

**THE CORPORATION OF THE CITY OF GRAND FORKS  
AGENDA - COMMITTEE OF THE WHOLE MEETING**

**Monday, December 14, 2015, at 9:00 am  
7217 - 4th Street, Council Chambers City Hall**

<b><u>ITEM</u></b>	<b><u>SUBJECT MATTER</u></b>	<b><u>RECOMMENDATION</u></b>
1. <b><u>CALL TO ORDER</u></b>		
2. <b><u>COMMITTEE OF THE WHOLE AGENDA</u></b>		
a) Adopt agenda	December 14th, 2015, COTW	Adopt agenda as presented
b) Reminder	In-Camera Meeting directly following COTW Meeting	
3. <b><u>REGISTERED PETITIONS AND DELEGATIONS</u></b>		
a) Cavan Gates, Christina Gateway CDA <a href="#">Delegation - Christina Gateway CDA - Cavan Gates</a>	A group of regional tourism accommodators and nonprofit societies is requesting a letter of support for the application to implement a Municipal Regional District Tax (MRDT)	THAT the COTW supports the Regional District of Kootenay Boundary's application to the Ministry of Finance for the 2% Municipal and Regional District Tax for the designated accommodation area that includes the majority of RDKB electoral areas C, D, and E, and the municipalities therein; AND FURTHER THAT if support from The City of Greenwood or the Village of Midway is not forthcoming, the City of Grand Forks nonetheless supports the MRDT for a modified designated accommodation area including RDKB Areas C and D, and the City of Grand Forks.
b) Gary Smith, Deer Committee <a href="#">Delegation - Gary Smith - Deer Committee Minutes, Counts, &amp; Reg. Deer Committee Mins.</a>	Update from the Deer Committee, along with minutes of Oct. 6th & Nov. 10th, 2015, deer counts, and Regional Deer Committee Meeting minutes	THAT the COTW receives for information purposes the updates from Gary Smith of the Deer Committee.

#### 4. **PRESENTATIONS FROM STAFF**

- |   |   |   |
|---|---|---|
| a) Manager of Operations  | To provide information on snow removal procedures and policy                    | THAT the COTW recommends to Council to receive the Power Point presentation given by the Manager of Operations with regard to current snow removal procedures in accordance to the City's Policy.                   |
| b) Airport Manager<br><a href="#">Memo - Airport Mgr. - Lease Rates Update for Hangar Owners</a>                                      | Update on lease rates for hangar owners   | THAT the COTW receives the update regarding lease rates for hangar owners from the Airport Manager.   |
| c) Communications Dept.<br><a href="#">Memo - Comm. Dept. - Update re Removal of RDKB Recycle Bins from Downtown</a>                  | Update regarding the removal of the RDKB recycle bins from downtown Grand Forks | THAT the COTW receives the update and Media Release from the Communications Dept. regarding the removal of the RDKB recycle bins from downtown Grand Forks.   |
| d) Deputy Corporate Officer/Communications<br><a href="#">RFD - Dep. Corp. Officer - Communications - Comm. Policy and Procedures</a> | Communications Policy and Procedures  | THAT the COTW recommends Council receive the draft Communications Policy and Procedures; AND FURTHER recommends Council adopt the Communications Policy and Procedures at the December 14th, 2015, Regular Meeting. |
| e) Urban Systems<br><a href="#">Memo - Urban Systems - Asset Mgmt. Update &amp; Capital Project Priorities</a>                        | Asset Management Update and Capital Project Priorities                          | THAT the COTW receives the Asset Management Update and Capital Project Priorities from Urban Systems.   |
| f) Urban Systems<br><a href="#">Memo - Urban Systems - East Side Reservoir Structure Study</a>  | East Side Reservoir Structure Study   | THAT the COTW receives the East Side Reservoir Structure Study from Urban Systems.  |
| g) Chief Financial Officer<br><a href="#">RFD - CFO - Asset Management Financial Policy #808</a>                                      | Asset Management Financial Policy   | THAT the COTW recommends to Council to approve Policy 808 Asset Management Financial Policy.  |
| h) Chief Administrative Officer   | Presentation regarding the 2015 Year in Review                                  | THAT the COTW receives the presentation from the CAO regarding the 2015 Year in Review.   |

- i) Monthly Highlight Reports from  
Department Managers  
[Building & Bylaw Services](#)  
[Chief Financial Officer](#)  
[Corporate Services](#)  
[Development & Engineering Services](#)  
[Fire Chief](#)  
[Operations](#)

Staff request for Council to  
receive the monthly activity  
reports from department  
managers

THAT the COTW receives the  
monthly activity reports from  
department managers.

5. **REPORTS AND DISCUSSION**

6. **PROPOSED BYLAWS FOR DISCUSSION**

- a) Chief Financial Officer  
[Bylaw 2019 - RFD - CFO - Revenue](#)  
[Anticipation 2016](#)
- b) Manager of Building Inspection &  
Bylaw Services  
[Bylaw 1957 A-4 - Mgr. of Bylaw Serv.](#)  
[- Amendment](#)

Bylaw 2019 - The City of  
Grand Forks 2016 Revenue  
Anticipation Borrowing Bylaw

THAT the COTW  
recommends to Council to  
give the first three readings to  
Bylaw 2019 - 2016 Revenue  
Anticipation Borrowing Bylaw  
at the December 14, 2015,  
Regular Meeting of Council.

Amendment Bylaw No. 1957  
A-4 (re: Schedule 4 of the  
Municipal Ticketing and  
Information Bylaw No. 1957  
as it relates to the fineable  
offence in the Unsightly  
Premises Bylaw No. 1962)

THAT the COTW  
recommends to Council to  
refer the amendment Bylaw  
No. 1957 A-4 to the January  
11, 2016, Council Meeting for  
the first three readings.

7. **INFORMATION ITEMS**

8. **CORRESPONDENCE ITEMS**

9. **LATE ITEMS**

10. **REPORTS, QUESTIONS AND INQUIRIES**  
**FROM MEMBERS OF THE COUNCIL**  
**(VERBAL)**

11. **QUESTION PERIOD FROM THE PUBLIC**

12. **ADJOURNMENT**

13. **IN-CAMERA RESOLUTION**

- a) Chief Administrative Officer

Immediately following the  
COTW Meeting, Council will  
hold an In-Camera Meeting

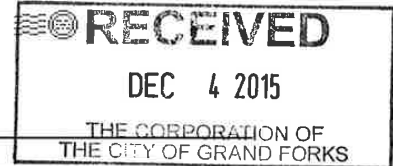
THAT the COTW  
recommends Council  
convene an In-Camera  
Meeting as outlined under  
Section 90 of the Community

Charter to discuss matters in a closed meeting which are subject to Section 90 (1)(c) labour relations or other employee relations; and 90 (1)(k) negotiations and related discussions respecting the proposed provision of a municipal service that are at their preliminary stages and that, in the view of the Council, could reasonably be expected to harm the interests of the municipality if they were held in public.

BE IT FURTHER RESOLVED THAT persons, other than members, officers, or other persons to whom Council may deem necessary to conduct City business, will be excluded from the In-Camera Meeting.



From: Cavan Gates <coordinator@christinalake.ca> 03/12/2015 1:4...  
Subject: New Online Delegation Form submission from Cavan Gates  
To: Info City of Grand Forks



**Your Worship, Mayor Konrad, and Members of Council, I/We are here this evening on behalf of:**

Christina Gateway CDA

**To request that you consider:**

A motion supporting the Municipal Regional District Tax application by the RDKB.

**The reasons that I/We are requesting this action are:**

A group of regional tourism accommodators and non profit societies is requesting a letter of support for the application to implement a Municipal Regional District Tax (MRDT). The MRDT program is intended to contribute to the increase of local tourism revenue, visitation, and economic benefits. The funds will be used to implement a marketing plan developed by a steering committee and reviewed by the provincial government. The applicant organization, in our case the Regional District of Kootenay Boundary (confirmed), will engage the Boundary Museum to implement the marketing plan.

**I/We believe that in approving our request the community will benefit by:**

The MRDT is a tool to strengthen marketing of Boundary Country to increase our tourism sector. Many of the surrounding areas like Castlegar, Rossland, Nelson – Kootenay Lake, and Big White have already implemented an MRDT. Visitors are used to paying the fee in other areas and as such it will not put us at a disadvantage. Boundary Country stands to gain from implementing a MRDT by accessing increased funding for regional promotion that in turn will increase local tourism revenue.

The consultation undertaken with the accommodators began in September of 2014 , when Cindy Alblas was hired as project coordinator, and met with every accommodation with 4 or more units as well as several others to conduct a Boundary wide survey of the challenges and opportunities which face tourism in Boundary Country. She also discussed and handed out information about the MRDT to each accommodation to inform them of the potential opportunity to apply in this program.

From there we held a meeting with the accommodators across Boundary Country at Community Futures in Grand Forks and presented the Boundary Tourism Survey results. We also invited Graham Edwards who began the Kootenay Rockies Destination Marketing Organization to come to Community Futures to present a high level view of the MRDT process. Along with Graham Edwards, we also invited a representative from both Rossland and Nelson Destination Marketing Organizations to come as well to give us a presentation of how their DMO's have effectively increased visitation and overnight stays to their region.

We held a second meeting of the accommodators in Midway at the Bored Room Bistro, where we invited Tammy Verigin-Burk from the Castlegar Chamber of Commerce to discuss how their model of application worked in their community.

From here Cindy re-visited all the accommodators to ask for their support in the MRDT process, in some cases making several return visits and phone calls to help them understand the process.

FILE CODE  
D2- Christina Gateway, CDA

Cindy presented her findings to The Boundary Economic Development Committee, as well as Community Futures, The Grand Forks City Council, City of Greenwood Council, The Christina Lake Tourism Society and The Boundary Regional Chamber of Commerce.

We then formed the Boundary Country Tourism Steering Committee, created a terms of reference, and began building our business plan. We held a meeting in Christina Lake at The Welcome Centre, a meeting at The Boundary Museum and three meetings at The Ramada to work through details of our 5 year overview and 1 year tactical plans.

All the accommodators were invited through email to attend all these meetings and have been given follow up of this process in its entirety.

In order to apply we need 51% of support of accommodators and 51% of support unit rooms, to date we have 64% of accommodations, and 60.9% of rooms across the Boundary. We have letters or motions of support from the Boundary Country Regional Chamber of Commerce, the Christina Lake Tourism Society, Community Futures Boundary, Christina Gateway CDA, and of course, the RDKB and the Boundary Museum Society as the two organizations directly involved.

**I/We believe that by not approving our request the result will be:**

We are surrounded by communities that are collecting the tax and using it to promote themselves. Boundary Country is already behind in its regional promotion capacity and will continue to fall behind without a boost to existing efforts.

**In conclusion, I/we request that Council for the City of Grand Forks adopt a resolution stating:**

That the City of Grand Forks supports the Regional District of Kootenay Boundary's application to the Ministry of Finance for the 2% Municipal and Regional District Tax for the designated accommodation area that includes the majority of RDKB electoral areas C, D, and E, and the municipalities therein; and that if support from the City of Greenwood or the Village of Midway is not forthcoming the City of Grand Forks nonetheless supports the MRDT for a modified designated accommodation area including RDKB Areas C and D, and the City of Grand Forks.

**Name**

Cavan Gates

**Organization**

Christina Gateway CDA

**Mailing Address**

1675 HWY 3  
Christina Lake, British Columbia V0H1E2  
Canada  
[Map It](#)

**Telephone Number**

2504476165

**Email Address**

## Deer Committe Meeting October 6, 2015

### Members Present:

Gary Smith - Chair - [bugsyblues@gmail.com](mailto:bugsyblues@gmail.com)  
Barb Dann - [barbedann@yahoo.ca](mailto:barbedann@yahoo.ca)  
Barry Brandow - [midge333@telus.net](mailto:midge333@telus.net)  
Steve Warren - [grsteve@gmail.com](mailto:grsteve@gmail.com)  
Brydie Todd - [grandforks@wildsafebc.com](mailto:grandforks@wildsafebc.com)  
Norm Walker -  
Jenny Coleshill - [jcoleshill@yahoo.ca](mailto:jcoleshill@yahoo.ca)

### Members not Present:

Chris Moslin - [chris.moslin@gmail.com](mailto:chris.moslin@gmail.com)  
Chris Hammett - liason with council -

### CALL TO ORDER

The Chair called the meeting to order at 12:09pm

### ADOPTION OF AGENDA

Motion : Warren/Walker

**Resolved that** the October 6 Grand Forks Deer Committee Meeting agenda be adopted as circulated.

**MOTION CARRIED**

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### APPROVAL OF MINUTES

**Motion:** Warren/Walker

**Resolved that** the minutes of the Deer Committee Meeting of council held on September 15th be adopted as circulated.

**MOTION CARRIED**

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### DELEGATIONS:

None.

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### BUSINESS

A) Signage

Discussion - To be ordered

- b) Cull Permit - Craig McLean
  - have not heard back from Craig McLean

- c) Email feedback
  - to put in another ad/ article to paper

#### 5. New Business

- A) October 6 count results -
  - need fall results to compare. % difference between spring and fall.

- B) UBCM Outcomes
  - \$100,000 into urban deer management

Motion: To have Gary Smith represent the on the provincial urban ungulate advisory committee, associated expenses to be allocated from the deer committee budget .  
Warren/Dann

Discussion: Washington state synopsis - permits to deal with complaint animals, not open season.  
Separate from cull: talking about the open season hunting as it is not a remedy to the urban deer issue.  
-Consensus amongst residents that there is an issue with deer population in wild areas  
-mule deer in real trouble as they are not as adaptive to urban/agricultural areas

For: 6      Against: 1      Motion Carried

- C) Recruitment
  - would like more people with applicable backgrounds
  - people within the city limits
  - diverse stakeholder committee vs. Advisory committee
  - possible representative from the school board
  - possibly Interior Health representative
  - discuss with Doug Allen/council --> to put out official request, interview, approved

- D) RDOS Deer Meeting
  - October 21, 2015

Brydie okay to go ahead to meeting, Gary to participate via telephone.

**Next meeting:** November 10, 2015 11:00am

**Adjourned:** Walker/Brandow

## Deer Committe Meeting November 10, 2015

### Draft

#### Members Present:

Gary Smith - Chair - [bugsyblues@gmail.com](mailto:bugsyblues@gmail.com)  
Barry Brandow - [midge333@telus.net](mailto:midge333@telus.net)  
Brydie Todd - [grandforks@wildsafebc.com](mailto:grandforks@wildsafebc.com)  
Norm Walker -  
Jenny Coleshill - [jcoleshill@yahoo.ca](mailto:jcoleshill@yahoo.ca)  
Chris Hammett - liason with council -  
Craig MacLean

#### Members not Present:

Chris Moslin - [chris.moslin@gmail.com](mailto:chris.moslin@gmail.com)  
Barb Dann - [barbedann@yahoo.ca](mailto:barbedann@yahoo.ca)  
Steve Warren - [grsteve@gmail.com](mailto:grsteve@gmail.com)

#### CALL TO ORDER

The Chair called the meeting to order at 11:33pm

#### ADOPTION OF AGENDA

Motion : Walker/Coleshill

**Resolved that** the November 10 Grand Forks Deer Committee Meeting agenda be adopted as circulated.

**MOTION CARRIED**

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#### APPROVAL OF MINUTES

**Motion:** Coleshill/Walker

**Resolved that** the minutes of the Deer Committee Meeting of council held on October 6th be adopted as circulated.

**MOTION CARRIED**

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#### DELEGATIONS:

None.

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#### BUSINESS

A) Signage

Double sided - to be considered.  
Signs are completed.

b) Cull Permit - Craig McLean

Permit has been written and approved, Gary received yesterday.  
Issued for 5 years - allows city to defer  
Issued for 160 deer total with no more than 80 per year  
Go through process, measure effects - decide whether or not to continue.  
Permit stipulates meat to go to professional cutter and will determine purpose of meat: either families in need or First Nations

c) Email feedback

- to put in another ad/ article to paper

5. New Business

A) Monitoring

- Report to be completed by Jenny Coleshill; data analysis

B) RDOS Deer Meeting

-Princeton, Penticton, Frank Ritcey, First Nations represented.  
- discussed UBCM committee - wanted to formalize the Urban Ungulate Provincial Advisory commitment -->waiting at executive level for structure, funding, etc.

B) Future of Committee

a) Recommendations to Council

- Ad hoc committee has fulfilled its requirement  
- deer management plan to be fulfilled by standing committee:: individuals with qualifications

**Next meeting:** No meeting arranged at this time

**Adjourned:** Todd/Coleshill

## Grand Forks Urban Deer Count - Fall 2015

At 6:45am on October 6, 2015, eight volunteers participated in the semi-annual Grand Forks urban deer count. We counted a total of 221 deer in the 5 zones. We have observed three peaks in the population trend since the start of the counts in 2007: the first was in 2009, again in 2014, and once again in 2015. The 2015 fall count is the highest to date.

Grand Forks Fall Deer Counts									
	Sept 2007	Sept 2008	Oct. 2009	Sept 2010	Sept 2011	Sept 2012	Oct. 2014	Oct. 2014	Oct. 2015
Zone 1	7	7	22	11	32	15	14	15	16
Zone 2	27	34	45	35	36	36	30	35	56
Zone 3	38	36	42	41	38	40	40	53	54
Zone 4	22	26	51	27	32	29	25	58	34
Zone 5	37	53	45	61	41	34	57	51	61
Total	131	156	205	175	179	154	166	212	221

Table 1: Fall deer count observations by zone in Grand Forks, BC.

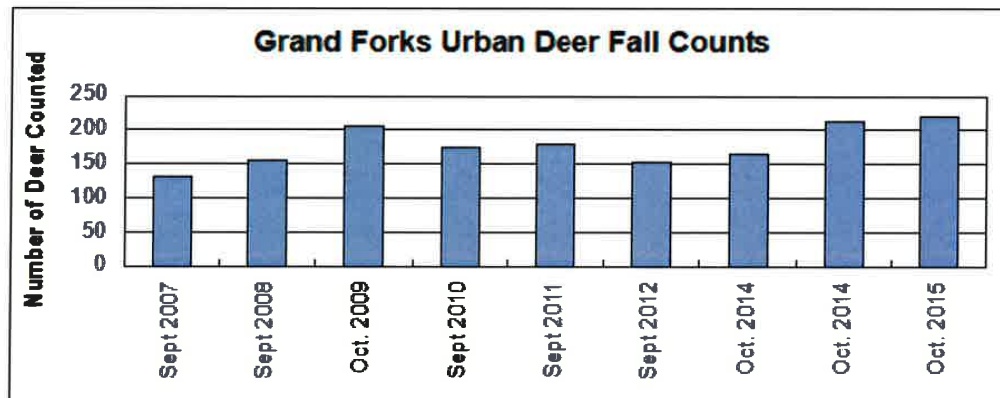


Figure 1: Total fall deer observations for the down town urban deer count in Grand Forks, BC.

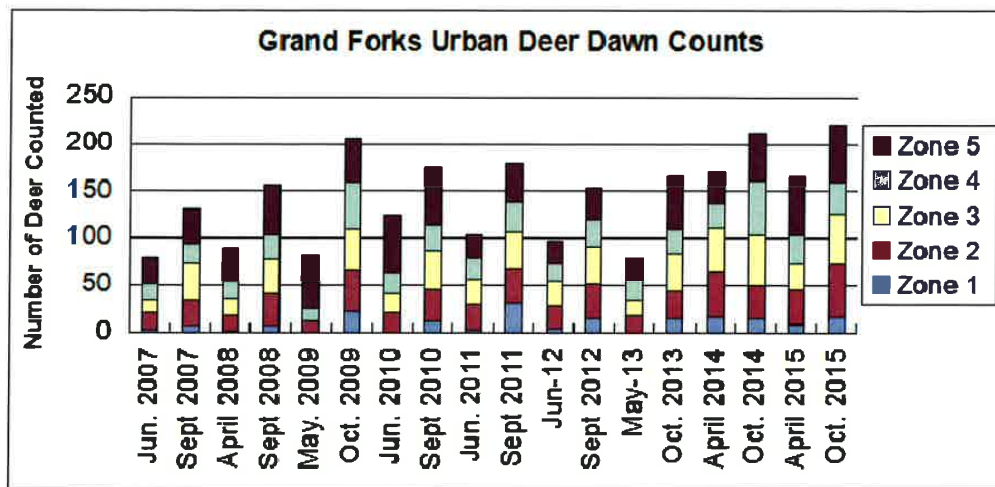
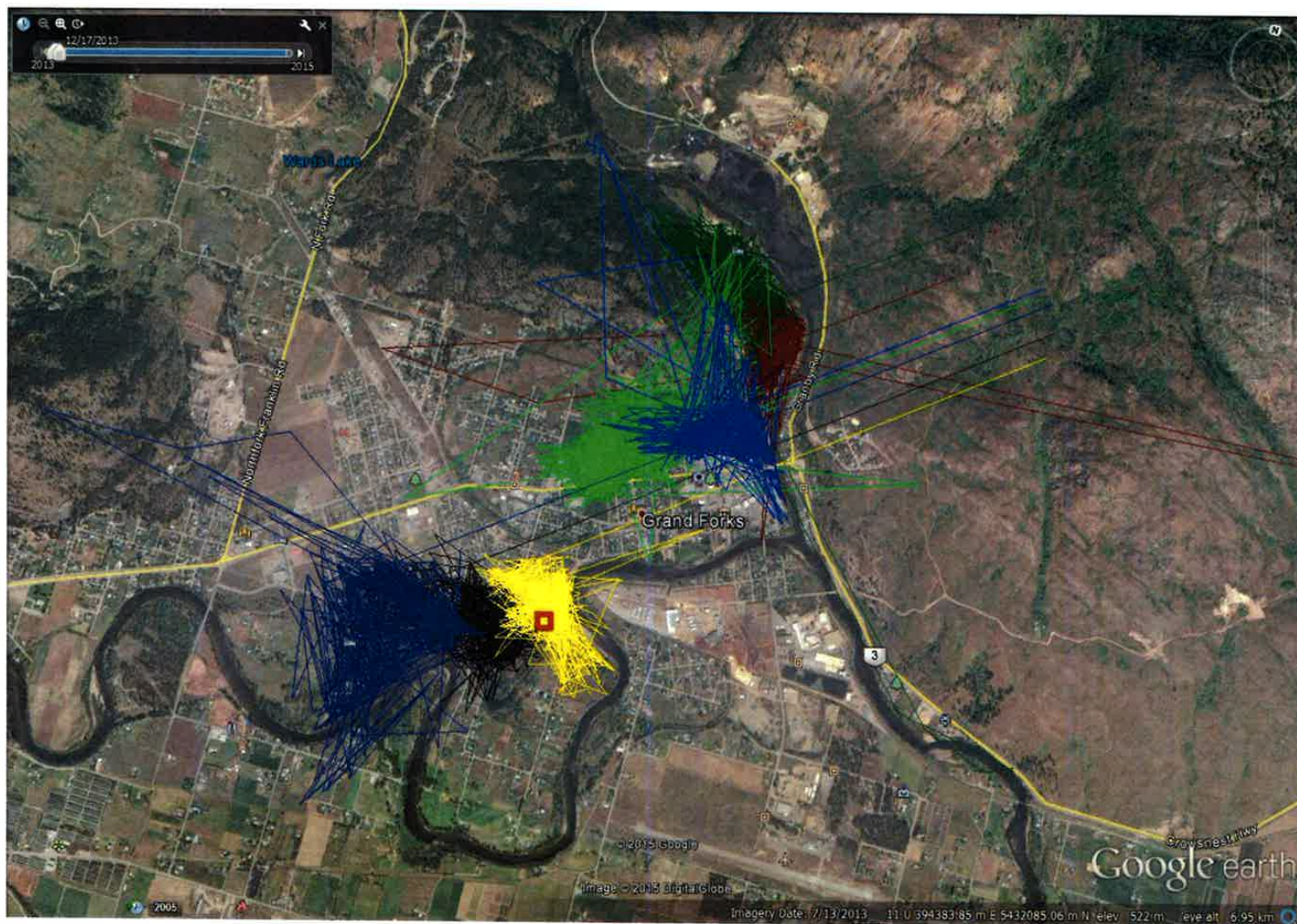


Figure 2. Spring and fall deer count observations by zone in Grand Forks, BC.

#### Comments on the deer counts.

- The five zones were delineated in 2007 and have been identical for each count since.
- By counting the zones simultaneously we eliminate double counting.
- There has been some inconsistency in the dates for the spring counts which could account for some of the year to year variation.
- The fall counts are usually higher than the spring counts. This could be the result of some winter die-off or simply because the forage (e.g. gardens and landscaping) is more plentiful in town in the fall thus the deer are more attracted to the developed areas than the more naturally vegetated areas.
- We don't have a model for estimating how many deer were not seen by the observers in urban situations, so these counts are simply the minimum numbers of deer alive in the City on those dates.
- We have noticed variation in the trend over the years with a peak in 2009, 2014 and now again in 2015. The 2015 fall count is at the highest since we began counting in 2007.
- It is difficult to understand the drivers of deer populations in urban environments. It seems that survival was high over the winter of 2013/2014 compared to other winters.





## **Regional Deer Committee Meeting**

### **Minutes**

**Oct 21, 2015 – 13:30 – 16:00 hrs.**

**Ministry of Environment Office - 102 Industrial Place Penticton, BC**

**File: 5280.20**

**Attendance: RDOS:** Zoe Kirk, RDOS WildSafeBC Community Coordinator  
Frank Ritcey, Provincial WildSafeBC Community Coordinator  
Insp. Barb Leslie, BC CO Service  
Brydie Todd, BC WildsafeBC Community Coordinator, Grand Forks  
Judy Sentes, Councillor, City of Penticton  
Andrew Jakubeit, Mayor of Penticton  
Shona Schleppe, RDOS Area Rural Services Manager  
Brian Harris, Regional Biologist (Retired MOE)  
Doug Pateman, Councillor Town of Princeton  
Tracy Lawlor, Lower Similkameen Indian Band  
Gary Smith, Councillor, Chair Grand Forks Wildlife Committee  
Christine Tompson, Councillor, Grand Forks  
Chris Hamet , Councillor, Grand Forks

**Recording Secretary:** Judy Burton, RDOS Public Works Admin

**Absent/Regrets:** Rosemary Doughty – Princeton, Craig McClean – MoE Penticton, Sandra Oldfield-BC Wine Grape Council, Penticton Indian Band, ONA, BCFG Association

- 1. Call to Order**  
Round Table Introductions - 10 min  
Zoe discussed the dangers of wildlife and fencing.
- 2. Review of Past Meeting Notes**  
Zoe to review past year - 5 min
- 3. Agenda Topic Items**

#### **Frank Ritcey – Provincial Community Coordinator**

##### **3.1 Frank - UBCM - Discussion**

Zoe provided a complete document "Response to the UBCM Urban and Rural Deer Management Recommendations" from the province dated September 23, 2015. Frank updated the committee regarding the Provincial perspective: They announced the creation of a \$100,000 fund to manage urban deer in province. No details yet on how to access the fund, nor how or who would be on the Provincial deer Advisory Group. The provincial deer committee will work out those details. It was found that SPCA will be on the committee and Wildsafe is not currently on the committee but this could change and he suggests that this group can come up with a clear plan on how the funds can be divvied up prior to attending.

Doug Pateman noted that 13 Municipalities were at the meeting and the criteria was that bylaws and fines had to be in place to access the funding.

There was discussion on who should be on the committee. It was felt that UBCM will come up with how they want the funding spent and who should be on the committee.

Recommendation #22 That the webpage be created and hosted by a neutral party. Rather than wait, Wildsafe website will be updated within 3 – 5 months.

Frank Recommended that the committee or regions find a champion to lead to the next step. Nils Jenkins or Gerry?

Tracey advised that First Nations were not involved in UBCM in this regard. It was agreed that all First Nations in the area would be kept in the loop on any steps taken in moving forward . Action - Zoe said that she would ensure that as soon as she is notified she would forward out all info to First Nations.

Discussion – Should this steering committee be working in support of each other as a group or ?

Discussion on using province supplied traps or building your own from a website. Cranbrook had the provincial traps vandalized \$17,000 and decided to build their own.

**Recommend to the UBCM Provincial Deer committee:**

That the provincial deer committee consider some of the funding be allocated for shared resources needed regionally for hardware.

**Motion: Gary Smith**

**Second: Doug Pateman**

Vote: Carried.

Discussion -

Shona – Consider who should be on the committee prior to making any of these decisions.

Barb – Should we consider other options other than culling.

Frank – Do we want the funds doled out as in the past or should it be looked at with more of a regional approach because we see some economies of scale for shared hardware.

Barb L– Caution on tracking where the hardware be located , used or not used.

Doug P. – the community wanting to use the funds could use the funds to have a proposal done.

Discussion on if this group has the authority to make a recommendation on behalf of everyone.

Judy S. – Suggested that the recommendation from the committee is brought back to all Boards, and councils.

Andrew J – Whatever recommendation comes out of this goes to the RDOS and RDKD for their Boards recommendations.

**Frank - Funding announcement – guidelines and expectations - as above**

### **3.2 Ministry of Environment – update**

Barb – Regarding the City of Penticton looking at the discharge of firearms bylaws and allowing the First Nations harvester's she has not had any update on where they are at. COP will look into this to see where it is at and provide an update to the group. She described an incident in which an MoE employee tried to obtain a permit and the issues with security clearance process through RCMP and municipal bylaws which resulted with the process being stopped. Short discussion ensued. **Action: Andrew J said he would look into the process and report back.**

Barb - The City of Penticton (and other areas) firearms discharge bylaw on large holding properties is a concern and may need revisions. She also noted that culls can be a good way to resolve temporarily but a long range plan is needed. The dynamics need to be changed – predator/prey.

Barb – Craig looking at regional areas bylaws to allow discharge of firearms in large land holding in these areas.

Barb – looked at Utah – Success with bow hunters harvesting deer. Meat being donated to elders for food bank.

Brian H. – Kelowna has a possible template bylaw for firearm discharge on larger properties.

### **3.3 Penticton issues and update**

Andrew - Tina not able to attend. Waiting for staff to work on the bylaw and bring it to council.

Judy – COP received a price per animal for relocation from the First Nations but so far nothing has moved forward.

Tracey – suggested another meeting including the First Nations to answer some of the questions of why we have the issues. It was agreed that this could be done through the steering committee. Example is in Saanich with harvesters and landowners.

**Action: Zoe to provide some information for the next meeting and work with Steering Committee to work on these issues**

Judy S. – further questions on relocation of deer. Frank talked of Utah's experience to follow

#### **3.4 Princeton's issues and update**

Doug – UBCM very positive. Princeton introduced the resolution to bring back the local conservation office which was approved.

Princeton held a forum at the Riverside Community Centre about the deer issue. The community accepted the information. Managed to get rid of the animosity and the attitude changed. Fenced the landfill, showed how to garden etc. Summer student did a great job. (RDOS, Wildsafe, RCMP, Provincial staff, Princeton staff and elected officials attended) Went from 75 deer to 19 with no cull needed. End result – Education worked.

#### **3.5 Grand Forks issues and update**

Gary Smith – provided a handout with information on the deer issue on Grand Forks. Last year 9 deer were collared. One died and one collar was removed. The picture indicated that the deer are very established in short range areas, and do not wander.

Invermere Public Works staff harvested 26 deer for \$15, 000; which was less than half the cost of a professional quote

Education is a huge element. The town will be starting to use the bylaw to fine those that are feeding the deer.

Chris Hammet added concerns about surrounding habitat: cattle stripping the food from the outlying areas so the deer are in the town for food.

#### **3.6 Agricultural issues and update – all sectors**

Zoe to continue to engage with BC Fruit Growers and similar agricultural associations

#### **3.7 First Nations issues and updates**

Tracey – in the Similkameen there is a lot of 12 foot deer fencing going up, and go for miles with no break. At certain times of the morning you can see many deer trapped in these areas.

A lot of pinch points where deer and other wildlife bears are being funneled into areas and it is resulting in animals being hit by cars etc.

Frank – recommends a coordination of in how the areas are fenced to allow the flow while at the same time allow the agriculturalists to survive. Migration routes should be looked at.

Tracey advised that her concerns are for the animals that cannot get to water and food. There is no corridors being protected or managed for the animals to escape and move

through.

Zoe – explained why the fencing is being done for the entire properties and how she is working on the agencies that can assist with education the sector and prevent these situations and provide wildlife access/escape corridors.

Frank – What are the available solutions? Who inherits the problem? Who is the champion for the wildlife?

Discussion on a collaborative management of wildlife by working with First Nations hunters.

### **3.8 New items**

#### **Bountiful Urban Deer Translocation Update – Hand out**

Frank discussed the document. Noted that if you do a cull, do a large one because the deer that are left will do really well because there is more food.

Tracey – climate change and deer issue what is the plan moving forward.

Frank – predicted that we will have a possible 4 year drought which could affect wildlife.

Brian – discussed the issue of where to take the deer if culling

- 4. Next Steps:** Minutes will go out to all  
RDOS Working with First Nations and Agriculturalists  
Send Zoe the UBCM info for the file  
Send recommendations to UBCM Deer Committee

- 5. Next Meeting**  
The next meeting is scheduled for : to be scheduled after the province has provided info to the group.



# MEMORANDUM



**DATE:** December 14, 2015  
**TO:** Mayor and Council  
**FROM:** Airport Manager  
**SUBJECT:** Lease Rates for Hangar Owners

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On October 13, 2015 at the Committee of the Whole meeting, the City introduced a proposed Fees and Charges Amendment Bylaw that included airport rates including lease rates and an Airport Regulations Bylaw.

Both bylaws generated a lot of discussion in between hangar owners, other airport users and the City. As a result, from these discussions, the City removed the Airport Fees and Charges from the Amendment bylaw (which was given final reading on the November 30, 2015 Regular Meeting of Council). The Airport Regulation Bylaw will be brought before Council in 2016, which will be a joint effort of City Staff with input from the Airport users. The Airport user group has already started to inform others about the rules and regulations to make the airport already a safer area than it was before.

The other Airport fees and charges will be added in the next Fees and Charges Amendment Bylaw in 2016 excluding the hangar lease rates.

As the Airport Lease rates for the next 5 years have to be decided upon before January 1, 2016, the City has been negotiating with the hangar owners group for the past several weeks. The current rate is \$2.37 per square meter (since 2012). The original rate in 2000 was \$2.00 per square meter.

The City's initial proposals were countered by the hangar owners group. Their current proposal is \$2.60 (10% increase from \$2.37) without any increases for the next 5 years.

The City collected information, bylaws, and rates from other airports and reviewed the information presented by the hangars group. The table below highlights these findings. This table does not account for the fact if the other communities have medivac services or night flight capabilities as not all of them do. The prices listed are for private hangar lease rates only.

# MEMORANDUM



	per sq meter
Salmon Arm	\$4.55
Vernon	\$3.22
Trail	\$2.69
Creston	\$2.15
Qualicum Beach	\$3.80
Merrit	\$2.00
Oliver	\$3.00
average	<b>\$3.06</b>

The City's proposal that is under review with the hangar owners currently uses the \$2.60 proposal plus an annual adjustment based on the CPI (Consumer Price Index) for BC for the next 5 years. We anticipate to have the discussions concluded by December 20, 2015. The 20year leases expire in 2020 by which time the City plans to have the asset management strategy and plan for the Airport concluded.

The Ministry lease at the airport is a bare land lease and should not be directly compared with the hangar lease rates; however, negotiations are also under way to increase those rates as well while also increasing the leased land area for parking.

Respectfully submitted

Daniel Drexler  
Deputy Manager of Operations / Airport Manager.



# MEMORANDUM



**DATE :** December 14, 2015

**TO :** Council

**FROM:** Communications

**SUBJECT:** Update Re: Removal of RDKB Recycle Bins from  
Downtown Grand Forks

---

The RDKB operates a recycling depot in downtown Grand Forks for packaging and printed paper located directly behind the Grand Forks Fire Hall on City property. In the spring of 2015, the City of Grand Forks made a request to the RDKB to relocate the bins to an alternative downtown site in order to accommodate the City's new fire truck.

All residential users of the downtown Grand Forks depot receive curbside recycling collection with the exception of a small number of multi-family units. There is a depot at the Grand Forks Landfill specifically designed for commercial customers. The landfill depot duplicates the downtown depot services and recycling services delivered by other means.

Aside from needing the space for the new firetruck, the RDKB has identified that the depot does not qualify for Multi Material BC (MMBC) subsidies and is operated at the sole expense of the RDKB. The depot is serviced by RDKB staff and equipment. The depot is well used and as with all unstaffed depots presents a significant challenge in maintaining a clean and tidy site. The residential section of the depot at the landfill qualifies for subsidies and is funded by MMBC.

At the November 26<sup>th</sup>, 2015, RDKB Board meeting, it was recommended the "The Environmental Services Committee recommend that the Board of Directors direct staff to initiate a communications plan and undertake the steps to close the downtown Grand Forks recycling Depot".

If the Board resolves to close the depot a comprehensive communications plan would be implemented and would include, over a four to six week period, posted notices at the depot, direct mailing of the closure to residents, use of other media such as newspaper, web, social media, and radio, direct contact with businesses and direct conversations with affected residents.

The proposed timeline for closure of the site, if approved by the board, is February 2016.

**Attachments:**

Media Release RE: Bin Closure in Grand Forks

EXAMPLE - RDKB Communications Plan for Grand Forks Recycle Depot Closure

Dec. 3, 2015

## **Unattended Grand Forks Recycling Bins Set to Close in the New Year**

The Regional District of Kootenay Boundary (RDKB) and the City of Grand Forks have agreed to close the unattended recycling bins in downtown Grand Forks.

The popular recycling bins are slated for removal on February 1st 2016 from their location behind the Grand Forks Fire Hall says RDKB Board Chair Grace McGregor.

"We know that residents have grown to like the convenience of the bins downtown but because of the way waste collection services have evolved over time it no longer makes sense to have this duplication of services", says McGregor.

In May 2014, the Province of BC added printed paper and packaging materials began to the Recycling Regulation. MultiMaterials BC – an industry umbrella group was formed to create a recycling program for these materials that they create.

Previously these types of materials had been part of a taxpayer-funded program operated by the RDKB. "Since MMBC took over responsibility for these materials, these bins are just a duplication of services that taxpayers don't need to be funding," says McGregor.

The City too, agrees that the recycling bins are no longer the best way to deliver recycling services. Grand Forks mayor Frank Konrad, the City's representative on the RDKB Board, says the writing has been on the wall for this bin. "This last summer the Fire Department indicated they needed more turn-around space for a larger ladder truck. The bins were just in an awkward place and had to be moved from that site."

"We have also clearly heard from nearby residents who are just tired of having to put up with the noise from the recycling bin on their street," say Konrad. "With the recycling bins moved to the landfill we will no longer have random dumping of trash at the site."

Small businesses will need to take their recycling to the Grand Forks Landfill – about a 4 minute drive from the fire hall site. The RDKB is set up to accept large amounts of material straight into a compactor. Materials coming from small businesses are not included in the MMBC program and will continue to be provided by the RDKB.

Grand Forks city and rural residents are encouraged to use their MMBC-funded curbside recycling collection services.

"Curbside collection is by far the best way to get rid of your waste and recycling," says McGregor.

"Residents are already using the curbside service for garbage and green bin material; there is no reason why they have to make a special trip downtown just for recycling."

All residents of Grand Forks are eligible for curbside collection services. McGregor encourages anyone who is unfamiliar with the curbside services to contact the RDKB @ 1.800.355.7352.

---

Dec. 3, 2015

Media Contacts:

Regional District of Kootenay Boundary (RDKB):

843 Rossland Ave.

Trail, B.C.

V1R 4S8

1.800.355.7352

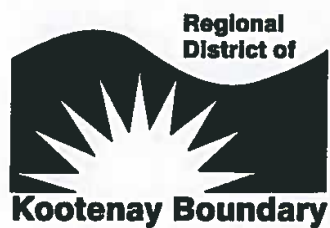
rdkb.com

Grace McGregor – RDKB Board Chair: 250.447.9293

Alan Stanley - GM of Environmental Services: 250.368.0232

City of Grand Forks:

Sarah Winton - Deputy Corporate Officer/Communications: 250.442.8266



Communications Plan

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## **Beaver Valley Small Business Recycling Program – Depot Closure and Small Business Service Plan**

---

- \* Village of Fruitvale
  - \* Village of  
Montrose
  - \* Electoral Area A
- 

Regional District of  
Kootenay Boundary

---

The Environmental Services Committee has directed RDKB staff to proceed with a contract with Alpine Disposal to close the Fruitvale Recycling Depot and provide curbside collection service for Beaver Valley small businesses. (ES Committee March 11, 2015)

Here are the steps that Staff enacted to inform residents of this change and the results thus far.

## 1) Direct Mailing

The RDKB will send 1311 Solid Waste Updates as unaddressed ad mail to every post box in Montrose and Fruitvale on April 15<sup>th</sup>.

These Updates contain a duplicate image of a sign that was posted at the Fruitvale Recycling Depot from early April until present.

**SOLID WASTE UPDATE**

**SO, WHAT'S NEW?**  
Well, there are a few things new in the Regional District of Kootenay Boundary.  
For one, the RDKB is set to provide curbside recycling collection services to all small businesses in the Beaver Valley. These services will replace the recycling depot (Swind Liberty Farms) which will be closing at the end of April.  
Also of note is that the way the RDKB funds solid waste services is shifting from the taxpayer directly to the garbage generator (see Budget Changes on reverse).

**WHY CLOSE A RECYCLING DEPOT?**  
In May 2015, Multi Material BC took over the administration and funding of the Printed Paper and Packaging recycling program. This recycling program is funded by manufacturers and consumers.  
The RDKB's unattended depots in the middle of town duplicate the MIMBC program at taxpayer expense and allow for the disposal of "non-program material".  
The RDKB supports membership programs and endorses MIMBC's curbside collection service. However, there are some recyclers who fall outside of MIMBC's mandate.  
The RDKB will provide small businesses in the Beaver Valley with convenient curbside collection services.  
Residents who do not receive curbside garbage/recycling service can also take their recycling materials to the MIMBC bins at the McLehvey Creek Landfill in Trail.  
BYW, closing the depot and providing curbside recycling collection services to businesses will save the RDKB taxpayers roughly \$50,000 per year.  
To get with the program call Alpine Disposal @ 250.367.0099.  
**WWW.RDKB.COM OR 1.800.355.7352**

**CLOSED**  
**The Fruitvale Recycling Depot will be closed on April 27, 2015**  
RESIDENTS:  
From April 27th until landfill operations resume, all household waste must be placed in your blue bin.  
BUSINESSES:  
From April 27th until landfill operations resume, all business waste must be placed in your blue bin.  
ALPINE DISPOSAL

**WHAT'S A SWMP?**  
Every 5-10 years the Province requires that regional districts submit a strategic plan that describes how we are going to reduce the amount of garbage buried in the landfill. This Solid Waste Management Plan is a blueprint for infrastructure, policy planning, and services that tells the Province how solid waste will be managed and who will pay.  
We know that the decision on what land and how much garbage is buried in the landfill today will affect the options and obligations of the next generation. This is why it is important for residents to take this opportunity to have input into the making of the SWMP.  
Visit [www.rdkb.com](http://www.rdkb.com) to find out more.  
"Like" us on Facebook: [KNOWaste-RDKB](https://www.facebook.com/KNOWaste-RDKB)

**2015 BUDGET CHANGES**  
The RDKB has gone nine consecutive years now without a tax increase for Solid Waste services.  
This is due to a strategic decision by the RDKB Board which slowly shifts the cost of managing garbage FROM the taxpayer TO those who produce it. As a result, tipping fees at RDKB Landfills will increase May 1, 2015.  
\* General garbage: from \$1 to \$4 per bag  
\* General garbage: from \$95 to \$110 per tonne  
\* Yard and Garden Waste: from \$3 to \$5 per load  
\* Construction & Demolition debris goes from \$150 per tonne to \$175  
These changes are designed to encourage waste diversion and make reuse alternatives more economically viable.

**THERE ARE SOME THINGS THAT YOU CAN ONLY RECYCLE AT MIMBC RECYCLING DEPOT**  
The RDKB has partnered with Multi Material BC to provide recycling opportunities at the McLehvey Creek Landfill in Trail.  
At the landfill, residents can recycle everything that you can recycle in your blue bin, and more.  
The McLehvey Creek Landfill has bins for:  
\* Styrofoam (coloured and white)  
\* Plastic (Bags and other thin plastic)  
\* Glass containers (no beverage containers)  
\* Paper, cardboard, newspaper  
\* Containers (tin cans, rigid plastic, cartons)  
Please note that the Trail Bottle Depot is also a MIMBC depot and will accept all these materials as well as beverage containers and appliances.

**WHAT DO YOU DO IF YOU SPOT A VEHICLE LOADED WITH GARBAGE HEADING UP A LOGGING ROAD?**  
**OBSERVE. RECORD. REPORT**

**R.A.P.P. Report All Poachers and Polluters**  
Conservation Officer 24 Hour Hotline  
1.877.952.RAPP (7277)  
Cellular Dial - 97277

**MORE INFO? WWW.RDKB.COM OR 1.800.355.7352**

## 2) Signs at the Recycling depot

Two signs will be placed at the Fruitvale Recycling Depot vehicle area. These will be placed on movable stands and will be brightly coloured so as to be visible from all areas of the depot.

The signs will provide a number for small businesses and residents to call for collection services (Alpine Disposal) and a number to call for more information (RDKB).

# CLOSED

## The Fruitvale Recycling Depot will be closed on April 27, 2015

### RESIDENTS:

PLEASE CHECK OUT YOUR CURBSIDE COLLECTION SCHEDULE  
RECYCLINGINBC.CA/RDKB OR CALL ALPINE DISPOSAL 1-866-596-5444

### BUSINESSES:

PLEASE CONTACT ALPINE DISPOSAL TO ARRANGE FOR FREE WEEKLY  
RECYCLING COLLECTION SERVICE 1-866-569-5444

FOR MORE INFORMATION PLEASE  
CALL THE RDKB AT 1-800-355-7352  
RDKB.COM



*(Signs placed in early April and remain to this day.)*

#### 3) Other Media:

RDKB staff will use other available media to get a message out to a fragmented media audience:

- \* Facebook (kNOw Waste – RDKB),
- \* RDKB website,
- \* Radio & newspaper (RDKB staff have done media interviews with Trail Daily Times and Mountain FM.)

#### 4) Direct contact with small businesses.

The RDKB will direct Alpine Disposal to visit each of the '50-ish' business in the Beaver Valley to assess what kind of recycling collection service they require.

Alpine will then create a collection schedule and provide education about material requirements for the business.

This segment of present site users will be most adversely impacted by this change in how the RDKB diverts recyclable materials. Direct contact ensures that their questions are answered up front. The RDKB intends to ensure that this user group is well-served.

5) Direct conversations with affected residents.

RDKB staff will answer questions in person at the McKelvey Creek Landfill (email was sent to site supervisor) and will respond to phone calls at the number listed on the sign and in the April Update.

RDKB staffs at the McKelvey Creek Landfill, Alpine Disposal and RDKB Administration have all answered dozens of questions from residents who are affected by this. Residents are explained the rationale for the closure and informed of other options for their material i.e. Curbside service, McKelvey Creek Landfill Recycling Depot, and Trail Bottle Depot.

Some users of the Fruitvale site live outside of the RDKB and have been advised to contact their regional district for diversion opportunities. The RDKB has notified RDCK staff of this change. It is not the intention of the RDKB to provide services specific to the needs of these residents.



Fruitvale Recycling Depot May 4<sup>th</sup>, 2015.



09/05/2015

Fruitvale recycling depot set to close - Trail Daily Times

Contests e edition Obitis

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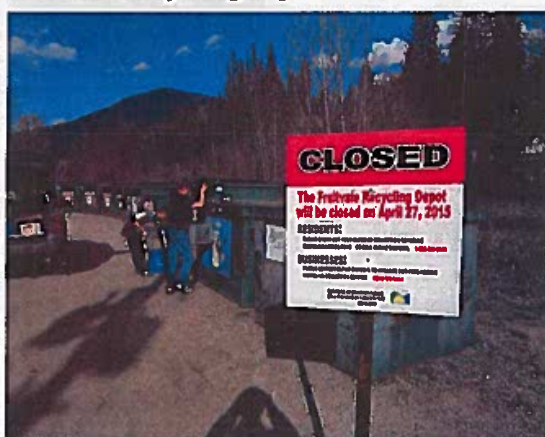
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## Fruitvale recycling depot set to close



The Fruitvale Recycling Depot near Liberty Foods will be closing next week as the regional district moves to curbside pick-up. — Image Credit: Guy Bertrand

0

Like 0 8+1 0 Tweet 0

by Liz Bevan - Trail Daily Times  
posted Apr 23, 2015 at 1:00 PM

The Fruitvale recycling drop-off centre is closing down on April 27, leaving some homes in the area without a convenient place to drop off their recyclables.

Without the centrally located depot, residents living outside of the curbside pick-up area will have to travel into Trail to get rid of their plastic, glass, paper and more.

**Multi Materials BC**, the provincial body in charge of recycling, said it can't reveal the exact addresses around the Beaver Valley curbside pick-up boundaries, but to find out if your home is on the route, visit [www.recyclingnbc.ca/rdkb/](http://www.recyclingnbc.ca/rdkb/) for a map and address search function.

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YOUR BEST SOURCE FOR LOCAL JOBS

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Cleaner Company Confidential, Surrey
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Click here to place a job ad or call us at 1-855-678-7833

<http://www.traildailytimes.ca/town/301104841.html>

1/4



05/05/2015

Fruitvale recycling depot set to close - Trail Daily Times

Tim Dueck, solid waste management coordinator with the Regional District of the Kootenay Boundary, says the closure will end up saving district taxpayers a significant amount of money.

"We have been paying for the cost of that depot which is in the neighbourhood of \$100,000 per year," he said.

"The cost of operating that depot involves a contracted hauler to collect materials a couple times a week, there is the cost of renting the land, grading and snow removal.

"The cost of operating the curbside collecting service is about \$50,000."

But now, with the closure of the depot, there are some homes that will be without curbside pick-up and without a local drop-off centre.

Area A resident, Stan Skoumal, currently uses the drop off centre at Liberty Foods in Fruitvale several times a week.

He lives outside the curbside pick-up zone, and is wondering how he will see savings if he has to trek to the landfill with his paper, glass, styrofoam and plastic when the depot closes.

"We go to drop garbage only a couple times a year because we try to recycle everything we can, but we go with our recycling (the drop-off centre) a couple of times a week," he said, mentioning that almost all the waste his home produces is either recycled or composted.

"For me to drive to the landfill and back would cost me around let's say around \$10 a trip. If I am going to do that around a couple times a month, it comes to around \$250 to \$300 per year. They say that this will save RDKB taxpayers \$50,000. I am spending \$250 to \$300 per year to go back and forth to the landfill. Where is my savings?"

Dueck says there are around 100 homes, including Skoumal's, in the Beaver Valley area that aren't serviced by pick-up contractor Alpine Disposal and Recycling, but those households would have already been making trips to the landfill with their garbage.

"We estimate that there are probably 100 homes or fewer in the Beaver Valley that don't have curbside service," he said. "There is really no difference now. Presumably, if they live outside of the pick-up area, they are already pretty good at budgeting their trips to the landfill, but now, when they go, they would be taking their recycling with them as well."

Last May, the regional district handed over the recycling program controls to Multi-Material BC (MMBC) for the Greater Trail area rather than run it themselves.

So why is the Fruitvale drop-off centre closing almost a year after the switch?

"When the transition (from RDKB-run recycling programs to MMBC administration) happened in May 2014, our board of directors wanted it to be as smooth as possible, saying let's retain existing service levels until we can see how this all turns out," said Dueck. "Recently, we felt that nearly everybody who was previously using that depot still had access to a recycling program. Another thing is the issue with unstaffed depots. They have been abused for years. They have been magnets for materials that are not recyclable. And now, the regional district is no longer a player in this."

The Trail Bottle Depot on Rossland Ave. is also a registered MMBC site, and accepts all program recyclables (styrofoam, plastic bags, film plastic, glass containers, paper, cardboard, newsprint and more), including beverage containers and small appliances.

We encourage an open exchange of ideas on this story's topic, but we ask you to follow our guidelines for respecting community standards. Personal attacks, inappropriate language, and off-topic comments may be removed, and comment privileges revoked, per our Terms of Use. Please see our FAQ if you have questions or concerns about using Facebook to comment.



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# REQUEST FOR DECISION

— COMMITTEE OF THE WHOLE —



**To:** Committee of the Whole  
**From:** Deputy Corporate Officer / Communications  
**Date:** December 14th, 2015  
**Subject:** Communications Policy and Procedures  
**Recommendation:** **RESOLVED THAT THE COMMITTEE OF THE WHOLE RECOMMENDS COUNCIL RECEIVE THE DRAFT COMMUNICATIONS POLICY AND PROCEDURES; AND FURTHER, RECOMMENDS COUNCIL ADOPT THE COMMUNICATIONS POLICY AND PROCEDURES AT THE December 14th, 2015, REGULAR MEETING.**

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## **BACKGROUND:**

The City of Grand Forks has identified improving communications as a key priority in their ongoing operations.

In 2013 Council and senior staff participated in a half-day communication planning and policy setting workshop. The next day the entire staff team participated in a full-day communication planning workshop. The purpose of the facilitated sessions was to identify priorities based on successful current practices and gaps and opportunities for improvement. It was determined that a need existed for more strategic, coordinated communications that reflect consistent standards and branding was needed.

The draft Communications Policy and Procedures includes suggestions for guiding principles, recommendations to enhance communications procedures and processes to facilitate Council member's community outreach, to adopt a more strategic approach to City communications and to ensure successful internal and external communications.

The draft Communications Policy and Procedures is intended to form the foundation for discussion and continued development between Council, Staff and the public.

Recently added to the Communications Policy and Procedures is the Auditor General of BC, Public Participation: Principles and Best Practices for British Columbia. It is recommended that public bodies use these best practices as a guide for determining

# REQUEST FOR DECISION

— COMMITTEE OF THE WHOLE —



whether public consultation should be undertaken and if it should be then the steps to do so effectively.

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## **Benefits or Impacts of the Recommendation:**

- General:** Strong communications is central to the success of the City of Grand Forks and the well-being of its citizens. The draft policy and procedures focuses on developing a sustainable, long term framework with and allows for the addition of many advance communication tools and methods over time.
- Strategic priority:** As a function of good government, open and proactive communications ensures the public receives clear, relevant and timely information from the City. Citizens are empowered to hold the City accountable and to ensure transparency.
- Financial:** The majority of the communications work included will involve all staff throughout the organization and will be included in each departments annual operating budgets.
- Policy/Legislation:** N/A
- Attachments:** Draft Communications Policy and Procedures, Auditor General of British Columbia, Public Participation: *Principles and Best Practices for British Columbia*

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**Recommendation:** RESOLVED THAT THE COMMITTEE OF THE WHOLE RECOMMENDS COUNCIL RECEIVE THE DRAFT COMMUNICATIONS POLICY AND PROCEDURES; AND FURTHER, RECOMMENDS COUNCIL ADOPT THE COMMUNICATIONS POLICY AND PROCEDURES AT THE DECEMBER 14TH, 2015, REGULAR MEETING.

---

**OPTIONS:**

1. COTW COULD CHOOSE TO SUPPORT THE RECOMMENDATION.
2. COTW COULD CHOOSE TO NOT SUPPORT THE RECOMMENDATION.
3. COTW COULD CHOOSE TO REFER THE REPORT BACK TO STAFF FOR MORE INFORMATION.

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City of Grand Forks:  
Communications Policy and Procedures  
October 2015

## COMMUNICATIONS POLICY AND PROCEDURES

### Executive Summary

The City of Grand Forks recognizes the need to implement new policies, procedures and strategies to enhance communications in the community and within the organization.

Through the strategic and coordinated delivery of communications, the City can increase the effectiveness of its decision-making by informing and engaging the community, clearly and consistently, with timely and relevant information, reducing misinformation and ultimately saving time and resources and improving outcomes.

Strong communications is central to the success of the City of Grand Forks and the well-being of its citizens. The objective of the Communications Policy and Procedures is to effect information sharing. As a function of good governance, open and proactive communications is aimed at ensuring the public receives clear, relevant and timely information from the City. Information is the lever that people need to hold the City accountable and to ensure transparency in participative and empowering processes.

### Guiding Principles

*Guiding principles are used to help guide decisions around communications. These principles speak to how the City will implement the communication policies of Council, improving communications with key stakeholders, including tax payers, community, Federal and Provincial government and others.*

*The following suggestions for guiding principles could be used to provide direction for decisions regarding the City's communications.*

- **Accountability:** Ensure the City's messages are communicated in a clear, relevant and proactive manner that is consistent throughout the organization
- **Commitment/Accountability:** Every member of Council and staff has a role to play in assisting the City to listen to citizens, incorporate feedback and communicate its message.
- **Integrity:** Provide accurate, relevant and timely information to target select audiences with positive, open and honest information
- **Inclusiveness:** Offer opportunities for two-way communications and continuous dialogue to the mutual benefit of the City and its citizens and stakeholders
- **Transparency:** Be proactive in seeking opportunities to inform and engage key stakeholders, residents, businesses, community groups and the media, using a wide range of communication strategies, tools and channels



- **Commitment:** Increase awareness about the role of the City of Grand Forks and programs and services
- **Transparency:** Seek to build trust, increase understanding and reduce misinformation
- **Authenticity:** Ensure all communications, both internal and external, are respectful, recognizing, and seeking to understand different perspectives
- **Commitment:** Allocate the adequate and/or necessary resources, both financial and human, to implement communications as identified and approved.

DRAFT

## **COMMUNICATIONS POLICY - DRAFT**

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### **1.1.1 COMMUNICATION AND CONSULTATION PLANNING**

Communication planning will be incorporated into annual work and/or project plans in order to inform and engage key stakeholders and audiences such as residents, businesses, opinion leaders, community groups, service clubs and the media.

Communication plans will identify the level of desired consultation using levels of engagement, identified by the International Association of Public Participation spectrum (i.e. inform, consult, involve, collaborate, and empower) for key target audiences and projects ([www.iap2.com](http://www.iap2.com))

A variety of communication channels and communications will be used to meet the needs of the City's growing and diverse audience, and may include traditional print advertising as well as digital or online opportunities such as the City's existing Twitter profile and website.

### **1.2 AUDIENCES**

Communication plans will identify audiences in order to ensure the right messages and right channels are used to inform and engage these groups. Key audiences for the City of Grand Forks may include but are not limited to:

- Residents
- Businesses
- Business groups (i.e. Community Futures Boundary, Boundary County Regional Chamber of Commerce)
- Community groups
- Service clubs
- Schools
- Post-secondary institutions
- Associations
- Regional District of Kootenay Boundary
- Boundary Economic Development Committee
- Provincial Government
- Federal Government
- First Nations
- Other local governments
- UBCM, LGMA
- Other provincial or federal ministries or departments

Understanding the needs of the citizens and larger community, as well as the impacts of existing or changing programs, projects or services is important to the City of Grand Forks. It is important to identify appropriate audiences and to better understand audience knowledge or acceptance of an issue and increase awareness where deemed important and/or necessary.

### 1.3 MESSAGE CONTENT

In keeping with Council's Guiding Principles, messaging will be developed to provide clear, consistent and accurate information in plain language.

When representing the City, Council and staff will provide a consistent message about the City's projects, programs, services and decisions. Briefing notes including key points will be used as needed to assist in creating a consistent message.

### 1.4 MEDIA RELATIONS

The implementation of strategic media relations practices will be aimed at enriching media relationships, growing the City's brand and reputation and informing and engaging the community.

The City seeks to proactively engage the media to increase the publication of accurate, timely and relevant information, striving for balanced representation in the media on any issue. And, to leverage earned media coverage as a venue to reach the broader community.

The City will endeavor to respond promptly and accurately to media requests to increase coverage, build stronger relationships and be able to act as "experts" on City projects.

The City will seek to respond to published misinformation in a timely manner by providing the correct facts with a focus on the specific issue.

The Mayor or their designate will be the official spokesperson for the City.

The Communications Officer and /or CAO may designate staff as the spokesperson for specific programs, projects or services.

### 1.5 EXTERNAL COMMUNICATIONS

To provide accurate and timely information to the community about City activities, share accomplishments, manage inquiries and advertise key initiatives.

The City seeks to provide clear, relevant and timely information to its external audience. The Auditor General of British Columbia Guidelines for Public Participation: Principles and Best Practices for British Columbia, will be used as reference for best practices in public consultation.

Each department is responsible for ensuring that pertinent information is communicated out in a timely and accurate manner.

Co-operation and co-ordination between departments is necessary in ensuring the City's guiding principles are reflected in information and messaging in communications to the public.

The City's web site [www.grandforks.ca](http://www.grandforks.ca) provides the main source of City information; however, it is important to use as many channels of communication as possible including email, direct mail, print and broadcast media and the internet.

Each department will be responsible for ensuring that timely and relevant information is made available externally, and that this information will be reviewed by the Communications Officer prior to distribution.

#### **Council Communications**

The City will ensure that Council priorities are met through regular dialogue, information exchange and by understanding communications needs as they relate to City strategic priorities.

#### **Paid Advertising**

The City recognizes that ensuring a consistent source of information is a key component to communicating with its citizens. Paid advertising will be used to promote decisions of Council, statutory requirements and ongoing programs, Request for Proposals, tenders, projects and services as necessary.

#### **Personal and Community Contact**

The City strives to provide a high level of customer-centered service that recognizes the importance of personal contact with its citizens. The City seeks to engage its community members through a variety of strategies, including personal contact of both Council and staff at community events, open houses, meetings, presentations and/or visits.

#### **Promotional and Informational Materials**

Ensuring clear and consistent visual representation of the City's message in a variety of formats is important to creating a positive and proactive message. Materials should be of high quality and appropriately written/produced to match the content. All promotional materials will be reviewed and approved by the Communications Officer and/or CAO.

#### **Brand Guidelines**

The City's logo is the official symbol of the community and to be used on all City materials in keeping with the City's adoption of the Brand Guidelines (2013).

### **1.6 INTERNAL COMMUNICATIONS**

The City aims to establish effective internal communication practices that are integrated with external communications and branding. The internal communications objective is to build trust and demonstrate authenticity, transparency and accessibility.



Each department is responsible for ensuring that pertinent operational information is posted in first class.

Information that is to include Council will be posted to the Council folder by the Communications Officer, Corporate Officer or CAO.

#### **1.7 ONLINE: WEBSITE AND SOCIAL MEDIA**

The City will utilize social media and the city website to build the community's knowledge in order to enhance communications and engagement.

Meeting the needs of a diverse and growing population requires use of a wide range of communications channels and tools. The City supports the use of the website and social media such as Twitter for informing citizens as well as encouraging dialogue and input. Other forms of social media such as Facebook and/or You Tube may also be considered. Social media policies will be developed to govern the use of social media as required.

#### **1.8 COMMUNITY ENGAGEMENT**

The City will use various techniques and channels to encourage information sharing and dialogue.

The City recognizes that the decision-making process is improved by engaging citizens and other stakeholder groups when appropriate. Informing and involving those affected or interested in a decision is a priority of the City, leading to sustainable decisions by providing participants with the information they need to be involved in a meaningful way, early in the process and describes how citizen input affects the decision.

#### **1.9 COMMITTEES**

Council determines the committees of council and committee liaisons as part of a strategy to encourage strategic decision making, information sharing and dialogue amongst community groups.

#### **1.10 RESOURCES**

While communications takes time and energy up front, it can greatly benefit the City and its citizens by ensuring people have the opportunity to become informed, to provide input and take action as needed. Annual and/or project plans and/or action plans will identify the resources, financial and human, required to implement communications.

#### **1.11 EVALUATION**

Ensuring the best uses of communications resources is part of sustainable and prudent governance. Project plans will include evaluation indicators to determine the success of various programs, projects and services.

From time to time, the City may also seek to better understand the impact of various programs, projects and services and may engage in research such as an annual citizen survey or a specific communication survey.

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## **2. COMMUNICATIONS PROCEDURES - DRAFT**

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*The following describes suggested procedures relating to various aspects of the above communications policy.*

### **2.1.1 COMMUNICATION AND CONSULTATION PLANNING**

Communication plans are the responsibility of department managers and will be incorporated into existing and new project plans. Communications Plans will identify the following:

- Corporate and communications goals and objectives
- Desired level of consultation for specific key audiences using the IAP2 Spectrum (i.e. inform, consult, collaborate, etc.)
- Clearly identified audiences
- An internal and external assessment of impacts or sensitive issues (i.e. who will be impacted and how and/or a SWOT analysis) and any potential steps to mitigate the impact if/as required (i.e. identifying barriers and benefits and removing barriers if the ability exists)
- Key messages
- Communication tools and channels for dissemination
- Action plans and/or timelines for implementation
- Evaluation indicators

Project plans will also list the resources, financial and human, necessary to carry out the desired communications.

In addition, action plans may be developed for specific communications initiatives to assist in achieving City goals and objectives.

A Communications Calendar may be used to assist with annual planning and to ensure coordinated implementation.

### **2.2. AUDIENCES**

Communication plans will identify key audiences and associated strategies. Audience research may be conducted to learn more about any perceived barriers or challenges and potential opportunities and benefits. This may include a variety of topics related to the City's overall operations and/or specific projects or questions. These may include:

- Exit surveys at events and open houses
- Annual citizen survey
- Feedback from frontline staff
- Monitoring emails, calls and other requests for information or comments
- Media analysis of number and tone/content of articles
- Mobile access to surveys on website
- Surveys in utility bills

- Peer research
- Mini focus groups
- Key informant interviews
- Testing of messages, strategies, tools, etc.
- Use of available data on demographics and psychographics such as census data and economic profiles.

### **2.3 MESSAGE CONTENT**

Content for communications materials should be in keeping with Council's Policies and Guiding Principles and include information that is:

- Clear, easy-to-understand in plain language
- Respectful
- Positive
- Appealing
- Sensitive to the audience(s)
- Incorporates the use of stories, examples, stats, facts, etc. as required
- Uses testimonials from locals or others as warranted.

Briefing notes regarding resolutions of Council will be developed. Draft versions will be circulated to Council, managers and other team members as required to ensure the information is accurate and relevant to key audiences prior to public release. Final versions are to be shared with Council, managers and staff as required.

Briefing notes will be developed as a necessary part of approved projects plans. Draft versions will be circulated to managers and other team members as required to ensure the information is accurate and relevant to key audiences. Final versions are to be shared with Council, managers and staff as required.

### **2.4 MEDIA RELATIONS**

#### **2.4.1 Implement proactive media outreach practices**

Strengthen relationships with local media

Encourage staff to send new contact information that may benefit from receiving some media releases to Communications.

Nurture relationships built on trust, transparency and reliability with local reporters.

Share information not only in response to inquiries but provide post-event photos etc.

Manage a regional media list

Pitch good news stories to local media



Ensure that project plans identify opportunities to proactively communicate with the media and leverage media coverage where possible. Action plans may include the use of:

- News releases, also available on the website
- Public service announcements (PSA)
- Media interview and photo opportunity invitations
- Backgrounders, links and other support materials
- Interviews
- Photo opportunities (e.g., events such as the Sneak Peek showing of City Hall after the fire)

**2.4.2** Ensure staff and Council receive ongoing media relations and spokesperson training as needed.

Provide media counsel prior to media interviews for Council and Senior Management team.

Follow established protocols for approval processes, templates and statutory requirements.

Ensure that news releases, advertisements and other media correspondence are shared internally prior to external publication.

## **2.5 EXTERNAL COMMUNICATIONS**

**2.5.1** Clearly define roles and responsibilities for communications within the organization

**2.5.2** The Auditor General of British Columbia, Public Participation: Principles and Best Practices for British Columbia provides guidelines for putting the public participation guidelines into practice. This is a seven step process that was derived from existing best practices in the province's public sector, and in governments across Canada.

### **Seven Steps for designing a successful public participation**

1. Determine who the decision maker is, what the pending decision is and who will be affected.
2. Decide if public participation should be used.
3. Determine the issues related to the decision for each of the affected parties.
4. Determine the level of public participation that the decision-maker needs and what to consult on.
5. Determine the public participation methods best suited to the needs of participants.
6. Determine how public participation is to support and link to the decision.
7. Determine how the results are to be used.

Refer to The Auditor General of British Columbia, Public Participation: Principles and Best Practices for British Columbia, pages 23-34.

**2.5.3** Create a work environment that understands the value of communications

**2.5.4** Review privacy and correspondence policies

- Utilize First Class email addresses for Mayor, Council and staff.

- Clarify procedures for tracking and responding to correspondence received by [info@grandforks.ca](mailto:info@grandforks.ca), correspondence received directly by Mayor and Council, correspondence received through the regular mail system.

#### **2.5.5 Event Management**

- Communications Officer or Corporate Officer will write speaking notes for the Mayor
- Compile briefs prior to attendance by the Mayor to share event details in advance.

#### **2.5.6 Correcting misinformation**

Correcting misinformation is a sensitive issue and can detract from the City's objectives to provide clear, accurate, relevant and timely information. As such, decisions on how to handle this type of information in the media need to be both strategic and thoughtful.

Published misinformation, either in the mainstream media or online, is to be brought to the attention of the Communications Officer for future action which could include:

- Personal contact
- Request for correction
- Request for new article on same/similar topic
- Letter to the editor
- Advertising
- Or other measures as required.

#### **2.5.7 City Website**

The addition of a "For the Record" section will be added to the City website. "For the record" will be used to respond to questions, correspondence, inquiries and statements made by the public on social media forums such as Facebook, Twitter and other social media, as well as printed material such as letters to the editor in the local newspaper. The Communications Officer will be responsible for posting on "For the Record" and will seek input from department managers as needed.

#### **2.5.8 Council Communications**

- The development of monthly / bimonthly / quarterly City newsletters will be circulated through print media and the City website. There will be an inclusion of "From Council Chambers" which identifies Council news.
- Council will recognize that negative commentary in the public arena as it relates to staff performance counteracts the ability to meet objectives outlined in the Communications policy.
- Media training will be arranged for Council.
- Understand that access to information is the starting point for all forms of community engagement.
- Consider community engagement at the outset of policy and decision making process

Council may determine to establish a Council Communications Committee. This committee will be responsible for input and approval of Council communications in respect to Council resolutions and not the operations of the City. Communications regarding Council resolutions, once approved by the Communications committee, will be posted in print media, social media and on the City website as necessary and by the Communications Officer.

#### **2.5.9 Paid Advertising**

The use of paid advertising will be identified in the work plan and may include:

- Newspapers
- Radio
- TV
- Web
- Online
- Social media
- Signage
- Other opportunities as identified.

Continued use of advertisements in the Grand Forks Gazette newspaper to broadcast decisions of Council, and ongoing or upcoming programs, projects and services as necessary. Advertising can also be used to ask survey questions or as a poster for placement at various community locations. The content will vary as required and identified in the action plan.

Advertising may be further leveraged with the use of a news release to announce projects.

#### **2.5.10 Personal and Community Contact**

Depending on the program, project or service, project plans may include a variety of outreach strategies to make personal contact. This may include:

- Presentations or visits to community groups, service clubs, business organizations and schools
- Hosting open house events, City hall or public meetings, tours or a combination
- Participating in or attending community events, trade shows and fairs

Contact email lists of community, service, business groups and other key contacts should be kept up-to-date and used to circulate information as identified. This could also include distribution of regular communiqués such as news releases, posters and newsletters as another way to leverage this informational piece.

Ensure Council and staff are prepared with any necessary information such as key messages, and/or promotional materials as required in advance.

#### **2.5.11 Promotional and Informational Materials**



Visual materials help promote the City's brand, providing clarity and consistency. These materials should be easy-to-read, appealing with a consistent look and colours which are similar to the City's logo. These materials may include:

- Newsletters/utility bill inserts both print and online
- Brochures, flyers, post cards
- Door hangers, shelf labels or tags
- Fact sheets, Frequently Asked Questions
- Posters
- Signage
- Open house panels
- Visuals for advertisements such as bus boards, transit shelters, theatre ads, grocery store dividers, etc. that can also be used as .jpgs for the website or other materials
- Items such as buttons, stickers, mugs, fridge magnets, seed packets, mascots, etc.

Materials should be of high quality, appealing and appropriately written/produced to match the content as outlined in the City's Brand Guidelines document. All materials will be reviewed and approved by the Communications Officer.

#### **2.5.12 Visual Identity Guidelines**

The City's logo is the official symbol of the community. The logo may be used on other organization's publications with approval of the Communications Office or their designate. The logo should be reproduced in the official colours or black and white (or grayscale). The logo's integrity should be maintained, in accordance with the Brand Guidelines and should always retain the same aspect (i.e. is should never be stretched or skewed as when one corner is dragged, creating a heightened or flattened version).

#### **2.6 INTERNAL COMMUNICATIONS**

The City aims to establish effective internal communication practices that are integrated with external communications and branding. The internal communications objective is to be consistent with messaging, build trust and demonstrate authenticity, transparency and accessibility.

Each department is responsible for ensuring that pertinent operational information is posted in first class. Each department will identify who in that department is responsible for current information updates.

Continually review and discuss within departments how internal communications can be improved.

Managers will communicate key issues, significant successes and major challenges related to their portfolios to the Communications Officer.



Communications updates will be **provided and** incorporated into management meetings. These updates will include sharing key **news stories**, **recommendations for improving internal and external communications**, **crisis management issues** and **communications contributions to projects and events**.

Fact sheets will be made available for front line staff and Council.

Communications plans will be developed for major events in order to ensure team members communicate the same messages and understand objectives and media outreach is proactive. The department manager in conjunction with the Communications Manager will write communications plans for major events held in Grand Forks such as Family Day and Christmas Light Up.

Information that is to include Council will be posted to the Council folder by the Communications Officer, Corporate Officer or CAO.

## **2.7 ONLINE: WEBSITE AND SOCIAL MEDIA**

The City currently maintains a website and a Twitter profile. Content and use of these important communications tools are to be considered when developing project plans.

### **2.7.1 Social Media**

The City does not currently maintain a Facebook page. Given that social media is one of the main information sharing tools today, it is important that the City consider monitoring Facebook and other social media sites in order to respond to comments and concerns in a proactive, accurate and timely manner. The Communications Manager will be responsible for monitoring and responding to social media sites and will defer to department managers when necessary.

The Communications Officer will provide information to community members in a professional forum that does not foster or tolerate disparaging commentary.

### **2.7.2 City website**

The addition of a "For the Record" section will be added to the City website. "For the record" will be used to respond to questions, correspondence, inquiries and statements made by the public on social media forums such as Facebook, Twitter and other social media, as well as printed material such as letters to the editor in the local newspaper. The Communications Manager will be responsible for posting on "For the Record" and will seek input from department managers as needed.

A social media policy will be developed by the Communications Manager that will include:

- Key staff identified and trained to maintain site
- Guidelines for Council, staff and public users
- Posting
- Responding

- Advertising
- Leveraging and coordinating with other communications tools
- Consideration or criteria for further uses of social media such as Facebook and/or YouTube

## 2.8 COMMUNITY ENGAGEMENT

The City recognizes that the decision-making process is improved by engaging citizens and other stakeholder groups when appropriate.

Council's decision making will be balanced by a range of key considerations including: technical feasibility, financial viability and social acceptability.

The City's community engagement procedure achieves:

- Alignment with Council's strategic priorities and guiding principles
- Supports Council's decision making by providing information on citizens and stakeholder opinions
- Ensuring consistent and clear practices for involvement and/or information sharing
- Ensuring an appropriate level of engagement based on assessed community impact and benefit
- Identifies the parameters and resources for public engagement

The City will use various techniques and channels to encourage information sharing and dialogue based on eight public engagement and guiding principles, which outline what the community can expect from the City.

- **Accountability:** Elected officials and staff are accountable for ensuring meaningful public engagement
- **Inclusiveness:** Public dialogue and decision making processes, reach out to, and encourage participation of the community.
- **Transparency:** Public decision-making processes are accessible, honest and understandable.
- **Fiscally sustainable:** Ensure methods and resources for public notice and engagement reflect the magnitude and complexity of the initiative.
- **Early involvement:** Helps identify issues and look at opportunities and challenges during concept development, design and implementation of city policies, projects and initiatives.
- **Timely communications:** Ensure there is enough time within the engagement process to provide information to the community.
- **Clear and accessible information:** Ensures the use of plain language in a wide variety of formats and channels of communication.
- **Suitable process:** Design and implementation of public engagement processes and techniques that reflect the magnitude and complexity of the initiative. Processes adapt to changing needs and issues as the move forward.

### Process

The strategies and methods that will be used to involve and inform those affected by a decision are based on the IAP2 Spectrum of Participation, an international standard. The Communications Officer will

develop a community engagement template in order to support staff in delivering quality engagement practices in the community as outlined in three phases:

#### **Phase 1 - Assessing Community Impact**

The term 'level of community impact' refers to the magnitude of change citizens may experience as a result of a project/issue or change in policy or service.

The assessment criteria has four levels of impact which range from:

- Level 1 - High impact city wide
- Level 2 – High impact on select area and/or defined groups
- Level 3 – Moderate impact city wide
- Level 4 – Moderate impact on select area and/or defined groups

#### **Phase 2 - Identifying and Achieving Goal of Public Engagement, IAP2 Spectrum of Inform, Consult, Involve, Collaborate and Empower.**

This phase outlines the commitment(s) made to citizens and stakeholders and examples of techniques and tools that align to each goal.

**INFORM – GOAL:** *To provide balanced and objective information in a timely manner. "We will keep you informed."*

**CONSULT – GOAL:** *To obtain feedback on analysis, issues, alternatives and decisions. "We will keep you informed, listen to and acknowledge concerns and preferences, and will provide feedback on how public input influenced the decision."*

**INVOLVE – GOAL:** *To work with the public to make sure concerns and aspirations are considered and understood. "We will work with you to ensure your concerns and aspirations inform the outcome to the maximum extent possible."*

**COLLABORATE – GOAL:** *To partner with the public in each aspect of the decision making. "We will look to you for advice and innovation and incorporate this in decisions as much as possible."*

**EMPOWER – GOAL:** *To place final decision making in the hands of the public. "We will implement what you decide."*

#### **2.9 COMMITTEES**

Committees of Council include Standing Committees, Select Committees and Ad Hoc committees. Council may appoint members of Council to sit on committees of other boards, acting as the liaison between City Council and that board.

In an effort to provide current and relevant information to council a report out, on a consistent basis, from committees is required. Reporting out should be on a regular basis throughout the year, and through either a written report that is included in the council agenda or in person at a Committee of the Whole meeting, by the Chair of the Board of a committee. A Council liaison may from time to time bring forward requests to Council, at a Council meeting, from committees. Proposed resolutions will be provided to the Corporate Officer prior to the agenda deadline.



## **2.10 RESOURCES**

Project plans will identify the resources, financial and human, required to implement communications. This may include the following and will vary according to project:

- Staff time
- Resources required for project support (i.e. printing, events, etc.)
- Contract services
- Consulting services

Resources may also be identified in the annual budget process for the City's Communications for ongoing communications that may not be specifically related to a project. These may include projects such as the website, social media, media releases, annual reports and/or surveys, etc.

## **2.11 EVALUATION**

Project plans will include evaluation indicators to determine the success of various programs, projects and services. Evaluation will at a minimum be based on the objectives for communications set out in the work plan and may also include information on outputs and outcomes. Ongoing monitoring of communications tools will also be used to determine effectiveness and address any issues as they arise.

From time to time, the City may also seek to better understand the impact of various programs, projects and services and may engage in research such as an annual citizen survey.

The true impact of this policy will be more apparent over an extended period of time, as tools, processes and procedures become utilized as a matter of habit and as a culture that recognizes the importance of solid internal and external communications is established. Tactics to measure long term success of the plan may include:

- Effectiveness in communicating key messages
- Tone of media coverage
- Tone and content of community and stakeholder engagement
- Number of media impressions
- Number of partnerships built
- Operating performance
- Opportunity to see key messages, brand representation, articles, photos used, quotes and testimonials
- Impact on other departments, including number and content of complaints and tone and content of feedback received
- Number of website hits

## **Ensuring Success**

The success of this plan relies on the support and engagement of Council to effect change and foster constructive dialogue throughout the organization and City. This can only work to create an

**environment that encourages a spirit of community and positive action and discourse. Communications is, therefore, understood as a shared responsibility. It is the intent of this policy to build in steps to ensure its success. These include:**

**A well-organized plan**

**An achievable Action Plan**

**Reasonable objectives that align with Council priorities**

**Council and staff commitment**

**Management of the plan through diligent and knowledgeable execution, flexibility and measure of control (to avoid scope creep)**

DRAFT

2008/2009 : Report 11



OFFICE OF THE  
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*Principles and Best Practices*  
*for British Columbia*

**November 2008**

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**The Honourable Bill Barisoff**  
**Speaker of the Legislative Assembly**  
**Province of British Columbia**  
**Parliament Buildings**  
**Victoria, British Columbia**  
**V8V 1X4**

**Dear Sir:**

I have the honour to transmit herewith to the Legislative Assembly of British Columbia my 2008/2009 Report 11: Public Participation: Principles and Best Practices for British Columbia.

**John Doyle, MBA, CA**  
**Auditor General of British Columbia**

**Victoria, British Columbia**  
**November 2008**

**copy: Mr. E. George MacMinn, Q.C.**  
**Clerk of the Legislative Assembly**



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## Auditor General's Comments



John Doyle  
Auditor General

There is much to be gained in having strong citizen-centred, public engagement. It serves both the public sector and the citizens to have policy direction, programs and services that demonstrate and best reflect the needs of the electorate. Effective public participation is increasingly seen as an integral part of a strong governance framework for government.

An effective public participation process is based on principles of transparency and openness. The optimal result is that both government and citizens have confidence that the recommended direction is sound and best reflects the public interest. Getting public participation right is essential, including striking the right balance amongst competing priorities of government; being clear to the public about what can and what cannot be accomplished in the short term. Getting it wrong simply frustrates all participants—government and the public—and requires time to rebuild the trust required to engage successfully.

I asked my staff to undertake this study because I wanted to understand the appetite in Canada—both by the public and their governments—for public participation. A number of reports my Office has recently produced, combined with requests for investigation we have received, suggest an increasing expectation by the public to have a say in the decision-making processes of government. I also wanted to see how governments strong in public participation practice were approaching this issue.

This study is based on research about what is happening in British Columbia, elsewhere in Canada, and in other countries. The study sets out Canadian findings as background. Using these findings, I have proposed a public participation framework for the British Columbia public sector based upon what is working well here, across Canada and abroad. This framework is intended to assist the public sector in the design and delivery of public participation. It also serves as a benchmark of what good practice entails.

The British Columbia government is already undertaking consultation in many areas. I wanted to see whether this consultation was based upon principles and best practices and that there was appropriate guidance given to help equip government staff to successfully complete a public participation exercise.

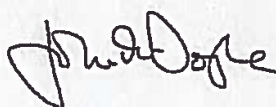
## Auditor General's Comments

**This study summarises our key observations and provides recommendations from our survey of public participation in the British Columbia government.**

**I am pleased that government's response supports the use of public participation. However, the response is unclear how this support will address our main observations. In particular, the issues of building capacity to conduct public participation and consistently using public participation across government need to be addressed. I look forward to seeing how government will act on these important issues.**

**This study is the precursor to a report on public consultation. The report will build on this work by looking at how well government's public participation practices meet the principles highlighted in this study.**

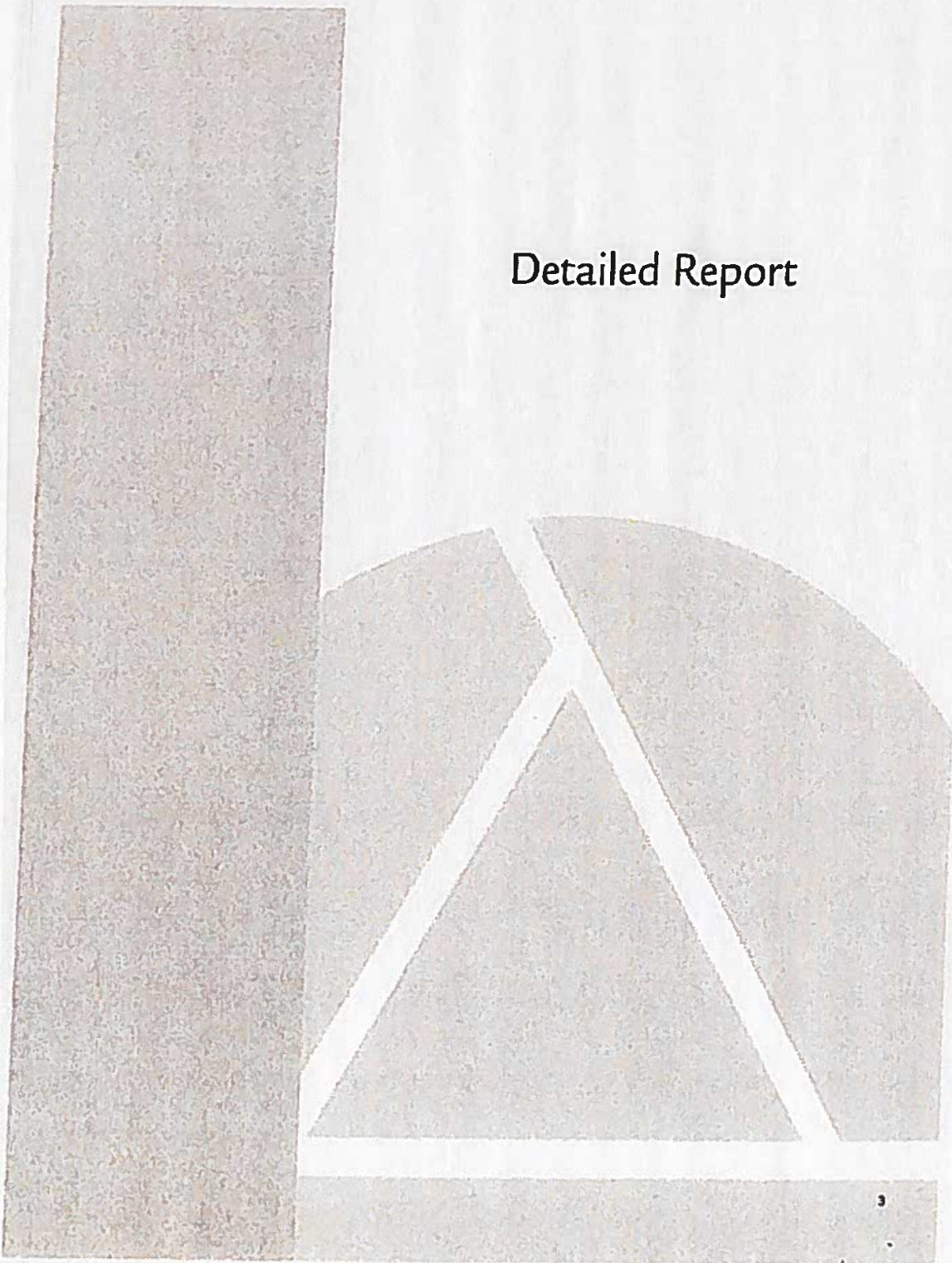
**I would like to thank the staff of the ministries and organizations we spoke with—both within the British Columbia government and other Canadian governments—for the cooperation and assistance they provided to my office to complete this study.**



*John Doyle, MBA, CA  
Auditor General of British Columbia  
Victoria, British Columbia  
November 2008*



## Detailed Report





## Background

### What is public participation?

When a government reaches out to private or public organizations or directly to the public to seek their participation in the decision-making process, the government is said to be engaging in *public participation*. Public participation is sometimes also referred to as public consultation or public engagement. Typically, participants in the process are lobbyists, interest groups and citizens who are most likely to be affected by the matter under consideration.

Public participation denotes a range of public involvement, from simply sharing information about a pending decision (informing) through to creating a partnership arrangement, one based on mutual trust, information-sharing and a willingness to agree on a course of action together. Exhibit 1 (on the following page) shows the whole range of participation opportunities and the objectives at each level.

### Why might governments use public participation?

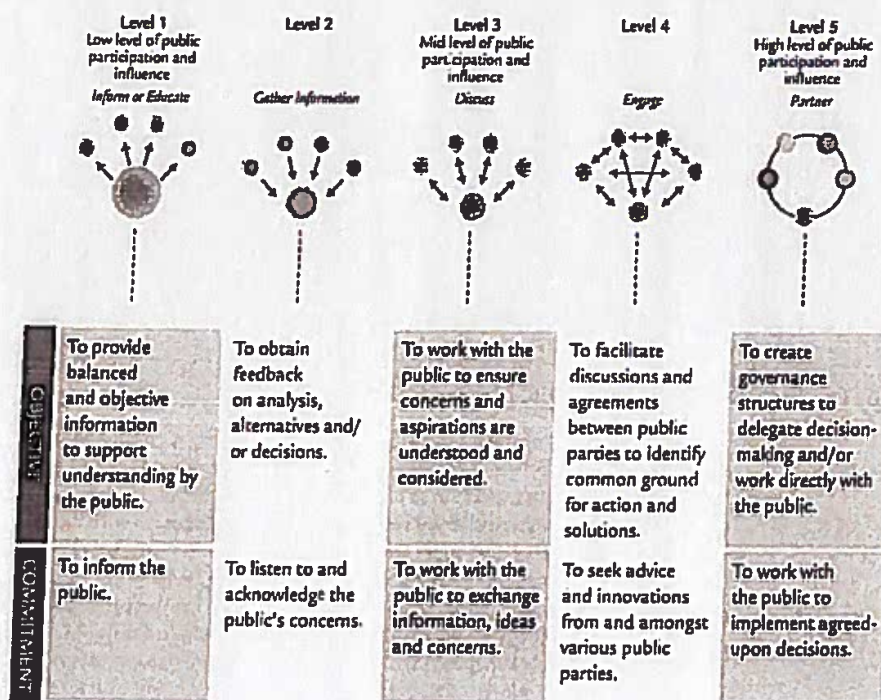
Government is normally under no formal obligation to engage citizens between elections, unless it has been required to do so by the courts, legislation or other requirement. Most governments, however, recognize the value in aligning their decisions with the views of the electorate. The public are usually more satisfied about a government decision if they understand it was made by taking into consideration the views of those most affected. For these reasons, governments are increasingly engaging the public in a range of public participation activities in order to be more transparent and demonstrate that significant decisions have been made with external views in mind.

Public participation cannot be undertaken lightly. Expectations may be unrealistically raised unless government is clear from the outset about what exactly is being sought and what weight it will place on the input it receives. Good public participation practice therefore begins by making the objectives clear in advance, and by letting the participants know how their input will be factored into the final decision. The courts have recognized that in the context of Aboriginal rights, government has to do more than simply have a process in place where concerns are raised. They must also consider how to accommodate those concerns.

## Background

### Exhibit 1

#### The Public Participation Continuum



Source: Adapted from Health Canada and International Association of Public Participation

## Background

Getting public support for technically appropriate, but potentially unpopular, decisions is another reason to undertake public participation. In many cases, decisions or projects are delayed because the "political climate" is not conducive to making any decision. Experienced decision-makers view public participation as a way to manage in these settings.

With most decisions government makes, there are both winners and losers. While it is seldom possible to address all stakeholder groups concerns, the public's acceptance of a decision often depends on the perception of how well the decision-maker worked with stakeholder groups and/or the public to reasonably weigh the concerns expressed in arriving at the final decision.

Public participation, then, is part of the process by which governments identify common ground for action. Few significant societal problems today can be solved by government actions alone. Public participation helps find solutions to complex problems by bringing government together with those who have an interest, and a part to play in the outcome of its decisions.

The most common reasons government organizations use public participation are to:

- raise awareness of an issue or pending decision;
- provide information on complex issues before a decision or to correct misconceptions;
- demonstrate that the government is taking action on a particular issue;
- collect information that is held by those to whom the public participation is directed;
- develop a series of options and determine the preference of various public parties;
- facilitate dialogue between, and amongst, stakeholder groups and members of the public so that each might better understand and respect each other's position and interests;
- partner for the purpose of collaborative decision-making and implementation; and
- empower the public to be involved in the decision-making process.

## Purpose and scope of this study

Effective public participation is becoming an important consideration for government as the public and stakeholder groups increasingly expect to be involved in government decision-making. As well, governments increasingly recognize the value of public participation and its use as a tool for strengthening trust and confidence in the decision-making process. In British Columbia, government has committed to accomplishing its goals and priority actions in partnership with citizens and stakeholder groups.

**We therefore undertook this work to:**

- better understand public expectations regarding involvement in government decision-making;
- develop an appropriate framework of public participation for British Columbia based on current best practice;
- determine whether the provincial government is clear about why and where it should use public participation; and
- establish a reasonable standard to be used in assessing government's public participation practices.

As discussed above, there are a number of reasons why government engages citizens and stakeholder groups before making a decision. In some cases, consultation is mandated by the courts or established through legislation. In other cases, it is adopted as a "discretionary opportunity" to engage and involve a broader audience in shaping the decisions of government. Our review focussed on understanding best practices in the latter cases. Our first step was to identify these practices across Canada, and use them to develop a framework for public participation consistent with these findings and other best practices. We then examined existing practices in British Columbia and have highlighted our observations at the end of the study.

Our work was carried out between April and August 2008. The information gathered came from documents and interviews with ministry and government staff in British Columbia, across Canada and overseas.





## Observations and recommendation

Our observations are set out in two parts. The first relate to best practices in public participation across Canada. The second concern current public participation practices being used by the British Columbia Government. Set between these observations is a proposed framework that incorporates best practices in this area.

Main observations related to public participation across Canada:

- The Canadian public desires greater participation in government decision-making.
- The public are generally satisfied with their participation experiences, but disillusioned with the results.
- Successful public participation is guided by well-defined principles.
- Public participation makes decisions more durable.
- Public participation is becoming viewed as an instrument of good governance.

Observations and recommendation about existing public participation practices in British Columbia:

- The British Columbia Government's core values support the use of public participation, but these values have not been translated into principles for conducting public participation.
- The British Columbia Government is conducting public participation, but no formal government-wide guidance is available to ensure a reasonable process is followed.
- The British Columbia Government has no process to ensure a consistent approach to public participation across government.

*We recommend the British Columbia Government endorse the proposed public participation framework as a basis for engaging the public.*



## Response from Government

The Government appreciates the thought-provoking and interesting report provided by the Office of the Auditor General. Public engagement is a timely topic and one that this Government strongly believes is critical to effectively make decisions.

We agree with the characterization of public engagement as being on a continuum, starting from informing the public through to collaboratively identifying solutions to significant public policy issues. Whether it is informing the public of government decisions through publicly available reports, such as B.C.'s Water Plan or the Climate Action Plan, or collaboratively determining the direction of health care through the Conversation on Health, we have and continue to engage the public across a broad range of decisions and policy issues along the continuum.

The common principles of public participation outlined in the report are ones that the Government endorses when engaging the public prior to a decision being made. Additionally, the seven steps provide a useful framework for designing a public engagement process. Government will take this guidance into consideration when determining where and how the public will be engaged.

Government agrees that a consistent approach to engagement across all agencies is advisable, but believes that this approach is appropriate only in certain circumstances. For example, where government engages as a result of a regulatory or legal requirement, consistency should be the rule.

However, as government engages on a wide variety of issues and across the public engagement continuum, flexibility is key to ensure that the engagement design and methods can fit the appropriate circumstances. It is also key for government to be able to determine where public engagement would be most beneficial and cost-effective.

In conclusion, Government believes that the Auditor General's report provides useful guidance on how to engage the public. This guidance will be distributed to all ministries as information to consider when designing public engagement process.

We thank the Office of the Auditor General for its work.



## The Canadian perspective on public participation

In surveying the state of public participation by governments across Canada, we examined the public's interest in getting involved in government decisions that affect them and their satisfaction with the results. We also looked for best practices in public consultation within the Canadian public sector. Our key findings are summarized in this section.

The International Association of Public Participation outlines five major steps and 21 different activities required to plan and manage public participation initiatives. In the second step, "Learn from the Public," the decision-maker engages in discussions with the public and stakeholders to:

- understand how they perceive the decision;
- develop a list of who will be affected by the decision; and
- confirm and communicate the scope of the pending decision.

Only after this step has been completed can the decision-maker move to the third step, "Select the Level of Participation," to communicate with and manage the expectations of those who will participate.

These two planning steps are often overlooked: many organizations simply default to using the same standard participation process every time even though it may not be appropriate for every intervention. One of the main reasons participants give for feeling dissatisfied with the outcome of their involvement is the failure by the decision-making organization to communicate the scope of the decision and the extent to which the decision-maker will be influenced or bound by the public's input.

### The Canadian public desires greater participation in government decision-making

We found that a growing number of Canadians expect to be involved in government decisions that directly affect them. Several trends contribute to this growing expectation. One is that the public has easier access to greater amounts of information than ever before. Another trend is rising education levels, combined with a younger retirement age, which means that more people are willing to get involved with the issues of the day. Increasingly, Canadians communicate directly with their governments and expect their views will be considered in decision-making.



## The Canadian perspective on public participation

As surveys show, Canadians believe a collective approach to problem-solving and decision-making is the best way to solve national problems. The vast majority of Canadians surveyed indicated they would feel better about government decision-making if they knew that governments sought informed input from average citizens on a regular basis.

Demand for public participation is influenced most by the significance of the pending decision. The public is likely to demand a say in decision-making wherever impacts are direct and negative. Examples include areas where the public may be faced with additional financial burdens, a limitation of rights or freedoms or reduction of services and where there may be harm to the environment.

When invited, the public are more likely to get involved in public participation when the process is face-to-face, and when they are able to speak directly with the government officials responsible for the pending decision or with those who are seen to be expert in their field. Discussions with these officials are seen as an important way to influence decision-making. Generally, citizens are not likely to participate when the only means of participation is through the Internet.

Citizens believe that access to focused, government-held information is required as a basis for well-informed discussions. The likelihood of participation increases when people receive succinct and decision-focused information in advance of discussions, and when those participating are assured that the input provided will be summarized afterward in writing and made available to them.

The public are generally satisfied with their participation experiences, but disillusioned with the results

According to surveys, when the public and stakeholder groups participate in discussions with government, they say the process by which they were engaged was solid but the results were often not. Public dissatisfaction can arise when governments have not done a good job of communicating the scope of issues it intends to consult on and how it will use the input that it receives. Although decision-makers cannot guarantee the input received will be implemented, they can demonstrate the public has been heard during the participation process.

## The Canadian perspective on public participation

Some organizations publish a “what was heard” report directly after each public participation intervention. Examples are transcripts and the synthesis-of-views reports typically produced by legislatures within the context of their public hearings. Participants then have the opportunity to confirm the accuracy of what was reported. This practice not only demonstrates the decision-maker was listening, it also provides a foundation for communicating the rationale for the ultimate decision and for explaining why certain, potentially popular, solutions were not embraced. Failure to adequately follow-up creates the risk that participants perceive their input has been disregarded and that the whole exercise is simply “window dressing” to legitimize the decision. Lack of follow-up with participants is often cited as the single greatest weakness in the overall participation process and erodes the credibility of the exercise.

There is a significant difference between “stakeholder group” and “public” participation. We found that governments consider reaching out to the general public to participate in decision-making to be a risky exercise. Two reasons cited were the potentially higher costs of providing a fair and comprehensive public process, and that interaction with the wider electorate may produce unforeseen political consequences, beyond the decision-makers’ mandate. This may explain why governments have been reluctant to more fully embrace public participation.

## Successful public participation is guided by well-defined principles

Organizations that regularly undertake public participation typically establish a set of principles for how staff should undertake public participation interventions. An example from the City of Calgary is in Exhibit 2 (on the following page). Articulating the principles an organization is committed to guides staff on when and how to engage in a public participation exercise.

Establishing a set of principles is an important first step in embedding a culture of public participation within an organization. Such principles:

- become the basis of a commitment to the public and stakeholder groups about how government will use public participation to support decision-making on an ongoing basis;

## The Canadian perspective on public participation

- help establish shared expectations and a standard vocabulary, so discussions about the need to undertake public participation, and to what level, can be both open and business-like; and
- improve the effectiveness of the working relationship between elected officials, senior managers and their staff.

### Exhibit 2

#### The City of Calgary's five "engagement cornerstones"

Many governments across Canada have established varying degrees of internal guidance as to when and how to participate with the public. Guidance typically includes policies and sometimes protocols that help determine when public participation is desirable and when it is necessary. Although there is variance in the level of detail provided by different governments, a list of guiding principles is a consistent element. The City of Calgary's five "engagement cornerstones" is an example of the most common principles guiding many public participation programs in Canada.

#### engage! Cornerstones

**Accountability**  
Demonstrating that results and outcomes are consistent with promises.

**Inclusiveness**  
Reaching and hearing the voices of those interested or affected.

**Transparency**  
Ensuring decision processes and procedures, and constraints are understood, known and followed.

**Commitment**  
Leading and resourcing appropriately for effective engagement.

**Responsiveness**  
Being accessible to address stakeholder concerns.

Source: City of Calgary

## Public participation makes decisions more durable

A durable decision is one that is accepted by those who are impacted by it and one that lasts. **Durable decisions are more likely when public participation has occurred.** The extent that the public and stakeholder groups support government decision-making is related to the extent to which they believe they own the decision. Participation produces a decision that is more likely to be recognized by a community as its own, and therefore ties a government more closely to its citizens. This in turn provides greater public support for a government's social licence to operate as a policy-maker.

## The Canadian perspective on public participation

Governments across Canada recognize that complex social and environmental problems cannot be solved by government alone. Challenges such as reducing health care costs and changes in commuting methods to reduce greenhouse gas emissions require communication and collaboration between those who make and those who are affected by the decisions of government. Citizens have a responsibility to participate in problem-solving, while government should seek policy solutions that serve the public interest. Well-established public participation organizations understand that in order to develop integrated and durable solutions, all factors, including the potential resistance to the ultimate decision, need to be addressed as part of the decision-making process.

Public participation is also an effective way to build the relationships necessary to support durable decision-making and creates a basis for meaningful dialogue. It helps establish trust so that when government requires advice or understanding (such as when considering a controversial decision or event), trust already exists.

Across Canada, where governments believe public participation is essential to durable decision-making, they have created legislation or mandatory guidelines to ensure that the public is involved. This is the case with decisions that might impact the environment, as witnessed by an increasing emphasis on public participation as part of the environmental assessment process. This is also the case with processes to permit resource extraction, build infrastructure, and decisions that affect a particular segment of the population (for example, school closures or health services delivery). All of these legislated requirements are designed to ensure decisions are robust and made after considering the views of those most affected by the decision.

### Public participation is becoming viewed as an instrument of good governance

Public participation is seen as an important component of the decision-making process by many governments across Canada. As governments move to value greater public sector transparency and accountability, public participation becomes vital to the governance relationship with its citizens and stakeholder groups.



## The Canadian perspective on public participation

"The successful shaping and implementation of public policy hinges on forthright, informed public engagement and dialogue."

Prince Edward Island  
Speech from the Throne,  
4 April 2008

"Public participation is now a condition of good governance."

The Honourable  
Shawn Graham,  
Premier, New Brunswick,  
12 May 2003

"A strong democracy is the basis of the work we do together. Your government will strengthen our democratic institution by consulting Ontarians on electoral and political finance reform."

Ontario Speech from the  
Throne,  
12 October 2003

The Office will shortly publish a guide to good governance. In this guide, we will point out that maintaining strong citizen and stakeholder group relationships is one of the key aspects of a strong governance regime. The guide will describe how organizations can work towards achieving strong citizen and stakeholder group relationships. Clearly demonstrating how key decisions are arrived at is part of open and transparent government.

Although most governments are consulting with the public, they do not consistently consider the feedback they receive. Governments need to be clear on how they will consider the input and how they will follow up with the public to demonstrate that they have met their commitments in this regard. Public participation is a mechanism to support transparency and accountability for elected and government officials. It is more than giving information and receiving feedback—it is a deliberate commitment that government makes to its public and stakeholder groups to listen and to be influenced within expressed limits.

Governments in Canada are using public participation to revitalize their relationships with other governments and with citizens. This is particularly important in an era when voter turnout, as one key index of public interest, continues to decline. Politicians seem to be aware of the need. Recent throne speeches from provincial legislatures include commitments to using public participation as a way to establish ongoing dialogue, in order to increase understanding, build confidence and share responsibility for implementing policy decisions.



## A proposed public participation framework

Our research found that the British Columbia public sector does not yet have a generally accepted framework for public participation. We researched what other political jurisdictions and organizations in Canada, and around the world, have done in the field of public participation. Many common principles and themes emerged.

This section sets out a public participation framework for British Columbia's public sector, based on those principles and themes, that is designed to assist decision makers to successfully undertake public participation. The framework helps decision-makers to determine when public participation would be an appropriate component of a decision. When it is appropriate, the framework also helps establish the appropriate depth of consultation for the situation. This framework will serve as the basis of our expectations when our Office assesses public participation practice in the British Columbia government in the future.

We recognise that public participation can take many forms. It can be a single initiative (for example, issuing a news bulletin or press release) or it can be multi-phased, inviting the public and stakeholder groups to provide input at several stages in a project. Therefore, any process needs to be sufficiently flexible to cater to the range of public participation settings and must meet the needs of the decision-maker, as well as the needs of those who will participate. Therefore, this framework is not prescriptive, but is based on principles which provide guidance while allowing sufficient flexibility to cater for the wide range of public participation situations.

### Begin with principles

Organizations strong in conducting public participation commonly adopt a set of principles to encourage a culture of participation in their organization. Having principles ensures that a common set of values characterize any public participation effort, while permitting the flexibility necessary to cater to the range of public participation settings. In Exhibit 3 (on the following page), we set out six common principles that underpin the framework.

## A proposed public participation framework

### Exhibit 3

#### Common Principles of Public Participation

Common Principles of Public Participation	
<b>Authenticity</b>	The pending decision has not been made and the public participation decision-maker commits to be influenced in the decision-making to a specific level that will be communicated in advance.
<b>Accountability</b>	The public participation decision-maker will demonstrate that results and outcomes are consistent with the commitment to public participation that was made to stakeholder groups and the public at the outset of the initiative.
<b>Inclusiveness</b>	The public participation decision-maker will make every reasonable effort to include the stakeholder groups and the public affected by the pending decision.
<b>Transparency</b>	The public participation decision-maker will ensure that stakeholder groups and the public that are affected understand the scope of the pending decision, decision process and procedures, and that any constraints on the decision-maker are known.
<b>Commitment</b>	The public participation decision-maker will provide appropriate time and resources to ensure that those involved can participate in a meaningful way.
<b>Integrity</b>	The public participation decision-maker will address public and stakeholder group concerns in an honest and forthright way.

### Guidelines for putting the public participation principles into practice

To apply the public participation principles above, we created the following seven step process. This process was derived from existing best practices in the province's public sector, and in governments across Canada and around the world.

#### Seven steps for designing a successful public participation

1. Determine who the decision-maker is, what the pending decision is and who will be affected.
2. Decide if public participation should be used.
3. Determine the issues related to the decision for each of the affected parties.
4. Determine the level of public participation that the decision-maker needs and what to consult on.
5. Determine the public participation methods best suited to the needs of participants.
6. Determine how public participation is to support and link to the decision.
7. Determine how the results are to be used.



## A proposed public participation framework

A public participation process is never a "one size fits all" approach that can be applied rigidly to every situation. These seven steps provide guidance to ensure the most important aspects of designing a public participation process have been addressed, while allowing for flexibility based on the circumstances. The steps are designed to help staff in decision-making organizations determine, for their particular situation:

- whether public participation should be undertaken for the decision-making matter at hand; and
- if it should be undertaken, how to do so in a way that considers the needs of the decision-maker and the parties involved.

### Working Example

To help explain how the framework could be used, we developed a fictional situation and have illustrated each step based on that situation.

*The situation:* Undertaking public participation to support a decision whether to impose a curfew which will reduce the hours when commercial aircraft can fly into and out of a regional airport.

**STEP 1.** Determine who the decision-maker is, what the pending decision is and who will be affected.

Before determining whether to undertake public participation in support of a pending decision, information must be obtained to assess who might be affected. There are several steps in doing this:

- identifying the ultimate decision-maker (and the authority by which that body or individual will decide);
- drafting a statement that describes the pending decision;
- listing the intended effects and potential unintended effects of the decision;
- identifying the people or groups that will be affected by the decision;
- determining the impacts for each group (positive and negative, direct and indirect); and
- determining the significance of these impacts on each group.

When assessing who might be affected, identify not only organizations but also groups of people and appropriate representatives of those groups. Governments are more comfortable inviting interest groups to participate with them in decision-making.

## A proposed public participation framework

This is because it is easier to identify organizations that are involved with the issues being considered and organizations are typically better resourced to participate. Another reason for this is that governments see direct participation with the general public as being higher risk and more costly than when dealing with organizations.

However, citizens impacted by a government decision can sometimes exercise legal rights or successfully lobby to gain access to the decision-making process or to overturn a previous decision. If this happens, decision-making can be delayed or additional costs imposed. Therefore, a comprehensive participation exercise is one that considers how and when the general public could be impacted by a decision and is proactive in inviting their input.

**Example:** The airport is one of the main airports in the region. Reduced hours from a curfew will positively impact people in the neighbourhood affected by the noise from the airport. It will also impact the number of flights that airlines can schedule. This means they may charge more for remaining flights, an indirect impact. Reduced operating hours will also negatively impact local business people and four exporters who rely on late night flights to transport their produce. The general public also has an interest in the availability and cost of flights from the airport.

The Ministry of Transport has appointed the Director of Civil Aviation for the region as project leader to decide whether to impose a curfew at the airport. She will make a recommendation to the Minister, through an advisory board, under the Aviation Act.

### STEP 2. Decide if public participation should be used.

In some circumstances public participation is mandatory. These include when:

#### 1. Regulations require public participation before decision-making.

Staff in decision-making organizations should be aware of the regulatory framework they are working within, in case it imposes public participation obligations. Where public participation is required, the initiative must be well planned and managed to ensure the legal obligations are met.

#### 2. Courts require consultation before decision-making.

The best-known court precedents relate to consulting with Aboriginal Peoples when the pending decision could impact their traditional rights or lands. However, there may be other

## A proposed public participation framework

precedents that staff should be aware of. Examples exist where lack of consultation has led courts to grant a judicial review of a decision or action made by a government entity.

**This framework is designed for situations when participation is not mandatory. Listed below are four reasons why public participation may be an appropriate support to decision-making. If any one or a combination of these four features exists in a situation, some form of public participation is probably useful. The form of that participation can vary widely, from simply informing the public about a proposed policy through to using a more collaborative approach. The form will be determined later. For significant decisions, the decision-maker should document the reasons for the decision to conduct or not conduct public participation. Where there are broad areas of recurring decisions, the decision-maker should also document their approach. The documented decision (whether to conduct public participation in that broad area) should be periodically reviewed.**

**1. *There is potential for the public to be significantly affected.***

According to the International Association of Public Participation ([www.iap2.org](http://www.iap2.org)), in a democratic state, citizens and organizations should be consulted if a government decision will affect them. Furthermore, as research has shown, Canadians increasingly expect to be consulted on decisions that impact them.

**2. *Government has made a previous commitment to openness and transparency on the issue.***

The public and stakeholder groups are effective at notifying their elected officials when issues of concern arise. In such cases, a government may make a public commitment to use its decision-making powers openly, and to involve interested and affected parties before making its decision. If such a previous commitment has been made, then public participation is a way in which government can fulfill its promise of openness and transparency.

**3. *Unknown public perceptions and other information gaps exist.***

In cases before a decision is made, where the decision-maker needs information about the perceptions and values of citizens



## A proposed public participation framework

and organizations, public participation is appropriate to gather feedback. In cases where government decision-makers know they lack sufficient information to make a sound decision, the public and stakeholder groups could be appropriate sources of information.

### 4. Controversy around the issue or decision exists.

Public participation is an effective tool for managing controversial issues. In public policy, there are few single "right" decisions. A decision that fits the views of one group may contradict those of another, creating a perception that there are winners and losers. In these cases, public participation can help interested and affected parties understand the complexity of the decision, support a discussion about the issue and find common ground between the parties to improve the likelihood of a durable decision. Most decisions government makes generate controversy at some level. This does not mean that public participation should be used for all decisions. This would not be cost-effective, desirable or practical. Public participation is for decisions involving controversy of sufficient magnitude, or where it is sufficiently valuable to conduct it.

**Example:** The Ministry of Transport has the statutory authority to impose airport curfews and has done so for short-term periods at other airports without participation by the public or stakeholders. Because of the potential for the proposed curfew to be permanent, the ministry has decided that it should conduct public participation. There are several reasons for doing this, including, information gaps about the impact on exporters and airlines and the wider public perception of a curfew; the potential for significant controversy; and the risk of creating winners and losers in the decision.

### STEP 3. Determine the issues related to the decision for each of the affected parties.

In this step, staff in the decision-making organization should determine:

- how issues relating to the decision are viewed by the decision-maker, and
- how issues relating to the decision are viewed by the public and stakeholder groups.

It is important to understand the history of issues relating to a particular decision from the perspective of both the decision-maker and interested or affected parties. This history indicates

## A proposed public participation framework

the positions that each will bring to the discussion. Documenting the issues from the perspective of each party—sometimes called “issue framing”—is an important step to prepare for a facilitated discussion between the parties. Documenting each party’s issues provides the decision-maker with information required to appreciate and articulate the positions of each. This in turn enables staff in the decision-making organization to identify what next steps would be acceptable to the majority of stakeholder groups and the public and so could provide solutions that all parties can agree on.

The only way to determine how each of the affected or interested parties views issues relating to the pending decision is to ask them. Staff in the decision-making organization can use a range of methods to undertake this research, including telephone interviews, focus groups and online surveys.

**Example:** The Director of Civil Aviation has contacted officials of the major stakeholder groups to request time to speak at their next meeting, or to meet briefly with officials to discuss the implications of a curfew. She has also placed a public notice in both the regional newspaper and the community paper announcing a public meeting where a research team will be presenting the findings of a recent study of curfews imposed at other airports. A discussion will follow about the possibility of a curfew and how a curfew could be implemented. Before both the stakeholder meetings and public meeting she will be calling leading personalities in each of the stakeholder groups to obtain their views on the implications of a curfew and so be prepared for the potential of spirited discussions during her meetings.

**STEP 4. Determine the level of public participation that the decision-maker needs and what to consult on.**

Before moving ahead, it is important to assess and document the public participation needs of the decision-maker. The decision-making organization must confirm:

- the type and amount of information needed to support decision-making; and
- the form that information must take in order to be credible and meaningful (for example, population-based and statistically relevant), and therefore of use in influencing decision-making.

This step has three sub-steps:

1. determine the level of participation required;
2. document the desired results; and
3. publicize the commitment.

## A proposed public participation framework

### 1. Determine the level of participation required

Each level of the Public Participation Continuum shown below describes a "type" or "depth" of participation that may be appropriate to support the pending decision. For example, if the decision is not controversial and will not create winners and losers, then informing the public and stakeholder groups of the proposed decision and its rationale through a press release or advertising campaign may be all that is required. If, however, the decision will likely create controversy or affect a large segment of the province or a number of stakeholder groups, then the decision-making organization should consider using a more sophisticated approach to participation. As a general principle, the more significant the impact, the greater the need for public participation.

#### Public Participation Continuum



Source: Adapted from Health Canada and International Association of Public Participation

### 2. Document the desired results.

The decision-maker needs to be clear from the outset how much they expect to factor in public involvement in support of the pending decision. The objectives listed below outline the general expectation for each level on the continuum. The decision-maker needs to determine the specific results that participation is seeking to achieve. For planning purposes these results should be expressed in terms of outputs (for example, information reports, statistics, agreements) and, where possible, outcomes (for example, increased awareness of the issues or acceptance and respect by the various parties for others views).

## A proposed public participation framework

	Inform	Listen	Discuss	Engage	Partner
OBJECTIVE	To provide balanced and objective information to support understanding by the public.	To obtain feedback on analysis, alternatives and/or decisions.	To work with the public to ensure that concerns and aspirations are understood and considered.	To facilitate discussions and agreements between public parties to identify common ground for action and solutions.	To create governance structures to delegate decision-making and/or work directly with the public.

### 3. Publicize the commitment.

To sustain the relationship with those who took part in the public participation process, decision-makers need to clarify the depth of their commitment early in the process and be held accountable for their performance relating to that commitment.

Commitment may take five main forms, as shown below:

	Inform	Listen	Discuss	Engage	Partner
COMMITMENT	To inform the public.	To listen to and acknowledge the public's concerns.	To work with the public to exchange information, ideas and concerns.	To seek advice and innovations from and amongst various public parties.	To work with the public to implement agreed-upon decisions.



## A proposed public participation framework

**Example:** After a needs analysis, consisting of several meetings with stakeholder groups and a small public meeting, the Director of Civil Aviation has decided that she needs to bring all the parties together at the "engagement" level. To render a durable decision, she believes that all parties need to articulate their positions directly to competing interests and so establish a full and common understanding of interests and an appreciation for the complexity of the pending decision. When she sends a thank-you note to those with whom she met during the previous step, it includes a brief summary of the points that were made and a commitment to "work with those involved, to seek their advice and to bring them together to discuss and develop curfew options".

### STEP 5. Determine the public participation methods best suited to the needs of participants.

Productive participation depends on the decision-maker's ability to create an environment conducive to promoting meaningful dialogue. These environments are created by designing participation processes that meet the needs of those involved. Matters to consider include:

- What are the social and cultural considerations for those involved in participation?
- Are there issues of timing for those involved in the participation?
- What opportunities or limitations exist for the use of technology?

Social and cultural considerations involve understanding and respecting the cultural profile of participants (for example, avoiding scheduling participation events or deadlines on important religious dates or times for those involved). It also means designing processes that cater to group characteristics. Timing events and deadlines to respect busy periods for participants demonstrates respect and facilitates respectful engagement. For example, attempting to consult about farm-related issues during planting or harvest seasons sends a message that the needs of the decision-maker take priority over those of participants, and does not create an inviting environment or demonstrate respect for the needs of participants. Age, gender and language needs are also factors to consider when designing and facilitating public participation processes.

The Internet can play a role in facilitating participation by interested and affected parties. Use of online forums, surveys and blogs is increasing because they provide quick and inexpensive connection between a decision-maker and participants. Not all



## A proposed public participation framework

groups or individuals, however, are capable of participating online and others are not inclined to do so. It is important to use public participation Internet tools that fit with the needs, challenges and preferences of those who will be invited to participate. Follow-up with the target communities to determine the effectiveness of the online exercise can inform the design of future exercises.

Detailed information on public participation processes and how to facilitate meaningful public dialogue can be found at the following organization's websites:

- International Association of Public Participation:  
<http://iap2.org/>
- International Association of Facilitation:  
<http://www.iaf-world.org/>

**Example:** Because the region is made up of a small, tightly knit community and rural residents, the Director of Civil Aviation has decided that, to avoid conflict between groups and neighbours, she will undertake public participation at the "engagement" level. Her research to understand the issues has determined that they are diverse and that each party has a low level of awareness of the positions and interests of the others. They will need to discuss the pending decision with other participants and provide input to the decision-maker if they are to recognize others' positions and eventually accept the final decision.

To initiate "engagement," the Director of Civil Aviation decides to draft a two-page issue paper based on her issue framing findings (Step 3). She sends the paper to stakeholder groups, along with an invitation to attend a "Curfew Summit". The date of the summit is scheduled to allow stakeholders time to review and think about the issues outlined in the paper. The date of the summit is also announced publicly and the issue paper is sent to members of the public who have expressed interest in attending.

### STEP 6. Determine how public participation is to support and link to the decision.

Public participation efforts support durable decision-making by providing timely information at key decision points throughout the overall decision-making process. However, knowing what information should flow between the public and the decision-maker to maintain an informed dialogue and influence decision-making to the level agreed upon is a significant challenge.

A decision-maker needs to consider:

- What are the milestones or key decision points of the project being consulted on?

## A proposed public participation framework

- What are the public participation objectives to be achieved for each of these milestones?
- What is the process of participating with the public?

Meaningful and effective public participation requires adequate time and resources. Misalignment between the timetable for decision-making and the timetable required to solicit contributions by the public and stakeholder groups is a common weakness in many public participation initiatives. In many cases, the time pressures of decision-making can overwhelm the government organization's ability to inform and engage the public and stakeholder groups to the level agreed on. When this situation occurs, the decision-maker must consider the costs and benefits of delaying decision-making in order to adequately address public participation needs.

Across a variety of policy fields, the process for decision-making in government is relatively consistent. Exhibit 4 below illustrates the links between the steps of a generic decision-making process and the public participation objective for each. Examples of public participation tools to support each milestone are also shown.

### Exhibit 4

#### Public Participation Steps, Objectives and commonly used Tools

Public Participation Steps, Objectives and commonly used Tools		
Steps in Decision-Making Process	Objectives of Participation	Examples of Participation Tools
Identify the problem and decision needed	To understand background and decision to be made	Press release, website announcement
Undertake research	To receive information about issues to be addressed	Issue paper, presentation
Establish decision parameters/ performance objectives	To understand decision parameters and performance objectives	Open house, public meeting
Develop options	To discuss issues and concerns and contribute to potential solutions	Workshop, online forum
Evaluate options	To receive feedback on options	Survey, telephone interviews
Decide	To communicate decision and how participation inputs were used	Letter, website announcement

Source: International Association of Public Participation

## A proposed public participation framework

**Example:** The curfew needs to be approved by the Ministry of Transport's advisory board in time for sign-off by the Minister and publication in the provincial aviation regulations. The Director of Civil Aviation has therefore scheduled the summit six weeks ahead of the advisory board's regularly scheduled meeting, which is three weeks before the regulation printing deadline. This schedule will provide enough time to develop several options and a rationale for a recommended way forward, as well as any amendments after the advisory board meeting, including communicating ongoing status to the stakeholder community.

### STEP 7. Determine how the results are to be used.

Knowing from the outset how public participation results are to be collected and analyzed by the decision-maker, and how the results will be used to show the public their views have been heard, is key to the design of the process. A decision-maker needs to consider:

- How will public input be recorded and analyzed?
- How will the decision-maker consider public input?
- How will the public know they have been heard?

Decision-makers need to receive participation results in a form that is concise and credible. This means, for example, that staff in a decision-making organization should decide what format the Web-based feedback instruments to be used should take, and what templates for recording information at workshops should be used. It is best to start with a clear view of the end product in mind. If the decision-maker requires issues sorted and summarized by electoral ridings, for example, then that information should be collected and incorporated into the report to the decision-maker that way.

In Step 4, *Determining the level of public participation that the decision-maker needs and what to consult on*, the decision-making organization will have determined how public and stakeholder group input will influence decision-making. In this step, the impact of participation on the final decision now needs to be communicated to stakeholder groups and the public. This is one of the greatest weaknesses in public participation processes. It is therefore important to manage expectations throughout the public participation process in two key ways:

- by explaining what opportunities exist to influence the decision-maker (see Step 4 - 3); and
- by explaining clearly how the public participation will affect and has affected the final decision.



## A proposed public participation framework

When communicating the final decision, the decision-maker has the opportunity to provide a rationale for the decision that includes making reference to the range of interests, concerns and issues that were considered as part of the public participation process. Confirming that participants were heard and their views considered is the most effective approach to minimizing public resistance to government decision-making, usually expressed through the media or communication with elected officials. With a greater degree of public acceptance comes a lesser degree of resistance, resulting in a higher likelihood that the decision will be successful.

**Example:** During her opening address at the summit, the Director of Civil Aviation outlines the purpose of the public participation, her findings to date and how input from the public and stakeholders will be used to develop up to three options for consideration by the ministry's advisory board. She informs participants about the timeline and its rationale. As well, she commits to preparing a report on summit proceedings and circulating it to participants before she reports to the advisory board, so that participants can confirm that the proceedings accurately capture what they said.

Immediately after reporting to the advisory board, the Director of Civil Aviation prepares a summary report and distributes it to summit participants. The summary report outlines the options that were developed, identifies the recommended approach and its rationale, and thanks participants for their valuable contributions.



## The approach to public participation in British Columbia

As part of our study, we wanted to understand the British Columbia Government's approach to public participation. In this regard, we looked to see if it provided guidance for those conducting public participation and any principles on which such guidance was based. We also wanted to determine how the provincial government ensures its participation with the public is consistently performed and appropriately conducted. Our key observations are summarized below.

### The British Columbia Government's core values support the use of public participation, but these values have not been translated into principles for conducting public participation

In the *Province of British Columbia 2008/09 - 2010/11 Strategic Plan*, the British Columbia Government includes a number of core values that suggest citizen involvement is important. For example, as shown in Exhibit 5 below, one of the core values is *Integrity: to make decisions in a manner that is consistent, professional, fair, transparent and balanced*. To act on this value implies that the public must be aware of how the decision was made and have had input into that decision. Similarly the core value *Choice: to afford citizens the opportunity to exercise self-determination*, suggests that citizens have the opportunity to make choices from a range of options, having considered the costs and impacts.

#### Exhibit 5

##### British Columbia Government core values

###### Government's core values are:

- **Integrity:** to make decisions in a manner that is consistent, professional, fair, transparent and balanced;
- **Fiscal Responsibility:** to implement affordable public policies;
- **Accountability:** to ensure efficiency, effectiveness and the credibility of government;
- **Respect:** to treat all citizens equitably, ethically, honestly and respectfully; and
- **Choice:** to afford citizens the opportunity to exercise self-determination.

Source: Province of British Columbia 2008/09-2010/11 Strategic Plan, February 2008



## The approach to public participation in British Columbia

Government's core values typically carry over into the service plans and activities of all government entities. Although these values may not be specifically stated in individual ministry service plans, effort is made to ensure that ministry activities align with them. However, because the core values have not been explicitly tied to principles for public participation, ministries are not expected to demonstrate how they are achieving the government's values through public participation. It is therefore not possible to determine how well ministries are using public participation to achieve the government's core values.

Consultation is a part of the regular business of government entities. Some entities engage in public participation frequently; other entities engage in public participation for an individual initiative. Without clear principles for engaging the public, there is no requirement for individual ministries to demonstrate a consistent and balanced approach to public participation.

### Recent examples of public participation in British Columbia

In recent years, the British Columbia Government has conducted a number of initiatives to involve the public in government decisions. Three examples are:

#### ***The Conversation on Health***

This year-long discussion about the province's health system involved more than 10,000 people providing their thoughts, ideas and suggestions in a range of ways, including at meetings, online and by telephone. A report of the findings was prepared and presented to government in 2008. In response, the government is now working to implement several initiatives.

#### ***The Citizens' Assembly on Electoral Reform***

For this initiative, members of the public from every provincial riding were selected to participate in a process to examine British Columbia's electoral system. The assembly's final report was presented to government in 2004. A second referendum on the electoral system recommended by the assembly will be held as part of the next provincial election.

#### ***Expertise in Public Consultation***

Several British Columbia Government entities have developed tools and supports for carrying out public participation. For example, the Vancouver Coastal Health Authority has developed a Community Engagement Framework (available on the Authority's website). The framework involves a seven step process for conducting an engagement and contains a continuum of types of consultation. As well, the Health Authority has developed principles to guide an engagement process and it uses experts to assist staff in undertaking community consultation. TransLink also uses a set of engagement principles — *Principles of Public Consultation and Community Engagement* — and made this available on its website.

*For the observation in this section to be adequately addressed, the government would ensure that the British Columbia public sector has established principles for public participation. This could be achieved by adopting the proposed public participation framework.*

## The approach to public participation in British Columbia

The British Columbia Government is conducting public participation, but no formal government-wide guidance is available to ensure a reasonable process is followed

In the absence of principles for public participation, individual government agencies determine their own approach to public participation. The British Columbia Government has no formal guidance on how or when to conduct public participation. Currently, relying on the principle of ministerial accountability, each Minister is responsible for ensuring that any necessary consultation has occurred. Without guidance on when or how to conduct public participation, Ministers are left to exercise their own discretion. This makes it difficult to assess whether, on any particular issue, public participation should have taken place but did not, or whether the public participation that did occur met a reasonable standard.

Work by our Office has found public participation to be inconsistent and in some cases inadequate in some British Columbia Government entities. For example:

- An upcoming performance review, *Planning for School Seismic Safety*, finds that the Ministry of Education does not have a formal process for periodically seeking public input on key issues that could affect how a program is designed and delivered. The report recommends that the ministry work in partnership with Boards of Education to implement an information plan to inform the public about seismic hazard, risk and the constraints around the program, and give the public opportunities to provide input on future program objectives and priorities.
- In the review, *Removing Private Land from Tree Farm Licences 6, 19 and 25: Protecting the Public Interest?*, we found that the Minister of Forest and Range did not effectively consult or transparently communicate with key stakeholder groups and the public. Several key groups that should have been consulted were not identified. In response to the review, the ministry said it recognized that more consultation should have occurred and it committed to improving its consultation in the future.

*For the observation in this section to be adequately addressed, the government would ensure that the British Columbia public sector has issued guidance for conducting public participation. This could be achieved by adopting the proposed public participation framework.*

## The approach to public participation in British Columbia

### The British Columbia Government has no process to ensure a consistent approach to public participation across government

No single entity or organization in the British Columbia Government has responsibility for ensuring consistency in the use of, or approach to, public participation. Each ministry is responsible for using public participation appropriately as it sees fit. There is no expert resource provided within government to aid ministries in their public participation, nor is there capacity to track the results of completed consultations to inform continuous improvements and learning.

We found, however, scepticism among ministry staff we spoke with about the value a central agency within government would provide them. Their concern was that government entities should champion public participation within their own entity, not have a central agency conduct it for them.

Some provincial and municipal governments in Canada have given responsibility for promoting public participation to a communications group or similar part of a central agency. These agencies are not intended to be responsible for conducting public participation. Rather, they are there to promote consistency and best practice, build capacity across government agencies, and act as a resource for government entities to obtain advice on how to effectively conduct public participation. They are a public participation promoter and source of knowledge on how to conduct public participation. In these cases, the organizations themselves are still responsible for developing a culture of participation by having staff champion participation. Once that is done, the need for the central resource and promotion diminishes. The central body supports government agencies by providing a strategic and policy framework for public participation activity (including, for example, publishing resource guides and providing a forum for sharing information about good practice). After a time, as agencies develop their own capacity, this central support works less to promote public participation and more to coordinate and disseminate best practice within government.

We found that the British Columbia Government itself recognizes how valuable a broadly consistent approach to consultation within government would be. For instance, in relation to consultation with First Nations (not considered within the scope of this study), the



## The approach to public participation in British Columbia

government has worked to establish a consistent process. In 2002, British Columbia developed a *Provincial Policy for Consultation with First Nations* which states: "It is important that methods outlined below are understood and applied in their entirety...*Consistent application of this Policy across government is essential.*" [emphasis original]

In another example, the *Consultation Guidelines of the Ministry of Forests and Range* state that the guidelines are consistent with the *Provincial Policy for Consultation with First Nations* and that "the following pages outline a process to determine the appropriate level and method of consultation. They provide a framework and standards for consultation, ensuring that consultation practises are consistent across the Ministry of Forests." The ministry's document also recognizes the need for staff flexibility in developing processes that are responsive to specific issues and concerns.

*For the observation in this section to be adequately addressed, the government would ensure that the British Columbia public sector has the capacity to conduct successful public participation, including the promotion of best practice and knowledge-sharing.*



# MEMORANDUM



Date: December 7, 2015  
To: Doug Allin  
cc:  
From: Scott Shepherd, BA, ASCT  
File: 0788.0019.15  
Subject: Asset Management Update and Capital Project Priorities

The following memo is intended to provide a brief update on the City's Asset Management Program, to be shared with Grand Forks Council on December 14<sup>th</sup>. The key takeaways from the program are listed below:

1. Grand Forks' Infrastructure has a replacement value of \$127 million
2. There is approximately \$32 million in infrastructure that has passed its service life (\$20 million of this amount is for roads)
3. An annual investment of \$3.85 million is needed for asset renewal
4. The projected revenues for Grand Forks over the next 20 years are not sufficient to achieve asset renewal investment targets and planned capital investments
5. Addressing immediate and future renewal needs will result in significant cash flow challenges given current revenue generating potential
6. Using a risk-based approach, the asset renewal projects have been prioritized based on likelihood and consequence of failure, resulting in a target investment of \$700,000 annually for the capital renewal of highest priority assets
7. The information developed in the asset management program will be utilized in the City's 2015 Capital planning process and discussions with Council around future policies to increase revenues and reduce costs.

## Background

The City of Grand Forks has taken a proactive approach to planning for financial sustainability of community infrastructure. Grand Forks is responsible for operating and maintaining almost \$127 million of infrastructure consisting of the: *water system, wastewater (sanitary sewer) system, stormwater system, roadway network, buildings and facilities, electrical, fleet, and parks*. This infrastructure is vital to the well-being of the residents and businesses in the community; however, a significant proportion has reached, or will be reaching, the end of its service life over the next few decades and will require major investments to maintain existing levels of service, meet regulatory requirements for public health and to support future growth of the community. The AMIP indicated an infrastructure backlog of nearly \$32 million (\$20 million is allocated to roads). The following table provides a snap shot of the City's assets.



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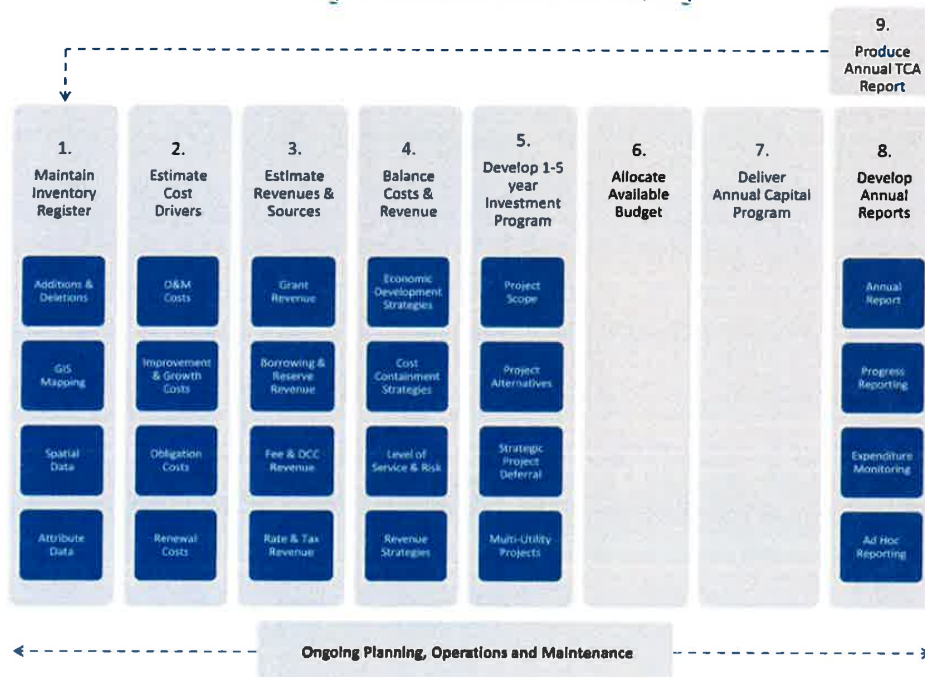


Asset Category	Replacement Value	Remaining Life
Water System	\$27,200,000	52%
Sanitary Sewer System	\$25,994,000	40%
Stormwater System	\$5,201,000	31%
Electrical System	\$9,700,000	53%
Roadway	\$34,533,000	17%
Building & Facilities	\$20,053,000	42%
Fleet	\$4,382,000	70%
<b>Total</b>	<b>\$127,063,000</b>	<b>38%</b>

Table 1 – Grand Forks Assets

Grand Forks' approach to asset management integrates all of a community's long term infrastructure costs and available funding, with a focus on infrastructure being the framework for a vibrant community. The City's asset management program is founded on an on-going process of infrastructure decision making. This process is illustrated in the following figure.

Figure 1: Infrastructure Decision Making



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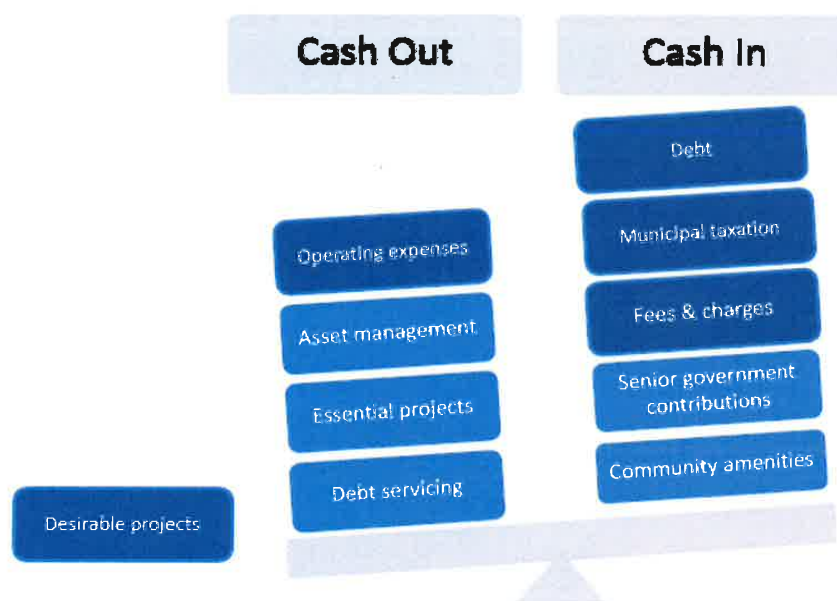
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The first step in this program was the Asset Management Investment Plan (AMIP), also known as a cost cash flow analysis. The AMIP was created in 2010, and encompasses Steps 1 and 2 of the process outlined above. The AMIP analysis identified that an average annual life cycle investment amount of \$3.85 million (\$2.9 million allocated to roads, water and sewer) was required for the renewal of the City's existing infrastructure and building of reserve funds.

Step 3 was the development in 2011 of a long term Asset Management Financial Plan (AMFP), which identified and modelled the revenue generation capabilities of the City and sets the stage for balancing of costs and revenues to take place in Step 4. The analysis in the AMFP also included a comparison of identified infrastructure expenditures (e.g. renewal, new capital, planning and design, operations and maintenance, debt servicing) to the revenue anticipated (e.g. rates, fees, taxes, grants, borrowing), as illustrated in the figure below.

**Figure 2: Balancing Revenues and Expenses**



The key findings from the analysis indicate that there is a sustainability gap between current and anticipated revenues compared to planned expenditures. The model indicated that the City could generate \$222 million in revenue whereas expenditures are expected to be \$278 million over the next 20 years (a financial sustainability gap of \$2.8 million/year).

With an infrastructure deficit of \$32 million and a short fall of \$2.8million/year in revenue, this means that the cost burden to renew infrastructure is going to grow over the next two or three decades more than the City's revenue.

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In addition, there are several essential capital projects to address regulatory requirements (as outlined in the water and wastewater strategies). Anticipated failures and declining service levels, associated with the infrastructure backlog, will also contribute to this cost burden. This has long term implications, which are compounded by the demands that will be placed on the City for further asset renewal as the remainder of existing assets reach their life expectancy. As a result, the analysis recommended that Grand Forks undertake cost containment measures and develop revenue generation strategies to create an ideal funding model (essentially balancing future revenues and expenditures).

To balance revenues and expenditures, some trade-offs will have to be considered such as:

- Building Reserves (dedicated for renewal)
- Undertake borrowing
- Increasing revenue (tax and rate increases)
- Investing in alternative revenue sources
- Cost Containment through increasing risk, adjusting level of services, etc.)
- Prioritized Capital Planning

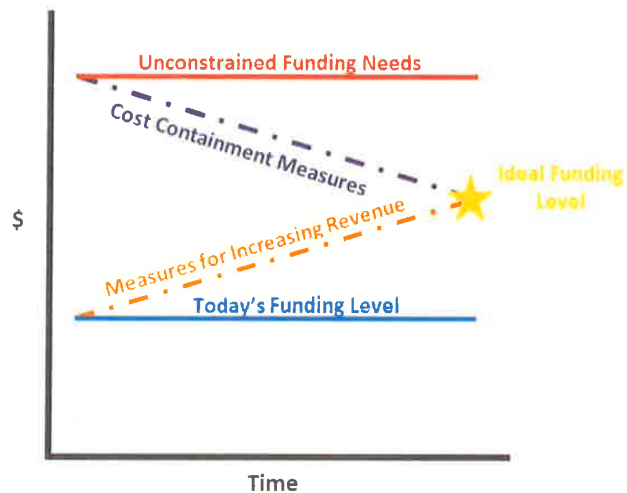


Figure 3: Funding Levels

Some of these trade-offs are using tools already available and in use within the City, while others will require further consideration of how to increase revenues, and contain costs. This will allow the City to close the financial sustainability gap so that each utility/fund can be operated independently and in a fiscally responsible manner into the future, thereby achieving community-wide financial sustainability.

The next step (completed in 2014) in the City's Asset Management Program was to take major steps towards balancing costs and revenues by exploring cost containment strategies.

#### Cost Containment Strategies

Cost containment measures provide a variety of options for balancing costs and revenues over the long term. This could include approaches such as alternate maintenance management practices, adjusting levels of service, increasing risk where appropriate (resulting in project deferral), refining system capacity, protecting reserves, economies of scale, and applying these measures to a triple bottom line approach to capital planning.

As infrastructure investments are delayed, risks grow exponentially. Some assets could be run to failure (for example many local roads or water mains on dead end roads), while others will need to be replaced before they fail (for example water mains in commercial areas).

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By understanding the risk (consequence and likelihood of failure) and condition, projects can be strategically prioritized to address infrastructure investment needs while minimizing risk.

A multi-utility risk assessment for water, sewer and roads was undertaken in 2013/14 in order to refine the required annual infrastructure investment to a more affordable level that Grand Forks can sustain (reduce the \$3.85 million annual investment as identified in the AMIP).

The methodology incorporated four main components into the project selection criteria as outlined below:

- An assessment of the infrastructure **likelihoods of failure** (i.e., probability)
- An assessment of the infrastructure **consequences of failure** (i.e. environmental, social or economic impacts)
- **Risk scores** (i.e., combination of probability and consequence) for each individual asset
- **Prioritization** of projects based on risk score rankings

The likelihood of failure, consequence of failure, and risk score components mentioned above were utilized for each asset category in the analysis to develop a prioritized list of projects based on an assessment of both condition and capacity of the infrastructure. As part of this process, the City's hydraulic models for water and sewer were updated and each systems capacity was refined with the most current growth information and data from Grand Forks.

The three priority levels were used in the infrastructure planning process in order to distinguish between urgent and non-urgent investments. For example; based on funding limitations, the priority 1 projects would take precedence over the priority 2 projects. The assets that have empirical data such as modeling results to support their risk score are pushed to the top of the priority list and the assets that are based on assumptions such as asset age and service life are pushed to the bottom of the priority list. Assets that are triggered by either existing capacity or condition risk scores are scheduled for replacement within a 10 year horizon and assets that are triggered by future capacity parameters are scheduled for replacements within the 10-20 year horizon. It is important to note that some projects could advance to the 0-10 year timeframe based on actual growth patterns.

A prioritized list of capital renewal upgrades was compiled based on the outputs of the risk assessment for linear and facility assets (a copy of the priority 1 list is included at the end of this document). The table on the next page summarizes the total amount of investment that is recommended to be made in the linear infrastructure over the next 20 years.

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Table 2: Prioritized Investment by Asset Category

Prioritized Investment Summary			
Priority	0-10	10-20	Total
<b>Priority 1</b>			
Roads	\$2,392,700	\$2,686,065	\$5,078,765
Water	\$426,466	\$2,190,028	\$2,616,494
Sewer	\$761,298	\$5,545,011	\$6,306,309
<b>Total*</b>	<b>\$3,580,464</b>	<b>\$10,421,104</b>	<b>\$14,001,568</b>
<b>Priority 2</b>			
Roads	\$6,541,337	\$7,368,089	\$13,909,426
Water	\$4,041,835	\$924,677	\$4,966,512
Sewer	\$145,074	\$13,325,031	\$13,470,105
<b>Total</b>	<b>\$10,728,246</b>	<b>\$21,617,797</b>	<b>\$32,346,043</b>
<b>Priority 3</b>			
Roads	\$9,872,501	\$499,918	\$10,372,419
Water	\$0	\$777,158	\$777,158
Sewer	\$0	\$862,643	\$862,643
<b>Total</b>	<b>\$9,872,501</b>	<b>\$2,139,719</b>	<b>\$12,012,220</b>
<b>Total</b>			<b>\$58,359,831</b>
<i>*Average Annual Investment is \$700,000 over 20 years</i>			

There is over \$58 million in priority 1-3 projects required in the 20 year horizon. The average annual amount of investment for priority one projects is \$700,000 (significantly lower than the AMIP). Based on the revenue capacity of the City, it is recommended that investments in renewal focus on the priority one projects.

### Revenue Generation Strategies

Revenue generation measures provide a variety of options for balancing costs and revenues over the long term. This could include approaches such as lobbying for support from senior levels of government for increased financial support, providing support for economic development and increased growth, investigating alternative revenue streams from non-traditional sources, increased levels of borrowing for capital projects, adjustments to cost recovery bylaws (such as the DCC bylaw) and increase to fees, charges, rates and taxes.



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**Next Steps**

Based on discussions with staff, the following next steps were developed to assist the City in developing a sustainable financing model for funding asset management and delivery of the essential capital projects.

1. Develop policies (set parameters) for:
  - Approach to funding asset management (i.e. renewal)
  - Building *dedicated* asset renewal reserves
  - When to consider borrowing
  - Alternate financing (grants, new funding sources)
2. Focus on Priority 1 needs for asset renewal as a starting point
3. Target saving for ~50% of AMIP valuation
  - Long term budgeting for renewal needs and build reserves
4. Develop a strategy for setting sustainable rates and tax levels
  - Review of water and sewer fees and rates (self-funded utilities)
  - Work toward a solution that is not reliant on grants
  - Consider ability to pay before implementing changes
5. Explore alternate revenue and cost recovery strategies
6. Ensure revenue is sufficient to sustain desired levels of service

It is anticipated that staff will utilize the asset management program results and models to inform decision-making and discussions with Council for the 2016 financial plan process and in the development of policies to support planning for financial sustainability of community infrastructure.

Please contact the undersigned if you have any questions or any clarification of the above information.

**URBAN SYSTEMS LTD.**

A handwritten signature in blue ink, appearing to be "Scott Shepherd", with a horizontal line underneath.

Scott Shepherd, BA, AScT  
Principal, Asset Management Consultant

/ss

Enclosure

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Priority One Watermain Replacements		
Road ID	Pipe ID	Road Name
RD-0239	WM-0091	2nd Street
RD-0239	WM-0127	2nd Street
RD-0239	WM-0141	2nd Street
RD-0019	WM-0132	6th Street
RD-0019	WM-0133	6th Street
RD-0123	WM-0092	6th Street
RD-0123	WM-0093	6th Street
RD-0123	WM-0144	6th Street
RD-0402	WM-0508	3rd Street
RD-0243	WM-0066	2nd Street
RD-0034	WM-0074	2nd Street
RD-0260	WM-0119	Donaldson Drive
RD-0260	WM-0489	Donaldson Drive
RD-0034	WM-2546	2nd Street
RD-0034	WM-2547	2nd Street
RD-0325	WM-0075	2nd Street
RD-0325	WM-0076	2nd Street
RD-0341	WM-0310	2nd Street
RD-0218	WM-0126	Riverside Drive
RD-0153	WM-0271	73rd Avenue
RD-0402	WM-0143	3rd Street
RD-0402	WM-2543	3rd Street
RD-0280	WM-0284	7th Street
RD-0358	WM-0040	9th Street
RD-0034	WM-0069	2nd Street
RD-0200	WM-0282	72nd Avenue
RD-0237	WM-2579	73rd Avenue
RD-0492	WM-0118	67th Avenue
RD-0090	WM-0031	20th Street

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Priority One Watermain Replacements		
Road ID	Pipe ID	Road Name
RD-0161	WM-0280	8th Street
RD-0280	WM-0283	7th Street
RD-0435	WM-0307	3rd Street
RD-0435	WM-2600	3rd Street
RD-0324	WM-0134	5th Street
RD-0073	WM-2506	5th Street
RD-0388	WM-2645	5th Street
RD-0125	WM-2646	5th Street
RD-0239	WM-0130	2nd Street
RD-0260	WM-0121	Donaldson Drive
RD-0243	WM-0342	2nd Street
RD-0421	WM-2519	68th Avenue
RD-0435	WM-2599	3rd Street
RD-0408	WM-0023	19th Street
RD-0408	WM-0024	19th Street
RD-0112	WM-0026	Central Avenue
RD-0028	WM-0029	19th Street
RD-0110	WM-0210	19th Street
RD-0028	WM-0234	19th Street
RD-0028	WM-0527	19th Street
RD-0028	WM-0528	19th Street
RD-0450	WM-2664	72nd Avenue
RD-0425	WM-0138	82nd Avenue
RD-0158	WM-0139	81st Avenue
Not on a road	WM-0316	Not on a road
RD-0243	WM-0341	2nd Street
RD-0109	WM-0028	19th Street
RD-0317	WM-0239	68th Avenue
RD-0282	WM-0027	68th Avenue

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Priority One Watermain Replacements		
Road ID	Pipe ID	Road Name
RD-0271	WM-0270	73rd Avenue
RD-0484	WM-0137	None
RD-0508	WM-0340	Industrial Park Way

Priority One Sewer main Replacements		
Road ID	Pipe ID	Road Name
RD-0299	SGM-0171	None
RD-0235	SGM-0031	Industrial Park Way
RD-0235	SGM-0032	Industrial Park Way
RD-0235	SGM-0273	Industrial Park Way
RD-0385	SGM-0318	Boundary Drive
RD-0299	SGM-0339	None
RD-0229	SGM-0270	2nd Street
RD-0229	SGM-0271	2nd Street
Not on a Road	SGM-0338	Not on a Road
RD-0263	SGM-0272	68th Avenue
RD-0385	SGM-0172	Boundary Drive
RD-0161	SGM-0220	8th Street
RD-0161	SGM-0333	8th Street
RD-0399	SGM-0334	9th Street
RD-0380	SGM-0236	75th Avenue
RD-0239	SGM-0043	2nd Street
RD-0424	SGM-0073	2nd Street
RD-0510	SGM-0098	Central Avenue
RD-0071	SGM-0099	27th Street
RD-0071	SGM-0101	27th Street
RD-0071	SGM-0102	27th Street
RD-0041	SGM-0104	27th Street
RD-0041	SGM-0105	27th Street

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Priority One Sewer main Replacements		
Road ID	Pipe ID	Road Name
RD-0235	SGM-0274	Industrial Park Way
RD-0435	SGM-0302	3rd Street
RD-0435	SGM-0304	3rd Street
RD-0235	SGM-0389	Industrial Park Way
RD-0235	SGM-0390	Industrial Park Way
RD-0264	SGM-0244	3rd Street
RD-0264	SGM-0247	3rd Street
RD-0375	SGM-0348	5th Street
RD-0231	SGM-0349	75th Avenue
RD-0102	SGM-0026	5th Street
RD-0102	SGM-0027	5th Street
RD-0324	SGM-0029	5th Street
RD-0109	SGM-0176	19th Street
RD-0161	SGM-0219	8th Street
RD-0268	SGM-0228	6th Street
RD-0372	SGM-0231	3rd Street
RD-0266	SGM-0239	4th Street
RD-0011	SGM-0240	73rd Avenue
RD-0011	SGM-0241	73rd Avenue
RD-0059	SGM-0242	5th Street
RD-0102	SGM-0243	5th Street
RD-0104	SGM-0245	Market Avenue
RD-0266	SGM-0246	4th Street
RD-0372	SGM-0248	3rd Street
RD-0163	SGM-0253	2nd Street
RD-0349	SGM-0261	4th Street
RD-0399	SGM-0332	9th Street
RD-0215	SGM-0340	10th Street
RD-0458	SGM-0357	4th Street



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Priority One Sewer main Replacements		
Road ID	Pipe ID	Road Name
RD-0322	SGM-0359	4th Street
RD-0322	SGM-0360	4th Street
RD-0322	SGM-0361	4th Street
RD-0507	SGM-0363	73rd Street
RD-0266	SGM-0372	4th Street
RD-0206	SGM-0003	72nd Avenue
RD-0358	SGM-0024	9th Street
RD-0130	SGM-0071	75th Avenue
RD-0263	SGM-0258	68th Avenue
RD-0355	SGM-0263	3rd Street
Not on a Road	SGM-0036	Not on a Road
Not on a Road	SGM-0072	Not on a Road
Not on a Road	SGM-0074	Not on a Road
Not on a Road	SGM-0103	Not on a Road
Not on a Road	SGM-0223	Not on a Road
Not on a Road	SGM-0238	Not on a Road
Not on a Road	SGM-0303	Not on a Road
Not on a Road	SGM-0354	Not on a Road
Not on a Road	SGM-0370	Not on a Road
Not on a Road	SGM-0371	Not on a Road
RD-0435	SGM-0249	3rd Street
RD-0334	SGM-0311	Donaldson Drive
RD-0375	SGM-0229	5th Street
RD-0402	SGM-0086	3rd Street
RD-0215	SGM-0345	10th Street
RD-0133	SGM-0225	7th Street
RD-0202	SGM-0002	72nd Avenue
RD-0019	SGM-0075	6th Street
RD-0019	SGM-0076	6th Street

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Priority One Sewer main Replacements		
Road ID	Pipe ID	Road Name
<b>RD-0373</b>	SGM-0237	75th Avenue
<b>RD-0310</b>	SGM-0347	75th Avenue
<b>RD-0402</b>	SGM-0358	3rd Street
<b>RD-0169</b>	SGM-0168	77th Avenue

Priority One Roadway Replacements			
Asset ID	Road Name	From	To
<b>RD-0021</b>	None	21st Street	19th Street
<b>RD-0036</b>	22nd Street	76th Avenue	75th Avenue
<b>RD-0041</b>	27th Street	72nd Avenue	Central Avenue
<b>RD-0063</b>	19th Street	Central Avenue	75th Avenue
<b>RD-0071</b>	27th Street	75th Avenue	Central Avenue
<b>RD-0034</b>	2nd Street	Industrial	Sagamore
<b>RD-0092</b>	68th Avenue	27th	Dead End
<b>RD-0100</b>	12th Street	73rd	72nd
<b>RD-0119</b>	68th Avenue	Boundary	16th
<b>RD-0126</b>	Kettle River Drive	72nd Avenue	9th Street
<b>RD-0239</b>	2nd Street	72nd	Market
<b>RD-0150</b>	Donaldson Drive	78th Avenue	21st Street
<b>RD-0151</b>	Columbia Drive	McCallum View	18th
<b>RD-0168</b>	76th Avenue	23rd	22nd
<b>RD-0175</b>	Boundary Drive	77th	78th
<b>RD-0176</b>	68th Avenue	16th	17th
<b>RD-0203</b>	22nd Street	77th	76th
<b>RD-0209</b>	21st Street	Central Avenue South	Central Avenue North
<b>RD-0243</b>	2nd Street	65th	Industrial
<b>RD-0424</b>	2nd Street	Market	Central
<b>RD-0244</b>	Donaldson Drive	21st Street	Municipal Boundary
<b>RD-0253</b>	Donaldson Drive	75th Avenue	McCallum View Drive

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Priority One Roadway Replacements			
Asset ID	Road Name	From	To
RD-0435	3rd Street	Hwy 3	Market
RD-0275	68th Avenue	Kettle River Dr.	Lane
RD-0294	Central Avenue	25th Street	22nd Street
RD-0297	68th Avenue	14th Street	Lane
RD-0298	4th Street	Central	75th
RD-0304	Como Street	66th Avenue	Dead End
RD-0421	68th Avenue	24th Street	Along 68th Avenue
RD-0376	Riverside Drive	75th Avenue	Dead End
RD-0385	Boundary Drive	Hwy 3	77th
RD-0400	Industrial Drive	WWTP	PW
RD-0404	22nd Street	75th	Central
RD-0418	Kettle River Drive	9th Street	10th Street
RD-0510	Central Avenue	72nd Avenue	Central Avenue
RD-0260	Donaldson Drive	72nd Avenue	Central Avenue
RD-0334	Donaldson Drive	Central Avenue	19th Street
RD-0471	2nd Street	Industrial	65th
RD-0235	Industrial Park Way	65th Avenue	2nd Street
RD-0527	Sagamore Avenue	2nd Street	Dead End
RD-0004	None	Richmond Avenue	Dead End
RD-0024	21st Street	Central Avenue	Access Road
RD-0025	66th Avenue	17th Street	Van Ness Way
RD-0030	66th Avenue	Van Ness Way	Boundary Drive
RD-0031	Donaldson Drive	78th Avenue	77th Avenue
RD-0090	20th Street	68th	66th
RD-0037	Donaldson Drive	76th Avenue	77th Avenue
RD-0043	66th Avenue	Boundary	14th
RD-0051	69th Avenue	4th	5th
RD-0057	76th Avenue	23rd Street	Access Road
RD-0058	8th Street	66th	65th

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Priority One Roadway Replacements			
Asset ID	Road Name	From	To
RD-0077	Como Street	63rd	62nd
RD-0082	27th Street	72nd Avenue	68th Avenue
RD-0091	Como Street	62nd	Jasper
RD-0097	2nd Street	Sagamore Avenue	Jasper Avenue
RD-0101	66th Avenue	20th Street	19th Street
RD-0103	72nd Avenue	18th Street	19th Street
RD-0117	Valley Heights Drive	Granby Road	Valley Heights Drive
RD-0120	2nd Street	Sagamore Avenue	Sagamore Ave Intersection
RD-0134	63rd Avenue	Como	64th
RD-0137	Como Street	65th Avenue	64th Avenue
RD-0141	12th Street	59th Avenue	66th Avenue
RD-0146	25th Street	Central	75th
RD-0174	7th Street	65th	64th
RD-0184	18th Street	70th	68th
RD-0187	78th Avenue	Boundary	Dead End
RD-0192	18th Street	60th Avenue	61st Avenue
RD-0193	22nd Street	Central Avenue	72nd Avenue
RD-0194	72nd Avenue	4th	5th
RD-0210	78th Avenue	23rd Street	22nd Street
RD-0219	Coronation Place	Sagamore Avenue	Dead End
RD-0228	21st Street	75th Avenue	76th Avenue
RD-0232	6th Street	75th Avenue	End
RD-0233	64th Avenue	9th	Como
RD-0325	2nd Street	Airport Access Road	Jasper Avenue
RD-0341	2nd Street	72nd	Bridge
RD-0251	72nd Avenue	12th	Boundary
RD-0264	3rd Street	Market	72nd
RD-0283	16th Street	68th Avenue	70th Avenue

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Priority One Roadway Replacements			
Asset ID	Road Name	From	To
RD-0285	20th Street	76th Avenue	77th Avenue
RD-0288	76th Avenue	End of 76th Avenue Pavement	End
RD-0292	78th Avenue	78th Avenue	Donaldson Drive
RD-0300	69th Avenue	69th Avenue	5th Street
RD-0303	None	WWTP	Industrial Drive
RD-0313	68th Avenue	14th Street West	14th Street East
RD-0375	5th Street	Central	75th
RD-0231	75th Avenue	5th	4th
RD-0343	75th Avenue	25th	27th
RD-0346	Como Street	66th Avenue	65th Avenue
RD-0352	Sagamore Avenue	2nd Street	Coronation Place
RD-0353	5th Street	65th	64th
RD-0360	13th Street	Kettle River Drive	71st Avenue
RD-0364	68th Avenue	Boundary Drive	14th Street
RD-0366	Kettle River Drive	13th Street	68th Avenue
RD-0133	7th Street	73rd Avenue	Central Avenue
RD-0378	17th Street	68th Avenue	66th Avenue
RD-0381	Donaldson Drive	Boundary Drive	16th Street
RD-0389	72nd Avenue	18th Street	70th Avenue
RD-0394	Sunshine Way	72nd Avenue	Cul-de-sac
RD-0397	18th Street	Kettle River Drive	61st Avenue
RD-0405	68th Avenue	17th	18th
RD-0413	68th Avenue	18th	19th
RD-0427	60th Avenue	19th street	18th Street
RD-0431	Donaldson Drive	70th Avenue	72nd Avenue
RD-0432	22nd Street	Central Avenue South	Central Avenue North
RD-0461	66th Avenue	18th Street	17th Street
RD-0482	Pine View Crescent	McCallum View Drive	Cul-de-sac



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Priority One Roadway Replacements			
Asset ID	Road Name	From	To
RD-0502	66th Avenue	66th	Dead End
RD-0517	2nd Street	End of 2nd Street Pavement	Wildlife Assoc
RD-0520	Boundary Drive	78th	Dead End

Potential Multi-Utility Projects					
Asset ID	Road Name	From	To	Water Priority I	Sanitary Priority I
RD-0090	20th Street	68th	66th	WM-0031	
RD-0041	27th Street	72nd Avenue	Central Avenue		SGM-0104
RD-0071	27th Street	75th Avenue	Central Avenue		SGM-0099
RD-0034	2nd Street	Industrial	Sagamore	WM-0074	
RD-0239	2nd Street	72nd	Market	WM-0091	SGM-0043
RD-0243	2nd Street	65th	Industrial	WM-0066	
RD-0325	2nd Street	Airport Access Road	Jasper Avenue	WM-0075	
RD-0341	2nd Street	72nd	Bridge	WM-0310	
RD-0424	2nd Street	Market	Central		SGM-0073
RD-0264	3rd Street	Market	72nd		SGM-0244
RD-0435	3rd Street	Hwy 3	Market	WM-0307	SGM-0302
RD-0375	5th Street	Central	75th		SGM-0348
RD-0421	68th Avenue	24th Street	Along 68th Avenue	WM-2519	
RD-0231	75th Avenue	5th	4th		SGM-0349
RD-0133	7th Street	73rd Avenue	Central Avenue		SGM-0225
RD-0385	Boundary Drive	Hwy 3	77th		SGM-0318
RD-0510	Central Avenue	72nd Avenue	Central Avenue		SGM-0098
RD-0260	Donaldson Drive	72nd Avenue	Central Avenue	WM-0119	
RD-0334	Donaldson Drive	Central Avenue	19th Street		SGM-0311

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Potential Multi-Utility Projects					
Asset ID	Road Name	From	To	Water Priority I	Sanitary Priority I
RD-0235	Industrial Park Way	65th Avenue	2nd Street		SGM-0031

# MEMORANDUM



Date: December 7, 2015  
To: Doug Allin  
cc:  
From: Scott Shepherd, BA, ASCT  
File: 0788.0019.15  
Subject: East Side Reservoir Structure Study

The City of Grand Forks has two potable water reservoirs referred to as the Eastside Reservoir and the Valley Heights Reservoir. The Eastside Reservoir provides most of the City's water storage (90% or 3450 m<sup>3</sup>) and is essential to ensuring that the City has adequate water supply for fire protection and peak demands.

The Eastside Reservoir (shown below) is a below grade earthen structure that is lined and covered with a geomembrane material. The liner was replaced in 2006 and has a 25 year service life.



The picture below illustrates this type of reservoir when empty with the liner installed.



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Interior Health inspected the Eastside Reservoir on March 14, 2013 and July 16, 2014. As result of these inspections, Interior Health raised the following concerns:

- Membrane cover can be punctured which would put the reservoir at risk for being contaminated.
- Membrane cover provides little insulation which leads to increased water temperatures in the summer months and can decrease water quality.
- Mixing within the reservoir could be improved to eliminate thermal stratification and dead zones.

Interior Health requested Grand Forks develop a long term strategy for addressing these concerns. A conceptual level study was completed to determine the optimal solution for addressing Interior Health's concerns.

Three options were examined to determine how to most effectively address IHs concerns. Two of the options were based on upgrading the existing reservoir by building a structure over top it and installing new internal mixing equipment (i.e., Tideflex Mixing System). Two types of enclosure structures were considered for these options including an air-supported structure and a steel structure. The final option reviewed replacing the existing reservoir with a buried cast-in-place concrete structure in an alternate location. A steel tank reservoir was considered but due to the reduced service life and changes to the system hydraulics this option was ruled out.

Each of the proposed options identified has a different life cycle investment which takes into consideration the initial capital cost and the operation and maintenance cost over the life span of the asset. The below summarizes these costs.

Option	Capital Cost	Operation and Maintenance Investment	Service Life
<b>Option 1</b>			
Air-Support Structure Retrofit	\$1,057,669	\$44,500	25
<b>Option 2</b>			
Steel Structure Retrofit	\$2,379,781	\$49,790	50
<b>Option 3</b>			
Proposed Concrete Reservoir	\$2,159,643	\$7,500	75

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To identify the preferred option, each option was evaluated against six key additional criteria including: water quality, net present value, operation and maintenance, aesthetics, building code requirements and ability to expand. Each of the criteria considered is described in the study.

The study recommends that the City decommission the existing Eastside Reservoir and replace it with a buried cast-in-place concrete reservoir (\$2,159,643). Timing for the replacement should take in account the remaining service life of the existing geomembrane liner (2031) and cover, IHS requirements and the availability of grant funding.

A copy of the East Side Reservoir Structure Study is attached to this memo.

Please contact the undersigned if you have any questions or require any clarification of the above.

Sincerely,

**URBAN SYSTEMS LTD.**

A handwritten signature in blue ink, appearing to be "Scott Shepherd", with a horizontal line extending to the right.

Scott Shepherd, BA, ASCT  
Principal, Asset Management Consultant

/jc

Enclosure



# REPORT

PREPARED FOR THE CITY OF GRAND FORKS

## Eastside Reservoir Structure Study



**URBAN**  
systems

304 - 1353 Ellis Street  
Kelowna, BC, V1Y 1Z9

Contact: Jeremy Clowes, P.Eng.

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[urbansystems.ca](http://urbansystems.ca)

## Eastside Reservoir Structure Study

### Report

**Client:** City of Grand Forks  
7217-4<sup>th</sup> Street  
Grand Forks, B.C. V0H 1H0  
  
Attention: Sasha Bird, Manager of Development and Engineering

**Prepared by:** Urban Systems Ltd.  
304 – 1353 Ellis Street  
Kelowna, BC V1Y 1Z9  
Phone: (250) 762-2517

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**Prepared by:** Cory Sivell, EIT  
Project Engineer

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**Reviewed by:** Jeremy Clowes, P.Eng.  
Project Manager

**Date issued:** November 2015

**Project No.:** 0788.0043.01

This report was prepared by Urban Systems Ltd. for the account of the City of Grand Forks. The material reflects Urban Systems Ltd.'s best judgement in light of the information available to it at the time of preparation. Any use which a third party makes of this report, or any reliance on or decisions to be made based on it, are the responsibility of such third parties. Urban Systems Ltd. accepts no responsibility for damages, if any, suffered by any third party as a result of decisions made or actions based on this report.

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## Appendices

Appendix A	Figures for Upgrade Options
Appendix B	Investment Summary
Appendix C	Net Present Value & 75 Year Investment
Appendix D	Contractor Quotes

## 1.0 Background

The Eastside Reservoir has a storage capacity of 3450 m<sup>3</sup> and is an earthen structure that is lined and covered with geomembrane. The reservoir's liner and cover were replaced in the fall of 2006 and have an expected service life of up to 25 years or 2031.

Interior Health (IH) has raised concerns regarding the Eastside Reservoir structure as a result of inspections they completed on March 14, 2013 and July 16, 2014. Specifically, Interior Health raised the following concerns:

- ▶ *Contamination* - Membrane cover can be punctured which would put the reservoir at risk for being contaminated,
- ▶ *Insulation* - Membrane cover provides little insulation which leads to increased water temperatures in the summer months and can decrease water quality, and
- ▶ *Mixing* - Mixing within the reservoir could be improved to eliminate thermal stratification and dead zones.

IH requested that the City develop a long term plan to address the above concerns by either upgrading the reservoir or replacing it entirely. The City of Grand Forks (City) engaged Urban Systems Ltd (Urban) to review options for addressing IHs concerns and make a recommendation for either upgrading or replacing the reservoir.

## 2.0 Options to Address IH Concerns

Three options were examined to determine how to most effectively address IHs concerns. Two of the options were based on upgrading the existing reservoir by building a structure over top it and installing new internal mixing equipment (i.e., Tideflex Mixing System). Two types of enclosure structures were considered for these options including an air-supported structure and a steel structure. The final option reviewed replacing the existing reservoir with a buried cast-in-place concrete structure in an alternate location. Each option is summarized in Table 1.

**Table 1: Option Summary**

Option Type		Description
<b>Upgrade Existing Reservoir</b>		
1. Air-Supported Structure Retrofit	Structure	<ul style="list-style-type: none"> <li>• 32 m wide by 50 m tall air-supported structure over the existing reservoir</li> <li>• Install Tideflex Mixing System</li> </ul>
2. Steel Structure Retrofit		<ul style="list-style-type: none"> <li>• 31 m wide by 47m tall steel building over the existing reservoir</li> <li>• Install Tideflex Mixing System</li> </ul>
<b>Construct a New Reservoir</b>		
3. Concrete Reservoir		<ul style="list-style-type: none"> <li>• 26 m x 26 m x 5.5 m deep concrete reservoir in an alternate location</li> <li>• Install Tideflex Mixing System</li> </ul>

Refer to figures in **Appendix A** which detail the above options. To identify the preferred option for the City, water quality, life cycle costs, operation and maintenance tasks, aesthetics, building code requirements and ability to expand the reservoir were all reviewed. Section 3 and 4 detail our findings on these items.

### 3.0 Life Cycle Investment

Each of the proposed options identified has a different life cycle investment which takes into consideration the initial capital cost and the operation and maintenance cost over the life span of the asset. **Table 2** below summarizes these costs. Refer to **Appendix B and D** for detailed breakdowns of the capital cost and operation and maintenance (O&M) estimates.

**Table 2: Capital Cost, O&M and Service Life**

Option	Capital Cost	Operation and Maintenance Investment	Service Life
<b>Option 1</b>			
Air-Support Structure Retrofit	\$1,057,669	\$44,500	25
<b>Option 2</b>			
Steel Structure Retrofit	\$2,379,781	\$49,790	50
<b>Option 3</b>			
Proposed Concrete Reservoir	\$2,159,643	\$7,500	75

Solely looking at the initial capital and annual O&M investment does not provide enough information to fully understand the true expense of owning the asset over its life span. In order to make a more informed decision and provide a fair comparison between options, we have calculated the life cycle investment over a 75 year period using the Net Present Value (NPV) approach. The NPV approach is a commonly used decision making calculation which takes into consideration the value of money over time. The results from this analysis are summarized in **Table 3** below.

**Table 3: NPV & 75 Year Investment Design Option Summary**

Description	NPV (75 Year Period)	75 Year Investment
<b>Option 1</b>		
Air-Support Structure Retrofit	\$ 3,484,900	\$ 8,152,258
<b>Option 2</b>		
Steel Structure Retrofit	\$ 4,634,820	\$ 9,083,183



Description	NPV (75 Year Period)	75 Year Investment
<b>Option 3</b>		
Proposed Concrete Reservoir	\$ 2,625,189	\$ 4,889,285

Based on above, the concrete reservoir is the most cost effective option as it has the lowest Net Present Value and requires the smallest investment over 75 years. Refer to **Appendix C** for additional details on the NPV review.

## 4.0 Decision Matrix

To identify the preferred option, each option was evaluated against six key criteria including: water quality, net present value, operation and maintenance, aesthetics, building code requirements and ability to expand. Aside from the estimated costs, all criteria are somewhat subjective in nature but we have assigned values to each criteria based on our understanding of the issues with the Eastside Reservoir and the long term needs of the City. Each of the criteria considered is described in more detail below and summarized in **Table 4**.

**Water Quality:** Protecting water quality and the health of the public are most important considerations for the Eastside Reservoir. Comments relating to water quality for each option are summarized below.

- ▶ Option 1: Air Supported Structure – Risk of enclosure being punctured a concern (similar to existing floating cover).
- ▶ Option 2: Steel Structure – Provides better protection from outside environment than existing floating cover.
- ▶ Option 3: Concrete Reservoir – Same as option 2 but buried concrete structure provides better barrier as it would not rely on the existing geomembrane liner and it also protects water from higher temperatures experienced in the summer and minimizes potential for bacteria regrowth.

**Net Present Value:** The annual life cycle investment over a 75 year period was calculated for each option. The calculation accounts for the initial capital cost, O&M costs and the service life of the asset. The concrete reservoir had the lowest net present value of the three design options as shown in **Table 3**.

**Operation and Maintenance:** Each design option was ranked based on the amount of staff time required to maintain the reservoir throughout the year. It is recognized that staff time is limited and that additional maintenance tasks are undesirable.

- ▶ **Option 1: Air Supported Structure** – Requires the highest level of effort from staff to maintain. Maintenance considerations include:
  - Blower required to operate continuously to keep the structure inflated.
  - Backup blower and standby generator required.
  - Snow must be shoveled away from base of structure throughout winter.
  - Removal of floating cover and replacement of liner would be more difficult and costly because of air enclosure.
  - Cleaning of liner is costly and time consuming based on reservoir's irregular shape.

- ▶ **Option 2: Steel Structure** – Less maintenance would be required compared to Option 1. Maintenance considerations include:
  - Heating and ventilation system required to control interior environment.
  - Interior steel to be repainted regularly to prevent corrosion.
  - Removal of floating cover and replacement of liner would be more difficult and costly because of steel structure.
  - Cleaning of liner is costly and time consuming based on reservoir's irregular shape.
- ▶ **Option 3: Concrete Reservoir** – Requires least amount of maintenance. Over the reservoir's service life, regular cleaning is only major anticipated task. A two celled reservoir can be provided to allow reservoir cleaning to proceed with minimal interruption to water service as well.

**Aesthetics:** The location and look of the reservoir was taken into consideration. The residents living near the existing reservoir would likely have some objections to a large above ground structure being built in their neighborhood. The buried concrete reservoir is the least obtrusive structure.

**Building Code:** The British Columbia Building Code requires that all water facilities be designed to meet post disaster criteria for seismic events. It is not anticipated that existing earthen structure, to be utilized for Option 1 and 2, would conform to this requirement. The buried concrete reservoir (Option 3) would be designed to meet all building code requirements.

**Ability to Expand:** In order to provide the City with flexibility for the development of future wells as outlined in the 2015 Water Supply Plan and for accommodating growth, the ability to expand the reservoir is worth considering. In order to expand the existing reservoir (in Option 1 or 2), a new buried concrete tank and associated piping would need to be installed adjacent to the existing earthen reservoir and would have a higher cost compared to increasing the volume of the concrete reservoir (Option 3).

**Table 4** below illustrates each of the decision criteria considered in the decision matrix and their respective ranking (1 to 3). A ranking of one is the best score and 3 is the worst.

**Table 4: Option Ranking**

Criteria	Air-Supported Retrofit	Steel Retrofit	Proposed Concrete Reservoir
Water Quality	3	2	1
Net Present Value (NPV)	2	3	1
O&M	3	2	1
Aesthetics	2	2	1
Building Code	2	2	1
Ability to Expand	2	2	1

Criteria	Air-Supported Retrofit	Steel Retrofit	Proposed Concrete Reservoir
<b>Total</b>	<b>14</b>	<b>13</b>	<b>6</b>

The score for each option was then weighted based on its overall importance in the decision matrix as illustrated in **Table 5** below. The option with the lowest total value in the table below, is ranked as the best option.

**Table 5: Option Ranking – Weighted**

Criteria	Weight	Air-Supported Retrofit	Steel Retrofit	Proposed Concrete Reservoir
Water Quality	40%	1.2	0.8	0.4
Net Present Value (NPV)	30%	0.6	0.9	0.3
O&M	10%	0.3	0.2	0.1
Aesthetics	10%	0.2	0.2	0.1
Building Code	5%	0.1	0.1	0.05
Ability to Expand	5%	0.1	0.1	0.05
<b>Total</b>	<b>100%</b>	<b>2.5</b>	<b>2.3</b>	<b>1.0</b>

Based on the above, replacing the existing earthen reservoir with a cast-in-place concrete structure is the preferred option.

## 5.0 Recommendation

It is recommended that the City decommission the existing Eastside Reservoir and replace it with a buried cast-in-place concrete reservoir. Timing for the replacement should take in account the remaining service life of the existing geomembrane liner and cover, IHS requirements and the availability of grant funding.

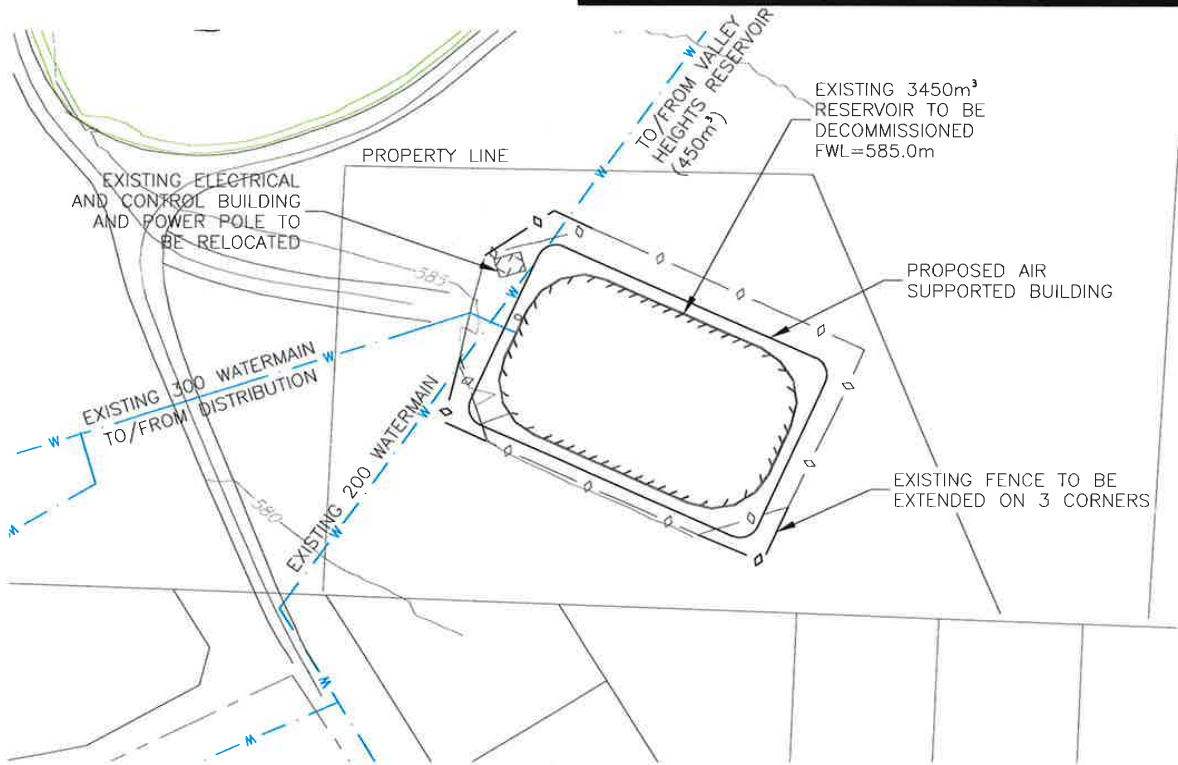
# APPENDIX A

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## **Figures for Upgrade Options**

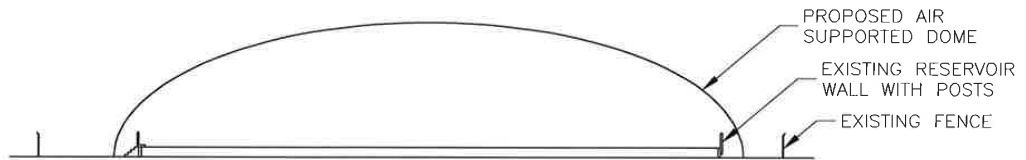
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# CITY OF GRAND FORKS



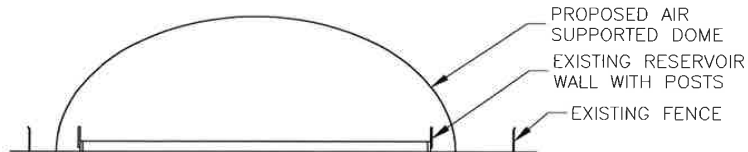
## EXISTING RESERVOIR PLAN

SCALE 1:1000



## LONGITUDINAL SECTION

SCALE 1:500



## CROSS SECTION

SCALE 1:500

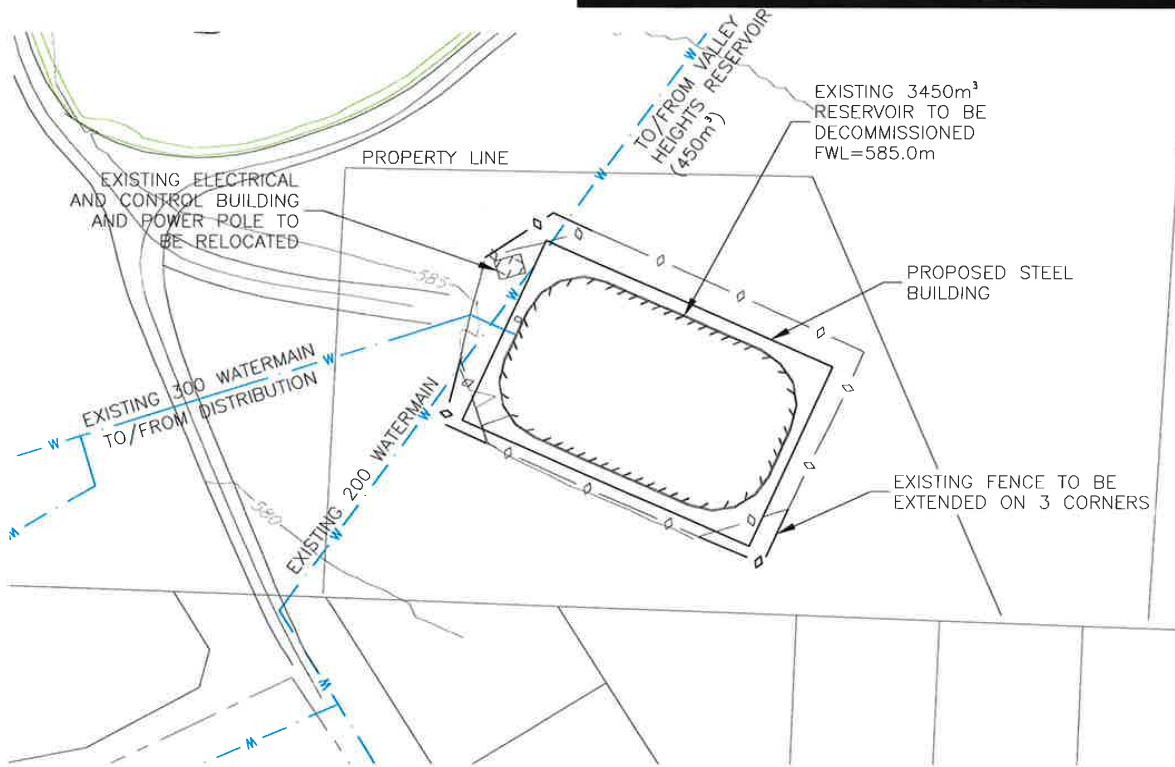
**URBAN**  
systems  
urbansystems.ca



Client/Project		
CITY OF GRAND FORKS EASTSIDE RESERVOIR STRUCTURE STUDY		
Scale	Date	Figure
AS NOTED	NOVEMBER 2015	1
0788.0035.01		Title
AIR SUPPORTED DOME		OPTION #1

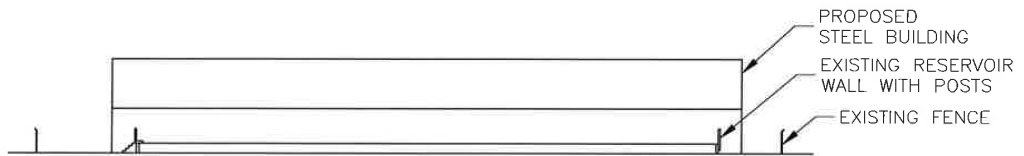


## CITY OF GRAND FORKS



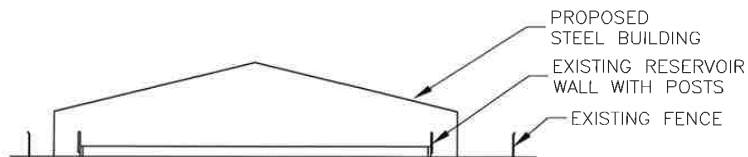
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### LONGITUDINAL SECTION

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### CROSS SECTION

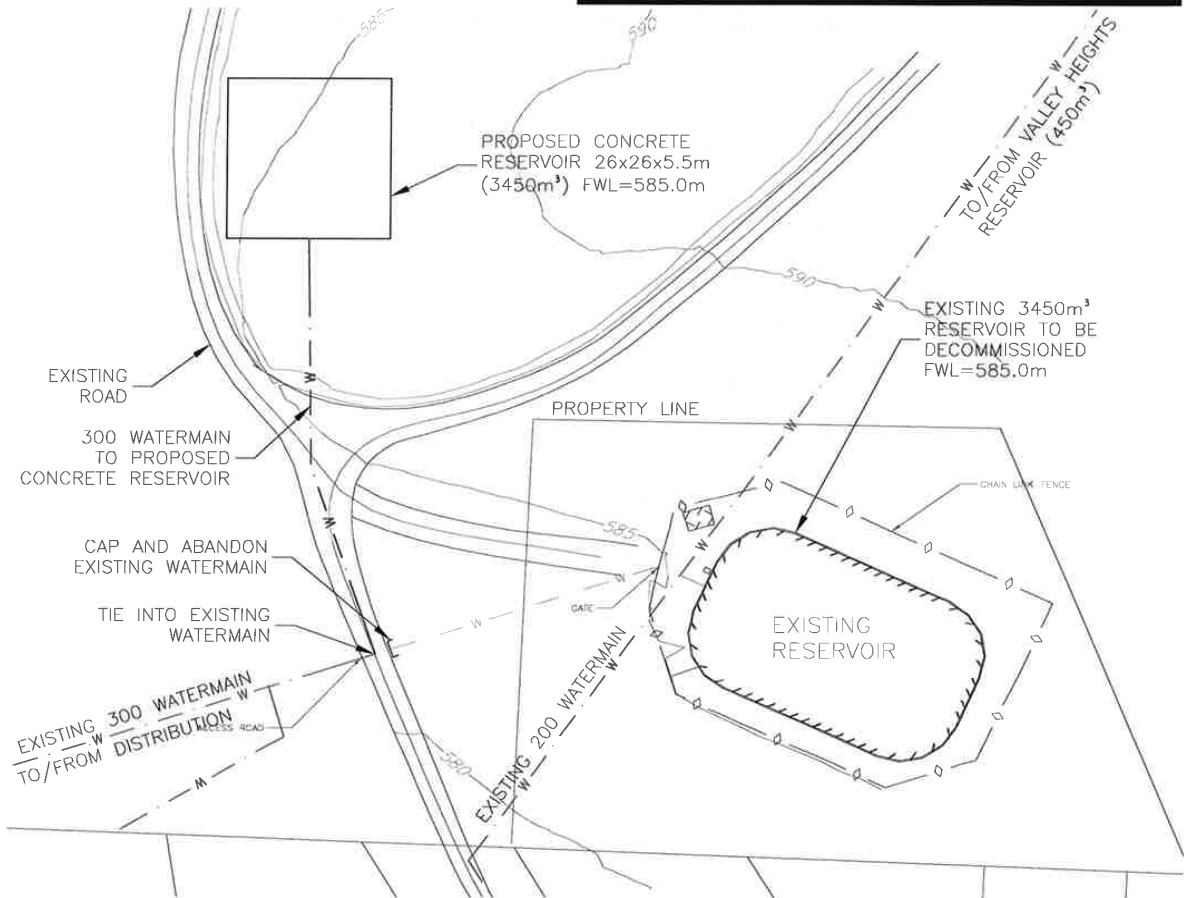
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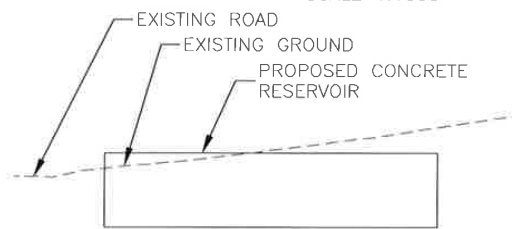
Client/Project			
CITY OF GRAND FORKS EASTSIDE RESERVOIR STRUCTURE STUDY			
Scale	Date	Figure	
AS NOTED	NOVEMBER 2015	2	
0788.0035.01			Title
<b>STEEL BUILDING OPTION #2</b>			

# CITY OF GRAND FORKS



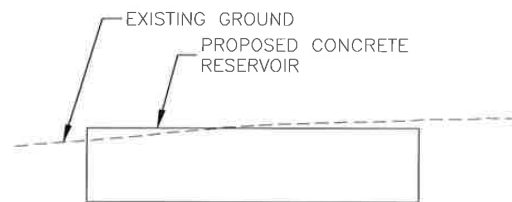
## CONCRETE RESERVOIR PLAN

SCALE 1:1000



## WEST/EAST SECTION

SCALE 1:500



## NORTH/SOUTH SECTION

SCALE 1:500

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Client/Project		
CITY OF GRAND FORKS EASTSIDE RESERVOIR STRUCTURE STUDY		
Scale	Date	Figure
AS NOTED	NOVEMBER 2015	3
0788.0043.01		Title
NEW CONCRETE RESERVOIR		OPTION #3

# APPENDIX B

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## Investment Summary

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<b>Capital Cost</b> <b>Option 1: Air-Support Structure Retrofit</b> <b>Class C</b>					
				<b>Job No.</b>	0788.0043.01
				<b>Date:</b>	10/29/2015
ITEM	DESCRIPTION	QTY	UNIT	\$/UNIT	EXTENDED
<b>General</b>					
1	Mob and De-Mob	1	l.s.	\$35,000	\$35,000
2	Insurance and Bonding	1	l.s.	\$10,000	\$10,000
<b>Reservoir</b>					
3	Air-Supported Structure	1585	m2	\$160	\$253,600
4	Concrete Foundation	163	l.m.	\$1,050	\$171,570
5	Overhead door (3m tall x 4m wide)	2	ea	\$5,000	\$10,000
6	Internal Piping for Mixing	1	l.s.	\$85,000	\$85,000
7	Removal of Existing Floating Cover	1	l.s.	\$10,000	\$10,000
8	Remove and Replace Fence	60	l.m.	\$60	\$3,600
9	De-Chlorination Manhole	1	l.s.	\$15,000	\$15,000
10	Interior Concrete Floor Finish	400	m2	\$100	\$40,000
11	35 kw Generator	1	l.s.	\$75,000	\$75,000
12	120 V receptacles	1	l.s.	\$2,000	\$2,000
13	Relocate Power Pole and Control Building	1	l.s.	\$20,000	\$20,000
14	On-Site Drainage Improvements	1	l.s.	\$5,000	\$5,000
<b>Sub-Total</b>					<b>\$735,770</b>
<b>Contingency (25%)</b>					<b>\$183,943</b>
<b>Engineering (15%)</b>					<b>\$137,957</b>
<b>Total</b>					<b>\$1,057,669</b>

<b>O&amp;M Investment</b> <b>Option 1: Air-Support Structure Retrofit</b>					
ITEM	DESCRIPTION	QTY	UNIT	\$/UNIT	EXTENDED
1	Building Electrical Demand	95,000	kw.h/yr	\$0	\$9,500
2	Snow Removal/Standard Maintenance	1	Annum	\$10,000	\$10,000
3	Cleaning Reservoir	0.5	Annum	\$50,000	\$25,000
<b>Total</b>					<b>\$44,500</b>

Note: Estimate is Class C as limited site investigations have been completed.

<b>Capital Cost</b> <b>Option 2: Steel Structure Retrofit</b> <b>Class C</b>					
				<b>Job No.</b>	0788.0043.01
				<b>Date:</b>	10/29/2015
ITEM	DESCRIPTION	QTY	UNIT	\$/UNIT	EXTENDED
<b>General</b>					
1	Mob and De-Mob	1	l.s.	\$70,000	\$70,000
2	Insurance and Bonding	1	l.s.	\$15,000	\$15,000
<b>Reservoir</b>					
3	Steel Building and Roof	1650	m2	\$700	\$1,155,000
4	HVAC Allowance	1	l.s.	\$40,000	\$40,000
5	Concrete Foundation	166	l.m.	\$1,050	\$174,300
6	Overhead door (3m tall x 4m wide)	2	ea	\$5,000	\$10,000
7	Internal Piping for Mixing	1	l.s.	\$85,000	\$85,000
8	Removal of Existing Floating Cover	1	l.s.	\$10,000	\$10,000
9	Removal of Existing Fence	1	l.s.	\$5,000	\$5,000
10	De-Chlorination Manhole	1	l.s.	\$15,000	\$15,000
11	Interior Concrete Floor Finish	462	m2	\$100	\$46,200
12	Internal Lighting + 120 V receptacles	1	l.s.	\$5,000	\$5,000
13	Relocate Power Pole and Control Building	1	l.s.	\$20,000	\$20,000
14	On-Site Drainage Improvements	1	l.s.	\$5,000	\$5,000
<b>Sub-Total</b>					<b>\$1,655,500</b>
<b>Contingency (25%)</b>					<b>\$413,875</b>
<b>Engineering (15%)</b>					<b>\$310,406</b>
<b>Total</b>					<b>\$2,379,781</b>

<b>O&amp;M Investment</b> <b>Option 2: Steel Structure Retrofit</b>					
ITEM	DESCRIPTION	QTY	UNIT	\$/UNIT	EXTENDED
1	Building Electrical Demand	1650	m2	\$13	\$21,450
2	Paint Interior Steel Structure	0.067	Annum	\$20,000	\$1,340
3	Snow Removal	1	Annum	\$2,000	\$2,000
4	Cleaning Reservoir	0.5	Annum	\$50,000	\$25,000
<b>Total</b>					<b>\$49,790</b>

Note: Estimate is Class C as limited site investigations have been completed.



<b>Capital Cost</b> <b>Option 3: Proposed Concrete Reservoir</b> <b>Class B</b>					
				<b>Job No.</b>	0788.0043.01
				<b>Date:</b>	10/29/2015
ITEM	DESCRIPTION	QTY	UNIT	\$/UNIT	EXTENDED
<b>General</b>					
1	Mob and De-Mob	1	l.s.	\$70,000	\$70,000
2	Insurance and Bonding	1	l.s.	\$15,000	\$15,000
<b>Reservoir</b>					
3	Cast-In Place Concrete Structure	3450	cu.m.	\$350	\$1,207,500
4	Internal Piping for Mixing	1	l.s.	\$85,000	\$85,000
5	Level Transducer	1	each	\$1,500	\$1,500
6	Float	2	each	\$500	\$1,000
7	Controls and SCADA	1	L.S.	\$15,000	\$15,000
8	Electrical Service	1	L.S.	\$15,000	\$15,000
9	Hatch, Ladder, Vent	1	L.S.	\$10,000	\$10,000
<b>Site Works</b>					
10	350mm PVC C905	100	l.m.	\$350	\$35,000
11	Decommission Existing Reservoir	1	l.s.	\$55,000	\$55,000
12	Overflow Piping	1	L.S.	\$5,000	\$5,000
13	De-Chlorination Manhole	1	l.s.	\$15,000	\$15,000
14	350mm Valve	2	each	\$6,000	\$12,000
15	350mm Hot Tap into Existing D.I Main	1	L.S.	\$10,000	\$10,000
16	Rock Removal	2800	cu.m.	\$25	\$70,000
17	Fencing	120	l.m.	\$50	\$6,000
18	Parking Pad	1	l.s.	\$5,000	\$5,000
<b>Sub-Total</b>					<b>\$1,633,000</b>
<b>Contingency (15%)</b>					<b>\$244,950</b>
<b>Engineering (15%)</b>					<b>\$281,693</b>
<b>Total</b>					<b>\$2,159,643</b>

<b>O&amp;M Investment</b> <b>Option 3: Proposed Concrete Reservoir</b>					
ITEM	DESCRIPTION	QTY	UNIT	\$/UNIT	EXTENDED
1	Cleaning Reservoir	0.5	Annum	\$15,000	\$7,500
<b>Total</b>					<b>\$7,500</b>

Note: Estimate is Class B as geotechnical investigation and topographic survey completed.

# APPENDIX C

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## **Net Present Value & 75 Year Investment**

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Replacement Schedule							
Asset	Construction Investment	Operation & Maintenance	Service Life	Year of Install	1st Replacement	2nd Replacement	3rd Replacement
<b>Option 1 -</b> Air-Support Structure Retrofit	\$1,057,669	\$44,500	25	2016	2041	2066	n/a
<b>Option 2 -</b> Steel Structure Retrofit	\$2,379,781	\$49,790	50	2016	2066	n/a	n/a
<b>Option 3 -</b> Concrete Reservoir	\$2,159,643	\$7,500	75	2016	2091	n/a	n/a
<b>Existing Reservoir</b>	\$391,000	Included in Option 1 & 2*	25	2006	2031	2056	2081
Reservoir Roof	\$234,600		25	2006	n/a	n/a	n/a
Reservoir Liner	\$179,860		25	2004	2029	2054	2079

Life Cycle Investment Summary		
Design Options	NPV	75 Year Total Investment
<b>Option 1 -</b> Air-Supported Retrofit	\$3,484,900	\$8,152,258
<b>Option 2 -</b> Steel Building Retrofit	\$4,634,820	\$9,083,183
<b>Option 3 -</b> Proposed Concrete Reservoir	\$2,625,189	\$4,803,323

# APPENDIX D

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## Contractor Quotes

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Integrated Dome Support Systems Inc.  
504 Arkell Road  
Guelph, ON N1H 6H8  
Cell: 519-830-5696

Wednesday, October 28, 2015

Via email: [csivell@urbansystems.ca](mailto:csivell@urbansystems.ca)

Cory Sivell  
Community Consultant  
Urban Systems  
304 – 1353 Ellis Street  
Kelowna, BC V1Y 1Z9

**Reference: Grand Forks, BC Water Reservoir Cover Revised**

Dear Cory,

I have changed the quotation to reflect our conversation about the clearances, and no requirement for heating whatsoever. I've had to change the dimensions of the dome to provide the clearance to the support posts that are bolted around the perimeter of the reservoir and removed the dome's interior liner as well. The dome will be translucent allowing the saving in lighting energy costs during the day and will only consume power for a 10HP motor for 24hrs a day at 365 days a year.

**Dome Size** to be approximately 104' wide x 164' long x 36' high with the following:

Dome will be manufactured from a 28 oz. white, high tensile strength Architectural PVC coated polyester fabric with a PVDF topcoat finish. Fabric is fire resistant, meeting requirements of the UBC (No 42-1 & 55-5), NFPA-701 for exterior use, and CAN/ULC-S109 (for Canada).

Anodized extruded aluminium anchoring channel will be supplied for installation into the poured concrete perimeter beam, by your contractor. We estimate the grade beam required will be concrete 18" wide by 5' deep with the channel cast into it along with steel rebar reinforcement. Cost expected to be approximately \$290/linear foot.

Included is one (1) (all-in-one) inflation/standby system which consists of an inflation fan including 10 HP electric motor, and gravity dampers on the air discharge. This system also includes a built-in standby inflation unit which consists of a fan driven by natural gas engine or electrical motor, giving full backup inflation capabilities as required by the building code. The above complete unit carries ETL approvals.

A personnel airlock is included with aluminium balanced doors with windows and aluminium housing, ramps, connecting hardware, curtain and stress relief hardware.



Two (2) aluminium clad emergency exit doors complete with steel frames, braces, window panel, emergency exit lights, panic hardware and attachment curtains are included. Doors come complete with ramps to meet ADA approval.

Eight (8) x 1000 watt metal halide fixtures, complete with lamps, and ballast assemblies are included. Steel poles come complete with factory wiring, twist lock plugs, and cross-arms. Lighting can be changed to other types of systems if desired. LED, Fluorescent, and Induction systems are currently available and can be used depending on their suitability to the application.

Shipment, offloading and installation of the above components are not included. We can provide pricing for the turn-key installation of the complete dome package if you wish.

**Total Budget Price for the above.....\$171,650.00**

Note: Prices shown in CA Funds, all Taxes are extra.

The requirement to evacuate chlorinated air is not essential to an air supported structure since the dome can be vented either to the atmosphere or through a filter system or a reclaiming system due to the constant pressure within the dome.

The base of the dome will need to be clear of any snow accumulation throughout the winter months and the heating unit will need the bearings greased and occasional maintenance. We estimate this cost to be \$10,000.00 per year.

The estimated installation cost for the dome would be approximately \$22,000 which would include the labour, cranes, and equipment to install the components listed. This does not include the cost to install electric and gas connections to the equipment as required.

The average life span of the dome and components is expected to be 20-25 years, given proper maintenance and operating procedures.

Please do not hesitate to contact me when you have a moment to discuss the above budget quotation.

Yours sincerely,



Milosh Nadvornik

President

IDSSI

Cell: 519-830-5696

Email: [miloshnadvornik@gmail.com](mailto:miloshnadvornik@gmail.com)

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brian@alpinesteelbuildings.com

EMAIL

1100-1631 Dickson Ave.  
Kelowna, BC, V1Y 0B5

LOCATION

toll free: 1.800.565.9800  
tel: 778.436.2681  
fax: 888.332.9804

DIGITS

Nov 6, 2015

Dear Mr. Cory Sivell,

Thank you for contacting us regarding the Reservoir Cover Building Project in Grand Forks, BC.

I have reviewed the photos and information you have provided via email and estimate the cost to design, supply, deliver, and erect a pre-engineered steel structure over the existing reservoir at \$30-\$40+GST per square foot.

Factors taken into consideration in this range:

- Building is fully clad, uninsulated, and relies on mechanical system (by others) to maintain acceptable humidity levels to prevent condensation.
- Building is designed to Post-Disaster specifications.
- Primary framing is to be hot dip galvanized, and secondary framing is pre-galvanized.
- The work is to be completed over top of the existing reservoir.
- Uncertainty for equipment access around the full perimeter of the proposed building.
- Uncertainty of manufacturer cost increases and USD/CAD exchange rates compounded by internal PST assessed on material costs.

Not Included:

- Foundation scope (design and installation).
- Electrical scope.
- Mechanical scope.
- Geotechnical scope.

I trust this information will be sufficient for budgeting and assessment purposes. Please contact me if any further clarification is needed.

Sincerely,

Brian Keyser  
President  
Alpine Steel Buildings (2011) Inc.

# REQUEST FOR DECISION

— COMMITTEE OF THE WHOLE —



**To:** Committee of the Whole  
**From:** Chief Financial Officer  
**Date:** December 14, 2015  
**Subject:** Asset Management Financial Policy  
**Recommendation:** RESOLVED THAT the Committee of the Whole recommends to Council to approve Policy 808 Asset Management Financial Policy.

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## BACKGROUND:

In 2011 City Council embarked upon the development of an asset management investment plan. The plan identified significant financial gaps within the organization.

There is approximately \$32 million in infrastructure that has passed its service life, known as the 'infrastructure backlog'. An investment of \$3.85 million is needed each year for asset renewal. Council has determined that the City will attain the annual funding target for infrastructure renewal using a balanced approach.

The purpose of the attached policy is to articulate the principles and policies to guide staff and Council in the recommendations they make and the work they do. This document is an important resource in the City's overall decision making framework.

This policy will support the generation of revenues over time to achieve the City's desired asset management funding level. The policy requires the creation of dedicated infrastructure renewal reserves for each Fund - General, Water, Electrical and Sewer, and initial lower impacting infrastructure levies to fund these reserves.

The top table on Page 5 of the policy shows the average annual investment needed in each of the asset categories. The last column sets an annual investment target of 50% of the required annual investment. This revenue will be placed in the infrastructure renewal reserve in each of the City's funds.

This policy also articulates the process to identify and prioritize capital projects based on risk, desired level of service and affordability. The City's capital projects have been identified as Priority 1, Priority 2, and Priority 3. Priority 1 assets have a high likelihood and consequence of failure.

The policy sets a target to build and maintain infrastructure renewal reserves at a minimum of the funds needed for Priority 1 projects in each fund, and at a maximum of total infrastructure renewal funds needed as identified in the City's Asset Management Plan.

The City will phase in the revenue increases over time. The policy ensures rates will increase gradually and consistently over time to ensure stability.

# REQUEST FOR DECISION

— COMMITTEE OF THE WHOLE —



This policy also includes statements to ensure debt is used prudently to maintain the City's financial sustainability by preserving debt for when it is truly needed for major capital investments.

This policy will be a living document. As the Asset Management Plan is updated, this Policy will also be updated. The Asset Management Framework, produced by Asset Management BC, shows the process that will be used to update the Plan.



# REQUEST FOR DECISION

— COMMITTEE OF THE WHOLE —



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## **Benefits or Impacts of the Recommendation:**

- General:** This cohesive set of policies and principles will be an important resource in the City's overall decision-making framework.
- Strategic Impact:** Fiscal Accountability, including Asset Management Planning, is identified by Council as a strategic priority.
- Financial:** Annual investment in infrastructure renewal will be attained through initial lower impacting, cumulative levies.
- Attachments:** DRAFT Policy 808 – Asset Management Financial Policy

- 
- Recommendation:** RESOLVED THAT the Committee of the Whole recommends to Council to approve Policy 808 Asset Management Financial Policy.
- 

- OPTIONS:**
1. COTW COULD CHOOSE TO SUPPORT THE RECOMMENDATION.
  2. COTW COULD CHOOSE TO NOT SUPPORT THE RECOMMENDATION.
  3. COTW COULD CHOOSE TO REFER THE REPORT BACK TO STAFF FOR MORE INFORMATION.



<b>CITY OF GRAND FORKS</b>	
<b>POLICY TITLE: Asset Management Financial Policy</b>	<b>POLICY NO: 808</b>
<b>EFFECTIVE DATE:</b>	<b>SUPERSEDES: NEW</b>
<b>APPROVAL: Council</b>	<b>PAGE: 1 of</b>

## **BACKGROUND**

The City of Grand Forks' Sustainable Community Plan, which provides a vision for the City and guidance on addressing several key challenges facing the City. One of these challenges is: "How we do strategically and sustainably deliver affordable services to our community?" To help address this challenge, the City developed its Asset Management Program.

The City's Asset Management Program is founded on the concept of sustainable service delivery. This aims to ensure that current community service needs, and how those services are delivered (in a socially, economically and environmentally responsible manner), do not compromise the ability of future generations to meet their own needs. Failure to care for our infrastructure and manage our natural resources risks degrading, or even losing, the services our community enjoys, and that future generations may rely on.

At the core of sustainable service delivery is financial sustainability. A financially sustainable government provides valuable services to residents within available means while proactively taking measures to build and preserve services in the long run. Although the City can balance its operating budget to meet annual requirements, the City will have to adapt to revenue opportunities, expense pressures, and service demands that may change in the future. Only with stable and reliable revenues, and careful planning of expenditures, will the City be able to provide the services its residents need and enjoy both today and in the future.

Sustainable service delivery is achieved by ensuring that decisions made by staff and Council, both today and tomorrow, are guided by a cohesive set of principles and policies based on financial sustainability, as well as Council priorities. Asset Management BC has established a framework for sustainable service delivery.

The following wheel shows the systematic, integrated process the City will follow for Asset Management. The Framework, like this policy, is a living document. As best practices change and are updated, this Policy will also be periodically updated.



## **PURPOSE**

The purpose of this document is to articulate the principles, strategies and policies to guide staff and Council in the work they do. This document provides the City with a blueprint for making good financial decisions through changing conditions, including the funding of asset renewal and aims to provide clarity to staff, Council and the community with respect to how financial decisions are made today and into the future.

This document is an important resource in the City's overall decision-making framework. The graphic below illustrates the components of the framework for financial management.



## **SCOPE**

The scope of the principles and policies applies to decisions made by City Council and staff regarding financial management and service provision to residents, business and industry, in the following key areas:

1. Property taxation and Utility Rates
2. User Fees
3. Asset Renewal and Replacement
4. New Capital and Enterprise
5. Reserves and Surplus Funds
6. Debt
7. Grants
8. Development Finance
9. Operating

While each of these areas represents particular financial decisions regarding the financial balance – i.e., revenues and expenses – they are all interrelated and work together to provide the basis for the policy statements.

## **FINANCIAL MANAGEMENT PRINCIPLES**

The financial management policy statements contained within this document are consistent with the principles presented below. These principles serve as a basis against which the financial policies can be tested, reviewed and updated as needed in the future.

### **1. STABLE – The City's financial management practices will be reasonably consistent year to year**

Residents and business would prefer that taxes, rates and user fee increases are measured and relatively consistent year-to-year, so that they are able to anticipate coming changes in their personal or business expenses.

### **2. INFORMED - Financial decisions take measured risks and maximize the utilization of assets and resources**

While in theory it is possible for all financial decisions made by a community to be free from risk, it wouldn't necessarily be practical. There will be occasions when assuming some degree of risk is advantageous to the City in order to take advantage of opportunities or to be ready to meet the needs of a changing population. However, any risks that are taken need to be measured and carefully considered such that the delivery of City services is never in jeopardy.

### **3. FLEXIBLE - Financial decisions ensure future flexibility to adapt to opportunities and changing circumstances**

In an ever-changing world, opportunities and challenges inevitably will present themselves. The City needs the flexibility to take advantage of arising opportunities and to respond to imminent challenges. Resources will need to be accessible for the unforeseen and policy frameworks will need to allow for flexibility and swift action when required.

**4. RELIABLE - Revenues have a high level of certainty to support long-term service needs of the community**

The residents of Grand Forks value the services that they receive and are accustomed to. In order to meet these service level expectations, the City needs to ensure that spending for operations and infrastructure is effective and efficient. Similarly, revenues need to be reliable so that the investment required can be sustained over the long term.

**5. TRANSPARENT - Financial strategies, plans and processes are accessible and visible**

The citizens of Grand Forks, like in any community, need to understand what their local government is doing. Having information easily available and presented in a form that is easy to understand encourages discussion and engagement, and holds decision-makers accountable. Being transparent ultimately builds trust in the government and benefits the community overall.

**6. FAIR - Everyone pays a fair amount for the services they receive, services are reasonably accessible by all citizens, and the burden is spread evenly amongst all generations.**

**FINANCIAL MANAGEMENT POLICY STATEMENTS**

Financial management policy statements have been developed for each of the nine key areas. They are intended to work together cohesively to align decision-making by City staff and Council.

**1. PROPERTY TAXATION AND UTILITY RATES**

Property taxes are generally used to fund services that are provided broadly to the whole community (e.g., roads, fire, transportation, drainage, waste collection and disposal).

Property tax is based on the assessed value of a property (i.e., land and improvements/buildings). Property owners have their property assessed on an annual basis by BC Assessment, and the assessed value of the property is then multiplied by the Grand Forks' tax rate (expressed as the amount of tax per thousand dollars of assessed property value) to compute an annual property tax. The tax rates are set for each of the various property classifications and adjusted annually to ensure that the City raises the required funds to support its annual budget.

**Objective** - To ensure property taxes and rates are sufficient to meet the community's short and long-term needs.

**Policy Statements**

- Policy 1.1      The City will strive to ensure that property tax increases remain as stable as possible over time and within 2 percent of inflation year to year after the initial 3 year correction period has been completed.
- Policy 1.2      Periodic reviews of taxes paid by individual classes will be conducted. Tax rates should be kept as competitive as possible to ensure continued investment both in the community and in the property itself. Recognizing that all tax classes have their financial challenges, tax shifts or tax redistributions will only be considered where a full comprehensive analysis and impact is undertaken. Where a tax shift is required, a gradual phase in will be considered to allow the properties in the class to adjust their budgets accordingly.

- Policy 1.3            Beginning in 2017, The City's utility rates will increase consistently over time between 3 and 4 percent year to year, or balanced with additional revenues that have not yet been allocated or identified, to fund the asset management capital reserves.
- Policy 1.4            Information about how property tax is allocated will be provided to residents in a manner that is easy to understand.

## **2. USER FEES & CHARGES**

User fees and charges are a way that the City raises revenues to cover the cost of providing a service to those that benefit from it.

User fees and charges should have a direct relationship to the actual cost of providing a service. Some services are funded by a mix of fees and general taxation; recreation facilities and the cemetery are a good example: user fees pay for some of the cost but taxation covers the balance.

**Objective** - To ensure user fees and charges are sufficient to meet the City's needs.

### **Policy Statements**

- Policy 2.1            The City will evaluate and set user fees and charges fairly for the services received. This means that the user fees and charges reflect the level of service provided to the people who benefit from it and their ability to pay; it does not necessarily mean that user fees and charges will be equal for all users.
- Policy 2.2            The City will regularly review and communicate to the public how user fees are established.
- Policy 2.3            Fees and charges will be periodically reviewed to ensure accounting for inflation and any changes in the level of service provided.

## **3. ASSET RENEWAL AND REPLACEMENT**

The delivery of local services greatly depends on a wide variety of infrastructure, such as roads, buildings and water systems. While much of this infrastructure lasts a long time, it does eventually need to be renewed or replaced. The replacement of these assets is expensive and therefore needs to be carefully planned for so that the City maintains its financial sustainability over the long term. The timing and funding requirements for asset renewal and replacement are part of the City's long-term capital plan.

The Asset Management Plan sets out priorities for capital infrastructure upgrades in order to provide appropriate levels of service to the community over the long term. Deviations from the plan that defer needed asset renewal or replacement projects add to the City's infrastructure deficit and can jeopardize future service levels and lead to unexpected asset failures which can be costly and potentially pose a risk to public health and safety.

The City's Asset Management Plan using a risk based decision-support tool prioritizes investments in linear infrastructure (water, sewer, roads) renewal and replacement based on an assessment of:

- **Risk (likelihood of occurrence; consequence or impact)**
- **Desired level of service**
- **Affordability**



The decision-support tool identified three levels of funding for roads, water and sewer assets only. There is over \$58 million in priority 1-3 projects required in the next 20 years. Priority 1 investments are assets with a high likelihood and consequence of failure. For example, 5<sup>th</sup> Street Water Main Replacement is a Priority 1 renewal.

Asset Category		Total Cost Priority 1	Total Cost Priority 2	Total Cost Priority 3	Total Infrastructure Investment
Linear	Water System	\$ 2,616,494	\$ 4,966,512	\$ 777,158	\$ 8,360,164
	Wastewater System	\$ 6,306,309	\$ 13,470,105	\$ 862,643	\$ 20,639,057
	Roadways	\$ 5,078,765	\$ 13,909,426	\$ 10,372,419	\$ 29,360,610
<b>Totals</b>		<b>\$ 14,001,568</b>	<b>\$ 32,346,043</b>	<b>\$ 12,012,220</b>	<b>\$ 58,359,831</b>

The following table summarizes the amount needed to fund 50% of recommended annual investment for all assets including roads, water, waste water, buildings, fleet, storm and electrical systems.

Asset Category		Replacement Value	Average Annual Infrastructure Investment*	50% of Average Annual Infrastructure Investment
Linear	Water System	\$ 27,200,000	\$ 784,000	\$ 392,000
	Wastewater System	\$ 25,994,000	\$870,000	\$ 435,000
	Stormwater System	\$ 5,201,000	\$131,000	\$ 65,500
	Electrical System	\$ 9,700,000	\$228,000	\$ 114,000
	Roadways	\$ 34,533,000	\$1,240,000	\$ 620,000
	<b>Totals</b>	<b>\$ 127,063,000</b>	<b>\$ 3,852,000</b>	<b>\$ 1,926,000</b>
Non-Linear	Buildings and Facilities	\$ 20,053,000	\$293,000	\$146,500
	Fleet	\$ 4,382,000	\$276,000	\$138,000

\*\$30,000/year has been included for annual infrastructure inspections and asset management planning

**Objective** - To proactively manage and re-invest in City assets in order to, at a minimum, maintain levels of service for future generations.

#### Policy Statements

- Policy 3.1 The City will, at a minimum, invest 50% of the annual recommended infrastructure investment in accordance with the Asset Management Plan.
- Policy 3.2 The City will conduct reviews of the Asset Management Plan and annual asset funding every five years to ensure it continues to meet the long-term infrastructure renewal needs of the community.
- Policy 3.3 The Asset Management Plan will balance funding with level of service and risk. For example, if the likelihood of failure of a sanitary main is high due to its age

and condition, and the potential consequences to public health are deemed to be high, the City may decide that the risk to public health is sufficiently high to renew the infrastructure earlier than what would be required to accommodate growth.

It is important to note, as infrastructure investments are delayed, risks grow exponentially. Some assets could be run to failure, while other will need to be replaced before they fail. By understanding the risk (consequence and likelihood of failure) and condition, projects can be strategically prioritized to address infrastructure investment needs while minimizing risk.

- Policy 3.4      The City will seek additional sources of funding for asset renewal. As the additional funding will mostly be from uncertain sources (e.g., grants), it is not intended to replace the certain funding established in the annual base budget.
- Policy 3.5      The City will implement proactive, preventative maintenance and renewal strategies to minimize the life cycle costs of infrastructure.
- Policy 3.6      The City will continually consider options for cost containment measures and alternative revenue sources to balance costs and revenues. This could include investigating approaches such as: alternate maintenance management practices, adjusting levels of service, increasing risk where appropriate, refining system capacity, building and protecting reserves, economies of scale, renewable energy sources and applying these measures to a triple bottom line approach to capital planning.

#### 4. NEW CAPITAL & ENTERPRISE

Just as it is imperative for a local government to invest in asset renewal and replacement, it must also invest in new capital in order to meet the needs of a growing and dynamic population. New capital projects should be supported by a sound business plan. Having a clear process in place for deciding when and how to invest in new capital, grounded in best practices, will facilitate sound financial decision-making that is understood and supported by Council, staff and the general community.

The City will take a holistic, multiple-account approach to prioritizing capital projects; evaluating emergent opportunities against existing priorities; and communicating the decision-making process in a way that is transparent and easy for all to understand.

**Objective:** To ensure the provision of new capital projects is financially sustainable, and leverage resources to provide services that are aligned with City priorities.

##### Policy Statements

- Policy 4.1      The City will follow a clear, documented process for decision-making on new capital. This process will be openly communicated to Council, staff, and the community.
- Policy 4.2      New capital investments should be made in accordance with the City's master plans in order to address the community's highest needs.
- Policy 4.3      The City's long-term capital plan will be prioritized based on social, economic and environmental factors, full life cycle cost, and risk tolerance.
- Policy 4.4      The City may invest in capital projects in response to emergent opportunities if they align with the community objectives and priorities.
- Policy 4.5      In order to provide new services that might not normally be funded, the City may consider establishing new sources of funding or revenue streams. This may be accomplished, for example, through exercising rights conferred on the City through legislation, and leveraging City assets.
- Policy 4.6      The City may partner with and leverage other entities in order to deliver the most effective and efficient services to residents.

## 5. RESERVES AND SURPLUS FUNDS

Saving money for future projects and unexpected expenditures is an important planning consideration for the City. Reserves provide a financial mechanism for saving money to finance all or part of future infrastructure, equipment, and other requirements. Reserve funds can also provide a degree of financial stability, by reducing reliance on indebtedness to finance capital projects and acquisitions, or flexibility to leverage opportunities as they arise.

There are three basic types of reserves:

<b>Accumulated surplus</b>	This is the net annual surplus that builds up over time.
<b>Reserve accounts</b>	These are reserves that are set aside for a future purpose, but can be readily repurposed through a Council resolution, based on a solid business case.
<b>Statutory reserves (Reserve funds)</b>	These are reserves that are established by Council for a specific purpose through a bylaw. These reserves cannot be repurposed without revising the bylaw. Legislated use reserves (as identified in the Community Charter), such as DCC's, cannot be repurposed.

Sufficient reserves offer the City resiliency in the event of abrupt changes to costs or revenues, and they should be generated and allocated judiciously as part of the City's overall financial management practices.

**Objective** - To build reserves so the City has the flexibility to invest into asset renewal, respond to opportunities, and maintain or improve levels of service

### Policy Statements

Policy 5.1	The City will ensure that each fund (General, Water, Electrical and Sewer) has a dedicated asset management capital reserve, the purpose of which is documented at the time it is established.
Policy 5.2	Operating surplus balances will be maintained at a minimum of 15 percent to a maximum of 25 percent of operating costs.
Policy 5.3	Minimum asset management capital reserve balances will be sufficient to fund Priority 1 asset replacement. Maximum asset management capital reserve balances will be in accordance with the long-term asset management requirements identified in the asset management plan.
Policy 5.4	Uncommitted annual surplus will be directed to asset management capital reserves to fund asset renewal.

## 6. DEBT

Debt is a common tool that local governments use to finance capital expenditures over both the medium and long terms. Debt is viewed as a fair way of financing a project since those who are paying the principal and interest charges are able to benefit from the service immediately. This is different than having a "pay as you go" strategy, which requires some or all of the funds to be built up over time before completing the project.

When interest rates are low, the use of debt to deliver projects can be very attractive; however, local governments need to carefully consider the long-term financial impacts. Generally, a local government may not commit more than 25 per cent of its total own-purpose revenues to service debt and other long-term obligations without requesting permission from the Province.

**Objective** - To ensure debt is used prudently to maintain the City's financial sustainability.

#### **Policy Statements**

- |            |   |
|------------|---|
| Policy 6.1 | Debt servicing costs will remain at or below 20 percent of annual taxation in order to ensure that the annual debt payments are reasonable and that future debt capacity remains to take advantage of emergent opportunities. |
| Policy 6.2 | Relatively stable capital expenditures, such as paving roads and replacing water mains, will be financed using current revenues wherever possible; debt will not be the preferred financing mechanism.                        |
| Policy 6.3 | Debt capacity will be preserved for when it is truly needed; e.g., for major capital investments such as community sewer system expansions, wastewater treatment plant improvements, or a major community facility.           |
| Policy 6.4 | The City will make the early retirement of existing debt a priority when it is beneficial to do so.   |

## **7. GRANTS**

A grant is a transfer of money to the City from another entity (generally a higher level of government). There are two types of grants in general: conditional and unconditional.

- |                             |   |
|-----------------------------|---|
| <b>Conditional grants</b>   | These are provided for a specific purpose and may not be used for any other project. An example would be the provincial Gas Tax Capital Grants. |
| <b>Unconditional grants</b> | These are provided without conditions on their use. An example would be the provincial Gas Tax community works fund.                            |

Grants are a useful tool in a local government's financial tool box, and they can be used strategically to offset costs to taxpayers and ratepayers. However, a reliance on grants to fund capital projects and services will undermine a community's ability to attain financial sustainability. Furthermore, most grants require that the beneficiary covers a portion of the cost to deliver the project; this can lead to funds being diverted from where they are actually, and highlights the need for grants to be leveraged for projects that are a local priority.

**Objective** - To strategically leverage grant opportunities.

#### **Policy Statements**

- |            |   |
|------------|---|
| Policy 7.1 | The City will budget for projects annually under the assumption that conditional grants will not be available.                  |
| Policy 7.2 | The City will only pursue grants that will support community projects that have previously been identified as a local priority. |

## 8. DEVELOPMENT FINANCING

As Grand Forks grows, so too does the demand for new or expanded infrastructure. Financing this necessary infrastructure is an important responsibility of the City and requires careful consideration.

A number of development finance tools are available to local governments with development cost charges (DCCs) being the most prevalent. DCCs are collected by local governments from land developers to offset the cost of new or expanded infrastructure for new users, such as roads, drainage, sewers, water, and parks. DCCs are one-time charges that are paid by the developer at the time of subdivision or acquiring a building permit. DCCs do not pay for operating costs or for the future repair, rehabilitation or replacement of infrastructure; i.e., asset renewal.

**Objective** - To ensure growth pays for growth and does not impose a financial burden on City taxpayers.

### Policy Statements

- |            |   |
|------------|---|
| Policy 8.1 | DCCs will be used as part of the overall financing strategy to pay for new infrastructure required to service growth.   |
| Policy 8.2 | Where existing users benefit from new or upgraded infrastructure required to service growth, the costs to pay for the infrastructure will be distributed fairly between the existing and the developer. |
| Policy 8.3 | The breakdown of costs between developers and existing users will be fair and will be made available to residents in a way that is easily understood.   |

## 9. OPERATING

The City strives to provide infrastructure and to deliver services to the community that meet its residents' needs today and over the long term; and residents expect relatively consistent levels of service over time and across neighborhoods. In order to achieve this, reliable revenues are needed in order to sustain ongoing operations over the lifetime of a service or assets; without them, service levels may be affected and assets can quickly become liabilities.

The City will live within its means and follow best practices in order to ensure that existing and future services align with priorities; that the full financial cost of operations are understood in order to adequately cover them through appropriate means; and that future needs are anticipated and planned for today.

**Objective:** To ensure operations receive sufficient financial support to provide programs and services to residents.

### Policy Statements

- |            |   |
|------------|---|
| Policy 9.1 | The City will regularly review its services to ensure they align with the City's priorities.  |
| Policy 9.2 | The City will regularly review its operating costs to ensure that services are being delivered effectively and efficiently.   |
| Policy 9.3 | The full financial cost of service provision, including long-term staffing requirements, will be understood and considered by Council and administration when making investment decisions.      |
| Policy 9.4 | The City will set taxes, fees and charges to achieve full cost recovery, where appropriate, for operating costs. Ongoing operating costs will not be covered through reserves, debt, or grants. |

# MONTHLY HIGHLIGHT REPORTS



**DATE :** December 2, 2015  
**TO :** Committee of the Whole  
**FROM:** Manager of Building Inspection & Bylaw Services  
**HIGHLIGHTS:** For the Month of November, 2015

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❖ **Bylaw Office Review**

- ❖ Following up on complaints
- ❖ Following up on Bylaw Schedules
- ❖ Working on several Unsightly Properties
- ❖ Working on Zoning Bylaw review

❖ **Building Inspections Review**

- ❖ Following up on existing Building Permits
  - ❖ 1 New permit this month - Home Renovations
  - ❖ 1 Permit renewal this month - Single Family Dwelling
  - ❖ 3 Commercial Permits
    - 1 Restaurant
    - 1 Warehouse upgrades
    - 1 Storage Building – Learning Garden
  - ❖ Building Permits in 2015 have now exceeded 1.57 million dollars in construction value.
-



# MONTHLY HIGHLIGHT REPORTS



**DATE :** December 14, 2015  
**TO :** Committee of the Whole  
**FROM:** Chief Financial Officer  
**HIGHLIGHTS :** For the Month of November, 2015

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- ❖ Wrapping up City Hall fire claim
  - ❖ Preparing for audit – starting year end account reconciliations, preparing for year-end inventory
  - ❖ Working with Urban Systems on Financial Management Policy
  - ❖ Wrapping up Spray Park capital project
  - ❖ Attended RDKB Financial Plan discussions with Councillor Krog
  - ❖ Responding to requests from media, Ombudsperson, taxpayers, other municipalities
  - ❖ Labour Management meetings
  - ❖ Working on Purchasing Policy amendment, Electrical Rates Amendment and 2015 Financial Plan amendment for presentation at January COTW
  - ❖ Restructuring Chart of Accounts in preparation for entry to Asset Management software
-

# MONTHLY HIGHLIGHT REPORTS



**DATE:** December 4<sup>th</sup>, 2015  
**TO:** Committee of the Whole  
**FROM:** Corporate & Legislative Services  
**HIGHLIGHTS:** For the Month of November, 2015

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- ❖ Prepared and facilitated Council Meetings for November, 2015
- ❖ Dealt with the ongoing Human Resources Requirements for the organization
- ❖ Provided support to community events for November: Remembrance Day,
- ❖ Commencing cross referencing of all City bylaws as part of records retention process
- ❖ Performed Acting Chief Administrative Officer and Acting Corporate Officer roles- last week in November
- ❖ Prepared communications for Year in review
- ❖ Developed annual workplans
- ❖ Developing Success Stories brochure for land sales
- ❖ Prepared and organized marketing booth and material for Vancouver Giants hockey games

# MONTHLY HIGHLIGHT REPORTS



- ❖ Started preparations for Christmas Light up
- ❖ Organized holiday celebrations for staff and council

# MONTHLY HIGHLIGHT REPORTS



**DATE:** December 14, 2015  
**TO:** Committee of the Whole  
**FROM:** Manager of Development & Engineering  
**HIGHLIGHTS:** For the Month of November, 2015

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- ❖ Completed Construction on the Rotary Spray Park Project
- ❖ Completed the Eastside Reservoir Structure Study
- ❖ Continued the Design Options for the WWTP – UV Disinfection Project
- ❖ Completed the Dike Inspections and Reporting
- ❖ Received 2 Development Enquiries
- ❖ Received 1 Re-Zoning Application
- ❖ Received 1 Enquiry Regarding City Owned Property
- ❖ Received 1 Development Permit Application
- ❖ Received 1 Development Variance Permit Application
- ❖ Continued Operating and Capital Budgeting for 2016
- ❖ Continued Implementation of the Asset Management and GIS Software

# MONTHLY HIGHLIGHT REPORTS



**DATE :** December 3, 2015  
**TO :** Committee of the Whole  
**FROM:** Fire Chief  
**HIGHLIGHTS :** For the Month of November, 2015

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- ❖ Calls for November: 50 total: 8 Fire, 6 Rescue, 36 First Responder  
Year-to-date (to Oct 29): 559.
- ❖ Public meeting on Nov 10 regarding fire protecting in the North Fork area  
w/RDKB CAO and Area D Director.
- ❖ Staff and volunteers participated in Remembrance Day ceremony.
- ❖ Participated in rescue practice with Interfor First Aid team at a simulated  
fall in a safety harness on Nov 21.
- ❖ Started "Fire Academy 12" program in partnership with School District 12  
with 5 participating students.
- ❖ Upgraded volunteer benefits plan to include family coverage (from  
individual).
- ❖ Volunteers participated as servers and table bussers at Community  
Christmas Hamper fundraiser dinner on Nov 28.
- ❖ Hazardous Materials Awareness training on Nov 28 to meet requirements  
of the OFC training playbook, with another session to be held Dec 5.

# MONTHLY HIGHLIGHT REPORTS





# MONTHLY HIGHLIGHT REPORTS



**DATE :** December 14, 2015

**TO :** Committee of the Whole

**FROM:** Manager of Operations

**HIGHLIGHTS :** For the Month of November 2015

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## **Public Works**

- ❖ Shouldering
- ❖ Fall cleanup / leaf pickup
- ❖ Snow removal
- ❖ Preparation for Gyro Park Light up/Santa parade

## **Water/Sewer**

- ❖ Water metering project
- ❖ Sewer service repairs
- ❖ Fortis power transfer @ Contact Chamber

## **Electrical**

- ❖ Christmas pole mount decorations
- ❖ Electrical Service Upgrade for downtown business
- ❖ Gyro Park light up

# MONTHLY HIGHLIGHT REPORTS



## Capital

- ❖ Library L.E.D. lighting project complete
  - ❖ PCB transformer removal 95% complete
  - ❖ Headworks auger screener project 60% complete
  - ❖ Fuel pump and software replacement
  - ❖ Water and Sewer Scada complete
  - ❖ Generator at 525 Central complete
  - ❖ Recloser controls for substation 30% complete
  - ❖ Riverside reconductor project 90% complete
-

# REQUEST FOR DECISION

— COMMITTEE OF THE WHOLE —



**To:** Committee of the Whole  
**From:** Chief Financial Officer  
**Date:** December 14, 2015  
**Subject:** Bylaw 2019 – The City of Grand Forks 2016 Revenue Anticipation Borrowing Bylaw  
**Recommendation:** RESOLVED THAT the Committee of the Whole recommends to Council to give the first three readings to Bylaw 2019 – 2016 Revenue Anticipation Borrowing Bylaw at the December 14, 2015 Regular meeting of Council.

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## **BACKGROUND:**

The Community Charter gives municipalities the authority to borrow money to cover obligations during the period between the beginning of the fiscal year (January 1) and the property tax payment due date of the first working day after July 1.

Although the City has enough cash on hand to cover its obligations for a considerable length of time, the adoption of an annual Revenue Anticipation Bylaw is a requirement of the City's banking contract with the Grand Forks and District Credit Union as it covers the City's overdraft.

Bylaw 2019 is the City's proposed 2016 Revenue Anticipation Borrowing Bylaw.

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## **Benefits or Impacts of the Recommendation:**

**General:** This bylaw is a Statutory and Contractual requirement which allows for coverage of the City's overdraft.

**Strategic Impact:** N/A

**Financial:** The City currently has \$2 million in overdraft protection.

**Policy/Legislation:** This is an annual bylaw which is covered under Section 177 of the Community Charter and fulfils the requirement of the banking agreement with the Credit Union.

**Attachments:** Bylaw 2007 "The City of Grand Forks 2015 Revenue Anticipation Borrowing Bylaw"

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# REQUEST FOR DECISION

— COMMITTEE OF THE WHOLE —



**Recommendation:**

RESOLVED THAT the Committee of the Whole recommends to Council to give the first three readings to Bylaw 2019 – 2016 Revenue Anticipation Borrowing Bylaw at the December 14, 2015 Regular meeting of Council.

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**OPTIONS:**

1. COTW COULD CHOOSE TO SUPPORT THE RECOMMENDATION.
2. COTW COULD CHOOSE TO NOT SUPPORT THE RECOMMENDATION.
3. COTW COULD CHOOSE TO REFER THE REPORT BACK TO STAFF FOR MORE INFORMATION.

THE CORPORATION OF THE CITY OF GRAND FORKS

**BYLAW NO. 2019**

**A Bylaw Authorizing the Corporation of the City of Grand Forks  
to Borrow the Sum of Two Million Dollars to Meet the  
Current Year's Expenditures**

=====

**WHEREAS** pursuant to Section 177 of the Community Charter, the Council of a Municipality may, by bylaw, provide for the borrowing of such sums of monies as may be necessary to meet the current lawful expenditures of the Municipality;

**NOW THEREFORE**, the Council of the Corporation of the City of Grand Forks, in open meeting assembled, **ENACTS**, as follows:

1. It shall be lawful for the Corporation of the City of Grand Forks to establish a line of credit to borrow upon the credit of the City, from the Grand Forks Credit Union, the sum, at any one time, of up to Two Million Dollars (\$2,000,000.00) in such amounts and at such times as may be required, bearing interest at a rate not exceeding the rate established for Municipalities, as set by the Grand Forks Credit Union from time to time.
2. That the money borrowed and interest thereon, shall be repaid on or before the 31st day of December 2016.
3. That the amounts so borrowed shall be a liability payable out of the City's revenues for the year ended December 31st, 2016.
4. That the form of the obligation to be given as an acknowledgment of the liability to the Grand Forks Credit Union shall be a promissory note(s) or overdraft lending agreement for sums as may be required from time to time, signed by the Mayor and the Chief Financial Officer of the City and shall bear the Corporate Seal and all such notes(s) or overdraft lending agreements shall be made payable on or before the 31st day of December, 2016.
5. This bylaw may be cited as the **"The City of Grand Forks Revenue Anticipation Borrowing Bylaw - 2016"**.

**Introduced** this 14th day of December, 2015

Read a **FIRST** time this \_\_\_\_ day of \_\_\_\_\_

Read a **SECOND** time this \_\_\_\_ day of \_\_\_\_\_

Read a **THIRD** time this \_\_\_\_ day of \_\_\_\_\_

**FINALLY ADOPTED** this \_\_\_\_ day of \_\_\_\_\_

\_\_\_\_\_  
Frank Konrad – Mayor

\_\_\_\_\_  
D. Heinrich – Corporate Officer

**C E R T I F I C A T E**

I hereby certify the foregoing to be a true and correct copy of Bylaw No. 2019  
as passed by the Municipal Council of the Corporation of the  
City of Grand Forks on the \_\_\_\_ of \_\_\_\_\_.

\_\_\_\_\_  
Corporate Officer of the Municipal Council of the Corporation  
of the City of Grand Forks



# REQUEST FOR DECISION

— COMMITTEE OF THE WHOLE —



**To:** Committee of the Whole  
**From:** Manager of Building Inspection & Bylaw Services  
**Date:** December 3, 2015  
**Subject:** Amendment Bylaw No. 1957 A-4 (Re: Schedule 4 of the Municipal Ticketing and Information Bylaw No. 1957 as it relates to the fineable offence in the Unsightly Premises Bylaw No. 1962)  
**Recommendation:** **RESOLVED THAT** the Committee of the Whole recommends to Council to refer the amendment Bylaw No. 1957-A4 to the January 11, 2016 Council Meeting for the first three readings.

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**BACKGROUND:** In doing some housekeeping of the bylaw amendments in 2015 it was discovered that even though the Schedule 4 of the Municipal Ticketing and Information Bylaw No. 1957 was adopted by City Council, the Amendment Bylaw 1957-A4 related to Schedule 4 had been over looked.

The Unsightly Premises Bylaw No. 1662 was adopted by Council on July 22, 2013.

Schedule 4 was adopted by City council at the March 23, 2015 regular meeting.

The adoption of Bylaw 1957 A-4 will also be required in order to attach the amended Schedule 4 to Municipal Ticketing and Information Bylaw No. 1957. The change is required in order to issue a legitimate ticket in relation to the Unsightly Premises Bylaw No. 1962.

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## **Benefits or Impacts of the Recommendation:**

**General:** This will allow for better control and enforcement of the bylaw with regard to fines as a last resort to obtain compliance.  
**Strategic Impact:** N/A  
**Financial:** N/A  
**Policy/Legislation:** Council has the authority to amend bylaws.  
**Attachments:** Amendment Bylaw 1957 A-4, Schedule 4, Municipal Ticketing and Information Bylaw No. 1957.

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**Recommendation:** **RESOLVED THAT** the Committee of the Whole recommends to Council to refer the amendment Bylaw No. 1957-A4 to the January 11, 2016 Council Meeting for the first three readings.

# REQUEST FOR DECISION

— COMMITTEE OF THE WHOLE —



- 
- OPTIONS:**
1. COTW COULD CHOOSE TO SUPPORT THE RECOMMENDATION.
  2. COTW COULD CHOOSE TO NOT SUPPORT THE RECOMMENDATION.
  3. COTW COULD CHOOSE TO REFER THE REPORT BACK TO STAFF FOR MORE INFORMATION.
- 

	
Department Head or CAO	Chief Administrative Officer

**THE CORPORATION OF THE CITY OF GRAND FORKS**

**BYLAW NO. 1957-A4**

**A Bylaw to Amend the City of Grand Forks  
Municipal Ticket Information Bylaw No. 1957, 2013**

=====

**WHEREAS** Council may, by bylaw, amend the provisions of the Municipal Ticket Information Bylaw No. 1957, pursuant to the Local Government Act;

**AND WHEREAS** Council desires to amend the Municipal Ticket Information Bylaw No. 1957, 2013 by adding a Schedule 4, as described below;

**NOW THEREFORE** Council for the Corporation of the City of Grand Forks, in open meeting assembled, **ENACTS**, as follows:

1. That the Municipal Ticketing Information Bylaw No. 1957, 2013 be amended by adding Schedule 4, as attached.
2. That this bylaw may be cited as the **“City of Grand Forks Municipal Ticket Information Amendment Bylaw No. 1957-A4, 2015”**.

**READ A FIRST TIME** this \_\_\_\_ day of January, 2016.

**READ A SECOND TIME** this \_\_\_\_ day of January, 2016.

**READ A THIRD TIME** this \_\_\_\_ day of January, 2016.

**FINALLY ADOPTED** this \_\_\_\_ day of February, 2016.

\_\_\_\_\_  
Frank Konrad, Mayor

\_\_\_\_\_  
Diane Heinrich – Corporate Officer

**CERTIFICATE**

I hereby certify the foregoing to be a true copy of Bylaw No. 1957-A4 as passed by the  
Municipal Council of the City of Grand Forks on the  
\_\_\_\_\_ day of February, 2016.

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Corporate Officer for the  
Municipal Council of the City of Grand Forks

**SCHEDULE 4**

**OF THE MUNICIPAL TICKETING BYLAW NO. 1957**

**(Amendment Bylaw 1957 – A4, Schedule 4)**

**Bylaw No. 1962 “Unsightly Premises Bylaw”**

<b>COLUMN 1</b>	<b>COLUMN 2</b>	<b>COLUMN 3</b>
Accumulation of Building Materials	3.1 (a)	\$ 100.00
Unlicensed Vehicle	3.1 (b)	\$ 100.00
Parts of a Vehicle	3.1 (b)	\$ 100.00
Accumulation of Rubbish	3.1 (c)	\$ 100.00
Exterior Finishes (buildings)	3.1 (d)	\$ 100.00
Graffiti	3.1 (e)	\$ 100.00
Accumulation of Garbage	3.1 (f)	\$ 100.00
Failure to Comply	5.2	\$ 100.00

**THE CORPORATION OF THE CITY OF GRAND FORKS**  
**MUNICIPAL TICKETING INFORMATION BYLAW NO. 1957**

**A Bylaw to Implement a Municipal Ticket Information Program  
for the Enforcement of Designated Bylaws**

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**WHEREAS** under the provisions of Local Government Act, Council may, by bylaw, provide for the enforcement of certain bylaws by means of a ticket, designate persons as Bylaw Enforcement Officers for the purpose of enforcing bylaws by means of a ticket, designate an offence against a bylaw by means of a word or expression on a ticket, and in consultation with the Chief Judge of the Provincial Court, set fines, not exceeding \$500.00 for contravention of such designated bylaws;

**AND WHEREAS** Council desires to designate those bylaws that may be enforced by means of a ticket, designate offences against those bylaws by means of a word or expression, designate those persons who as Bylaw Enforcement Officers may enforce the bylaws and set fines for contravention of the bylaws;

**NOW THEREFORE** Council of the Corporation of the City of Grand Forks, in open meeting assembled, **ENACTS** as follows:

1. Each bylaw listed in Column 1 of Schedule 1 to this bylaw may be enforced by means of a ticket in the form prescribed for the purpose of the Local Government Act.
2. The persons appointed to the job positions or titles listed in Column 2 of Schedule 1 of this bylaw are hereby designated as Bylaw Enforcement Officers for the purpose of enforcing the bylaws listed in Column 1 of Schedule 1 opposite the respective job positions.
3. The words or expressions listed in Column 1 of the Schedules of this bylaw designate the offence committed under the bylaw section number appearing in Column 2 opposite the respective words or expressions.
4. The amounts appearing in Column 3 of the Schedules of this bylaw are the fines set for the corresponding offences designated in Column 1.
5. This bylaw may be cited as the "**City of Grand Forks Municipal Ticket Information Bylaw No. 1957, 2013**".
6. If any portion of this bylaw is for any reason held to be invalid by a Court of Competent Jurisdiction, the invalid portion shall be severed and the portion that is invalid shall not affect the validity of the remainder of this bylaw.



**INTRODUCED** this 10th day of June, 2013.

Read a **FIRST** time this 24th day of June, 2013.

Read a **SECOND** time this 24th day of June, 2013.

Read a **THIRD** time this 24th day of June, 2013.

**FINALLY ADOPTED** this 22<sup>nd</sup> day of July, 2013.

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Mayor -Brian Taylor

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Corporate Officer-Diane Heinrich

### **C E R T I F I C A T E**

I hereby certify the foregoing to be a true copy and correct copy of Bylaw 1957, cited as "City of Grand Forks Municipal Ticket Information Bylaw No. 1957, 2013", as passed by the Municipal Council on the 22<sup>nd</sup> day of July, 2013.

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Corporate Officer of the City Council of the  
City of Grand Forks

**SCHEDULE 1**

**COLUMN 1**

**COLUMN 2**

**BYLAW NO.**

**DESIGNATED BYLAW  
ENFORCEMENT OFFICER**

Bylaw No. 1963  
"Noise Control Bylaw"

Bylaw Enforcement Officer  
R.C.M. Police

Bylaw No. 1965  
"Grand Forks Fire and Safety Bylaw"

Fire Chief  
Deputy Fire Chief  
R.C.M. Police

Bylaw No. 1962  
"Grand Forks Unsightly Premises Bylaw"

Building Inspector  
Bylaw Enforcement Officer

Bylaw No. 1959  
"Park Access Bylaw"

Bylaw Enforcement Officer  
R.C.M. Police

Bylaw No. 1956  
"City of Grand Forks Traffic Regulations"

R.C.M. Police  
Bylaw Enforcement Officer

Bylaw No. 1964  
"Grand Forks Building and Plumbing Bylaw"

Building Inspector  
Bylaw Enforcement Officer

Bylaw No 1957  
"Grand Forks Municipal Ticketing Information Bylaw"

Bylaw Enforcement Officer  
R.C.M. Police

**SCHEDULE 2-A1**  
**OF THE MUNICIPAL TICKETING INFORMATION BYLAW NO. 1957**

**(Amendment Bylaw 1957, Schedule 2 – A1)**

**Bylaw No. 1963 “Noise Control Bylaw”**

<b>COLUMN 1</b> <b>Offence</b>	<b>COLUMN 2</b> <b>Section</b>	<b>COLUMN 3</b> <b>Fine</b>
Noise which disturbs	4.1	\$ 100.00
Noise which disturbs (Tenant)	4.2	\$ 100.00
Noise which disturbs (Private Property)	4.2	\$ 100.00
Noise which disturbs (Animal)	4.3	\$ 100.00
Animal Noise	4.4 (a)	\$ 100.00
Amplification Equipment	4.4 (b)	\$ 100.00
Construction Noise	4.4 (c)	\$ 100.00
Diesel Engine	4.4 (d)	\$ 100.00
Amplification Equipment	4.4 (b)	\$ 100.00
Off Road Vehicle	4.4 (e)	\$ 100.00
Construction Noise (Weekdays)	6.1 (a)	\$ 100.00
Construction Noise (Restricted Hours)	6.1 (b)	\$ 100.00
Construction Noise (Saturdays)	6.1 (c)	\$ 100.00
Construction Noise (Sundays)	6.1 (d)	\$ 100.00

**SCHEDULE 3****Bylaw No. 1320 "Grand Forks Fire & Life Safety Bylaw"**

COLUMN 1	COLUMN 2	COLUMN 3
Offence	Section	Fine
Failure to remove fire hazard	6.2	\$100.00
Failure to remove threat to life safety	6.2	\$100.00
Unauthorized disposal of dangerous material	6.3	\$150.00
Failure to report discharge of dangerous goods	6.4	\$150.00
Failure to clean vacant building	6.7	\$200.00
Failure to secure vacant building	6.7	\$200.00
Failure to remove debris from fire damaged building	6.8	\$100.00
Failure to secure fire damaged building	6.8	\$200.00
Unsafe fire doors/shutters	6.9	\$100.00
Unsafe elevator shaft	6.10	\$100.00
Improper use of ventilating shaft	6.11	\$100.00
Failure to maintain safe chimney	6.12	\$100.00
Unsafe deposit of combustible material	6.13	\$100.00
Unsafe storage of combustible material	6.13	\$100.00
Unsafe deposit of ashes	6.14	\$100.00
Failure to maintain hydrant/private property	6.16(1)	\$100.00
Unsafe transport of dangerous goods	6.20(1)	\$150.00
Unsafe storage of hazardous materials	6.20(2)	\$150.00
Unsafe handling of hazardous material	6.20(2)	\$150.00

**SCHEDULE 3** (continued)

**Bylaw No. 1320 "Grand Forks Fire & Life Safety Bylaw"**

COLUMN 1	COLUMN 2	COLUMN 3
Offence	Section	Fine
Obstructing fire personnel	7.4	\$150.00
Parked obstructing access	7.4(1)	\$100.00
Parked obstructing exit	7.4(2)	\$100.00
Parked within 6m of hydrant	7.4(3)	\$100.00
Driving over equipment	7.4(4)	\$100.00
Burning without permit	8.1	\$200.00
Discharge of fireworks without permit	9.1(1)	\$100.00
Sale of fireworks	9.1(2)	\$100.00
Discharge of fireworks on street	9.3(3)	\$100.00

**SCHEDULE 4**  
**OF THE MUNICIPAL TICKETING BYLAW NO. 1957**  
**(Amendment Bylaw 1957-A4, Schedule 4)**

**Bylaw No. 1962 “Unsightly Premises Bylaw”**

<b>COLUMN 1</b>	<b>COLUMN 2</b>	<b>COLUMN 3</b>
Accumulation of Building Materials	3.1 (a)	\$ 100.00
Unlicensed Vehicle	3.1 (b)	\$ 100.00
Parts of a Vehicle	3.1 (b)	\$ 100.00
Accumulation of Rubbish	3.1 (c)	\$ 100.00
Exterior Finishes (buildings)	3.1 (d)	\$ 100.00
Graffiti	3.1 (e)	\$ 100.00
Accumulation of Garbage	3.1 (f)	\$ 100.00
Failure to Comply	5.2	\$ 100.00



**SCHEDULE 5**

**Bylaw No. 1959 "Park Access Bylaw to Regulate the use of  
Parks, Trails, Beaches and Boulevards"**

COLUMN 1	COLUMN 2	COLUMN 3
Offence	Section	Fine
- In park between 11:00 p.m. and 5:00 a.m.	3	\$ 50.00
- Camping in park	4	\$ 50.00
- Use of bow and arrow/sling-shot/boomerang/ weapon in park	5	\$ 100.00
- Unauthorized removal of gravel/sand/soil	6	\$ 100.00
- Littering	7	\$ 50.00
- Unauthorized fire on beach	8	\$ 50.00
- Vandalism	11	\$ 100.00
- Vandalism of sign	12	\$ 100.00
- Vandalism of tree	13	\$ 100.00
- Unauthorized playing golf in park	14	\$ 100.00
- Animal on beach	15	\$50.00
- Vehicle in park	18	\$ 50.00
- Possession or consumption of alcohol in a park or public area.	20	\$50.00

## **SCHEDULE 6**

### **Bylaw No. 1956 "City of Grand Forks Traffic Regulation Bylaw"**

<b>COLUMN 1 Offence</b>	<b>COLUMN 2 Section</b>	<b>COLUMN 3 Fine</b>
- Parking within six meters of crosswalk	4.01(a)	\$ 50.00
- Parking within a bus zone	4.01(b)	\$ 50.00
- Parking within 5m of a fire hydrant	4.01(c)	\$ 50.00
- Parking along yellow painted curb/roadway with yellow painted lines	4.01(d)	\$ 50.00
- Parking in contravention of a traffic control device	4.01(e)	\$ 50.00
- Parking in contravention of highway lines/markings/signs	4.01(f)	\$ 50.00
- Parking in a lane in excess of 15 minutes	4.01(g)	\$ 50.00
- Parking on highway where pavement is 6m or less in width	4.01(h)	\$ 50.00
- Parking on sidewalk/boulevard	4.01(i)	\$ 50.00
- Parking obstructing/impeding traffic on highway	4.01(j)	\$ 50.00
- Parking vehicle with right side more than 30cm from face of curb	4.01(k)	\$ 50.00
- Parking on left side of highway opposite direction of normal traffic	4.01(l)	\$ 50.00
- Parking in front of/within 1m of driveway/private road	4.01(m)	\$ 50.00
- Parking vehicle including trailer in excess of 6m in angle parking	4.01(n)	\$ 50.00
- Parking to offer commodities/display vehicle for sale	4.01(o)	\$ 50.00
- Parking within 2m of intersecting lane	4.01(p)	\$ 50.00

SCHEDULE 6 continued

COLUMN 1 Offence	COLUMN 2 Section	COLUMN 3 Fine
- Parking at angle to street lines	4.01(q)	\$ 50.00
- Parking 72 consecutive hours	4.01(s)	\$ 50.00
- Parking in a Fire zone	4.01(t)	\$50.00
- Parking in Loading zone	4.01(u)	\$ 50.00
- Parking on a bridge	4.01(v)	\$ 50.00
- Parking on walkway/crosswalk	4.01(w)	\$ 50.00
- Parking in Disabled zone without permit	4.01(x)	\$ 50.00
-Parking an unlicensed vehicle, recreational vehicle or trailer on Municipal property, Boulevard or Road-right-of-way	4.01(y)	\$ 50.00
- Parking overnight in a Municipal Park other than the Municipal Campground– recreational vehicles, campers, commercial vehicles and trailers whether or not attached to a vehicle	4.01(z)	\$50.00
- Overtime parking	4.05	\$ 50.00
- Truck off truck routes	9.03	\$100.00
- Truck parking on residential streets	9.05	\$ 50.00
- Prohibited construction on road allowance	9.07(a)	\$100.00
- Engaging in sport/amusement/exercise/ occupation on highway	10.02(a)	\$ 50.00
- Unnecessarily delay vehicle	10.02(b)	\$ 50.00
- Cause obstruction on highway	10.02(c)	\$ 50.00

SCHEDULE 6 continued

COLUMN 1 Offence	COLUMN 2 Section	COLUMN 3 Fine
- Coast/slide/rollerskate/skateboard/sleigh/skate/ ski on highway	10.02(d)	\$ 50.00
- Vandalism of traffic control device	14.02	\$100.00
- Littering on a highway	14.05	\$ 50.00
- Debris from property on road	14.06	\$100.00
- Prohibited water on highway	14.07	\$ 50.00
- Damaging a highway	14.08	\$100.00
- Failure to remove snow/ice from sidewalk	14.09	\$ 50.00
-Depositing snow/ice on a highway or lane	14.12	\$ 50.00

**SCHEDULE 7**

**Bylaw No. 1257 "Commercial Vehicle Licencing Bylaw"**

COLUMN 1	COLUMN 2	COLUMN 3
Offence	Section	Fine
Operating vehicle without licence	3	\$75.00
Failure to affix licence	14	\$50.00
Improper display of licence	14	\$50.00

**SCHEDULE 8**

**Bylaw No. 1384 "City of Grand Forks Fire Business Licence Bylaw"**

COLUMN 1	COLUMN 2	COLUMN 3
Offence	Section	Fine
Operating business without a licence	401	\$100.00
Failure to post licence	404	\$ 50.00
Failure to notify of change	405	\$100.00
Failure to transfer licence	409	\$100.00



**SCHEDULE 9**

**Bylaw No. 1206 "Grand Forks Zoning Bylaw"**

COLUMN 1	COLUMN 2	COLUMN 3
Offence	Section	Fine
Unauthorized sign	310(2)	\$100.00

## **SCHEDULE 10**

### **Bylaw No. 1967 "Grand Forks Deer Feeding Bylaw"**

COLUMN 1	COLUMN 2	COLUMN 3
Offence	Section	Fine
First Offence		
Feeding Deer with Food as described in the Definitions	3.1	\$ 50.00
Second Offence		
Feeding Deer with Food as described in the Definitions	3.1	\$100.00
Third Offence		
Feeding Deer with Food as described in the Definitions	3.1	\$ 150.00

2. That this bylaw may be cited as the "Amendment to the City of Grand Forks Municipal Ticket Information Bylaw No. 1957 A-1, 2013".

**SCHEDULE 11**

**Bylaw No. 1973 "Water Regulations Bylaw"**

COLUMN 1	COLUMN 2	COLUMN 3
Offence	Section	Fine
Unrecorded usage of water from the Waterworks System	2.9	\$ 750.00

2. That this bylaw may be cited as the "City of Grand Forks Municipal Ticket Information Amendment Bylaw No. 1957 A-2, 2014".

**SCHEDULE 12 – A3**  
**OF THE MUNICIPAL TICKETING BYLAW NO. 1957**  
**(Amendment Bylaw 1957, Schedule 12 – A3)**

**Bylaw No. 1973 “Water Regulations Bylaw”**

<b>COLUMN 1</b>	<b>COLUMN 2</b>	<b>COLUMN 3</b>
Stage 1 Regulation -- Water Outside of Hours		
First Offence	12.12	\$ 50.00
Second Offence	12.12	\$ 100.00
Third Offence	12.12	\$ 150.00
Stage 2 Regulation -- Water Outside of Hours		
First Offence	12.12	\$ 100.00
Second Offence	12.12	\$ 200.00
Third Offence	12.12	\$ 300.00
Stage 3 Regulation -- Water Outside of Hours		
First Offence	12.12	\$ 150.00
Second Offence	12.12	\$ 300.00
Third Offence	12.12	\$ 450.00
Stage 4 Regulation – No Watering		
All Offences	12.12	\$ 600.00