing the proposed Fees and Charges Bylaw amendment and creating the monthly pass cards. The monthly pass is valid for the calendar month and will be prorated. As with any monthly pass, refunds will not be issued for un-used passes. Lost or stolen passes will be replaced with an administration charge of \$5.00.

ALTERNATIVES:

Council could adopt the proposed trolley monthly pass fare structure or Council could consider other monthly pass fees.

FINANCIAL IMPLICATIONS:

It is difficult to anticipate revenues from the sale of monthly trolley passes at this time. Any revenue received from the ridership would be applied against the cost to run the system. Taxation revenue will make up any differences.

LEGAL IMPLICATIONS:

n/a

CITIZEN/PUBLIC RELATIONS IMPLICATIONS:

It is anticipated that there will be some resistance to the implementation of a fare structure for the trolley, however, a monthly pass system will be much more economical for regular riders.

INTERDEPARTMENTAL INVOLVEMENT/IMPLICATIONS:

The implementation of the trolley fare system will involve the Financial Services, Corporate Services and Public Works Departments.

RESOURCE IMPLICATIONS:

n/a

ALIGNMENT WITH SUSTAINABILITY VISIONING REPORT:

The trolley system in general aligns with the second Pillar of Sustainability: Low Impact Transportation and the first Sustainability Goal: Reduce Greenhouse Gas and Other Air Emissions.

ALIGNMENT WITH STRATEGIC PRIORITIES:

The implementation of a monthly trolley pass system aligns with Strategic Direction A1: Wise Financial Management – secure new sources of revenue and alternate ways of financing community services and projects.

SUMMARY:

Council directed Staff to investigate the feasibility of issuing monthly trolley passes. Staff is requesting Council's consideration of implementing a monthly trolley pass system as outlined in this report.

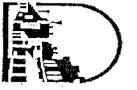
I concur with the recommendation.



Ruth Malli, City Manager

ATTACHMENTS:

None



TOWN OF LADYSMITH
Building Permit Summary - July 2011

Commercial	Industrial	Institutional	Residential (NEW)		Residential		Dwelling Units	Total Permits	Bldg & P/bldg Permit Fees This Month	Permit Values This Month	Permit Values Year to Date 2011	
			No. of Permits	Values	Adds, Remos, Other	Values						
July	0	\$0	0	\$0	3	\$455,262	9	\$60,630	3	\$4,254	\$515,892	\$5,398,744

Year to Date

JAN	0	\$0	0	\$0	3	\$452,202	7	\$50,160	3	\$4,205	\$502,362	\$502,362	
FEB	0	\$0	0	\$0	5	\$784,204	11	\$105,080	5	\$5,367	\$889,284	\$1,391,646	
MAR	2	\$90,000	0	\$0	2	\$231,660	6	\$213,900	2	\$4,091	\$555,560	\$1,947,206	
APR	2	\$202,200	0	\$0	1	\$160,920	4	\$56,184	2	\$3,043	\$419,304	\$2,366,510	
MAY	0	\$0	0	\$0	9	\$1,256,620	14	\$81,880	9	\$10,773	\$1,338,300	\$3,704,810	
JUN	1	\$60	0	\$0	7	\$1,146,082	5	\$31,900	7	\$9,641	\$1,178,042	\$4,882,852	
JUL	0	\$0	0	\$0	3	\$455,262	9	\$60,630	3	\$4,254	\$515,892	\$5,398,744	
AUG													
SEP													
OCT													
NOV													
DEC													
TOTAL	5	\$292,260	0	\$0	2	\$20,000	30	\$4,486,950	56	\$599,534	31	\$41,374	\$5,398,744

Demos Mth	0	Demos YTD	0
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Comparison	#DU	Value	#BP	Value
YTD 2011	31	\$4,486,950	93	\$5,398,744
YTD 2010	48	\$7,824,108	90	\$11,971,290
YTD 2009	21	\$2,947,149	74	\$7,762,169

Tom Skarvig
Tom Skarvig, Building Inspector



TOWN OF LADYSMITH
TROLLEY BUS ACTIVITY REPORT - Trolleys 103/105
 July 2011

Day	Date	Passenger Count	Fuel Litres	KM Start	KM Finish	Weather	Wheel Chairs	Service Dogs	Bikes
Fri	1	Stat							
Sat	2	70	71	106402	106614	Sun	0	0	2
Sun	3								
Mon	4	92	71	106614	106826	Sun	0	0	2
Tue	5	119	86	106826	107040	Sun	1	1	1
Wed	6	69	86	107040	107255	Sun	0	0	0
Thur	7	54	79	107255	107474	Sun/Cloud/Rain	0	0	0
Fri	8	63	79	107474	107688	Sun	1	1	2
Sat	9	64	68	107688	107904	Sun	0	0	0
Sun	10								
Mon	11	89	68	107904	108117	Sun/Cloud/Rain	1	0	0
Tue	12	82	82	108117	108333	Sun/Cloud/Rain	1	0	0
Wed	13	101	81	108333	108547	Sun/Cloud/Rain	0	0	2
Thur	14	67	86	108547	108164	Sun/Cloud/Rain	1	0	0
Fri	15	81	94	108764	108980	Sun/Cloud/Rain	0	0	3
Sat	16	49	67	108980	109194	Cloud/Rain	0	0	0
Sun	17								
Mon	18	62	68	109194	109407	Cloud	0	0	1
Tue	19	73	74	109407	109619	Sun/Cloud	0	0	1
Wed	20	67	77	109619	109834	Sun/Cloud	0	0	2
Thur	21	117	72	109834	110049	Sun/Cloud	0	1	5
Fri	22	100	67	110049	100262	Sun	0	0	0
Sat	23	64	68	100262	110477	Sun	0	0	1
Sun	24								
Mon	25	80	69	110477	110687	Sun/Cloud	0	0	0
Tue	26	83	80	110688	110901	Sun	0	0	2
Wed	27	125	82	110901	111114	Sun/Cloud	0	0	1
Thur	28	72	79	111114	111328	Sun	1	0	4
Fri	29	109	76	111328	111541	Sun	0	0	2
Sat	30	65	67	111541	111757	Sun	0	0	2
Sun	31								
TOTAL		2017	1897				6	3	33

DONATIONS FOR July 2011 - \$893.74

DONATIONS YEAR-TO-DATE \$4855.42

AVERAGE DAILY RIDER COUNT FOR July 2011 - 81



Ladysmith Fire / Rescue

P.O. Box 760 Ladysmith, B.C. V9G 1A5
 Phone: 250-245-6436 • Fax: 250-245-0917



FIRE CHIEF'S REPORT

MONTH: **July**, 2011

TYPE OF CALL OUT	J	F	M	A	M	J	J	A	S	O	N	D	YEAR'S TOTALS
Alarms Activated: Pulled Station			1										1
By mistake		2	3		3								8
Electrical problem	4	1		1	2		4						12
Due to cooking		1		1	1	2	2						7
Assistance													
Burning Complaint					1	9							10
Fire: Structure	2	1			1	1	2						7
Chimney	3		2				1						6
Interface / Bush					1	2							3
Vehicle		2	1				1						4
Other	1			1	2		5						9
Hazardous Materials	2	1		2	1	1							7
Hydro Lines: Down / Fire	2		1										3
Medical Aid	4	1	2	5	1		3						16
Mutual Aid	1		1		1								3
MVI	3	2	4	1	3	2	3						18
Rescue				2									2
MONTH TOTALS (not incl. Practises)	22	11	15	13	17	17	21						116
Practises (Totals for each Month)	4	4	5	4	5	4	4						30

ALARMS ACTIVATED (location/owner):

- 385 Davis Rd Gulfview Estates Unit 6 (cooking)
- 502 Louise Rd (cooking)
- 541 Sillenger Place (faulty sensor)
- 9 White St. Unit A (CO sensor)
- 1111-4th Ave. LS Community Health Center (electrical problem)
- 1111-4th Ave. LS Community Health Center (electrical problem)

COMPARISONS:

Year to Date / 11 116 (excl. practises)
 Year to Date / 10 96 (excl. practises)
 Year to Date / 09 94 (excl. practises)

APPROVED:

Ray Delcourt
 Fire Chief

faxed
Aug 10 11

COASTAL ANIMAL CONTROL SERVICES OF BC LTD

2202 Herd Rd. Duncan, BC. V9L 6A6

(250) 748-3395

RECEIVED
AUG 11 11:44

TOWN OF LADYSMITH POUND REPORT

July 2011

Disposition of Impounded Dogs	Current Month	2011 Totals	
Stray dogs impounded	1	13	
Stray dogs claimed	1	12	
Stray dogs put up for adoption	0	1	
Stray dogs euthanized	0	0	
Stray livestock / cats	0	0	
Other	0	0	
Calls Received and Investigated	13	67	
Aggressive dogs	3	11	
Dogs at large	4	20	
Confined dog	2	10	
Noise (barking) complaints	2	11	
Other non specific dog related calls	2	14	
Wildlife / livestock / cats	0	1	
After hour call outs	0	4	
Monthly Pound and Board Fees Collected	\$120.00	\$1380.00	
Impound fees	\$100.00	\$1000.00	
Daily board fees	\$20.00	\$380.00	
Tickets issued	1	5	
Unlicensed dog	\$100.00	\$200.00	
Dog at large	\$00.00	\$200.00	
Dangerous dog not muzzled (12e)	\$0	\$250.00	
Habitually noisy	\$0	\$0	
Licencing Statistics	Tags	0	23
	Revenue	\$0.00	\$630.00

Judi Burnett

CAS Summary of Service Calls, Ladysmith

13 calls in total

01-Jul-11 to 31-Jul-11

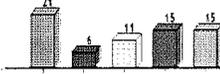
Issue	Call #	Received	Type	Completed
Aggressive		3		
	884	23-Jul-11	Dog	05-Aug-11
	883	23-Jul-11	Dog	04-Aug-11
	876	05-Jul-11	Dog	08-Jul-11
At large		4		
	885	27-Jul-11	Dog	03-Aug-11
	880	18-Jul-11	Dog	19-Jul-11
	879	15-Jul-11	Dog	29-Jul-11
	877	05-Jul-11	Dog	13-Jul-11
Confined		2		
	882	21-Jul-11	Dog	25-Jul-11
	878	11-Jul-11	Dog	13-Jul-11
Noisy		2		
	886	29-Jul-11	Dog	03-Aug-11
	881	20-Jul-11	Dog	
Other		2		
	888	30-Jul-11	Dog	04-Aug-11
	887	29-Jul-11	Dog	

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Audience Question #1

How did you first hear about this meeting?

- A. Local Newspaper
- B. Town Bulletin Board
- C. Electronic Notice, Twitter, Facebook
- D. Town Newsletter in Utility Bill
- E. Word of Mouth



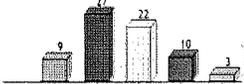
Option	Count
A. Local Newspaper	21
B. Town Bulletin Board	6
C. Electronic Notice, Twitter, Facebook	11
D. Town Newsletter in Utility Bill	15
E. Word of Mouth	15

71

Audience Question #2

Throughout the evening there will be many opportunities to ask questions or make a statement. In the interest of allowing everyone voices to be heard how much time do you wish to allow for individual question-statements?

- A. Thirty seconds
- B. One Minute
- C. Two Minutes
- D. Three Minutes
- E. Five Minutes



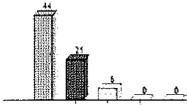
Option	Count
A. Thirty seconds	9
B. One Minute	17
C. Two Minutes	22
D. Three Minutes	10
E. Five Minutes	3

71

Audience Question #3

Where do you live in Ladysmith?

- A. North of the Holland Creek
- B. South of the Holland Creek
- C. I do not live in Ladysmith



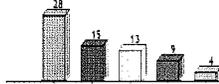
Option	Count
A. North of the Holland Creek	24
B. South of the Holland Creek	22
C. I do not live in Ladysmith	1
D.	0
E.	0

Wait 0

Audience Question #4

How long have you lived in Ladysmith?

- A. < 10 years
- B. 10 – 20 years
- C. 21 – 40 years
- D. 41 + years
- E. I do not live in Ladysmith



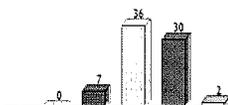
Option	Count
A. < 10 years	38
B. 10 – 20 years	15
C. 21 – 40 years	11
D. 41 + years	9
E. I do not live in Ladysmith	1

Wait 0

Audience Question #5

What is your age?

- A. < 24 years
- B. 24 – 39 years
- C. 40 – 59 years
- D. 60 - 79 years
- E. 80+



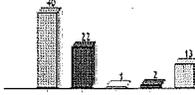
Option	Count
A. < 24 years	0
B. 24 – 39 years	7
C. 40 – 59 years	36
D. 60 - 79 years	30
E. 80+	1

78

Audience Question #6

The Town of Ladysmith should expand and upgrade the existing wastewater treatment plant from primary to secondary treatment ?

- A. Strongly Agree
- B. Agree
- C. Disagree
- D. Strongly Disagree
- E. I need more information



Option	Count
A. Strongly Agree	40
B. Agree	22
C. Disagree	1
D. Strongly Disagree	1
E. I need more information	11

79

Audience Question #7

If further action is needed to protect Ladysmith Harbour I would support:

- A. The outfall be extended out of the harbour.
- B. The treatment plant be upgraded to provide additional advanced treatment.
- C. I need more information

Response	Count
A	11
B	11
C	11

74

Audience Question #11

Should the Town of Ladysmith facilitate the construction of an RV Campsite on the waterfront?

- A. Yes
- B. No
- C. I need more information.

Response	Count
A	1
B	1
C	1

61

Audience Question #8

Should the Town of Ladysmith amend the Animal Control Bylaw to permit backyard chickens similar to other communities?

- A. Yes
- B. No
- C. I need more information.

Response	Count
A	32
B	17
C	2

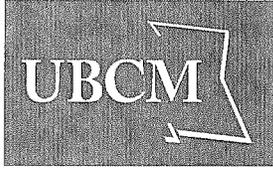
51

Audience Question #10

Should the Town of Ladysmith amend the Animal Control Bylaw to require the licensing and control of cats?

- A. Yes
- B. No
- C. I need more information.

Response	Count
A	14
B	11
C	1



MEMBER RELEASE

July 28, 2011

TO: Mayor and Council | Chair and Board | Senior Staff
FROM: Councillor Barbara Steele, President
RE: **MUNICIPAL AUDITOR GENERAL UPDATE**

Summary

UBCM has been advised that the Minister is surveying local governments about the proposed Office of the Municipal Auditor General (MAG). The attached MAG Context Paper is a UBCM document intended to support Council/Board discussions as they prepare their responses to the survey.

The Minister has also invited us to share our views on MAG with her colleagues.

The Context Paper may also be useful if local governments wish to conduct MAG discussions more broadly within their communities or with Members of the Legislative Assembly.

Background

My June 27 Member Release provided information about the Office of the MAG work underway by the Ministry of Community, Sport and Cultural Development. In that Release, I made a commitment to update the membership as new information became available.

Minister Chong spoke with Executive about MAG on July 22. This Member Release provides a MAG update focusing on that discussion.

Minister/Executive Discussion

Executive appreciates the two hours the Minister and her staff devoted to the MAG discussion, which allowed for considerable dialogue on the issue.

The Minister made it clear that she is responsible for implementing the MAG commitment made by the Premier, and that she is interested in receiving views on such matter as: the Office's roles, duties and functions; to whom it should report; and how it should be funded.

Executive stated that it was not in a position to speak on behalf of the membership on this issue, due to the lack of specific policy direction at this time, but indicated that it was seeking that direction at the next Convention.

Executive stressed that local governments have a strong interest in a robust accountability system, and that questions it has posed about MAG should not be taken as questioning the need for local government accountability. Rather, Executive was seeking some clarity about what, if any, gaps there are in the existing accountability system, and if there are gaps, whether a MAG is the best corrective measure.

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Consequently, Executive raised questions about: what problem the MAG is intended to resolve; whether the MAG was the best mechanism to resolve the problem; how the work on MAG is related to other municipal tax reform commitments made by the Premier, including ensuring municipalities are properly funded; how the MAG fits within the overall accountability system; and what other options have been, or would be, considered.

Further details of the discussion are included in the attached Context Paper.

Ministry's Next Steps

In order to solicit the views of local governments on the structure and powers of a MAG, the Minister has asked for a MAG session at our next Convention.

The Minister is surveying local governments prior to the Convention so that the results can inform design of the Convention session. We understand that the Minister distributed this survey to all local governments yesterday.

Municipal Auditor General Context Paper

Information accompanying the Minister's MAG survey was brief. Given this, and in order to support an informed discussion by Councils and Boards, UBCM has prepared the attached Context Paper.

The Context Paper is not intended to influence the outcome of Council or Board discussions on MAG, but rather to inform those discussions.

The Context Paper may also provide useful background information should you wish to discuss the MAG with Members of the Legislative Assembly, or with others in your community.

Further Information and Feedback Request

If you have any questions or concerns about the MAG Concept Paper, please feel free to contact us as noted below.

UBCM is in the process of developing a Policy Paper on MAG for consideration at Convention and your feedback would be useful to that process.

If you wish to contribute your thoughts or experiences about the local government accountability system, performance reporting or auditing, how best to support value for money for local governments, or the proposed MAG in BC, please feel free to provide these to us via email as noted below.

Particularly useful are examples of the ways in which your local government demonstrates value for money to its taxpayers.

Contact Information

email: ubcm@ubcm.ca
telephone: 250 356-5133

Municipal Auditor General Context Paper

**Background and context to the proposed
Office of the Municipal Auditor General under
consideration by the Province of British Columbia**

Prepared by: Union of British Columbia Municipalities



July, 2011



EXECUTIVE SUMMARY

The Honourable Ida Chong, Minister of Community, Sport and Cultural Development, is surveying local governments about the design of a proposed Office of the Municipal Auditor General (MAG) in BC. The Minister has also invited us to share our views on MAG with her colleagues. This paper provides information to local governments to support these activities.

UBCM has declared a strong local government interest in a robust accountability system to the Minister and her staff, and has stressed that the MAG questions it poses should not be taken as questioning the need for local government accountability. Rather, UBCM is seeking clarity about what gaps there are in the existing accountability system, and if there are gaps, whether a MAG is the best corrective action.

The paper sets out UBCM's preliminary policy analysis, with the following key findings:

CONSIDERATIONS FOR FURTHER POLICY DEVELOPMENT

- Policy development has been challenged by a process that began with a solution rather than the identification of a problem to be addressed and an analysis of the options to resolve it.
- The approach carries a risk of creating a new public institution at considerable public cost, which does not address the public policy problem that it is intended to resolve.
- Problem definition could be enhanced through a review of the local government accountability framework, to consider whether or not the system is performing as intended. If weaknesses are identified, further policy development could be focused on options to address those weaknesses.
- Principles could be established that would help to evaluate options to resolve the problem that is to be identified, including both a MAG and alternative options.
- Principles under consideration by the Province are a good starting point, but policy development could benefit from a broader perspective, and consideration of additional principles, such as: ***Respect for local government policy choices; Respect for jurisdiction; Build on existing systems; and Maximize public accountability benefits while respecting local autonomy and recognizing local capacity.***

LOCAL GOVERNMENT FINANCIAL ACCOUNTABILITY SYSTEM IN BC

- While different, the local government and provincial accountability systems in BC compare favourably. The Provincial system relies more heavily on performance measurement and performance auditing; but the local government system is heavily reliant on statutory limitations imposed by the Province, and direct Provincial oversight roles.
- The Role of the Inspector of Municipalities is a significant component of the overall accountability system for local governments, and there is no equivalent in the Provincial system. Significant powers of the Inspector include: require local governments to provide financial information; require local government auditors to provide further reports; and ability to hold an inquiry into any local government matter, which may ultimately result in a Cabinet Order that is binding on the local government.

MUNICIPAL AUDITORS GENERAL IN CANADIAN PROVINCES

- MAGs are only required for municipalities in Nova Scotia, municipalities over 100,000 in Quebec, and for the City of Toronto; specific statutory provisions Ontario and for Winnipeg, and generalized statutory powers in Alberta and BC allow local government to establish a MAG and assign duties to the Office.
- Duties include compliance and performance auditing; auditors are typically prohibited from commenting on government policy and do not typically have the power to enforce recommendations.
- Most MAGs are appointed by, and report to, municipal Councils; the Nova Scotia MAG is to be appointed by the Minister, and report to Council(s) with a copy to the Minister.



INTRODUCTION

The Ministry of Community, Sport and Cultural Development (the Ministry) is engaged in policy development work towards the implementation of an Office of the Municipal Auditor General (MAG)¹ commitment made by Premier Clark.

UBCM does not have specific policy direction from the membership on a MAG, so has begun research and policy development work prior to seeking that direction, most likely through a Policy Paper to be presented for consideration at the next Convention.

The Minister has asked for a session at Convention, and is conducting a survey of Councils and Boards on various aspects of a MAG prior to Convention, in order that the results of the survey can be used to shape the Convention session.

UBCM is aware that information provided by the Minister in conjunction with the survey is brief. Consequently, UBCM has prepared this Municipal Auditor General Context Paper in order to provide further information to Councils and Boards as they consider their responses to the survey.

The paper identifies our early findings in relation to MAG across Canada, sets out the local government financial accountability framework in BC, and considers what further policy development work is needed.

It should be noted that UBCM's policy development on this file is just beginning, and as such, the paper identifies some information gaps. We apologize for these information gaps, and commit to a more fulsome discussion in the Policy Paper.

This paper presents UBCM's initial research relating to Auditors General and Municipal Auditors General across Canada; and the local government financial accountability framework in British Columbia; along with considerations relating to further policy development work.

The paper is intended to inform discussions of local government Councils and Boards as they consider responses to a survey on the proposed BC Municipal Auditor General from the Minister of Community, Sport and Cultural Development.

As well, this paper is intended to assist members as they prepare for a broader public discussion of the initiative within their communities.

This paper is not intended to influence the outcomes of Council and Board discussions in response to the Minister's MAG survey, but merely to inform them.

Local governments may also find the paper useful as they prepare for further discussions on MAG within their communities or with Members of the Legislative Assembly.

¹ While the commitments related to a Municipal Auditor General made by Premier Clark refer to municipalities only, the Minister's survey was directed to both municipalities and regional districts, and asks for feedback on whether the MAG should have authority to audit "just municipalities and regional districts, or should the office also have authority over other local bodies". Consequently, local governments are advised to consider that the discussion includes all local governments, despite language that would suggest that the MAG is intended only for municipalities.



PROVINCIAL POLICY DEVELOPMENT AND DISCUSSIONS WITH UBCM

The impetus behind the Province's policy development on the MAG file is the Premier's stated intention to implement an Office of the MAG. This intention was first expressed in a speech to the BC Chamber of Commerce, and later featured in the Families First Agenda.

Creating an Office of the MAG is one element of the Families First Agenda commitments related to the review of municipal taxation, but there are others, including funding the office as

part of the Provincial Auditor General's office, reviewing the municipal taxation formula, and ensuring municipalities are properly funded.

Families First Agenda Review Municipal Taxation

Our government will:

- Create an Office of the Municipal Auditor General.
- Fund the office as part of the Auditor General's Office. The office will provide advice on financial decisions and provide a measure of accountability.
- Review the municipal taxation formula.
- Work with the Union of B.C. Municipalities to ensure municipalities are properly funded and communities can provide the services British Columbians want from local government.

UBCM has offered to participate in a joint Provincial/UBCM policy development process related to the MAG. To date the Province has not agreed to such a joint process. Consequently, UBCM is reliant on discussions with Minister Chong and her staff to become informed on the Province's policy development process and timelines.

Discussions between the Ministry and UBCM began in June, and Minister Chong and her senior staff devoted 2 hours to a discussion of the MAG with UBCM Executive on July 22.

Highlights of the Minister's July 22 Discussion with Executive

- Executive expressed concern about the lack of consultation with UBCM and local governments; the Minister clarified that consultations are ongoing and that government has not yet taken a position on the MAG;
- MAG is part of the Premier's platform and a key priority for the Ministry. The Minister is responsible for its implementation. No specific implementation timelines were given, but the Minister indicated it would likely not be ready for a Fall 2011 Legislative Session;
- Ministry officials indicated that although the local government accountability framework was strong, it could be strengthened, particularly in relation to performance auditing;
- Ministry research into MAG models found nothing suitable for BC; research is still underway; they are seeking input from local government, business and ratepayer groups on design;
- The Minister indicated that MAG was not intended to question local government accountability to the public, but rather to find best practices which could support local governments;
- The Ministry noted that AGs are usually precluded from a review of policy decisions of elected officials; no assurances were given that the design of a BC MAG would ensure this; the Minister indicated the MAG would initially be responsible for value for money auditing and best practices, but that further roles, including a municipal tax review, if suggested by the MAG, might be considered;

Highlights of the Minister's July 22 discussion with Executive, continued

- Executive asked for a commitment to undertake policy development on the Premier's commitment to ensure local governments are properly funded in parallel with policy development on MAG, since both issues have been connected by the Premier in the Families First Agenda; the Minister declined to make that commitment, stating a preference to ensure implementation of MAG was not delayed by dealing with the more complex issue of local government funding at the same time;
- Executive asked about the Premier's commitment that MAG be funded as part of the Provincial Auditor General's office; the Ministry advised that those decisions have not yet been made, and that they are gathering information about whether this would be appropriate;
- Executive asked the Minister to identify the problem MAG was intended to resolve, how MAG fits into the overall local government accountability system, what gaps there were in that system, if any, and whether any consideration had been given to strengthening existing mechanisms as an alternative to developing a new Office of the MAG if there were gaps. The Minister stated that specific problems may only come to light once a MAG is in place, but that a MAG will produce benefits by finding efficiencies and best practices to help local governments do things better;
- The Minister indicated her intention to survey local governments on various elements of the MAG prior to Convention, in order to use the results to help shape a Ministry session on MAG at Convention. In addition, the Minister invited UBCM to share its views on MAG with all of her colleagues.

UBCM RESEARCH AND POLICY DEVELOPMENT TO DATE

Extent of MAG in Canada

Nova Scotia legislation requires a MAG for all municipalities, although only the legislation specific to Halifax has been implemented. Discussions are ongoing between the Union of Nova Scotia Municipalities and the Province about how best to implement the 2008 legislation for all other municipalities.

The only other MAG requirements in Canada are for municipalities with populations greater than 100,000 in Quebec, and for the City of Toronto.

Both Ontario municipalities and the City of Winnipeg are specifically empowered to appoint a MAG, but are not required to do so (examples of those that have are Ottawa and Oshawa). More generalized legislative authority allows Alberta and BC local governments to appoint a MAG, and this power has been used by Edmonton and Calgary.

The legislative provisions relating to BC local governments warrant discussion. While there is no specific authority for a BC local government to appoint a MAG, the audit provisions relating to both municipalities and regional districts allow Councils and Boards to require reports (in addition to the required financial statement reports) from their auditors. This would allow Councils/Boards to require such things as performance audits. In addition, the natural persons powers' of municipalities and broad corporate powers of regional districts should be sufficient for Councils/Boards to establish an Office of the MAG and assign duties to that Office, if they so choose.

Legislation to require a MAG for all Alberta municipalities was introduced in 2009 and subsequently dropped in favour of other measures that the Minister stated “**would meet the intent of the Bill with current resources and without the creation of a new government body**”. The proposed alternatives to the creation of a MAG in Alberta are: rotating municipal corporate reviews; reviewing auditor independence; establishing an information portal to enhance public access to municipal financial information; and releasing recommendations made in audit letters.

This table shows an initial scan of MAG legislation for Canadian provinces:

MAG Required	Local government is empowered to appoint MAG	No provision for MAG (TBD) ²
Nova Scotia (all)	BC (through general corporate powers)	Saskatchewan
Quebec (over 100,000)	Alberta (through general officer powers)	Manitoba (except Winnipeg)
Toronto	Ontario (specific provisions)	Quebec (under 100,000)
	Winnipeg (specific provisions)	New Brunswick
		Prince Edward Island
		Newfoundland

Typical powers/duties, restrictions and reporting relationships of Auditors General

Early research into the structure of Auditor General (AG) and MAGs, where they are authorized or required, indicated that they typically undertake the following core functions:

- Compliance auditing: to determine whether financial and administrative rules have been complied with;
- Performance auditing³: to determine whether money was spent with due regard for economy and efficiency and whether appropriate procedures are in place to measure and report on the effectiveness of government programs; and
- Some form of special examinations at the discretion of the AG/MAG or upon request of the governing body of the entity being audited.

All federal and provincial AGs are also responsible for attest audits (i.e. to provide an opinion on the fair representation of the government’s financial statements in accordance with applicable accounting rules). External auditors carry out this function for local governments, and MAG legislation typically excludes this from MAG responsibilities.

² While the scan did not indicate a specific requirement for a MAG or specific municipal empowerment to appoint a MAG, local governments in these provinces may have sufficient generalized powers to appoint a MAG, under the same types of authorities as are available in Alberta and BC. Consequently, research into more generalize legislative powers that could be used for this purpose would be required before making a final determination as to the ability of local governments in these provinces to appoint a MAG.

³ Some statutes refer to “Performance Auditing” whereas others refer to “Value for Money Auditing”. While there may be some technical differences, for the purposes of this discussion they can be considered parallel terms; therefore, for simplicity, we refer to both as “Performance Auditing”.



In addition, some AGs/MAGs have duties/powers not listed above (e.g. some MAGs take on internal audit functions, some provincial AGs have customized review powers in areas of significance to that Province, such as government advertising or environmental stewardship).

AGs and MAGs are typically precluded from making comment on government policy. That is, they may consider how policy is implemented, how effectiveness is measured, etc, but cannot comment on the policy itself.

For instance, an AG would not report on whether or not a program or service should be undertaken or the extent of the program or service (since that is a matter of government policy) but could report on how well the program or service was meeting the objectives that it was intended to achieve. Similarly, it would not be typical for an AG/MAG to report on whether a government body should be undertaking a program or service on its own or in partnership with other governments.

All the research thus far indicates that AGs and MAGs are empowered to investigate, report and make recommendations. None of the legislation examined indicates that the powers of an AG or MAG extend to require compliance with recommendations.

Further, all of the research to date has indicated that AGs and MAGs are concerned only with the government entity being audited, along with other related government organizations, corporations, or grant recipients. That is, in undertaking duties such as performance auditing, the AG/MAG did not compare whether government entity A was getting better value for money than government entity B.

Finally, all AGs were appointed by the elected body representing the government entity being audited, and report to that body. Most MAGs have this same appointment and reporting structure (i.e. they are appointed by, and report to, the municipal Council). The one exception is the yet to be implemented MAG for Nova Scotia municipalities, which will be appointed by the Minister, and which will report to the Council(s) being audited with a copy of all reports to the Minister.

**Canadian Auditors General and
Municipal Auditors General**

Typical Duties: compliance audit; performance audit; attest audit (AGs only; not typical for MAGs); special examinations; some customized powers.

All AGs and MAGs studied are precluded from reporting on government policy.

No AGs or MAGs studied have the power to enforce their recommendations.

No AGs or MAGs studied compared the government entity being audited with other government entities to determine their comparative performance.

All provincial AGs were appointed by the Legislative Assembly and reported to that body.

All MAGs studied were appointed by Council and reported to Council, except for Nova Scotia where the MAG is appointed by the Minister and reports to the municipality being audited, with a copy of the report to the Minister.

Financial accountability framework for BC local governments

UBCM is in the process of reviewing the financial accountability framework for BC local governments and comparing this to the financial accountability system applicable to the Province of BC.

One element that has drawn the attention of Provincial officials is that the local government system lacks mandatory performance auditing, whereas this is included in the provincial system, with the function carried out by the Auditor General. The lack of performance auditing in the local government system has been cited as a weakness of that system.

However, in order to evaluate whether or not the lack of mandated performance auditing is truly a weakness, the system needs to be evaluated as a whole to determine if it is operating efficiently and effectively. Considering one component of a complex system in isolation cannot give a complete picture of the adequacy of the checks and balances in the system.

The following table presents a summary of research to date.

Measure	Local Government System	Comparison to Provincial System
Statutorily provided responsibilities	5 year financial planning; expenditures limited to plan; ethical conduct for elected officials	Similar financial planning requirements (i.e., Estimates); expenditures limited to plan; ethical conduct provisions for elected officials are comparable
Statutory limits	Cannot budget for a deficit; no long term borrowing for operating; limitations on aggregate liabilities and/or debt servicing limits	Borrowing is not restricted to capital purposes; there is some history of balanced budget legislation, although since this is enacted by the Province, it can also be amended or repealed by the Province at its discretion.
Audit	External auditor responsible for attest/financial audit, and other reports required by Council, Board or Inspector, or on auditor's initiative	Auditor General responsible for attest/financial audits, performance audits, some compliance auditing, and special reports as required by the Legislative Assembly, or on the AG's initiative
Transparency and openness	Most meetings open, financial and performance reporting, specific expenditure reporting, access to information	More robust performance reporting requirements; parallel FOI rules except for arguably broader exclusions given the nature of the Cabinet system; similarly, while Legislative Assembly debates are open, Cabinet discussions are not, making local government decision-making arguably more open than Provincial decision-making
Public Participation	Some direct public participation mechanisms (borrowing, RD services); financial plan consultation; opportunities at annual meeting	<i>Recall and Initiative Act</i> provides opportunity for electors to initiate a legislative proposal on any matter within the jurisdiction of the Legislature
Third Party Oversight	Ombudsperson; Inspector of Municipalities (binding orders); Commissioner (replaces Council/Board)	Ombudsperson (which can make recommendations) is an exact parallel. No equivalent of the Inspector of Municipalities or Commissioner.

While different, the two accountability systems appear to compare favourably. The Provincial system relies more heavily on performance measurement and performance auditing; but the local government system is heavily reliant on statutory limitations imposed by the Province, and Provincial oversight roles, including the Inspector of Municipalities.

Role of the Office of the Inspector of Municipalities

The role of the Inspector of Municipalities deserves some discussion with respect to the oversight powers afforded the Office, since the powers provided to the Inspector add considerably to the checks and balances in the overall system.

The Inspector is responsible for approving a range of local government bylaws, primarily with respect to borrowing, establishment of services within Regional Districts, and some fees and charges. This approval provides a measure of assurance of compliance with applicable rules and restrictions.

Local governments are required to submit their financial statements to the Inspector, along with any other information the Inspector requests. This information is used to prepare and publish a range of local government financial statistics, including revenues, expenses, and tax rates, affording considerable centralized public access to local government financial information.

The Inspector may require a local government auditor to provide a report on any matter. In addition, upon request of the Inspector, the auditor must forward any recorded communication in relation to these reports.

With the approval of Cabinet, the Inspector may hold an inquiry into any local government matter, if the Inspector believes it to be expedient, or if a complaint is made to the Inspector about a matter of local government business. Powers related to inquiries include compelling witnesses and requiring documents, as well as powers to direct actions of the Board or Council, or suspend officers and employees.

The Inspector must report to Cabinet on the inquiry, and make recommendations in relation to it. Cabinet may then make any Order it believes is in the public interest, which is binding on the local government. The power to make Orders that are binding on the local government is an extremely significant component in the accountability system.

While the powers to require local government auditors to report to the Inspector and the Inspector's power to hold an inquiry are rarely used, they should not be discounted in the context of the strength they add to the overall local government accountability framework.

Role of the Inspector of Municipalities

- Formal approval/review role for:
Borrowing, some fees and charges (e.g., DCC); RD service establishment bylaws; RD requisitions in rural areas
- Require that financial statements and any other financial information the Inspector requests be sent to Province; Province annually publishes local government statistics based on the financial information provided under this provision
- May require the local government auditor to make further reports
- May hold an inquiry into any local government matter; report to Cabinet on that inquiry, and make recommendations to Cabinet, after which Cabinet may make an Order which is binding on the local government



CONSIDERATIONS RELATING TO FURTHER POLICY DEVELOPMENT

Problem definition

Policy development on this initiative has been challenged by a process that began with a solution (i.e., MAG) rather than identification of a problem to be addressed and analysis of the options to resolve the problem. Adding to this challenge is the solicitation of views of interested parties about specific design elements of the solution, such as powers of the MAG, appropriate reporting relationships, etc, rather than a more broadly based problem identification exercise.

Since the problem is not well defined, there is a natural tendency for those asked about MAG design elements to suggest that the Office be used to resolve a broad range of things that they may perceive as problems. Without considerable policy analysis, this could result in powers bestowed on a MAG that would not be typical of such an Office.

Examples of MAG functions that would be atypical

Considerable recent discussion about municipal taxation may have prompted suggestions that a MAG could review the municipal taxation system, or individual municipal tax decisions. Based on our research to date, these would be atypical functions for an AG or MAG, and not be in keeping with the usual practice of precluding AGs/MAGs from reporting on government policy, given that design of the municipal tax system is a matter of Provincial policy and tax policy decisions at a local level are matters of local government policy.

Similarly, making recommendations in relation to governance, local government amalgamations or the efficiencies of joint or shared service delivery would be atypical of AGs/MAGs. Decisions about what types of services a local government offers, appropriate service levels, and methods of delivery are matters of government policy, as are decisions about whether or not to amalgamate service delivery amongst two or more local governments.

Further, this approach to policy development carries a risk of creating a new public institution at considerable public cost, which does not address the public policy problem that it is intended to resolve.

Problem definition could be enhanced through a more thorough review of the local government accountability framework in BC, to consider whether or not the system is performing its intended purpose of providing sufficient public accountability for local governments. If weaknesses are identified, then further policy development could be focused on options to address those weaknesses.

Problem Definition

Is the problem that is being considered a weakness in the local government financial accountability system, or is this initiative working towards resolution of a different problem?

If the problem is a weakness in the accountability system, what is the weakness?

If there is another problem to be addressed, what is it?



Principles development

The Province has suggested that the design of the MAG office should be guided by a number of principles, as set out in the text box below.

Provincial suggestions of principles to keep in mind in designing the Office of the new MAG:

- It should not duplicate the existing accountability framework for local government;
- It should have independence and credibility;
- It should be cost effective; and
- It should be accountable to the taxpayer (e.g., by making information publicly available).

Development of principles to guide the evaluation of options to resolve the problem, after the problem has been identified, is a good idea.

Principles could be established that would not only be useful to evaluate various design options for a MAG, but also to evaluate alternative options to resolve the problem if one is identified.

In this way, the various MAG design choices can be compared against alternative options to determine which, if any, of the MAG choices are the preferred option, or whether alternative options are in better alignment with the principles.

As part of its policy development towards a Policy Paper for consideration at Convention, UBCM will be considering principles that could guide policy development and options evaluation. While principles such as those suggested by the Province are a good starting point, policy development could benefit from a broader perspective, and consideration of additional principles, such as:

Principle	How the principle might be applied
<i>Respect for government policy choices</i>	Ensure that, like other AG and MAG legislation, a BC MAG would be precluded from reporting on local government policy choices.
<i>Respect for jurisdiction</i>	Ensure that individual local governments are treated as separate government entities, since they are autonomous, responsible and accountable orders of government.
<i>Build on existing systems</i>	Once a problem is identified, look to resolving the problem first through use of existing institutions/systems, rather than creating new institutions and bureaucracy.
<i>Maximize public accountability benefits while respecting local autonomy and recognizing local capacity</i>	Evaluate alternatives not only by how well they are able to overcome identified gaps in the local government accountability framework, but also by their ability to maintain local autonomy and their practicality given the range of local government capacity.

CONCLUSIONS

Further policy analysis is needed in order to properly identify the problem to be resolved and the best options to resolve it. UBCM is actively engaged in policy work towards that goal. Executive looks forward to presenting a Policy Paper on this issue for consideration of the membership in September. In the meantime, we are hopeful that the information provided in this paper has been useful to members as they actively engage in discussion of this initiative in their communities, and as they respond to the Minister’s invitation to provide feedback.