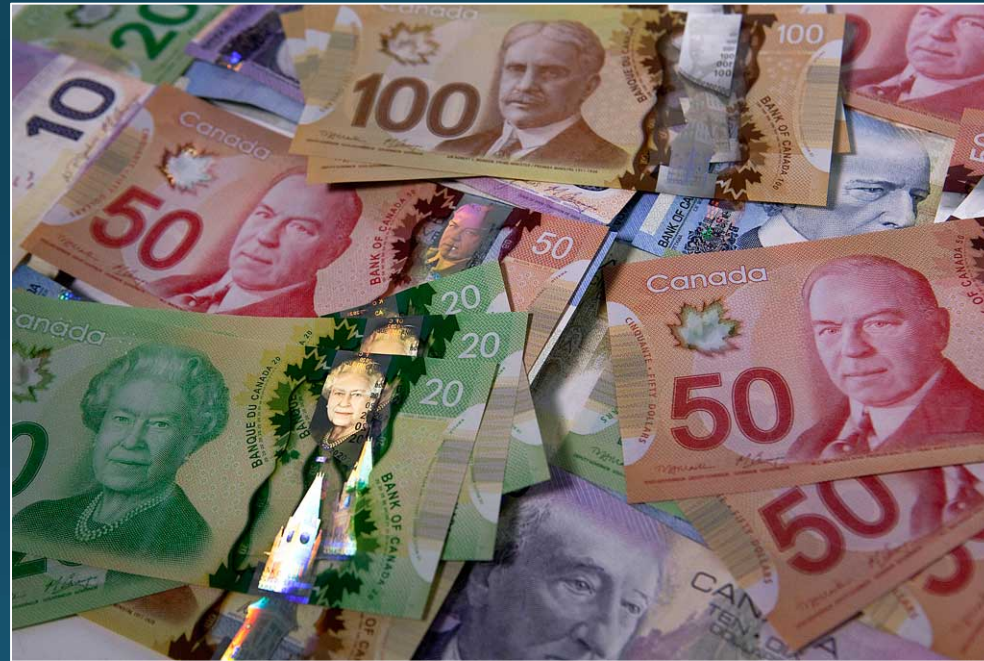


Finance Management II

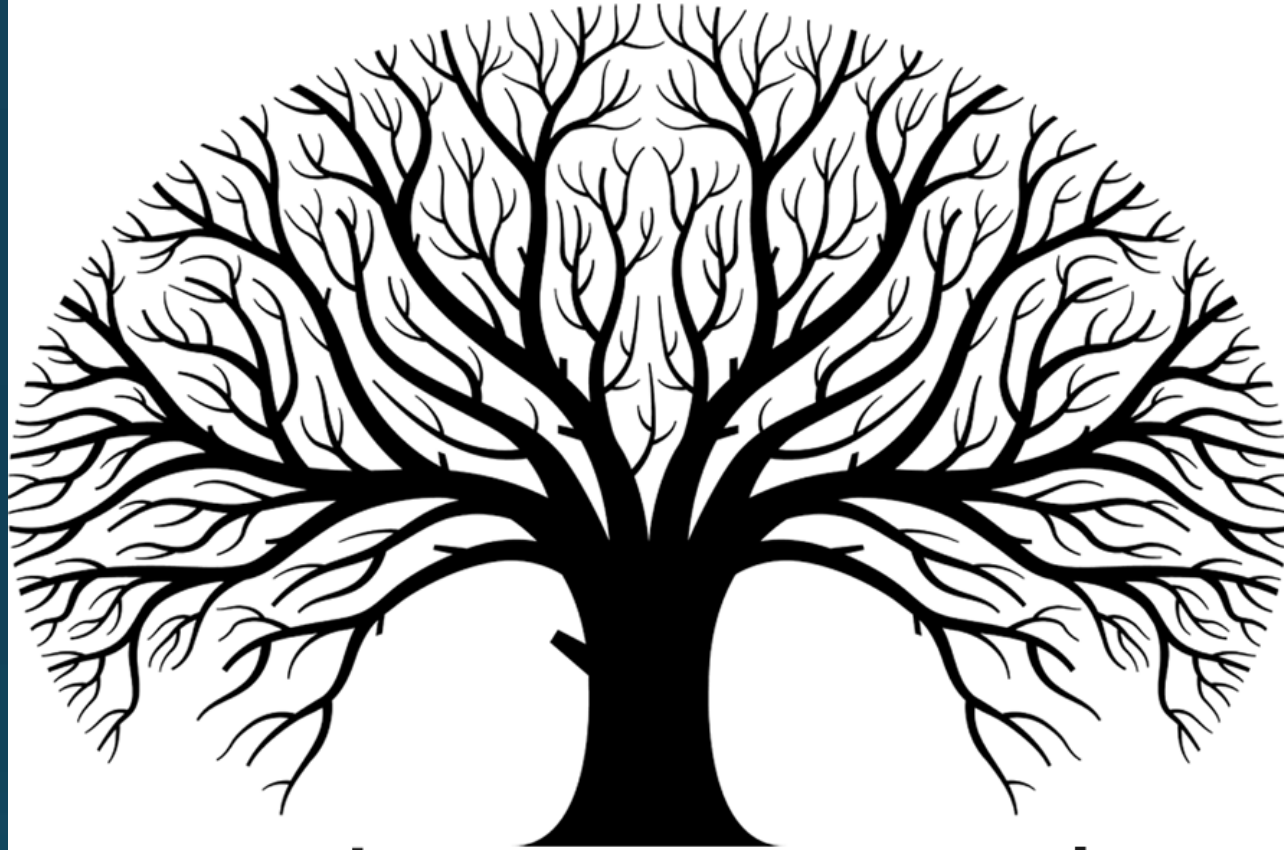
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Jerry Berry

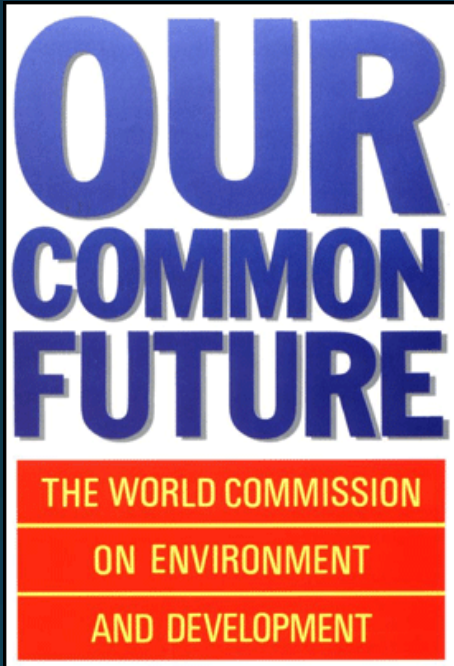


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**"A society grows great when
old men plant trees whose
shade they know they shall
never sit in." Greek Proverb**



“Good City management requires decentralization
— of funds, political power,
and personnel — to local authorities,
which are best placed to appreciate
and manage local needs.”

SECTION THREE: ECONOMICS OF CITIES

High quality infrastructure has a pervasive and long-lasting impact on the economy—it is critical in encouraging private sector investment, for improving Canada's ability to attract foreign investment and boosting international trade.

(CANADIAN CHAMBER OF
COMMERCE, 2006)



OUR CITIES, OUR FUTURE

Addressing the fiscal imbalance
in Canada's cities today



— • • • • • —
BIG CITY MAYORS' CAUCUS
JUNE 2006



SECTION FOUR: ADDRESSING THE MUNICIPAL FISCAL IMBALANCE

Accountability and clarity of roles and responsibilities require that each order of government have access to the revenue required to fulfill its roles and responsibilities.

(GOVERNMENT OF CANADA, 2006b)



OUR CITIES, OUR FUTURE

Addressing the fiscal imbalance
in Canada's cities today



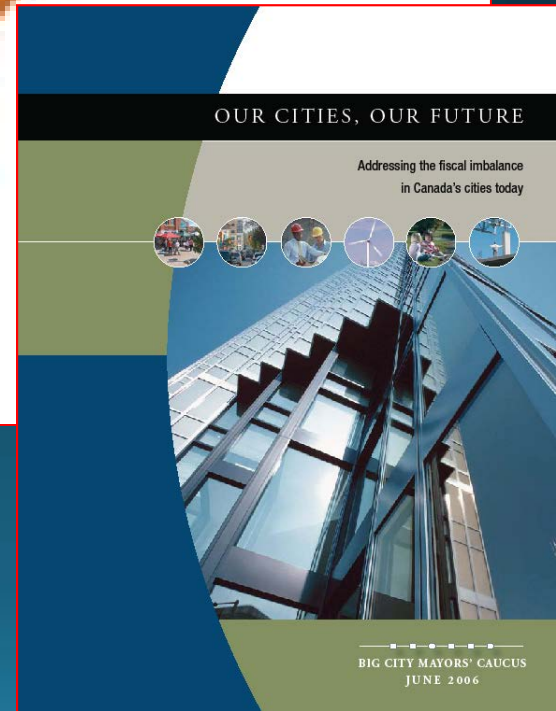
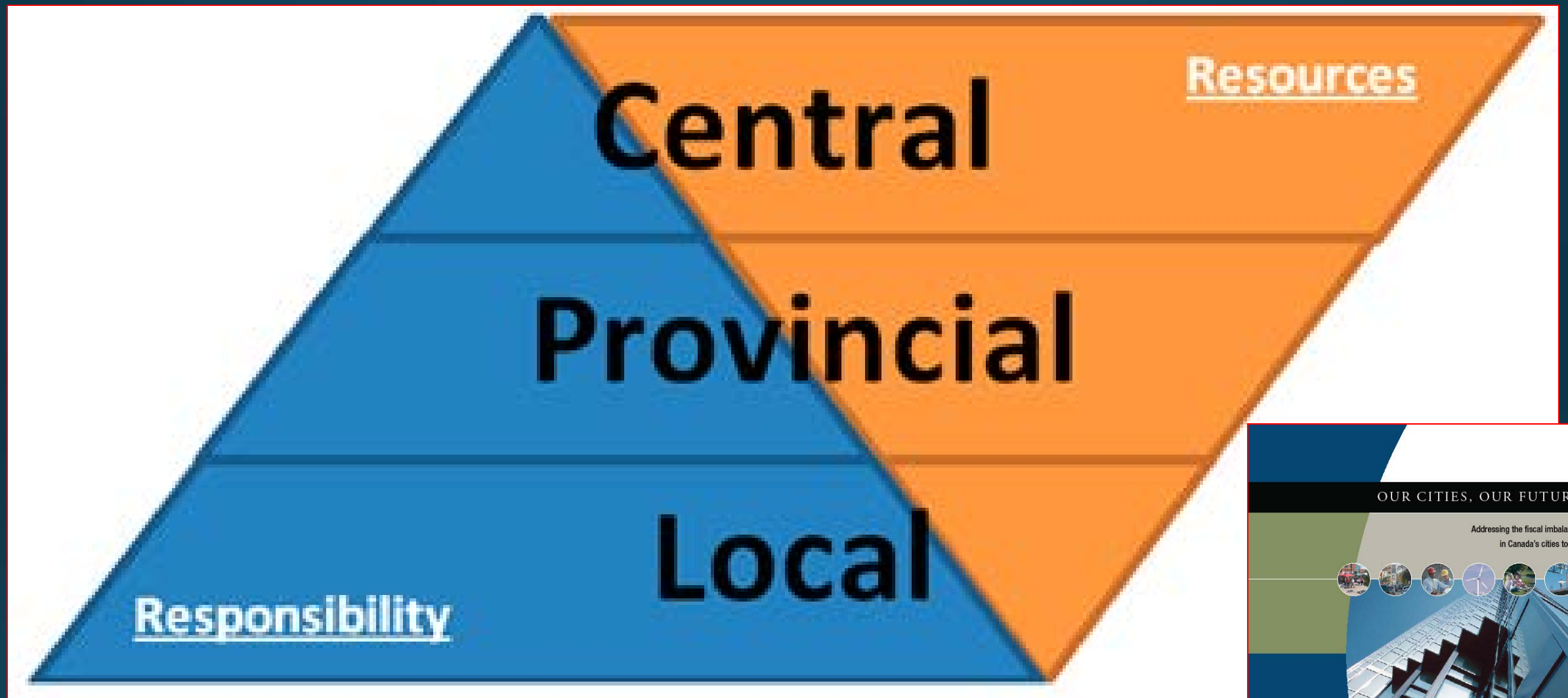
— • • • • • —
BIG CITY MAYORS' CAUCUS
JUNE 2006

Role Confusion



“Many of the problems in our cities are not problems of our cities, and it is inappropriate and unreasonable to expect them to be resolved by city governments acting alone.”

*Urban Canada: Problems and Prospects; Lithwick, N.H.;
as cited in Local Government in Canada 7th ed.; Tindal and Tindal*





BCNA Act / Constitution Act

Drafted in 1864 and signed by Queen Victoria in 1867

“8. Municipal Institutions in the Province.”

After two centuries characterized by colonial / provincial paternalism and federal indifference most municipalities have fallen into

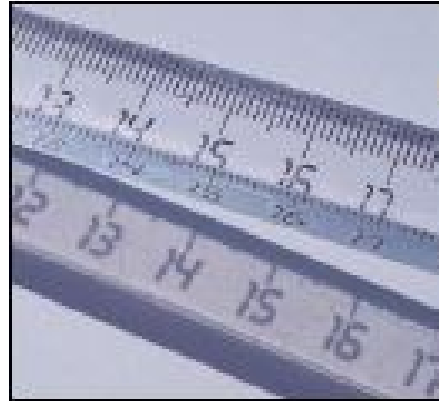


Comfortable Subordination



IMMEDIATELY UPON BEING ELECTED, MY GOVERNMENT WILL BEGIN CONSULTATIONS WITH THE PROVINCES AND MUNICIPAL REPRESENTATIVES WITH THE INTENTION TO REACH A LONG-TERM, COMPREHENSIVE AGREEMENT, ADDRESSING BOTH THE VERTICAL AND HORIZONTAL FISCAL IMBALANCE. THIS WILL BE A MAJOR PRIORITY OF OUR GOVERNMENT AND HAS TO BE RESOLVED SO THAT OTHER LEVELS OF GOVERNMENT CAN OPERATE WITHOUT THE ACCUMULATION OF DEBT.

January 12, 2006 letter from then-Opposition Leader Stephen Harper to Premier Ralph Klein (Chair of the Council of the Federation)



Problematic Property Tax

**Why the Property Tax Fails to Measure Up
and What to Do About It**

Casey G. Vander Ploeg
Senior Policy Analyst

November 2008

Canada*West*
FOUNDATION

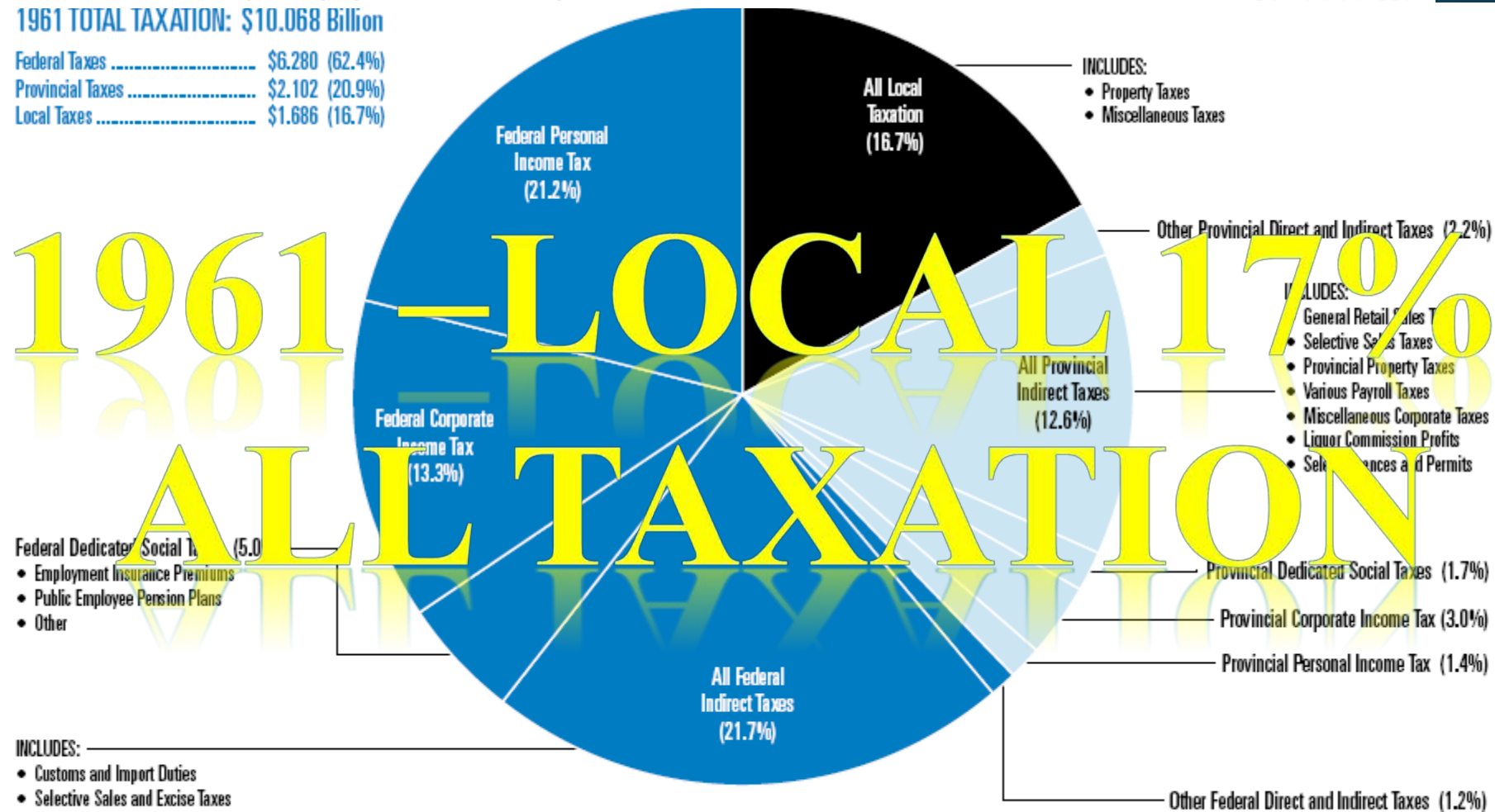
All Local taxation -1961

PROBLEMATIC PROPERTY TAX: Why the Property Tax Fails to Measure Up and What to Do About It

CanadaWest

1961 TOTAL TAXATION: \$10.068 Billion

Federal Taxes	\$6.280	(62.4%)
Provincial Taxes	\$2.102	(20.9%)
Local Taxes	\$1.686	(16.7%)

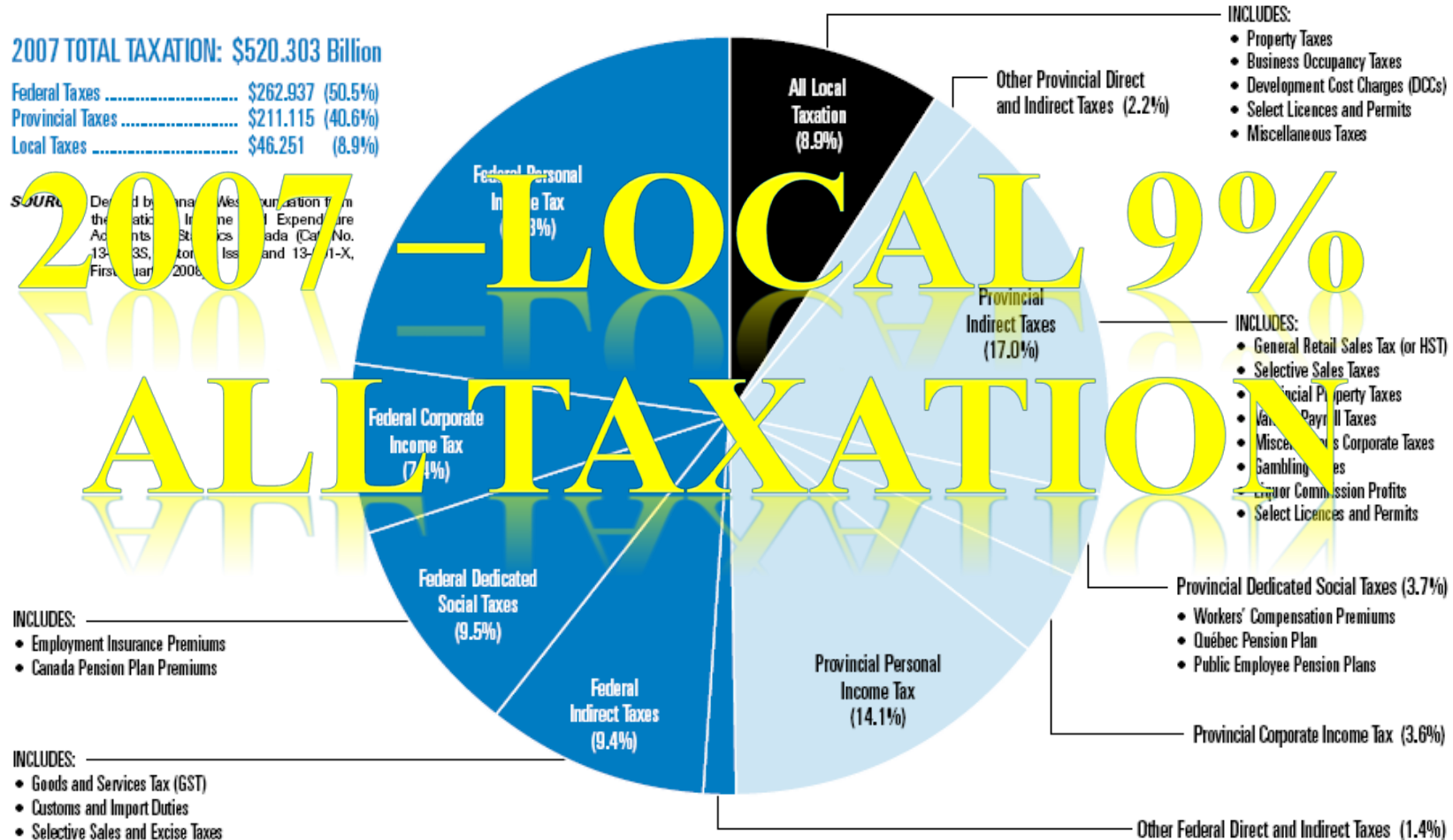


All Local taxation -2007

PROBLEMATIC PROPERTY TAX: Why the Property Tax Fails to Measure Up and What to Do About It

CanadaWest

FIGURE 1: Federal, Provincial, and Local Taxes in Canada
(2007 and 1961 in Nominal \$ Billions)



Taxes as a % of GDP by Government, 1961-2007

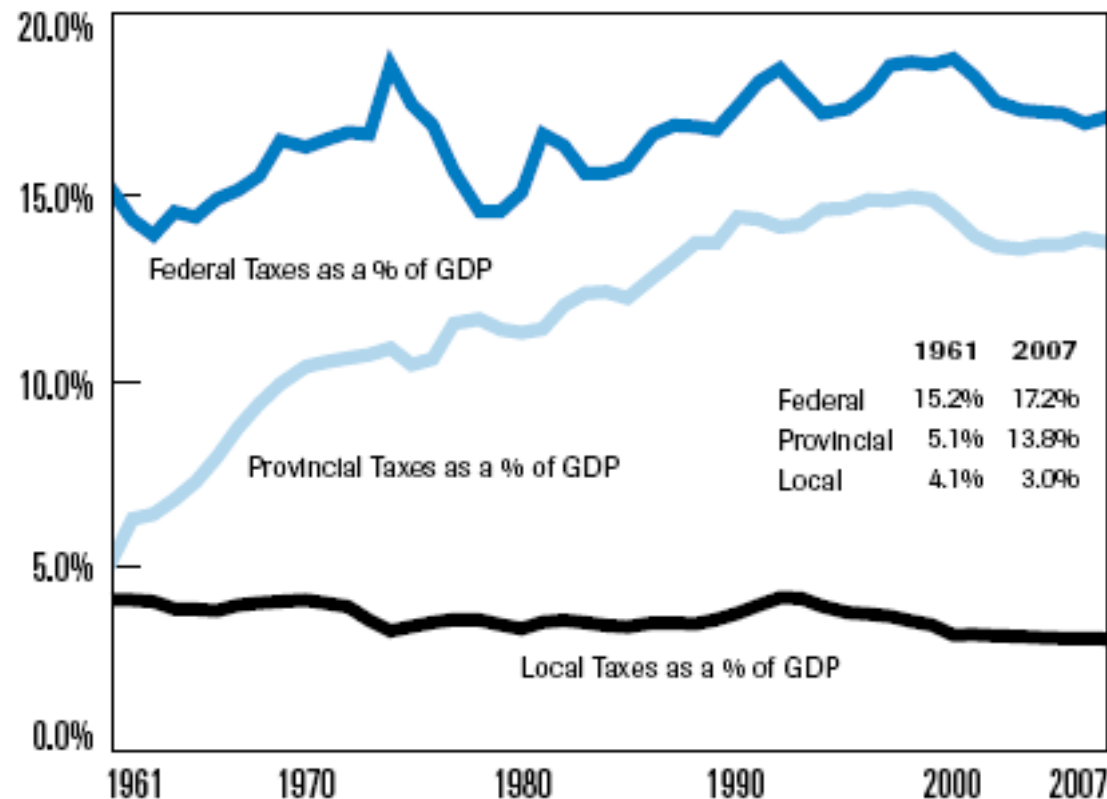
PROBLEMATIC PROPERTY TAX: Why the Property Tax Fails to Measure Up and What to Do About It

CanadaWest

Federal

Provincial
Local

CHART 3: Taxes as a % of GDP by Order of Government, 1961-2007



SOURCE: Derived by Canada West Foundation from the National Income and Expenditure Accounts of Statistics Canada (Cat. No. 13-21-3S, Historical Issue and 13-001-X, First Quarter 2008).

LOCAL GOVERNMENT IS EVERYWHERE!!



Source: Robert Bish and Eric Clemens, Local Government in British Columbia (4th Edition), UBCM, 2008

Liquor Licensing
Treaty Process
Homeless/Health/Social Issues
Legal Injection Sites
Marijuana Production
Railway Safety
Groundwater
Tankers
Pipelines
LNG
Global Warming
Search and Rescue

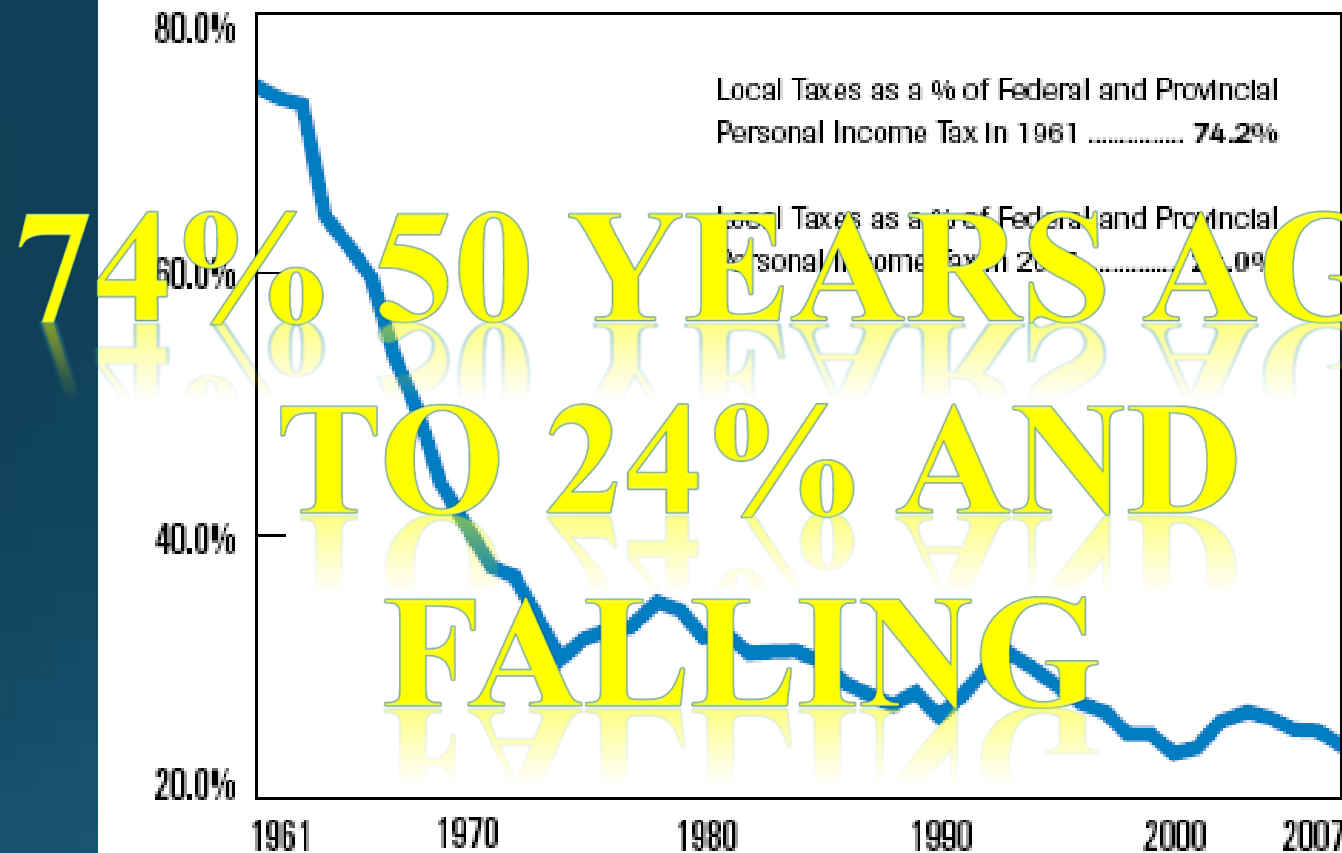


Local Taxes as a % of Income Taxes Tax, 1961-2007

PROBLEMATIC PROPERTY TAX: Why the Property Tax Fails to Measure Up and What to Do About It

CanadaWest

CHART 2: Local Tax as a % of Federal and Provincial Personal Income Tax, 1961-2007



SOURCE: Derived by Canada West Foundation from the National Income and Expenditure Accounts of Statistics Canada (Cat. No. 13-21-3S, Historical Issue and 13-001-X, First Quarter 2008).

As things stand,
Municipalities and Regions not
Financially Sustainable!



"CANADA'S QUALITY OF LIFE AND ECONOMIC COMPETITIVENESS DEPEND IN PART ON HAVING RELIABLE, EFFICIENT INFRASTRUCTURE THAT IS PROVIDED IN LARGE PART BY THE MUNICIPAL, PROVINCIAL, TERRITORIAL AND FEDERAL GOVERNMENTS."

Federal Budget 2006, Restoring Fiscal Balance in Canada – Focusing on Priorities.





[NEWS](#)[OPINION](#)[BUSINESS](#)[SPORTS](#)[ENTERTAINMENT](#)[LIFE](#)[HEALTH](#)[TECHNOLOGY](#)[TRAVEL](#)

B.C. municipalities forced to pick up tab after federal, provincial downloads: report

BY DIRK MEISSNER, THE CANADIAN PRESS SEPTEMBER 18, 2014 8:37 AM

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STORY

PHOTOS (1)



British Columbia's municipalities are paying more than their fair share of policing, housing, waste and water-treatment costs as the federal and provincial governments funnel the financial burden downward, says a report released Thursday.

Photograph by Lyle Stafford, timescolonist.com

MORE ON THIS STORY

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- Metro Vancouver worried new bridge could harm Deas Island park
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Aging Infrastructure, Aging Citizens, Aging Systems



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GEOFF NORQUAY
Health-care funding: How Harper views the Canadian federation

GEOFF NORQUAY
 Special to Globe and Mail Update
 Published Friday, Dec. 23, 2011 2:00AM EST
 Last updated Friday, Dec. 23, 2011 6:25PM EST

“Much of the history of our federation has been defined by the mismatch between provincial responsibilities and their corresponding tax authorities.”

IN TUESDAY'S NEWSPAPER
RAMP UP YOUR FASHION KUNG FU

THE VANCOUVER SUN

NEWS | OPINION | BUSINESS | SPORTS | ENTERTAINMENT | LIFE | TECHNOLOGY | TRAVEL | TOPICS | JOBS

On the 2nd day of Christmas, iTunes and The Vancouver Sun will be giving away five TV episodes including Rookie Blue and more! [Click here](#)

'Solutions' to Canadian health care problems to be left to provinces: Harper

BY MARK KENNEDY, POSTMEDIA NEWS DECEMBER 25, 2011

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THE GLOBE AND MAIL

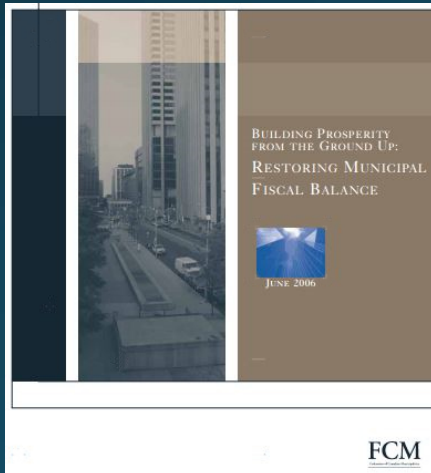
Geoff Norquay
 Friday, Dec 23, 2011

Key Findings

- Federal government expenditures in constant dollars per capita have been declining, while revenues have been increasing. Provincial and territorial government expenditures have been increasing at a somewhat slower rate than revenues. Only municipal government expenditures have been increasing at a faster rate than revenues.
- Municipal government expenditures have been increasing more rapidly than either federal or provincial government expenditures. The annual average growth rate in revenues, however, has been highest for the provincial and territorial governments.
- The pattern of municipal government spending changed over the 16-year period, with a growing emphasis on environmental and protection services at the expense of roads and public transit.
- Federal and provincial tax revenues in constant dollars per capita increased over this 16-year period, while local tax revenues remained fairly flat.
- Federal and provincial/territorial governments rely on personal income taxes, corporate income taxes and consumption taxes, as well as on other tax and non-tax revenues. Some provincial governments also levy a property tax. Municipal governments rely largely on the property tax, plus user fees and provincial and federal transfers. This suggests that it may be more difficult to prove a provincial/territorial fiscal imbalance exists than a municipal one, because provincial and territorial governments have the same revenue-raising tools as the federal government.
- A greater increase in the relative importance of provincial property taxes for education and a relatively smaller increase in municipal property taxes may suggest some crowding out of municipal property tax room by the provincial property tax in some provinces.

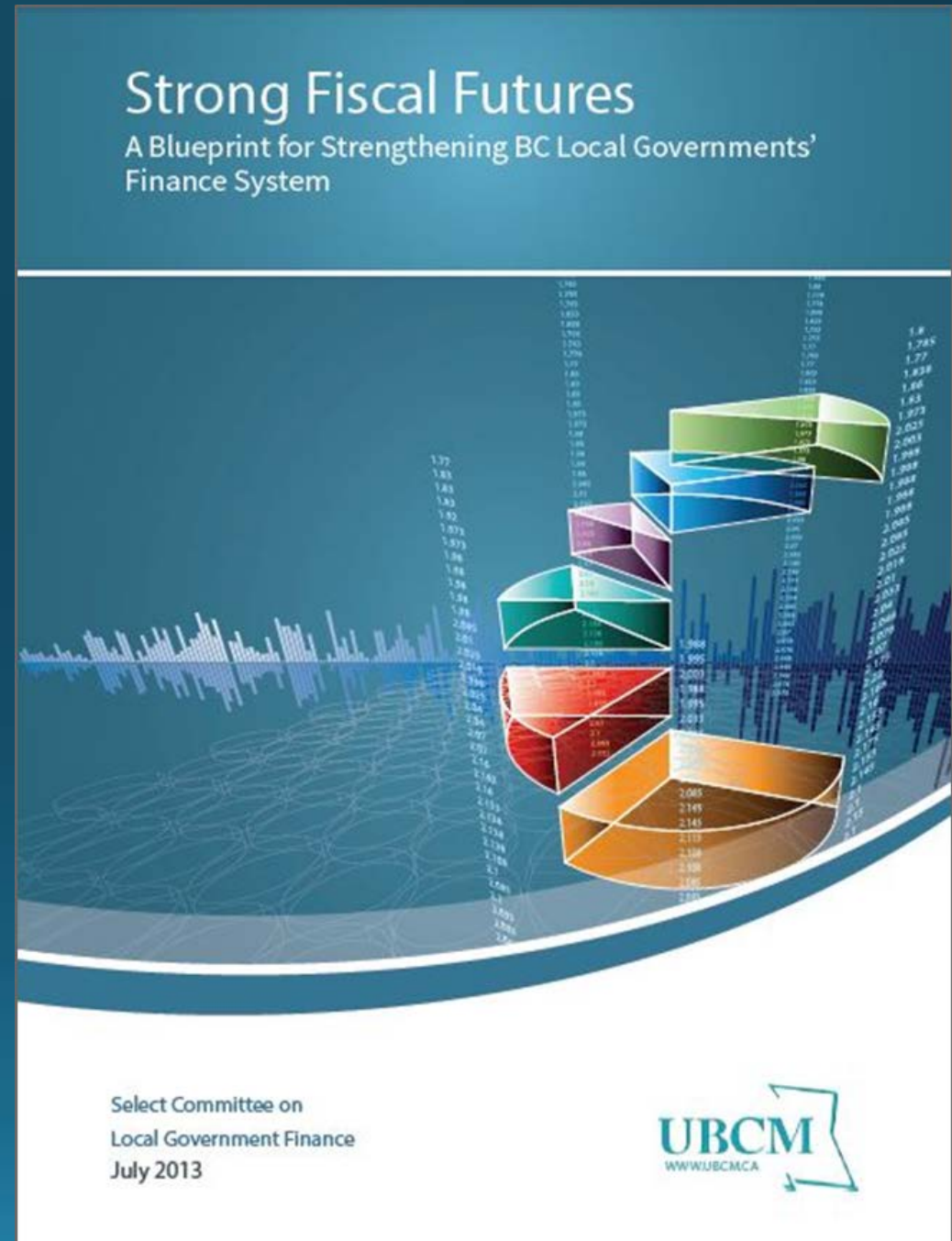
Selected Key Findings:

- Municipal Government Expenditures increasing faster than revenues.
(Different reality for senior governments)
- Pattern of municipal government spending changing; with a growing emphasis on environment and protection services, at the expense of roads and public transit.
- Senior government revenues in constant dollars increased over 15 year period, while local taxation revenues remained fairly flat.



The general public perception is that local governments are in “better” shape because they don’t (can’t) run deficits...

This is illusory!





The Limits of Property Tax¹⁶

"THE PROPERTY TAX IS INHERENTLY FLAWED AS
A SOURCE OF FUNDING FOR CITIES' GROWING
NEEDS."

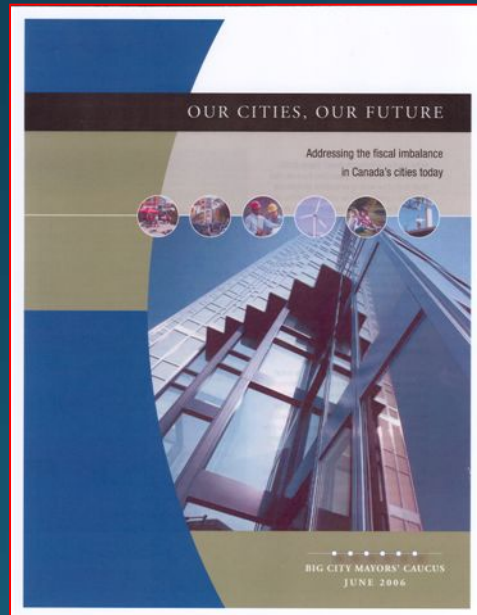
TD Bank Financial Group report, 2002:

A choice between investing in Canada's cities
or disinvesting in Canada's future.



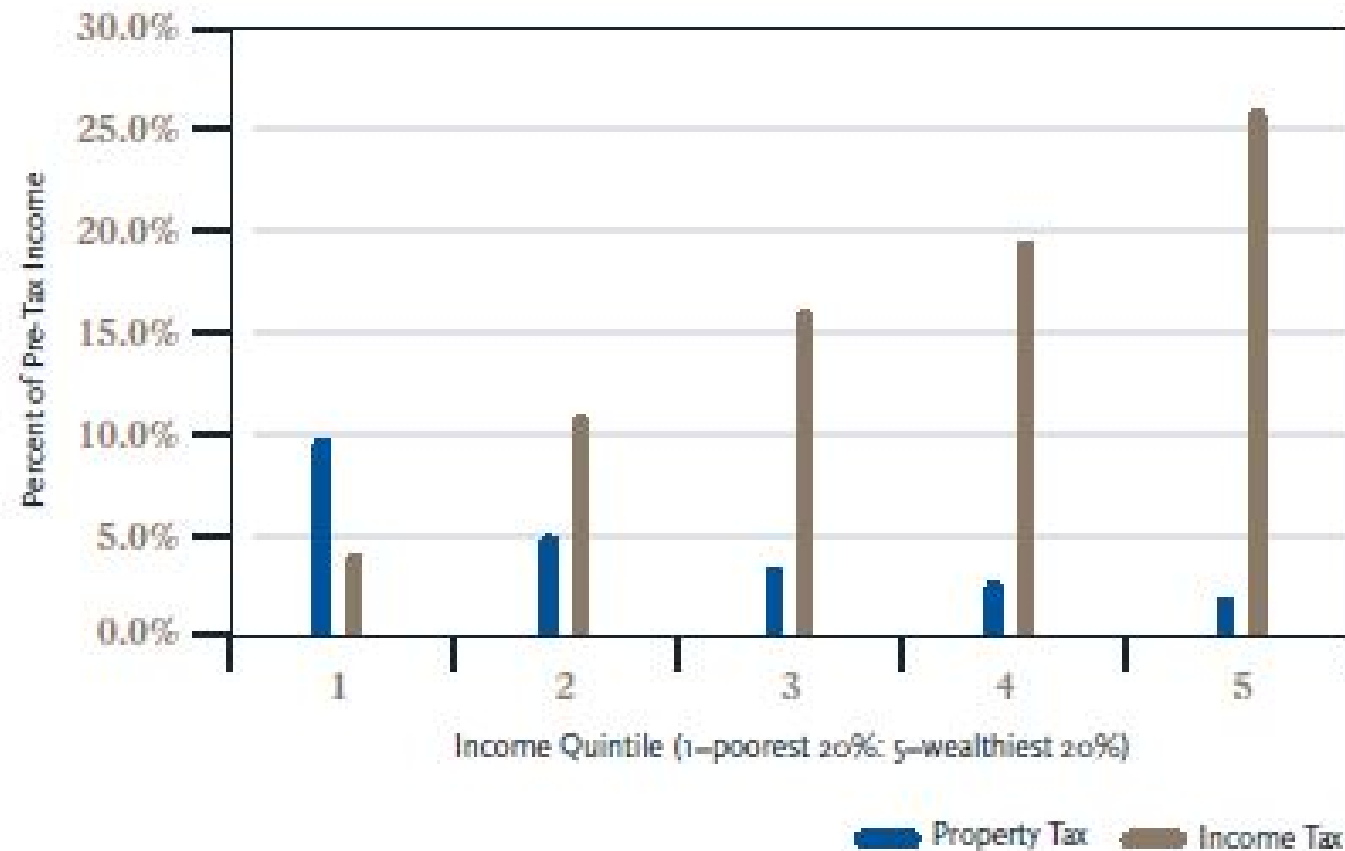


- Predictable
- Stable
- “We always get our money”

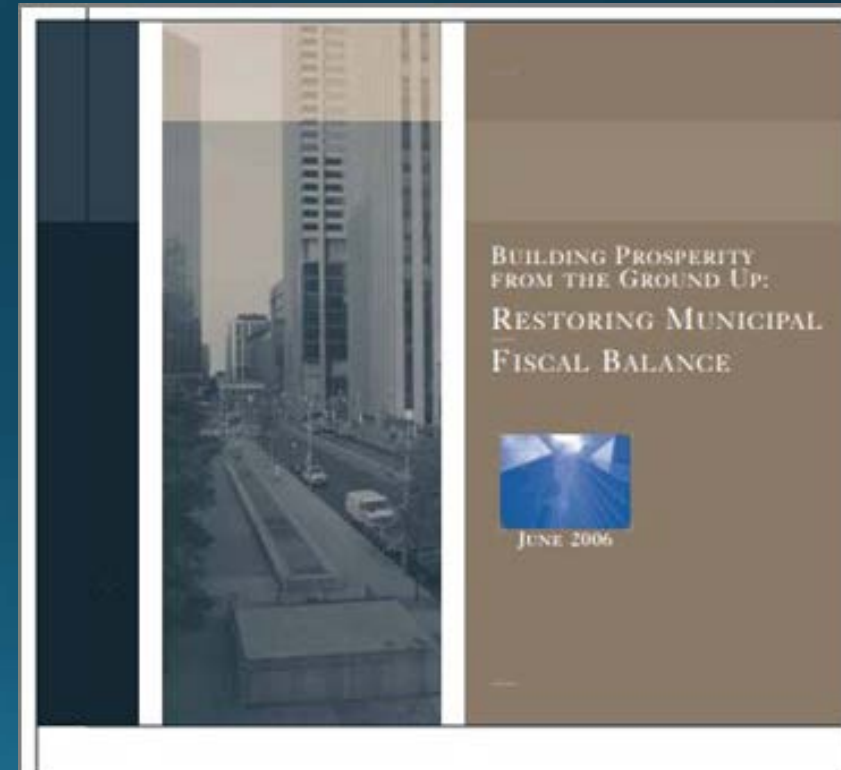


- Weak Relationship with Ability to Pay (Regressive)
- Doesn't Grow with Economy
- Tax on Capital – Poor Competitiveness
- Suburban Flight
- “Can't get enough”
- Poor Tool to use for Needed Policy Changes

Figure 6: Incidence of Property and Personal Income Tax in Canada (Five Quintiles, 2003)



Source: "Detailed average household expenditure by household income quintile for Canada and provinces, 2003", Statistics Canada catalogue number: 620032XDB.



Addicted to Growth



DIAMOND AND THOMPSON

The true costs of suburban sprawl

JACK DIAMOND AND DAVID THOMPSON

Contributed to The Globe and Mail

Published Monday, Nov. 04 2013, 6:00 AM EST

Last updated Monday, Nov. 04 2013, 1:14 PM EST



BC Sprawl Report Walkability and Health

2009



By: Ray Tomalty, PhD., and
Murtaza Haider, PhD.,
with the assistance of
Daniel Casey, MPA,
Dany Doiron, BA, and
Bartek Komorowski, MPA



Creating
more livable
communities
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The New Economy

Earning Assets

Was

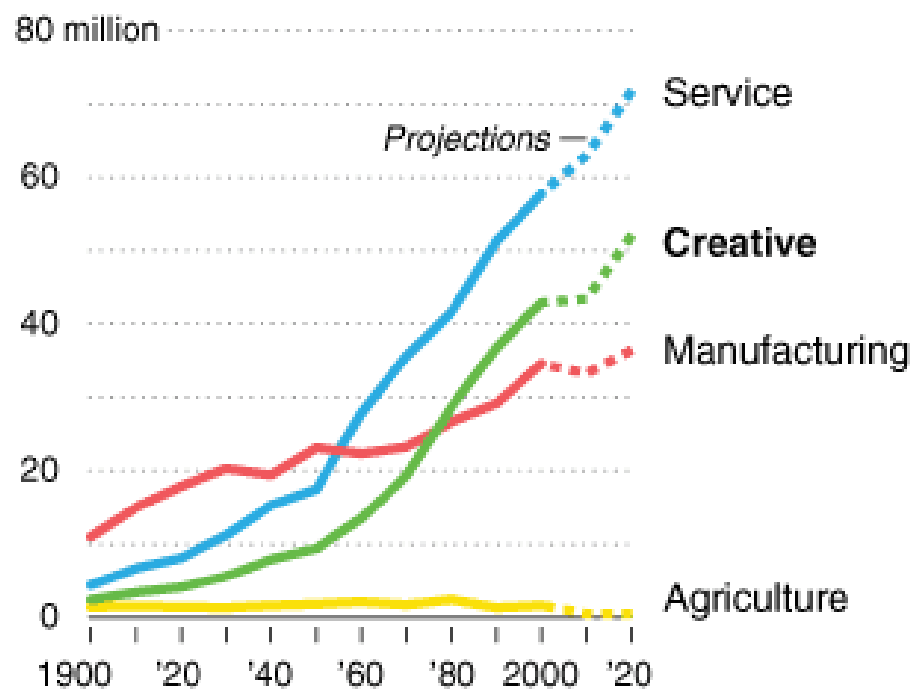
- Machinery
- Land
- Buildings

Is

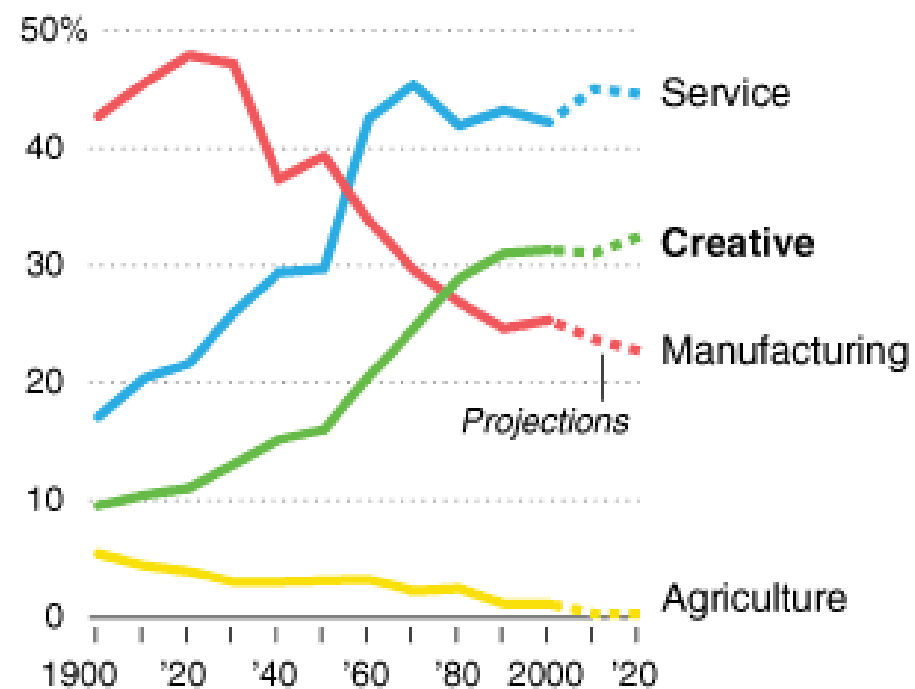
- Patents
- New Processes
- Distribution Channels
- Knowledge Base



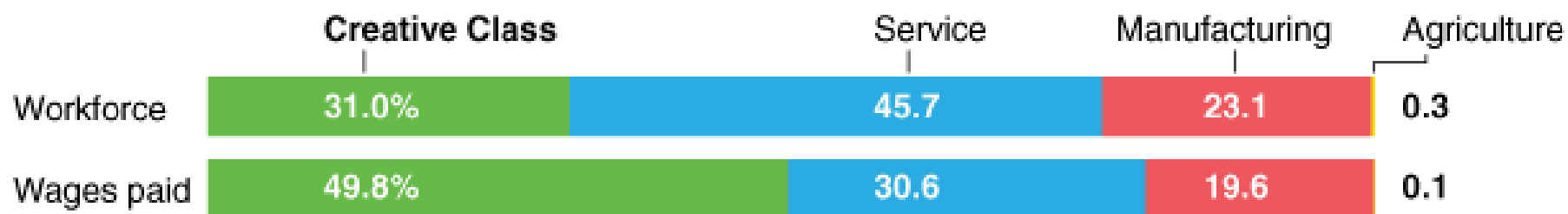
Number of workers, by decade



Percentage of workforce, by decade



Percentage of workforce vs. percentage of wages paid in 2006



In contrast to the limited revenues available to Canadian municipalities, the provincial/territorial and federal governments have access to multiple revenue sources. This diversity of revenue sources, combined with the revenue-generating potential of these sources, give these other orders of government a significant fiscal advantage.

Government of Canada revenues	Provincial Government revenues	Municipal revenues
<ul style="list-style-type: none"> - income tax - sales tax (GST) - Employment Insurance (EI) - Canada Pension Plan (CPP) contributions - corporate taxes - duty and excise taxes - liquor - other 	<ul style="list-style-type: none"> - provincial income tax - Sales tax - property tax - corporate tax - gasoline and tobacco tax - gambling revenues - resource royalties - federal transfers - liquor - other 	<ul style="list-style-type: none"> - property tax - business tax - user fees - intergovernmental grants

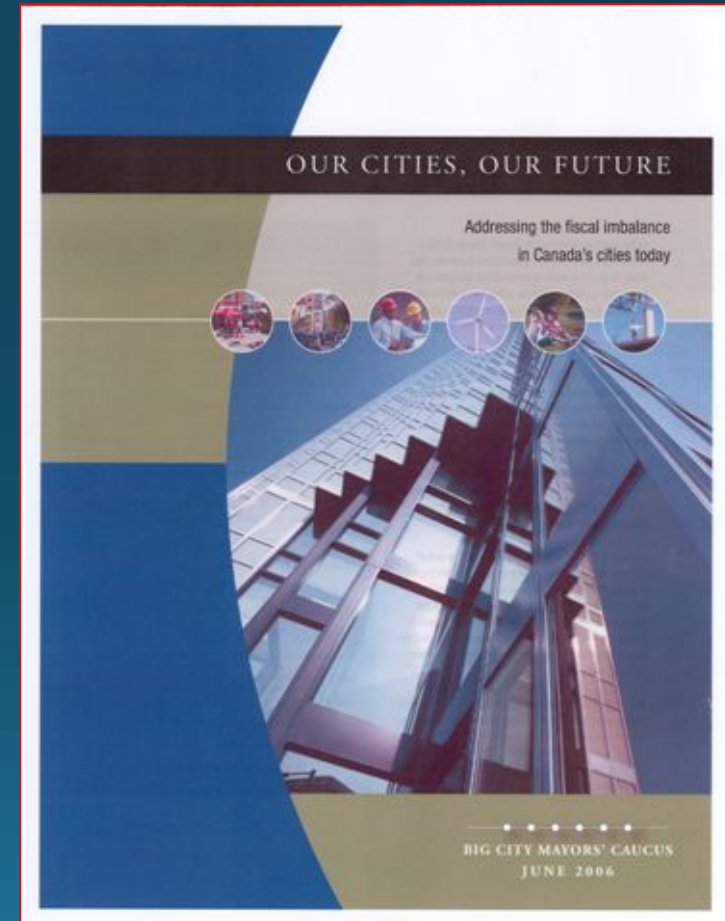
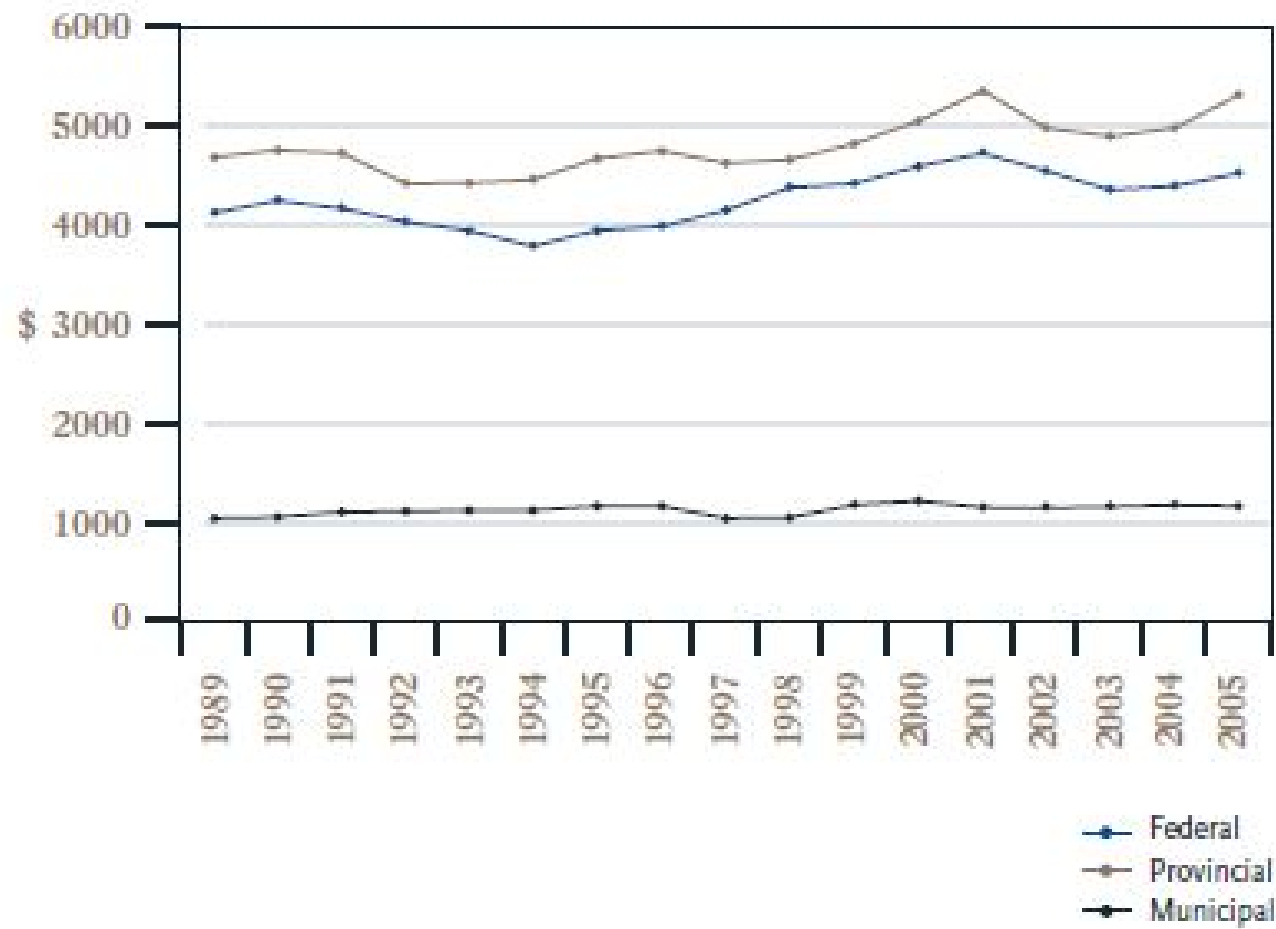
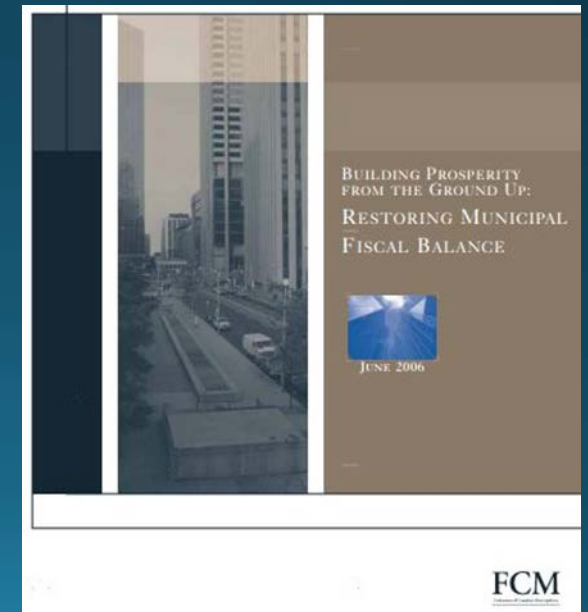


Figure 5: Federal, Provincial and Municipal Government Revenue, Constant Dollars per Capita, 1989-2005



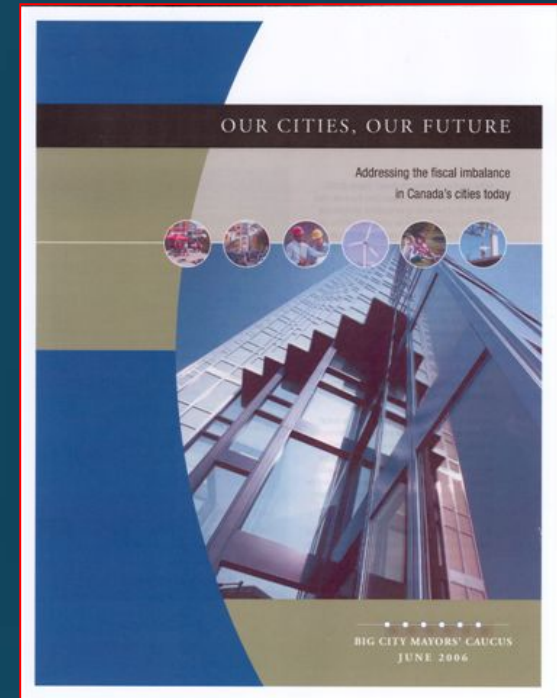
Source: Statistics Canada, Financial Management Systems (FMS)
(mimeograph, May 2006)



Countries	Income	Property	Sales				Other taxes
			General taxes	Specific goods and services	Taxes on use etc.	Total sales	
FEDERAL							
Australia	0.0	100.0	0.0	0.0	0.0	0.0	0.0
Austria	56.0	10.0	23.6	3.8	1.7	29.1	4.9
Belgium	86.4	0.0	1.6	7.4	4.3	13.3	0.3
Canada	0.0	91.5	0.2	0.0	1.8	2.0	6.5
Germany	75.8	17.7	5.4	0.5	0.5	6.4	0.3
Mexico	0.1	89.5	0.0	1.9	0.5	2.4	7.9
Switzerland	83.2	16.6	0.0	0.2	0.1	0.3	0.0
United States	5.2	72.6	11.4	5.0	5.8	22.2	0.0
UNITARY							
France	0.0	53.2	0.0	7.5	3.4	10.9	35.9
Italy	21.6	13.6	2.5	12.9	7.6	23.0	41.8
Japan	44.6	33.0	7.3	8.3	5.7	21.3	1.0
Korea	12.4	51.9	0.0	14.3	5.8	20.1	15.6
Norway	88.0	9.4	0.0	0.0	2.5	2.5	0.0
Sweden	100.0	0.0	0.0	0.0	0.0	0.0	0.0
United Kingdom	0.0	100.0	0.0	0.0	0.0	0.0	0.0

(SLACK, 2005)

Competing cities on the global stage have multiple fiscal tools with which to grow wealth.



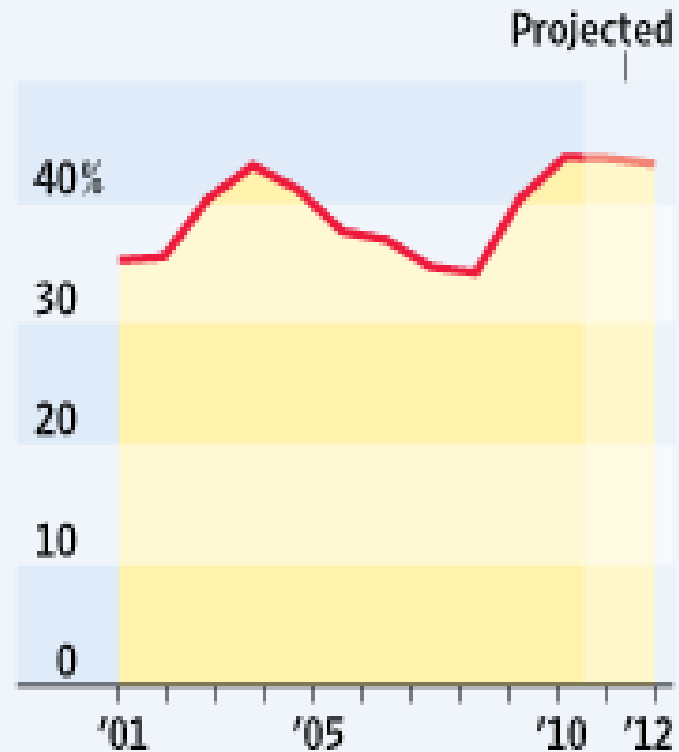
91.5%

Revenue Generators

New York City taxes collected



Portion of New York City tax revenue from property taxes



Sources: NYC Comptroller; NYC Office of Management and Budget; NYC Independent Budget Office

Source: The Wall Street Journal

Finally, the property tax is not appropriate for funding local social services. Because these services redistribute income to the poor, income taxes are more appropriate to pay for social services. Table 2 below examines the match between municipal revenue sources and expenditure responsibilities.

Table 2: Relationship Between Expenditures and Revenue Responsibilities in the Canadian Context

TYPE OF EXPENDITURE	RELEVANCE OF PROPERTY TAX	OBSERVATIONS AND OPTIMAL SOURCES OF REVENUES
Fire protection	High	N/A
Solid waste collection and disposal	Medium-High	User fees
Economic development	Medium-High	Some spillovers
Police	Medium	Income tax for externalities
Road maintenance and cleaning	Medium	Complemented by User Fees
Public transit	Medium	User fees, local income tax and transfers
Water and waste water	Medium	User fees
Culture (including libraries)	Medium	Local income tax could have a role
Sports and parks	Medium	Local income tax could have a role
Public housing	Low	General income tax at the provincial level
Immigrant settlement	Low	Federal income tax
Social services	None	General income tax at the provincial level

Source: Adapted from Vaillancourt, 2006 (See Appendix 5)

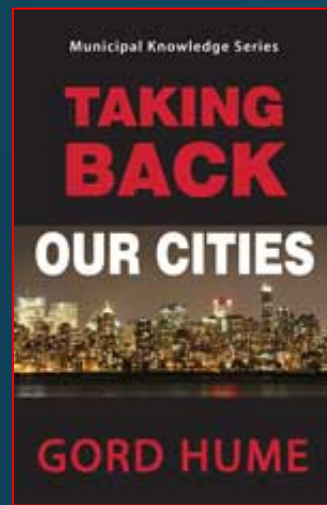
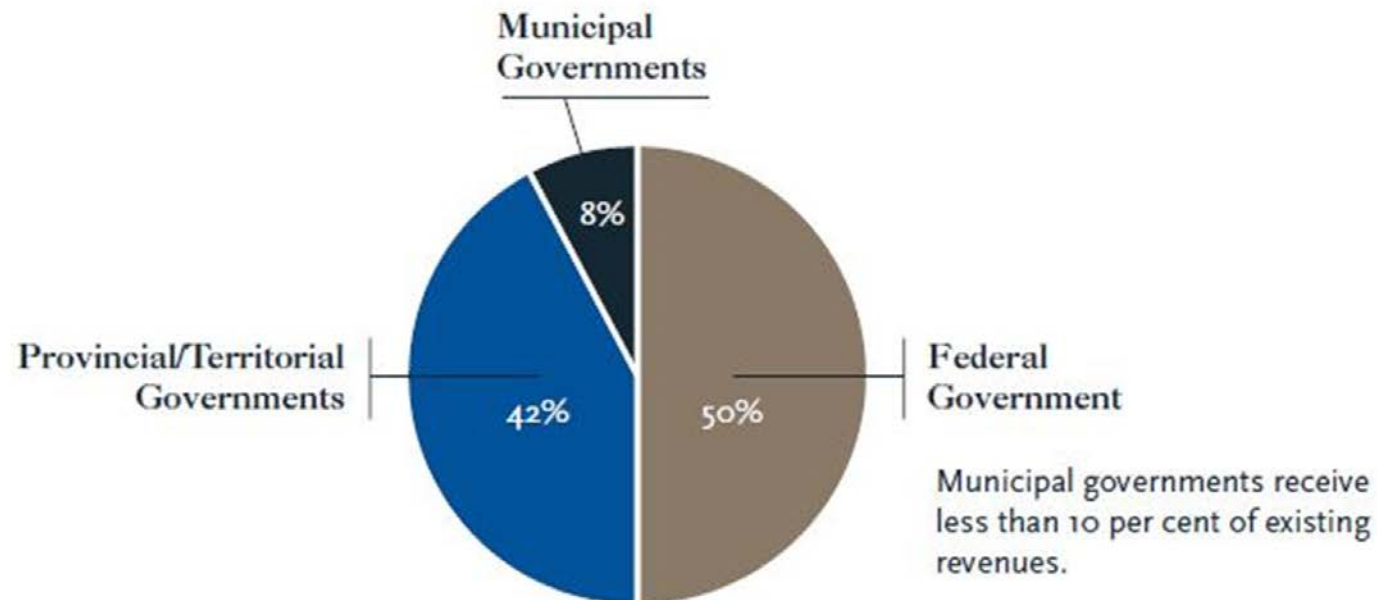


Figure 1: Municipal Government Share of All Tax Revenues



Infrastructure



CANADIAN INFRASTRUCTURE REPORT CARD 2012

Highlights



Graph 4

NET PUBLIC INFRASTRUCTURE ASSETS AS PER CENT OF GDP
(NET OF DEPRECIATION) 1955-2010^a

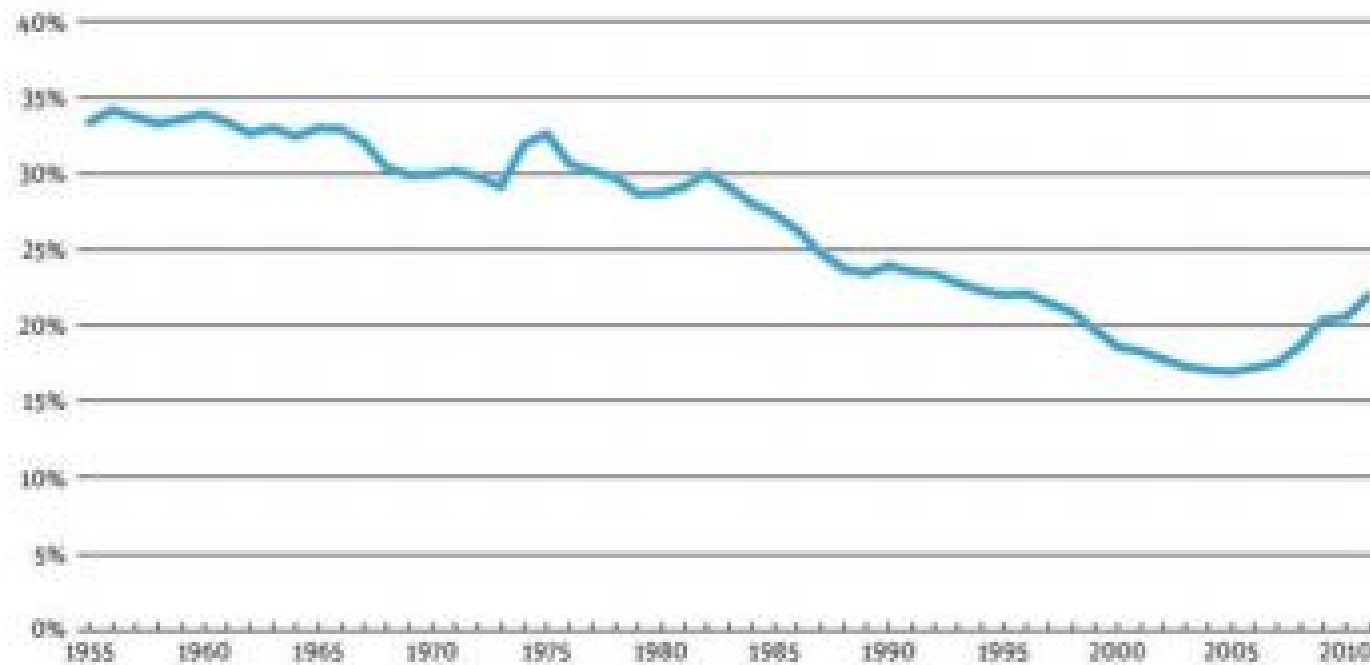
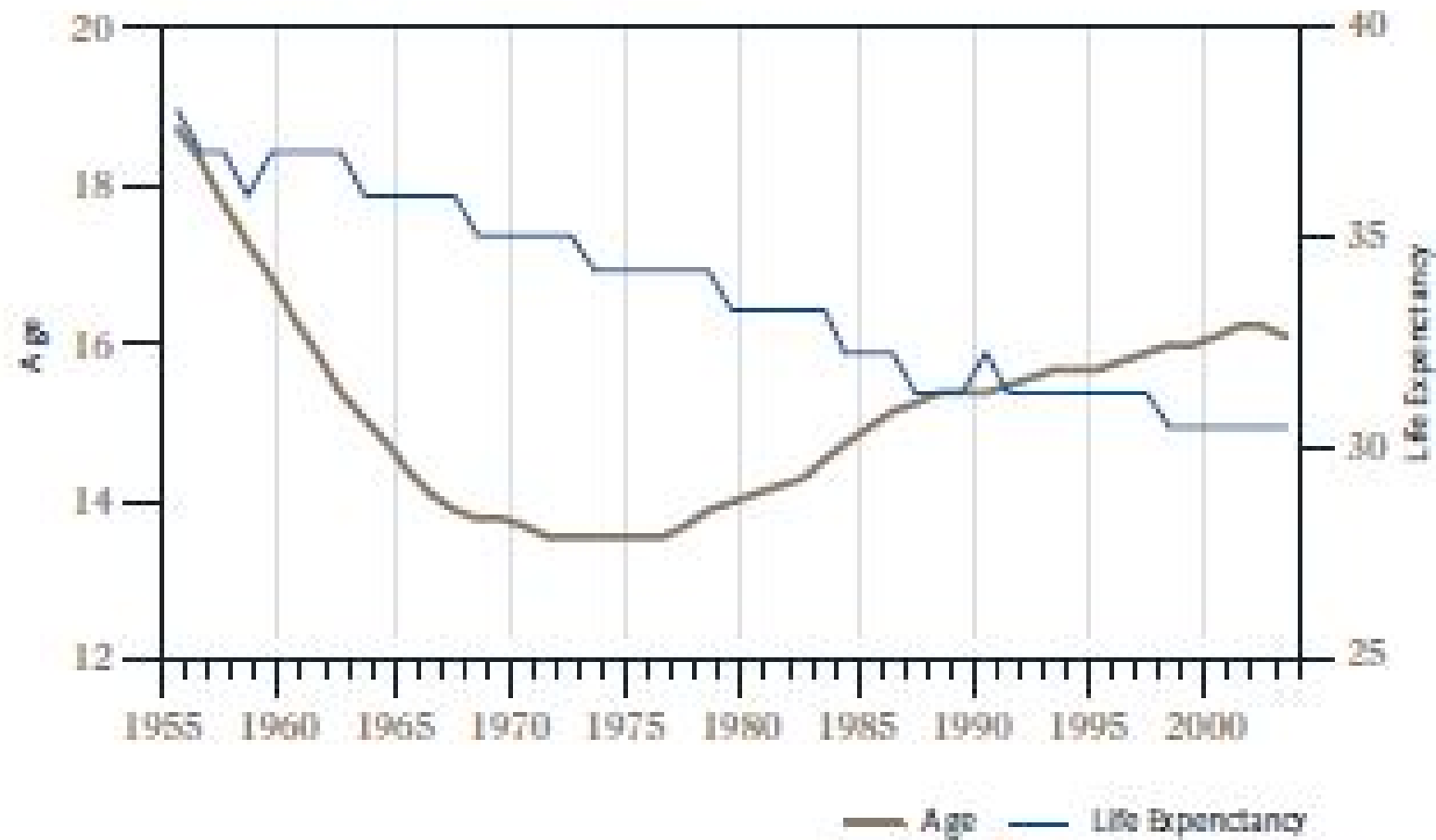
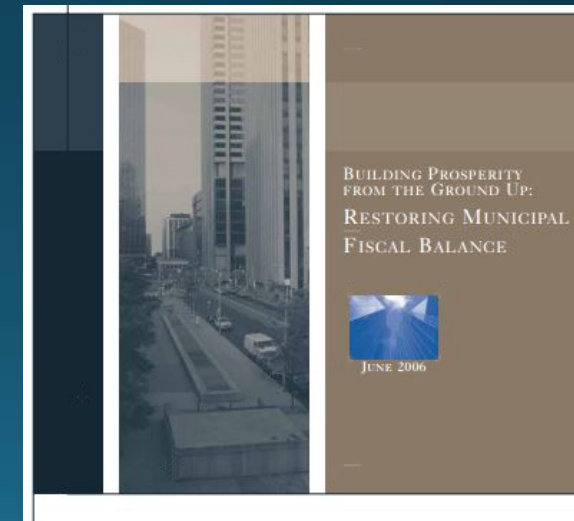


Figure 7: Age and Life Expectancy of Municipal Capital Stock 1955-2004



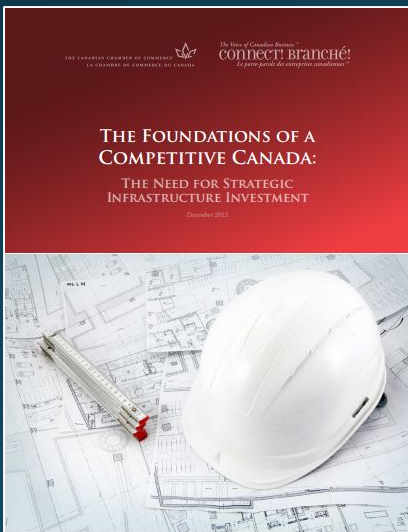
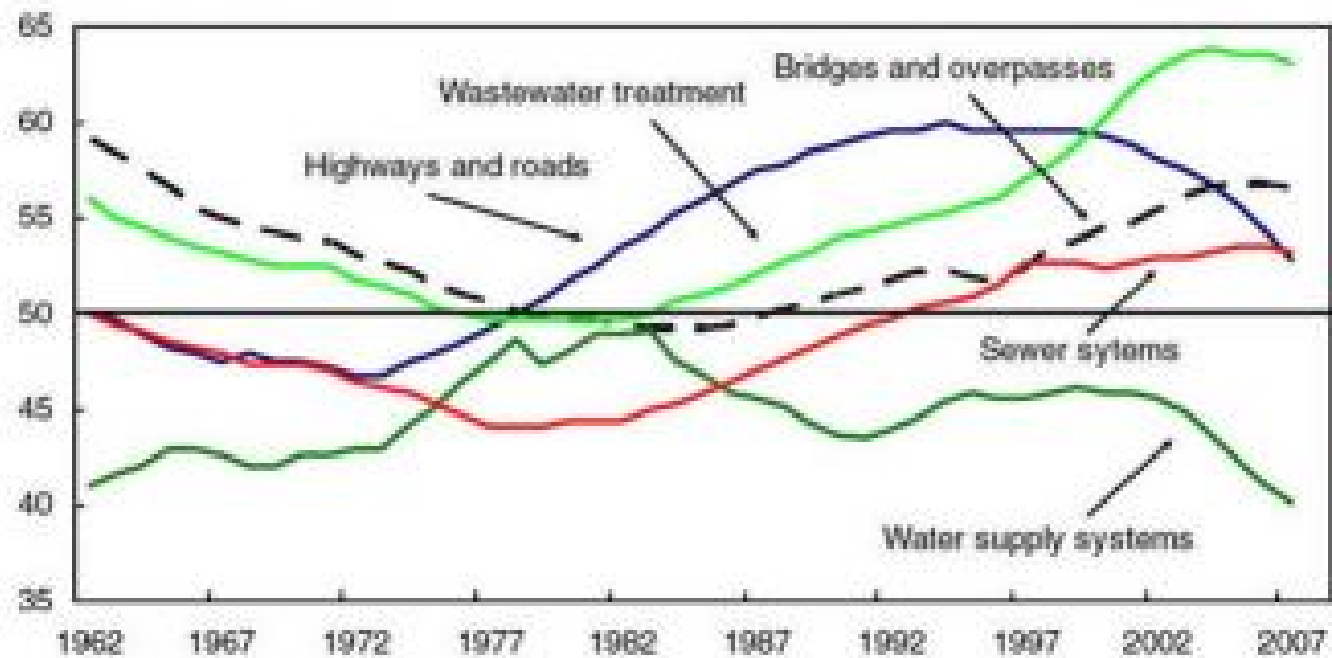
Source: Statistics Canada



Graph 2

REMAINING USEFUL LIFE OF PUBLIC INFRASTRUCTURE 1962-2007³⁹

Age as a % of useful life



Public Approvals Required

Raising Capital



“A Choice Between Investing in Canada’s Cities or Disinvesting in Canada’s Future”



(TD Bank Financial Group, April 2002) and The Greater Toronto Area (GTA): Canada’s Primary Economic Locomotive in Need of Repairs (TD Bank Financial Group, May 2002).

A Penny Now or a Dollar Later

“A Staggering Conclusion”

“Deficit between \$50 B to \$570B”

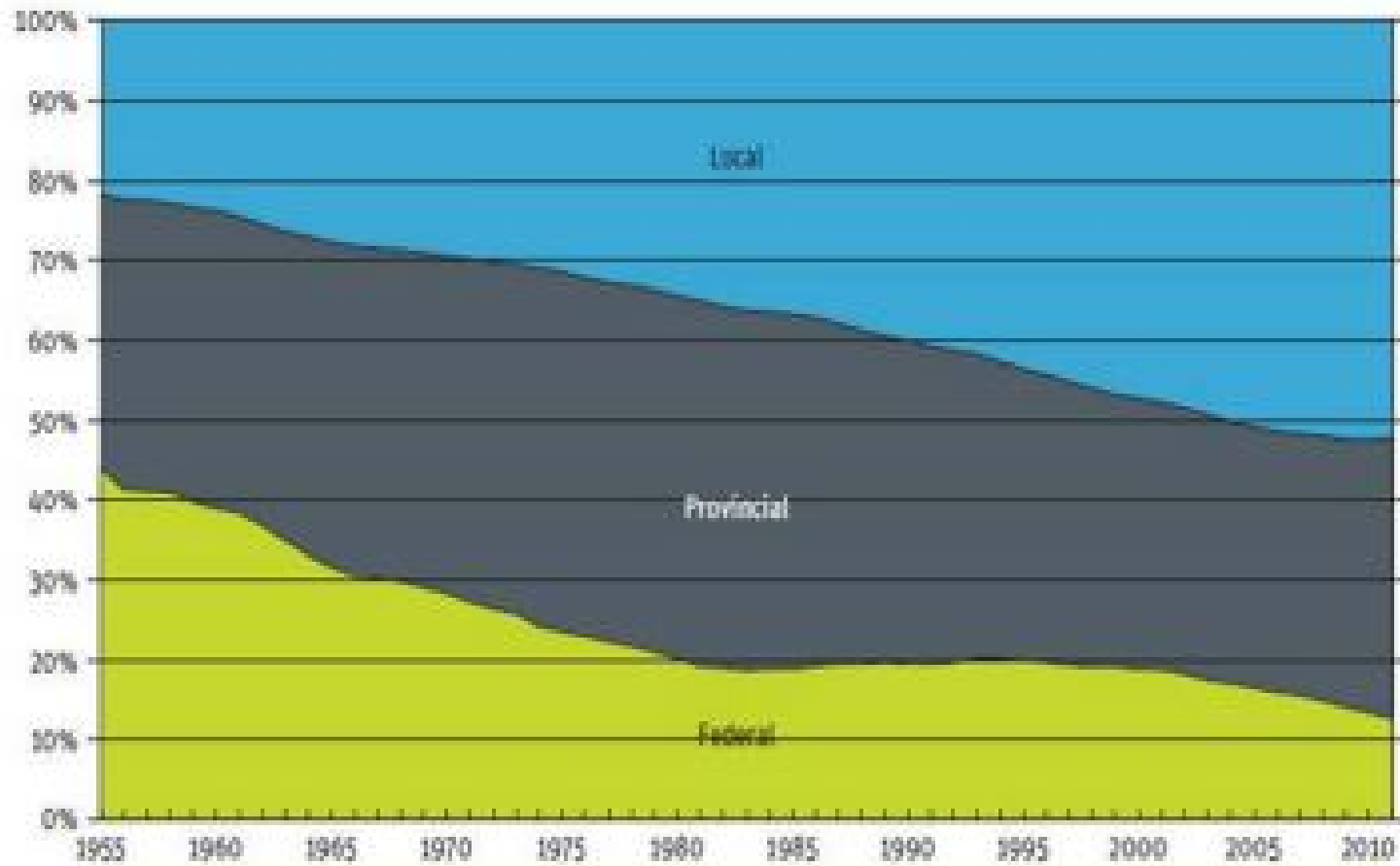
“...need to significantly increase investment in public infrastructure or see infrastructure continue to decay.”



Just to maintain the current infrastructure stock at the 2011 levels as a per cent of GDP would require an ongoing annual investment level of 2.9 per cent of GDP—a higher level than was achieved in the peak year of the recent stimulus program. Obviously, to achieve a higher level of public infrastructure (in terms of both capacity and condition) would require even more investment.

Given the linkage between infrastructure investment and productivity, it is clear that Canada has no choice but to make infrastructure investment one of its highest priorities.

Graph 5
ASSET SHARES BY LEVEL OF GOVERNMENT 1955-2010*



CANADA'S CITIES AND COMMUNITIES: A NATIONAL PRIORITY

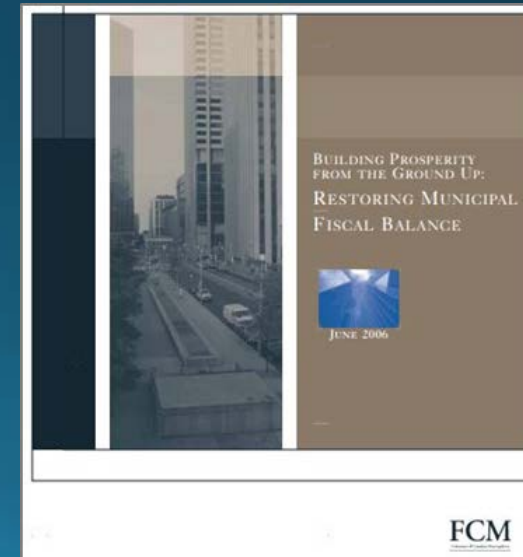
A NEW WAY OF THINKING IS URGENTLY REQUIRED—ONE
THAT PUTS THE AFFAIRS OF CITIES FRONT AND CENTRE
ON CANADA'S ECONOMIC AND POLICY RADAR SCREENS.

TD Bank Financial Group report, 2002: *A choice between investing
in Canada's cities or disinvesting in Canada's future.*



"THE FEDERAL AND PROVINCIAL/TERRITORIAL GOVERNMENTS HAVE A SIGNIFICANT FISCAL ADVANTAGE OVER MUNICIPALITIES: THEIR REVENUES ARE VARIED, WIDE-RANGING, ELASTIC AND GROW WITH THE ECONOMY."

FCM Big City Mayors' Caucus report, 2006: Our Cities, Our Future: Addressing the Fiscal Imbalance in Canada's Cities Today.





• CANADA'S ECONOMIC
ACTION PLAN



JOBS • GROWTH • PROSPERITY

BUDGET 2014



“Senior Government Grant”
monies are available for
Council to use to lower
property taxes?

True or **False**

Holy Grail or Achievable Quest?

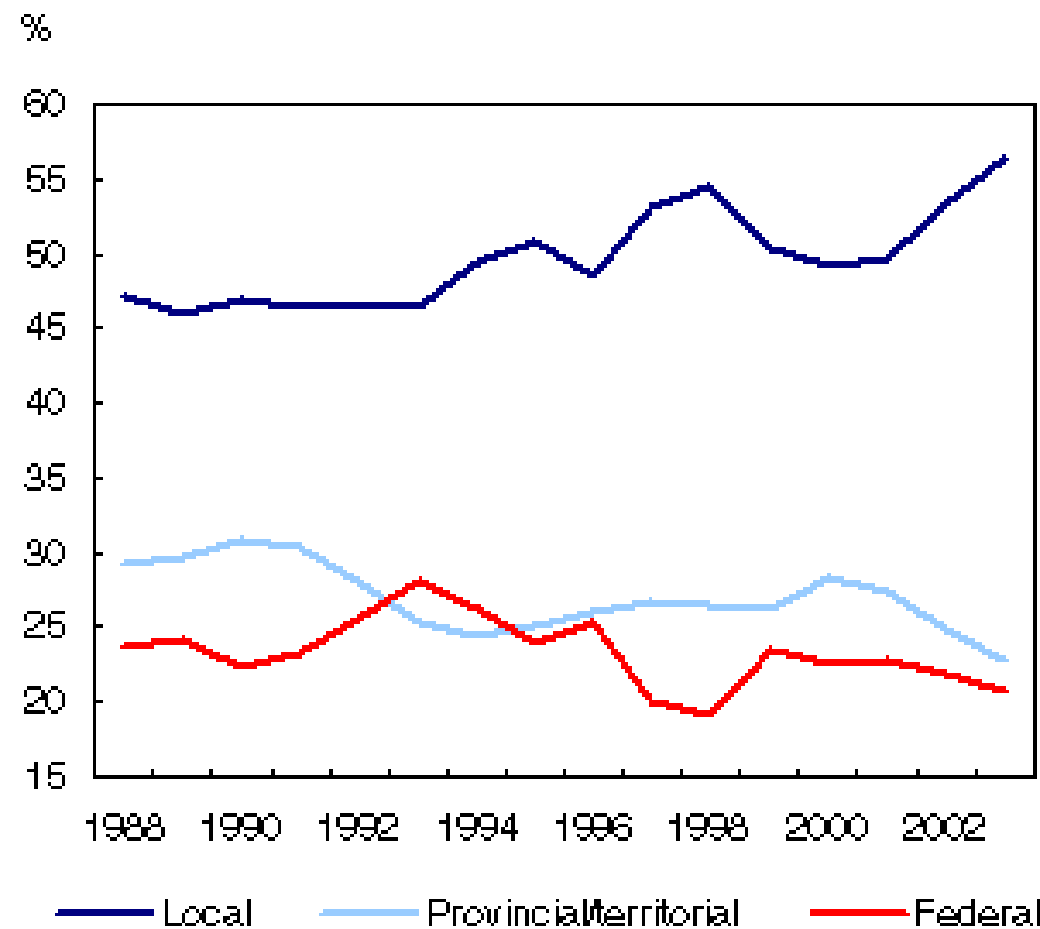
International Perspectives on
Public Sector Performance Management



Table 1. Allocation to the Provinces, Territories and First Nations of the GTF Funds (in millions) for each fiscal year⁸

		Fiscal year					Total	% of \$5 billion
		05-06	06-07	07-08	08-09	09-10		
Provinces and territories	Alberta	\$57.2	\$57.2	\$76.3	\$95.4	\$190.8	\$476.9	9.54
	British Columbia	\$76.3	\$76.3	\$101.7	\$127.1	\$254.2	\$635.6	12.71
	Manitoba	\$20.1	\$20.1	\$26.8	\$33.5	\$66.9	\$167.3	3.35
	New Brunswick	\$13.9	\$13.9	\$18.6	\$23.2	\$46.4	\$116.1	2.32
	Newfoundland and Labrador	\$0.0	\$19.7	\$13.2	\$16.5	\$32.9	\$82.3	1.65
	Northwest Territories	\$4.5	\$4.5	\$6.0	\$7.5	\$15.0	\$37.5	0.75
	Nova Scotia	\$17.4	\$17.4	\$23.2	\$29.0	\$58.1	\$145.2	2.90
	Nunavut	\$4.5	\$4.5	\$6.0	\$7.5	\$15.0	\$37.5	0.75
	Ontario	\$223.9	\$223.9	\$298.5	\$373.1	\$746.2	\$1,865.6	37.31
	Prince Edward Island	\$4.5	\$4.5	\$6.0	\$7.5	\$15.0	\$37.5	0.75
	Quebec (not incl. Bill C-66)	\$138.1	\$138.1	\$184.2	\$230.2	\$460.4	\$1,151.0	23.02
	Saskatchewan	\$17.7	\$17.7	\$23.6	\$29.5	\$59.1	\$147.7	2.95
	First Nations	\$7.5	\$7.5	\$10.0	\$12.0	\$25.0	\$62.6	1
	Yukon	\$4.5	\$4.5	\$6.0	\$7.5	\$15.0	\$37.5	0.75
Reported total		\$600	\$600	\$800	\$1,000	\$2,000	\$5,000	100%

Share of infrastructure investment by level of government





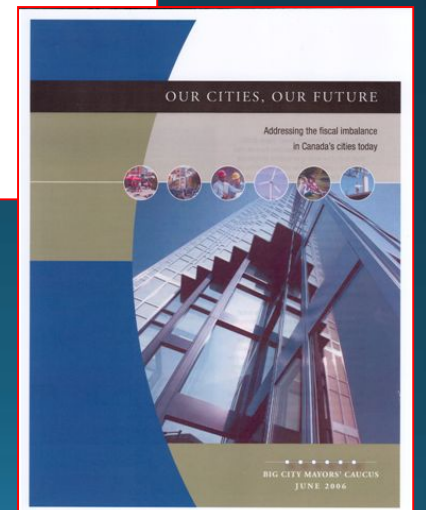
Municipal behaviour has been “characterized more by the outstretched hand than the upraised fist.”

Richard Bird(ed.), *Who Decides/ Government in the New Millenium*, Montreal, C.D. Howe Institue, August 2004, p.14. ; as cited in Tindal and Tindal, p.206.

Potential revenue sharing with cities

	1 Per Cent of Total Shared with Cities	5 Per Cent of Total Shared with Cities
Personal Income Tax	\$ 1.4 billion	\$ 7.1 billion
Corporate Income Tax	\$ 373 million	\$1.9 billion
Goods and Services Tax	\$ 393 million	\$2.0 billion

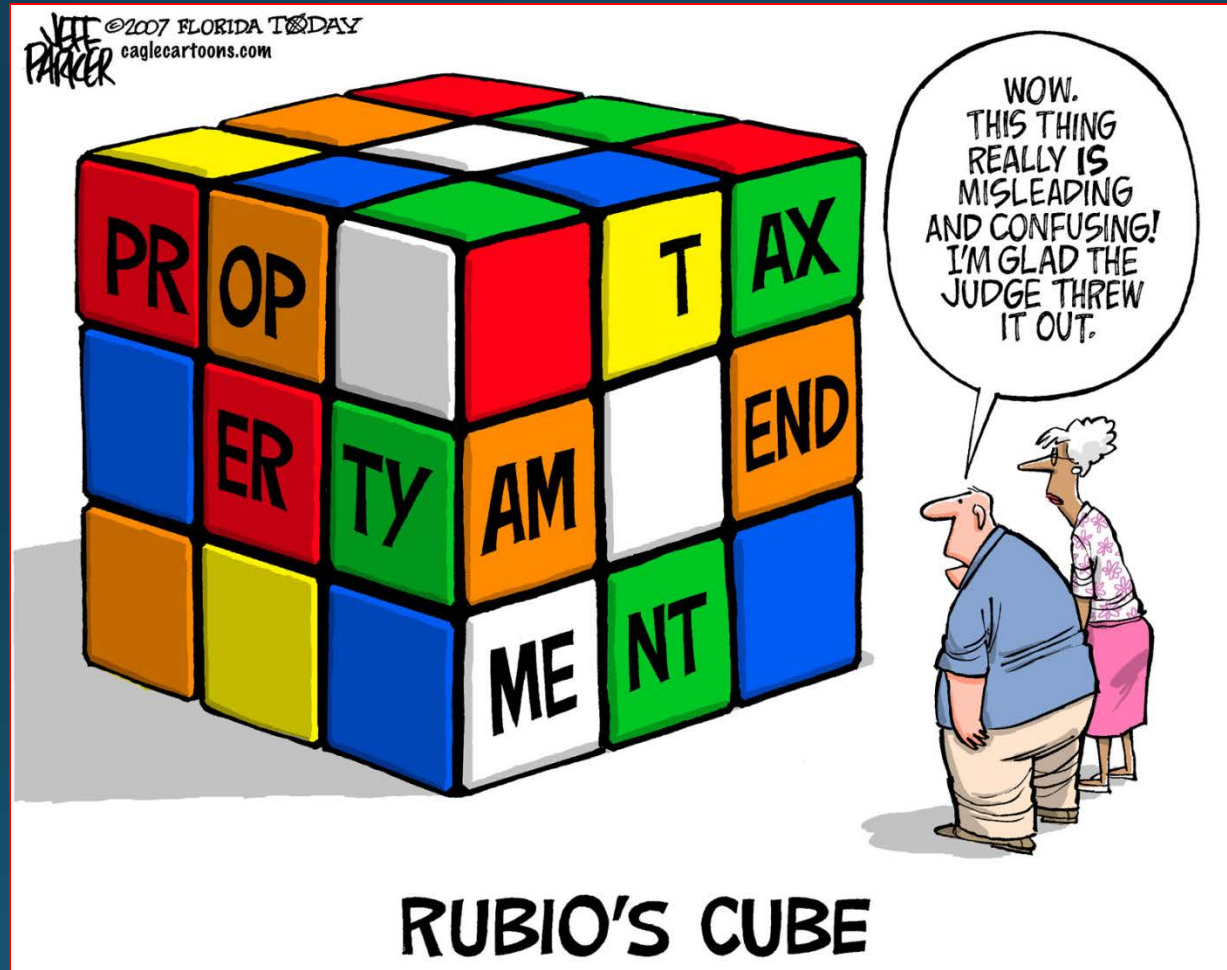
(CITY OF EDMONTON, 2006)



Property Taxes and Assessments



Nobody Understands this Stuff (or wants to)





Report reveals rising assessments pushing up property tax bills across BC

VICTORIA Feb 06 2006: The Canadian Taxpayers Federation (CTF) released its first property tax report in British Columbia, “The Property Tax Bite: Capping Property Taxes to Protect Homeowners.” Sara MacIntyre, provincial director for the CTF notes, “Our report confirms what most homeowners already know, as their assessments increase, so too do their property tax bills. Municipalities are not adjusting mill rates to shield ratepayers from wild upswings in the real estate market,”

Total Property Tax (yearly average)

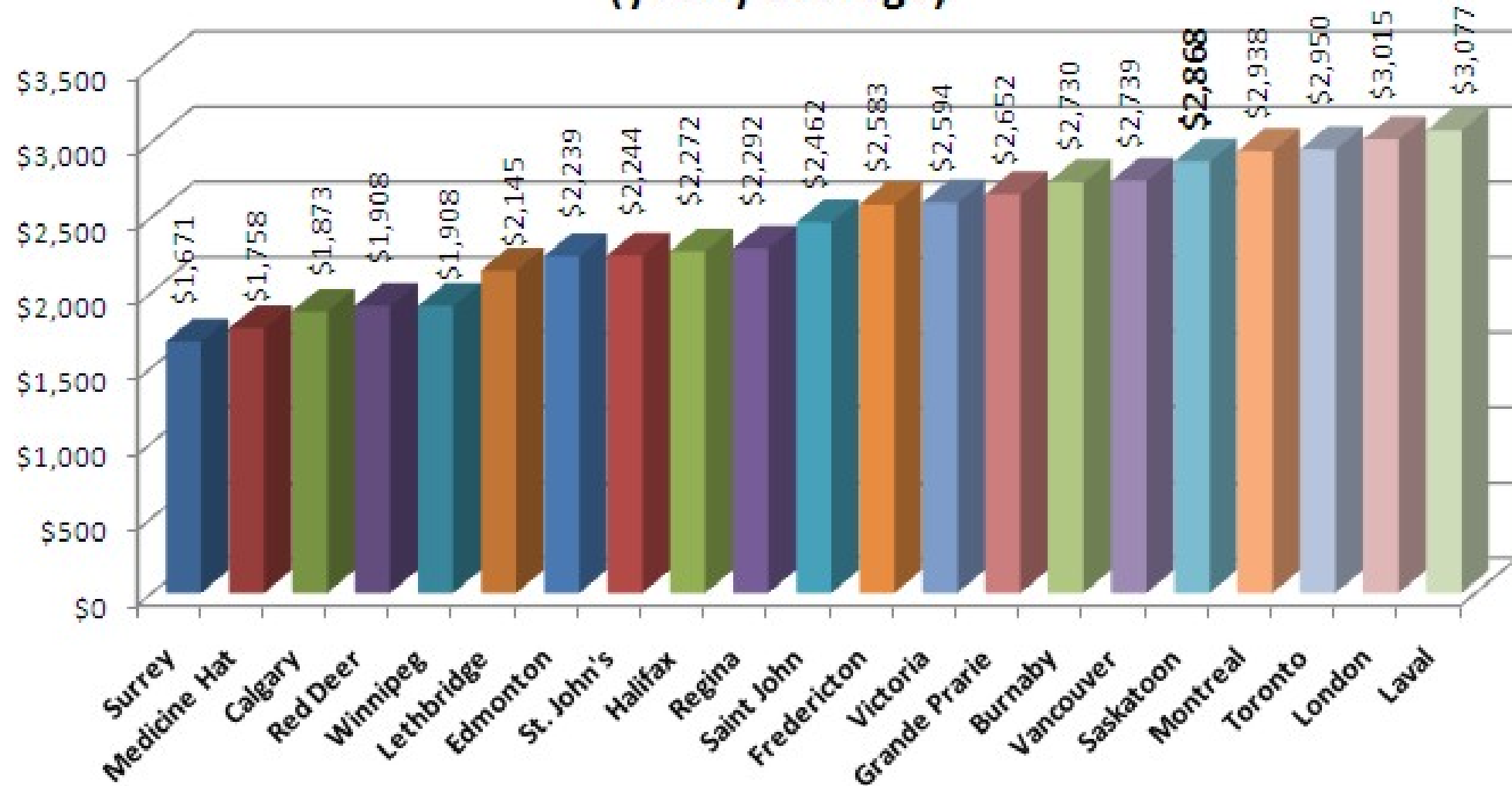
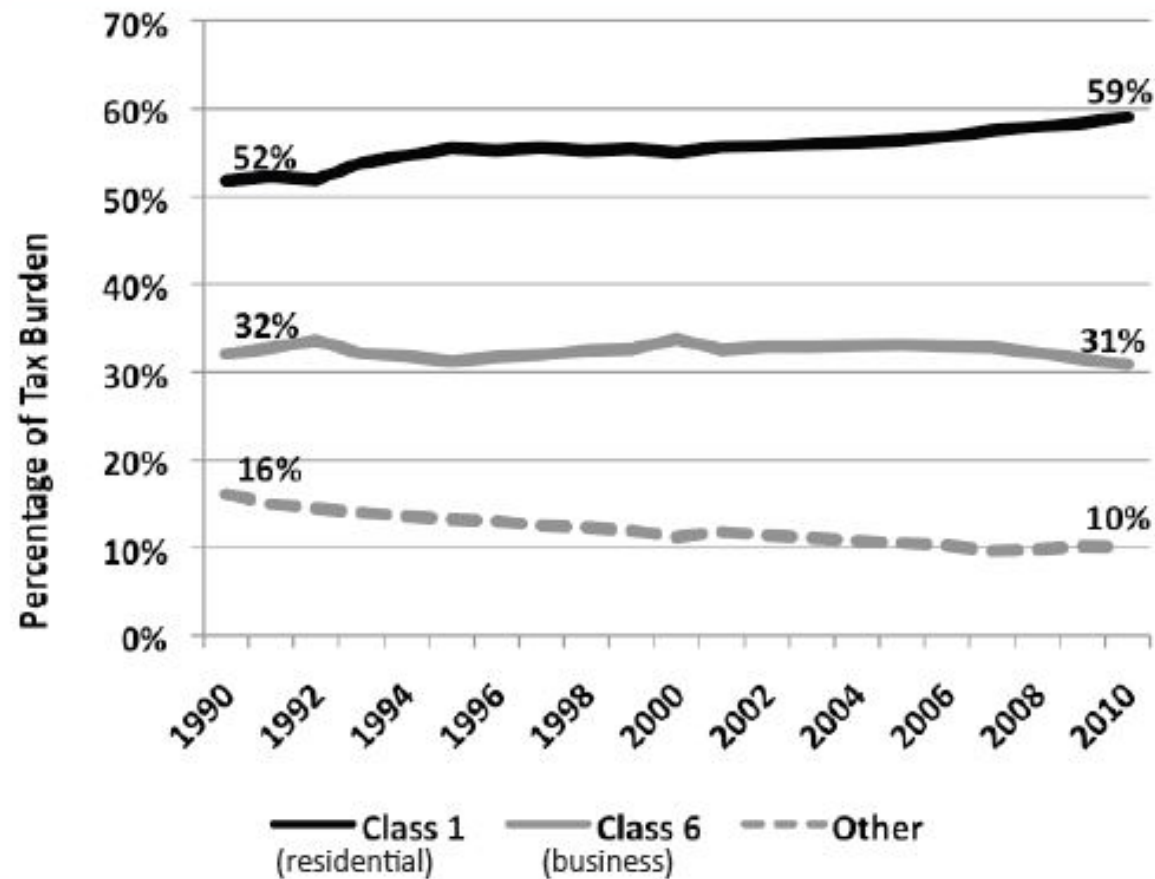


Figure 3
Allocation of Tax Burden Over Time
All Municipalities in BC — 1990-2010



Source: Ministry of Community, Sport and Cultural Development
Local Government Statistics, Schedule 707 (Tax Burden), Years 1990-2010



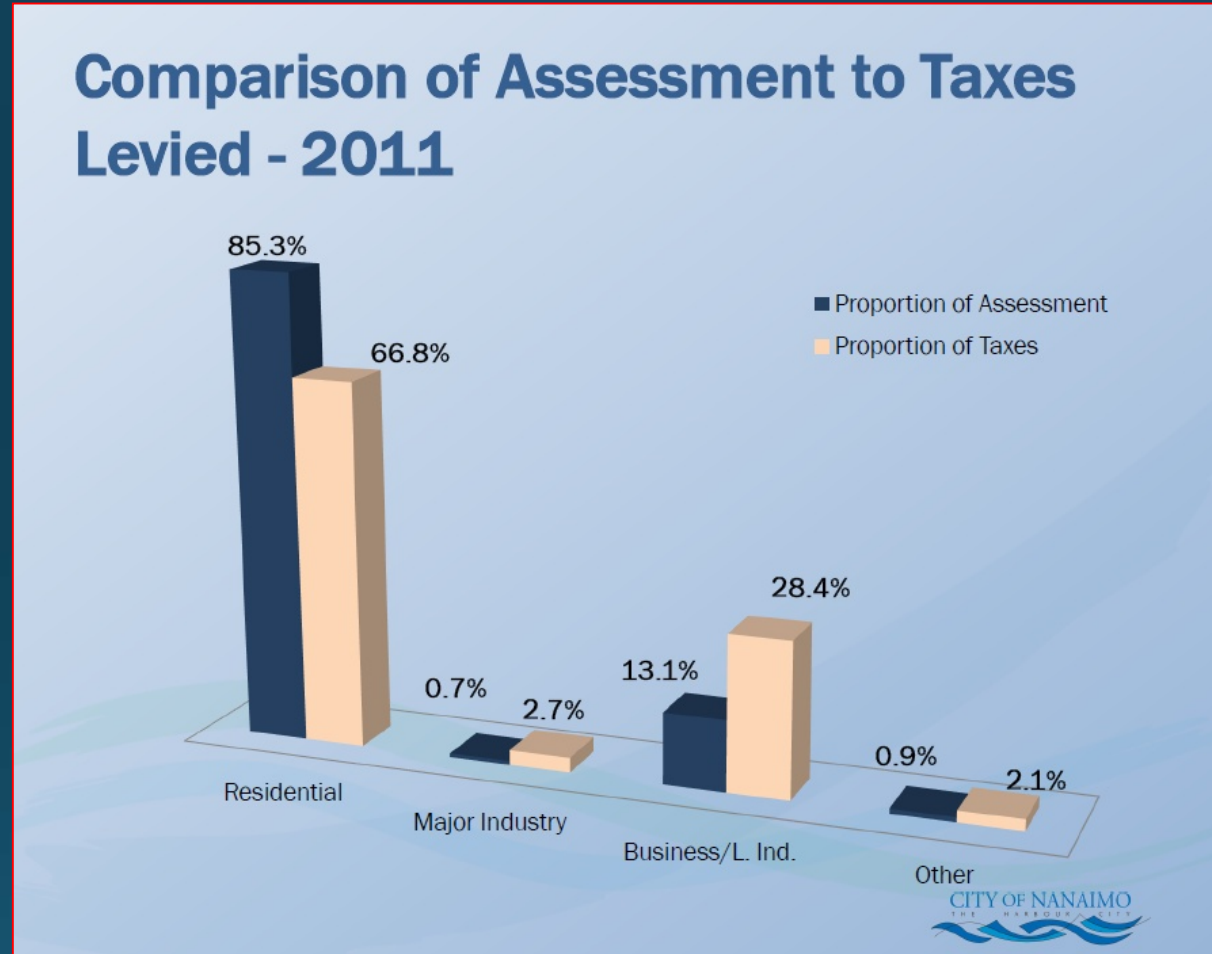
COMMENT ON FISCAL MANAGEMENT
IN BRITISH COLUMBIA'S MUNICIPALITIES

Businesses and Industry usually pay more for property taxes than residences because:

- (a) They can afford it.
- (b) They don't vote.
- (c) They always have.
- (d) All of the above.**
- (e) None of the above.



Charter now Requires Rationale



<http://www.nanaimo.ca/assets/Departments/Finance/Budget~and~Financial~Reports/Budget~Information/DirectorofFinancePresentation.pdf>

Who Pays is NOT who Says

The .1%

In 2010 the top 32 taxpayers (.09 percent) paid 22 million dollars or 17.1 percent of all taxes.

Source: City of Nanaimo

People of Campbell River, it's time to take control of our City before it's too late.

In spite of what our City Council and City Hall staff say and want us to believe, our city is broke. Previous Councils and city staff have taken money from our reserves for the future to pay for the present day to day operations of the city. (Isn't that a great way to run the household!!) There isn't even enough money left in the kitty to pay for repairs to the roofs at the works yard but yet the last city council used one of their last days in office to ok over one million additional dollars on Robron Park (This brings that project up to somewhere around \$3 million - a project that the voting taxpayers of Campbell River voted down two elections ago.) The last city council (that includes four of the present council) spent an endless amount of time defending the number of City managers but never have I seen any description of what each of them does nor how many trench workers that they each manage. The City Budget, "tax hikes, service cuts or both." The City says that there is a budget shortfall of between \$550,000.00 and \$1.85 million for 2012 and yet they saw fit to spend in excess of \$ 400,000.00 to purchase the house next to Frank James Park and Sybil Andrews cottage. (I tried to find out on Monday, from City Hall, just how much was paid but the manager that knew the amount quit his job last week.) "Housing values down and taxes up." Isn't that a headline that will entice new people to move to Campbell River? "City errors attributed (a result of) staff turnover". So why can't City Hall keep managerial staff? If the Mayor and council want to find out the real answer to this last point just ask present and past city hourly staff. Staff are only as good as their bosses.

Please come out to the next United Ratepayers' meeting at the Sportsplex on Thursday Feb. 2nd at 8.00 P.M. and let's see if this council really wants to be the solution.
Contact me, Lorne Harron, at 250-286-1731.



2012-Feb -01

2015 to be another taxing year for British Columbians, group warns

From electricity rates to basic auto insurance to property taxes to employment insurance, British Columbians are going to be shelling out more cash to all three levels of government in 2015

BY CASSIDY OLIVIER, POSTMEDIA NEWS DECEMBER 29, 2014 3:51 PM

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[STORY](#) [PHOTOS \(1 \)](#)



Life is about to get more expensive for British Columbians, the Canadian Taxpayers Federation (CTF) is warning. From electricity rates to basic auto insurance to property taxes to employment insurance, British Columbians are going to be shelling out more cash to all three levels of government in 2015.

Photograph by: Image , Thinkstock

Life is about to get more expensive for British Columbians, the Canadian

MORE ON THIS STORY

- Is there more to this story? We'd like to hear from you
- Douglas Todd: No



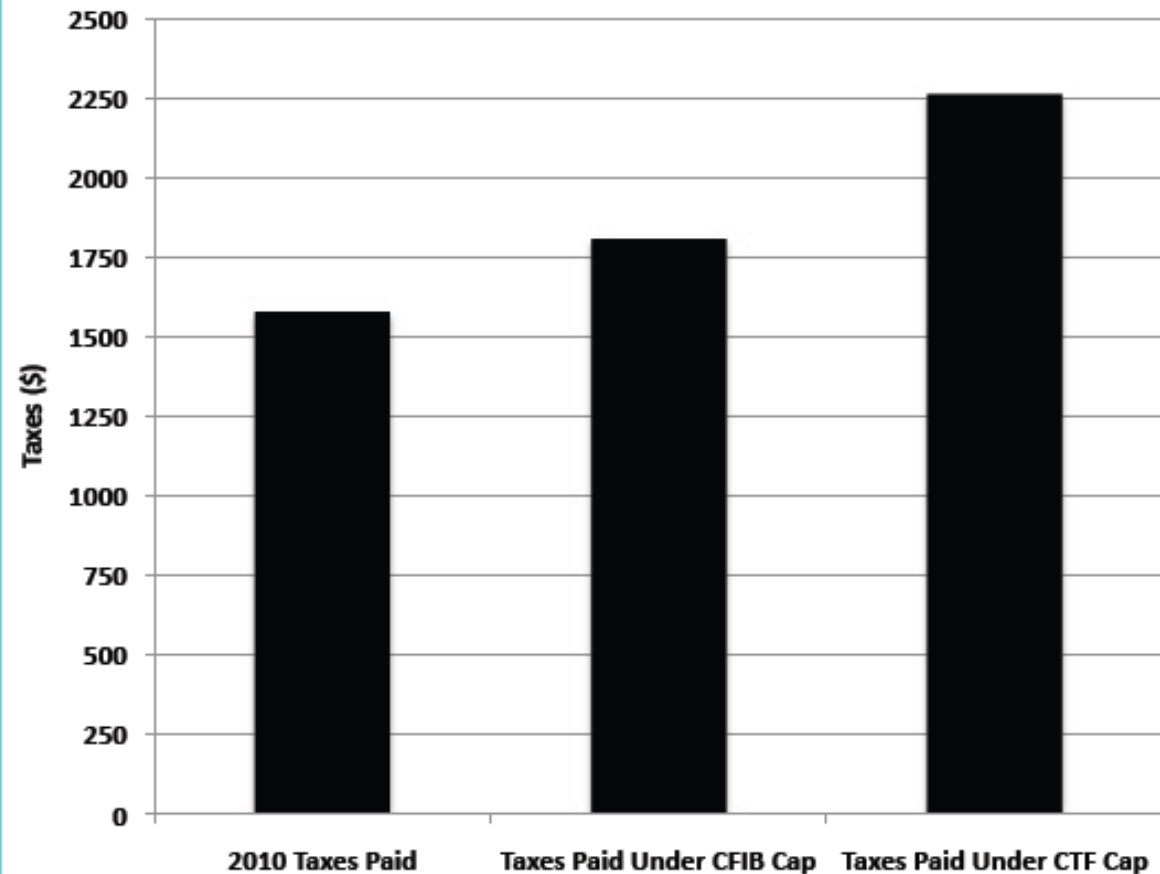
could cost millions

Follow The



COMMENT ON FISCAL MANAGEMENT
IN BRITISH COLUMBIA'S MUNICIPALITIES

Figure 4
Impact of Tax Caps on Homes Valued at \$524,000
2010 Rates -- BC Average (all municipalities)



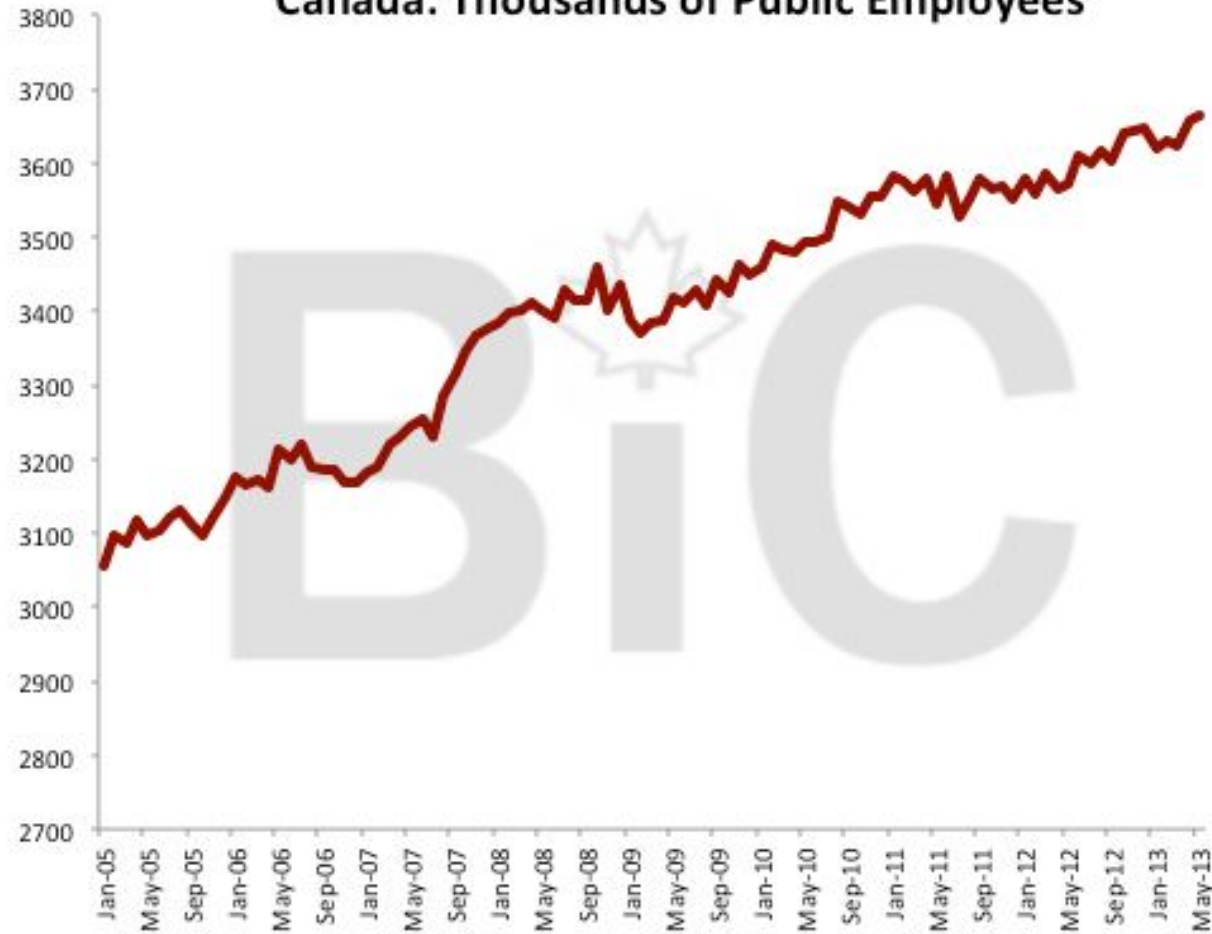
Variable property tax payment only. Does not include parcel taxes or user fees.

Sources: Ministry of Community, Sport and Cultural Development
Local Government Statistics: *Schedule 704* (2010 Taxes & Charges),
Schedule 707 (2010 Assessments, Tax Rates & Taxes)
BC Real Estate Association News Releases (BC Average home assessment)



BUSINESS
IN CANADA

Canada: Thousands of Public Employees



<https://businessincanada.com/2013/06/17/harper-needs-to-stop-austerity-britain-camero/>

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Blogs & Comment

Chart: Public sector employment growth outpacing private

Statistics Canada has reported that public sector employment has grown much more rapidly.

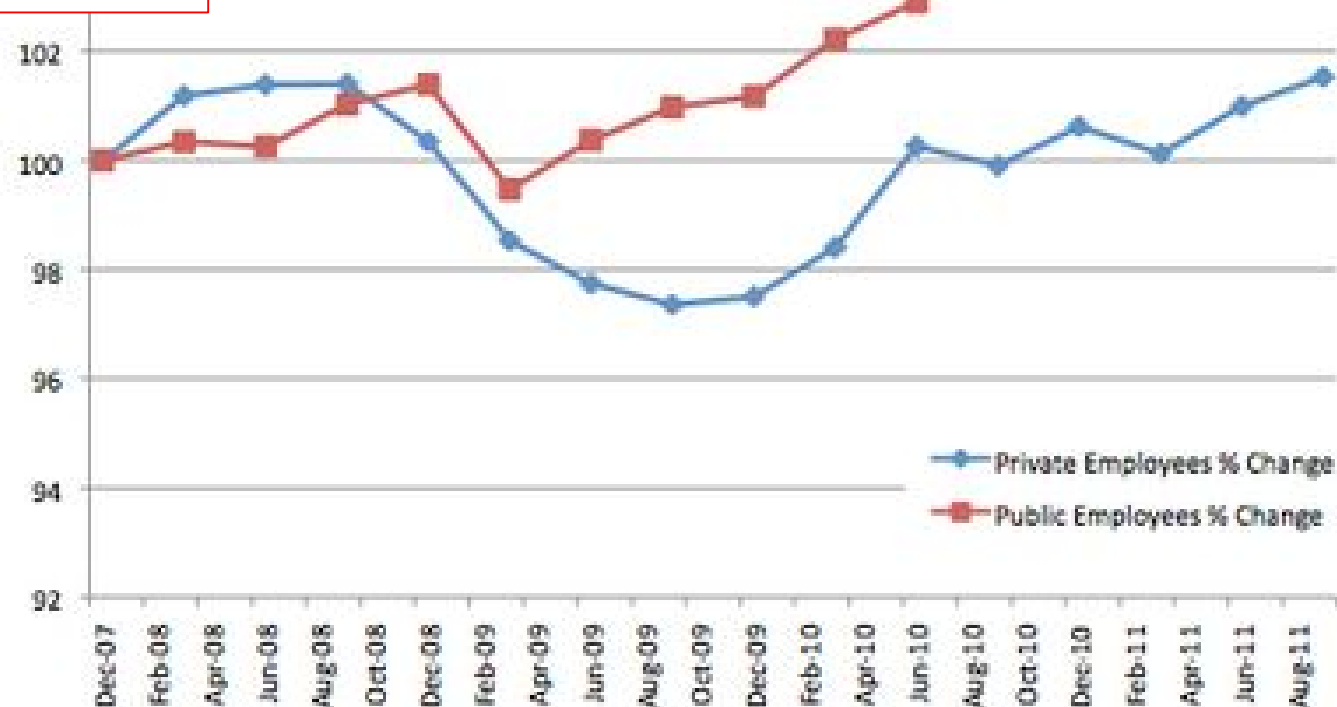
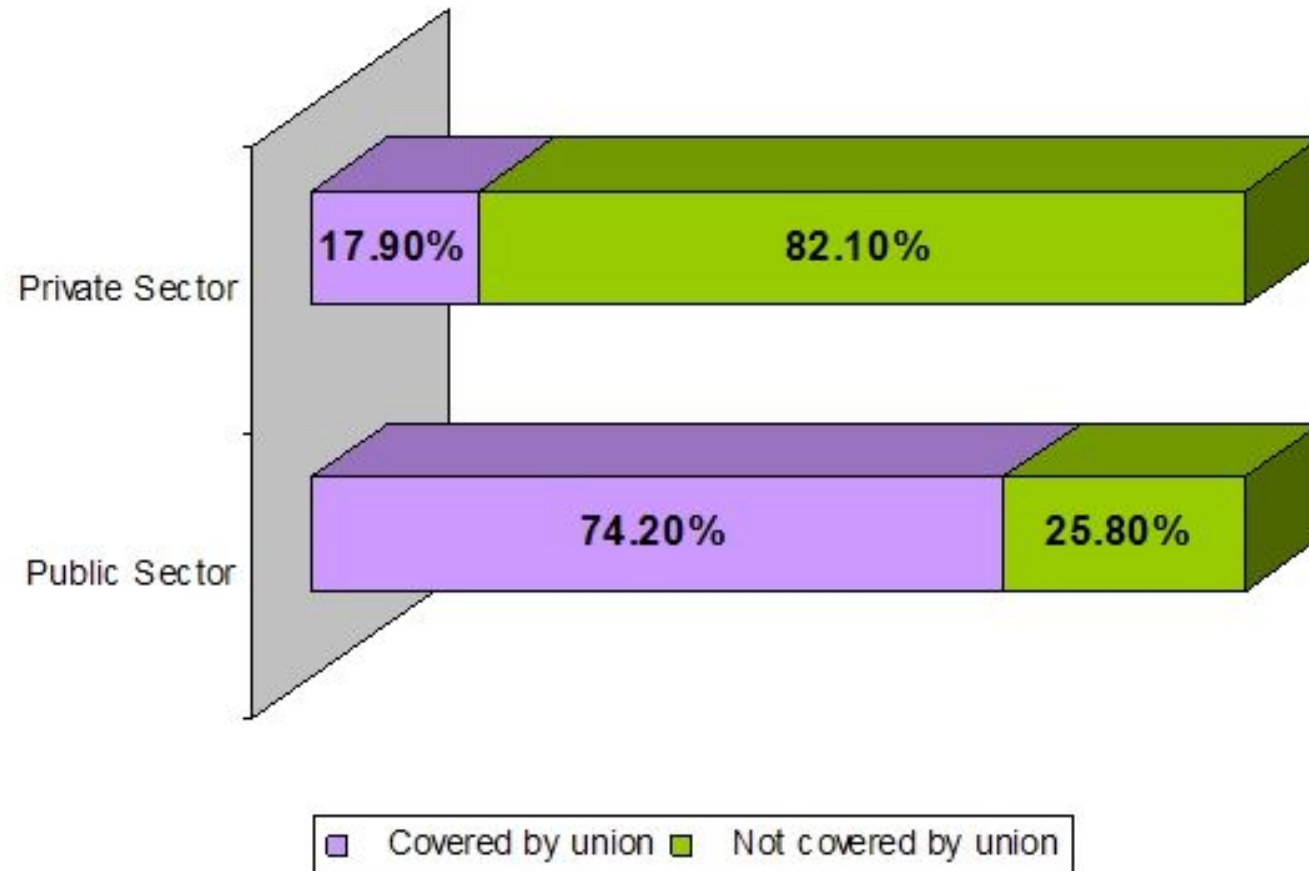
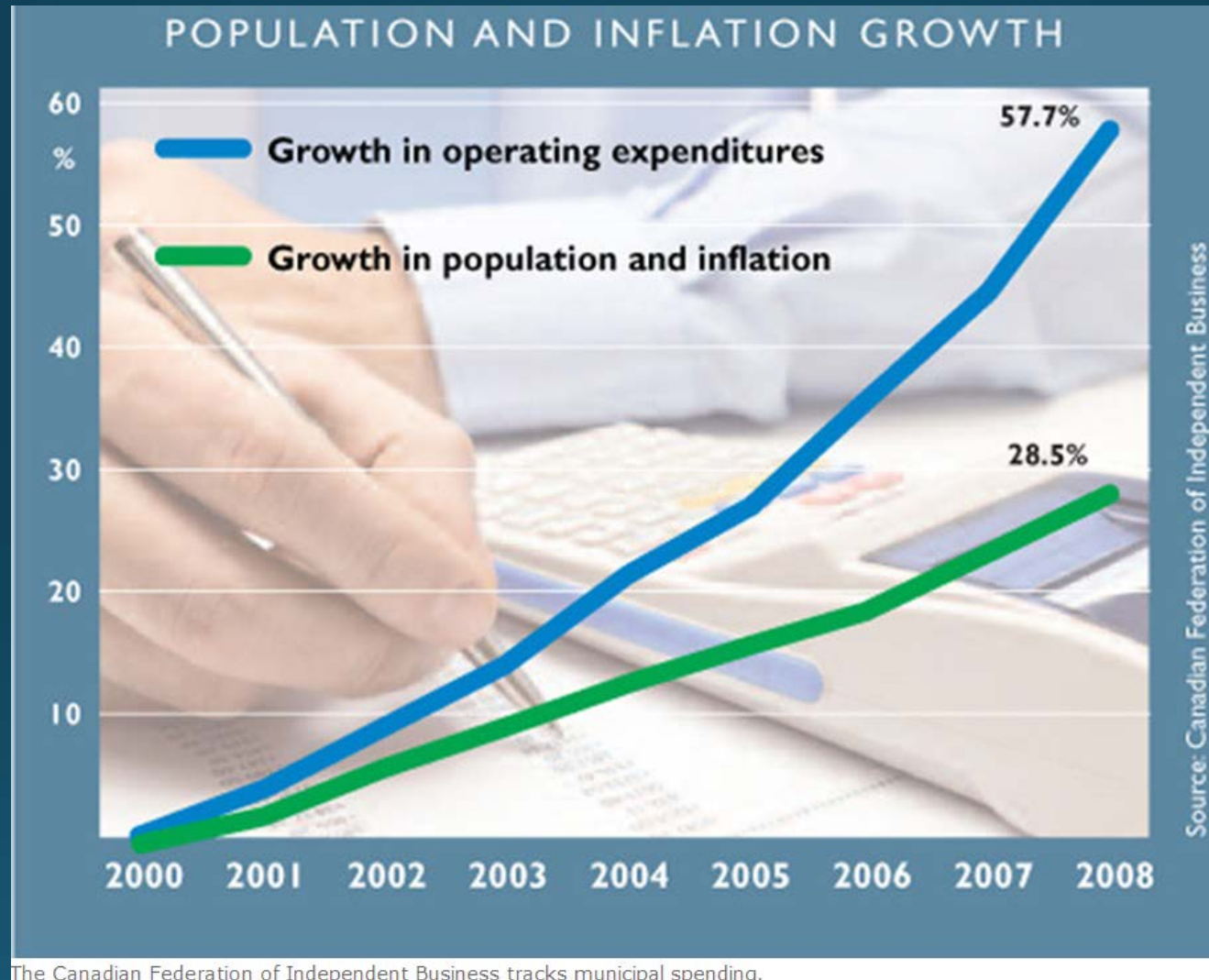


Chart 2: Union Density by Sector, 2008



https://www.google.ca/search?q=Public+sector+employment+in+canada&rlz=1C2CHFX_enCA558CA558&biw=1366&bih=667&source=lnms&tbm=isch&sa=X&ei=w62YVILtCdLSATqyoA4&ved=oCAcQ_AUoAg#tbm=isch&q=Canada+public+vs+private+union+representation&facrc=_&imgdii=_&imgsrc=HycoSHZ_R9obyM%253A%3BTjYIM7zJMPfKeM%3Bhttp%253A%252F%252Flibgwd.cns.yorku.ca%252Fgwd%252Fwp-content%252Fuploads%252FUN_picture-14.jpg%3Bhttp%253A%252F%252Fwww.genderwork.ca%252Fgwd%252F%253Fpage_id%253D27%3B565%3B385

Business targets rising municipal costs

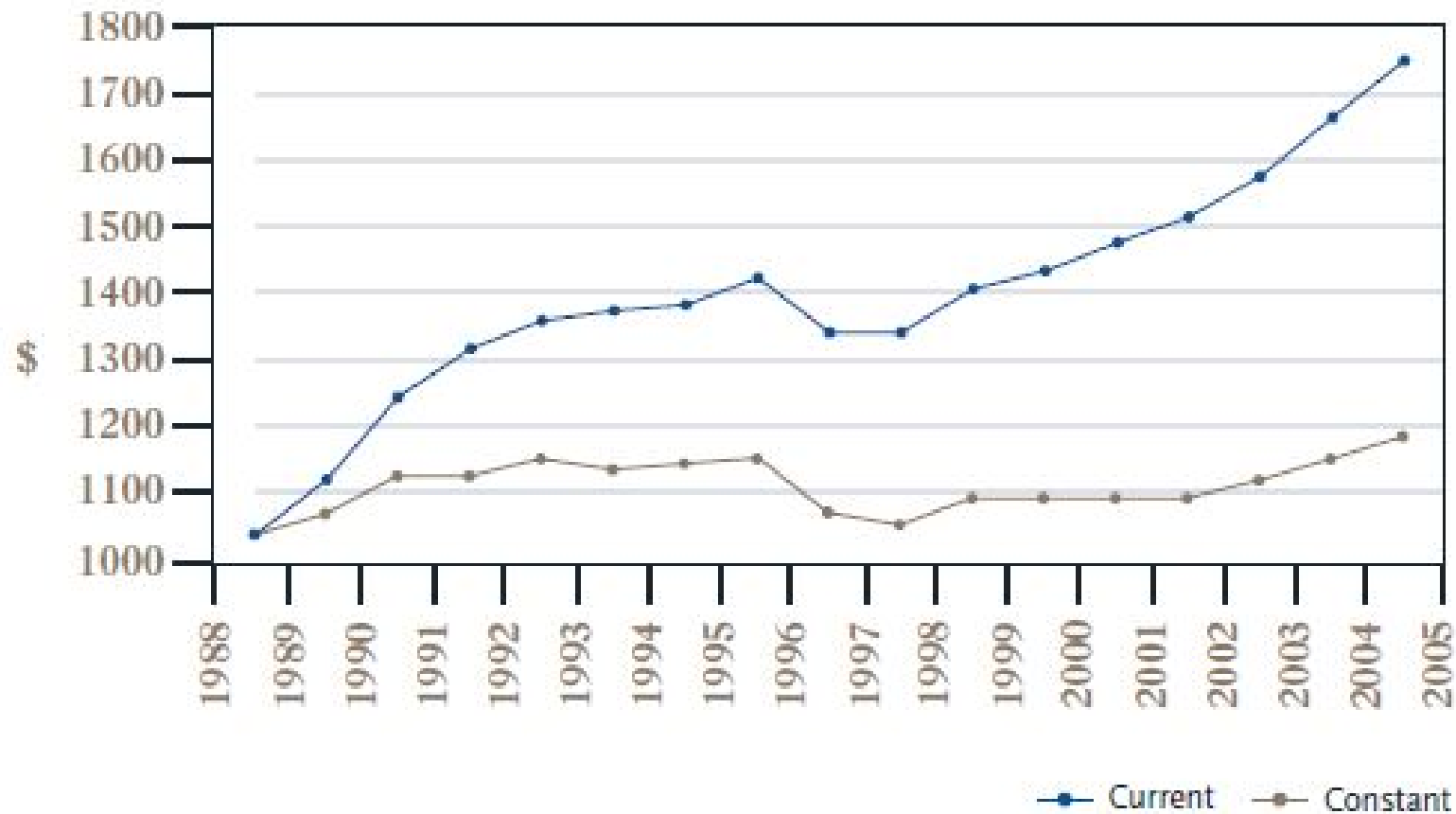


The Canadian Federation of Independent Business tracks municipal spending.

Source: [Parksville Qualicum Beach News](#)

Published: January 10, 2012 4:00 PM

Figure 2: Total Municipal Expenditures in Canada,
Current and Constant Dollars per Capita, 1988-2004



Source: Statistics Canada, Financial Management Systems (FMS) (mimeograph, May 2006)



NEW B.C. CORE REVIEW REPORT SHOWS CITY WAGE EXPLOSION



9



195

VANCOUVER, B.C.: A new provincial government report confirms the Canadian Taxpayers Federation's (CTF) long-standing suspicion: municipal governments are overpaying their staff compared to both the province and the private sector. The 88-page report was prepared by Ernst & Young as part of the B.C. Government's core review process, and obtained by the CTF over the weekend.



The report's major finding was especially welcomed by the CTF: "The [provincial] government should do what is necessary to bring municipal government compensation into alignment over time, including using financial levers if necessary" (p. 4).

BC Public Sector
Compensation Review

October 2014



EY
Building a better
working world



The Voice of British Columbia
Local Government

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For Councils and Boards: President Martin Responds to Compensation Review

Sep 16, 2014

A report commissioned by the provincial government comparing levels of public sector compensation was leaked to the media yesterday. The report was undertaken by Ernst & Young and is now available on the Province of British Columbia's [Core Review website](#). I encourage local governments that have not yet reviewed the report to do so. I also want to share the perspective of UBCM's Executive on the approach and content of the report.

In September of 2013, BC local governments unanimously endorsed the Strong

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UBCM Spotlight

NEWS

B.C. cities call municipal pay review flawed, biased



Community, Sport and Cultural Development Minister Coralee Oakes (left) and Union of B.C. Municipalities president Rhona Martin (right) at the 2013 UBCM convention. — Image Credit: Black Press File Photo

BATTLE OF THE WAGES:

Who gets paid more, public or private sector workers?



CUPE

<http://cupe.ca/battle-wages-who-gets-paid-more-public-or-private-sector-workers>

Figure 10

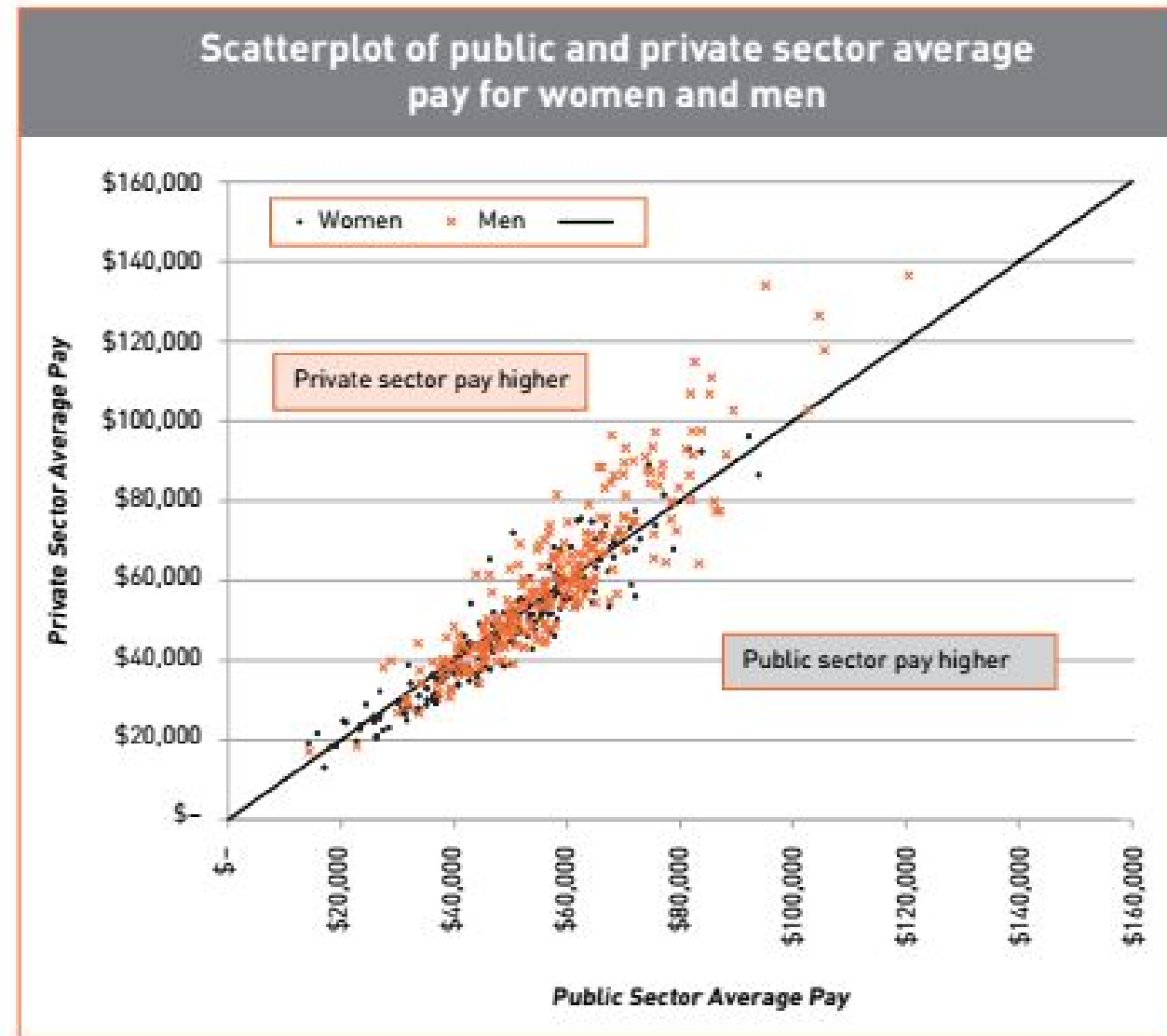
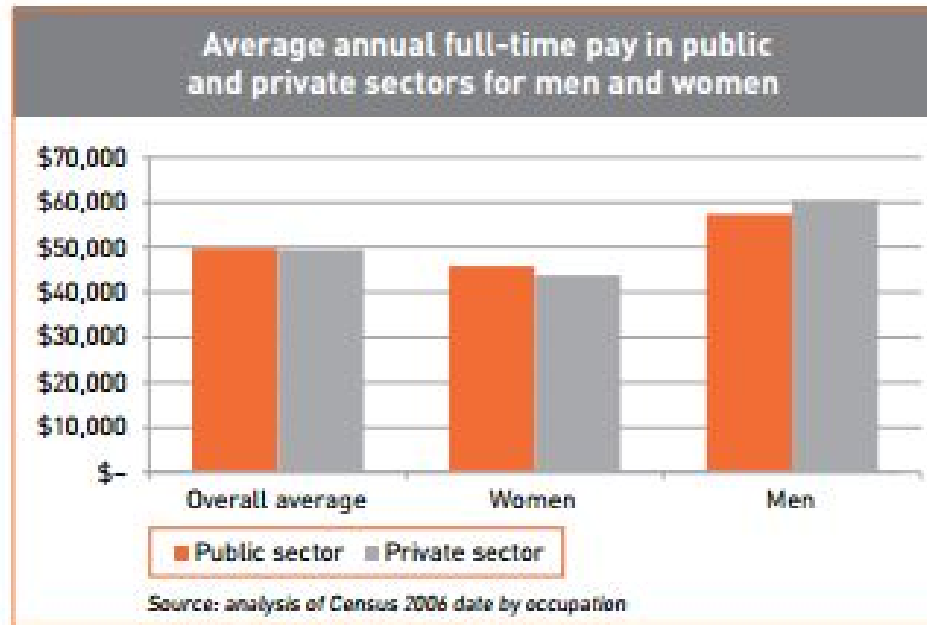


Figure 1



Instead, average pay is remarkably similar, with the public sector average at \$49,655, only 0.5 per cent or \$248 higher than the \$49,407 average for similar jobs in the private sector.⁴

While *overall* average pay is similar, public sector wage scales are *very different* than the private sector for different groups and occupations. Public sector pay is much more equitable in relation to all characteristics analyzed, not just gender.

“CFIB didn’t apply
any standard
statistical
Tests to ensure
reliability in its
selection or use of
data.”

Problems with the CFIB’s Wage Watch report

The CFIB’s “Wage Watch” report has gained considerable media attention, but few looked at the study in detail. Some of those who did were highly critical of their methods and suspicious of the results.

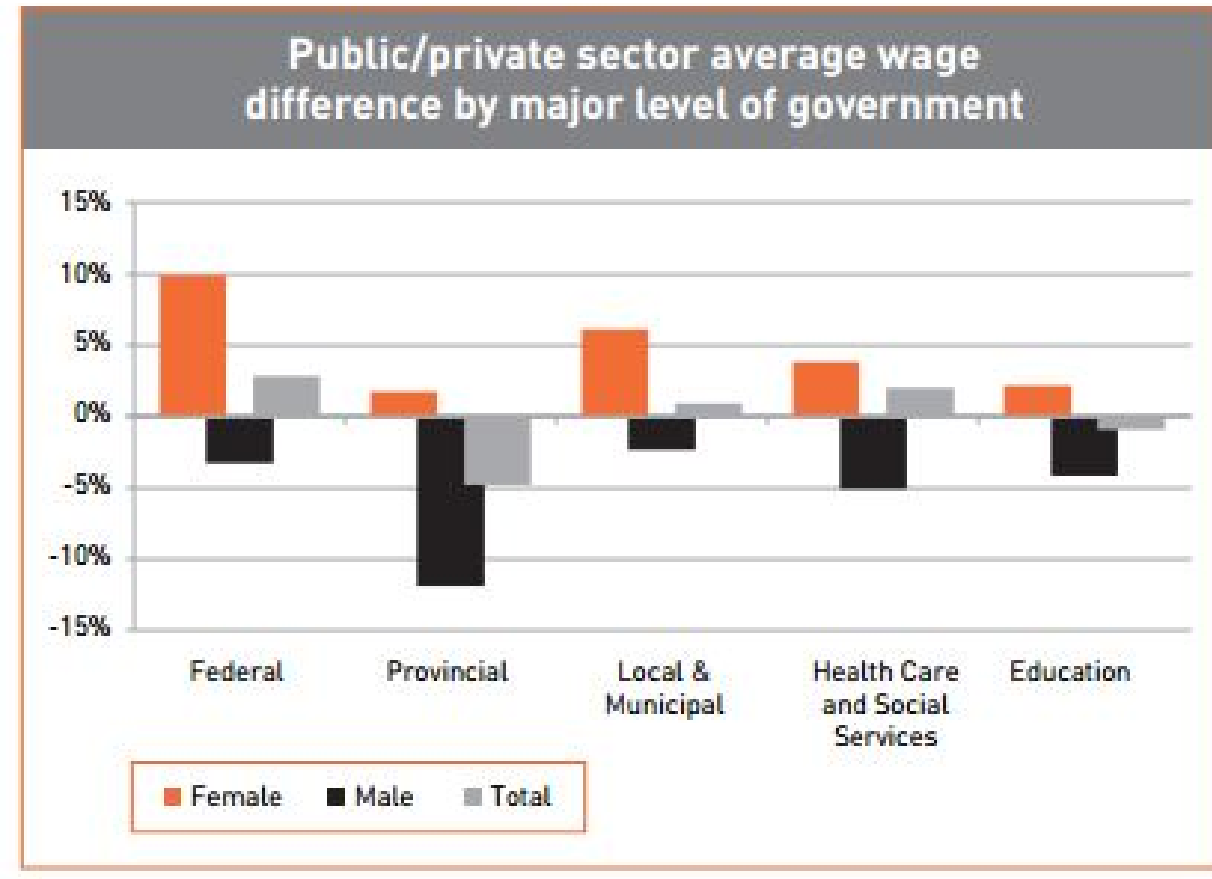
For instance, the study doesn’t report wages for any actual specific occupations, but only the overall averages they aggregated for all occupations using their own calculation methods. Because public and private sectors have very different wage scales and distributions, it is wholly inappropriate to apply these overall averages to all occupations for any region.

The CFIB didn’t apply any standard statistical tests to ensure reliability in its selection or use of data. As a result, there’s no confidence that their results, particularly for the many small sample and populations they report, can be considered statistically reliable.

The overall averages calculated by the CFIB are also influenced by including a number of occupations with a large number of lower paid private sector workers, but few in the public sector. For instance, there are over 340,000 retail sales clerks, salespersons and grocery clerks working in the private sector but only one per cent of that number working in these occupations in public sector workplaces. Because this is a group with relatively low wages, it has an impact on overall averages.



Figure 4



Editorial: Municipal auditor is desperately needed

THE PROVINCE

NOVEMBER 15, 2011

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COMMENT ON FISCAL MANAGEMENT
IN BRITISH COLUMBIA'S MUNICIPALITIES

Union of BC Municipalities
ubcm.ca

May 2011

- Energy minister to review B.C. Hydro bonuses

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A municipal auditor general isn't a cure-all for local government waste

Appeared in Delta Optimist and Business in Vancouver

Authors:

[Charles Lamnam](#)

[Niels Veldhuis](#)

Release Date:

December 16, 2011

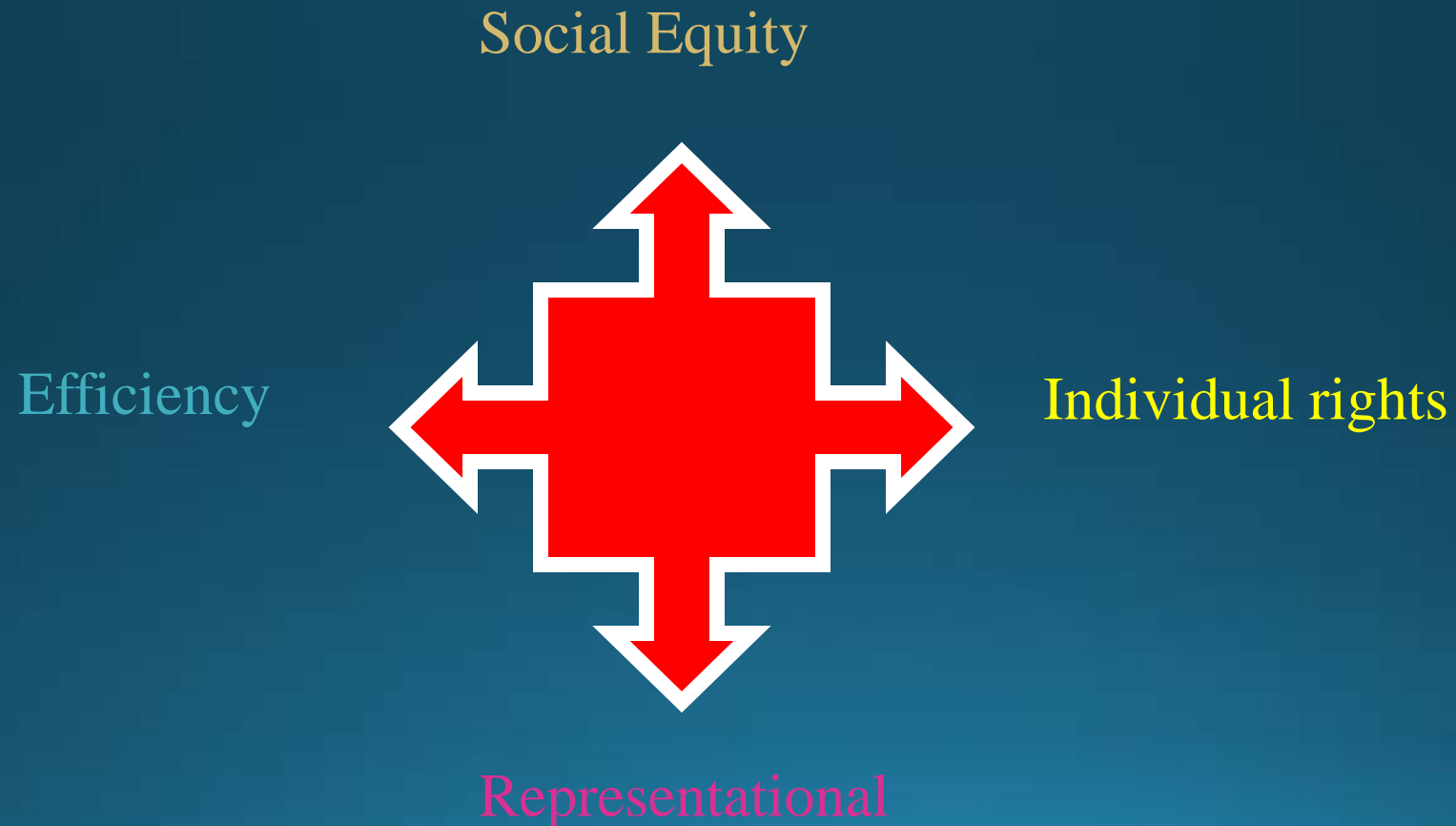
BC Premier Christy Clark's recent announcement that her government will create an auditor general for local government (AGLG) is a ray of good news for British Columbians. After all, local governments across the province spend nearly \$10 billion of our hard-earned money annually with little real scrutiny.

"The AGLG will focus on finding the biggest benefits for taxpayers by helping local government be as efficient as they possibly can be."

Premier Clark

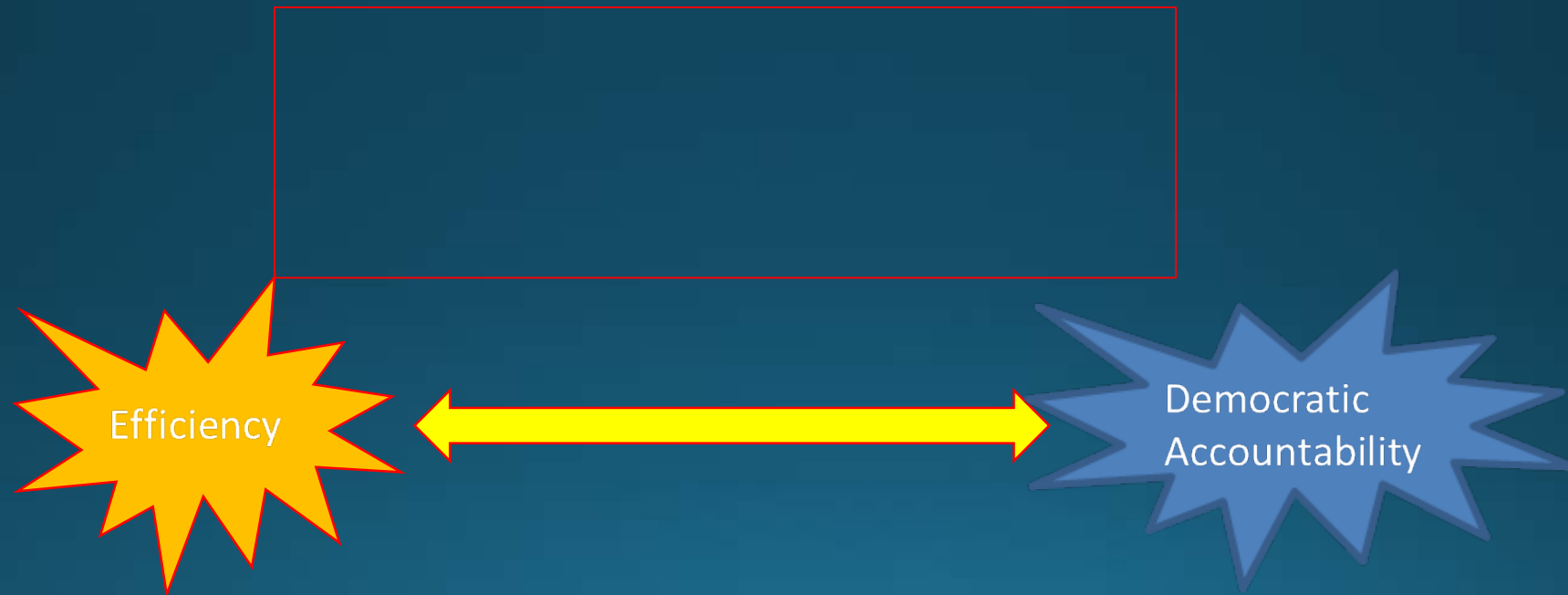


Assessing Competing Values



The tension between efficiency and accountability.

- *the* central question in all of public administration



Peter Self, *Government by the Market: The Politics of Public Choice*, Boulder, CO Westview, 1993, and Peter Aucoin, *The New Public Management: Canada in Comparative Perspective*, Montreal, IRPP, 1995.

**"No one pretends that
democracy is perfect or all-wise.
Indeed, it has been said that
democracy is the worst form of
Government except all those
other forms that have been tried
from time to time; "**

~Sir Winston Churchill~



Many “inefficiencies” are structural



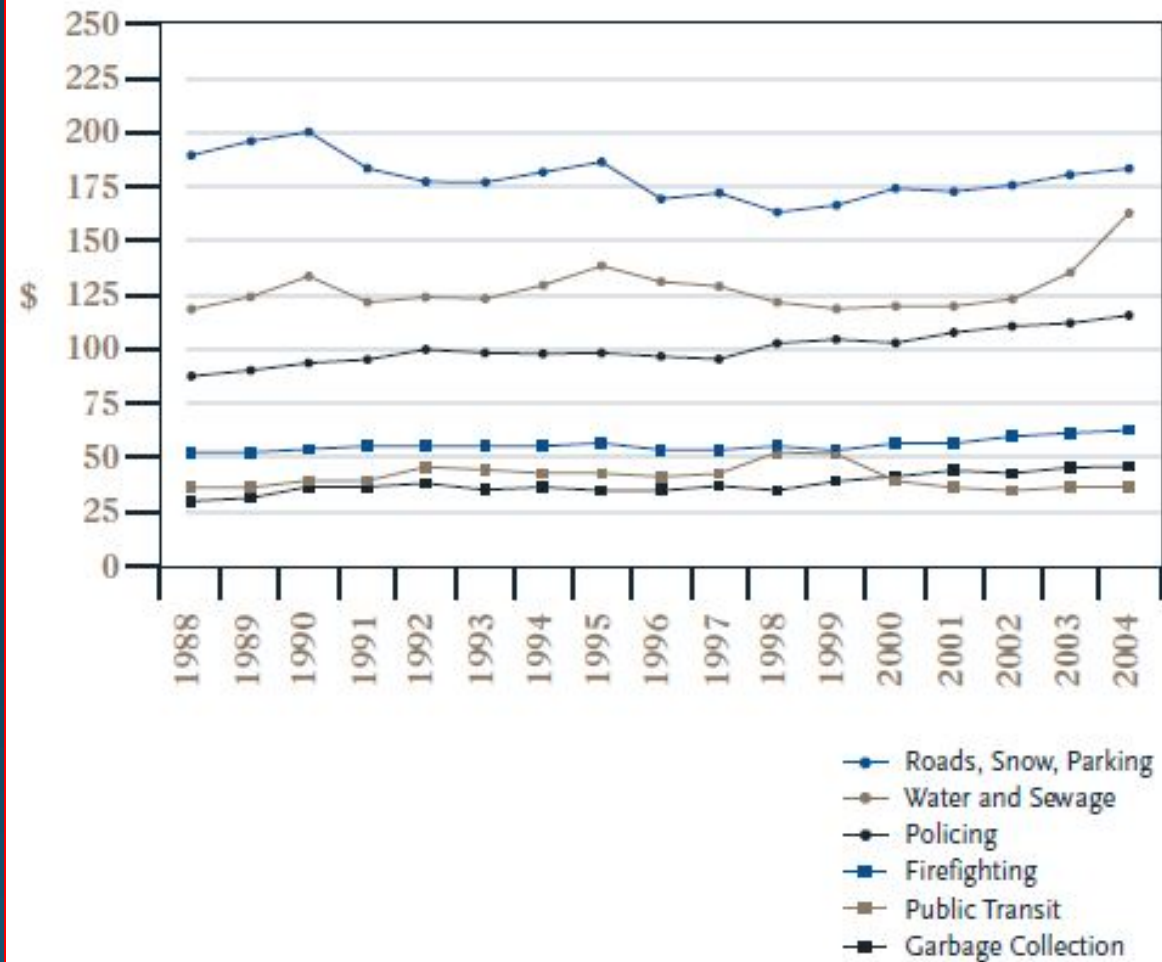
Protective Services
Parks, Recreation and Culture
Public Works

= 75-85%



COMBS
©2005
FIREHOUSE.COM

Figure 3: Selected Municipal Government Expenditures, per Capita Constant Dollars, 1988-2004



Source: Statistics Canada, Financial Management Systems (FMS) (mimeograph, May 2006)



FOR MONEY

Municipal Auditor General Context Paper

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

Prepared by: Union of British Columbia Municipalities



July, 2011



BRITISH
COLUMBIA
The Best Place on Earth



Sustainable Service Delivery

AKA: What is Asset Management?

- Integrated approach involving **planning**, engineering and finance to effectively manage existing and new municipal infrastructure in a sustainable manner to maximize benefits, reduce risk and provide satisfactory levels of service to the community user in an **environmentally and ecologically responsible manner**. (National Asset Management Working Group)

What would we do if we really knew what we were doing –
Policy Analysis / Informed, Non-Partisan Involvement



...“Money, money everywhere...but not a cent to think.”



Mike Reid

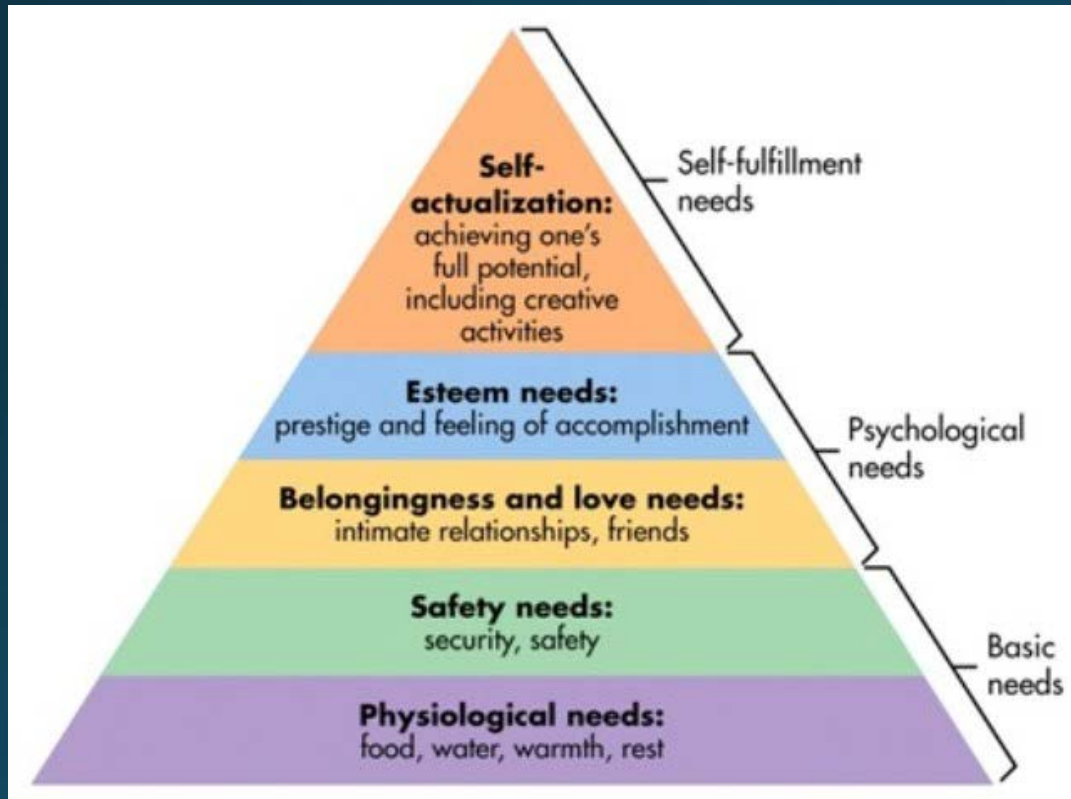
The Problem with Defining Core Services

<http://ips.ac.nz/publications/files/833ae3cfa2e.pdf>

"CORE"

= "Can't Obviously Re-Establish"

(level of service)



Maslow's Hierarchy of Needs



Typical Community Hierarchy of Needs



Ford's 'gravy' is mighty thin

Published On Fri Jul 22 2011 Source:
thestar.com



Mayor Rob Ford's credibility has taken a devastating hit through his "core service review."

While painful to watch, it has been an instructive process. Despite the mayor's oft-repeated contention that Toronto city hall is awash with bureaucratic "gravy," the consultants assigned to help the city balance its books have come up with a long list of service cuts, and few easy savings.

Many of the options facing this city are ugly.

<http://www.toronto.ca/torontoservicereview/index.htm>



cutting through complexity™

City of Toronto Core Service Review Project

Final Report to the City Manager

July 7, 2011

Results of the KPMG Core Service Review.

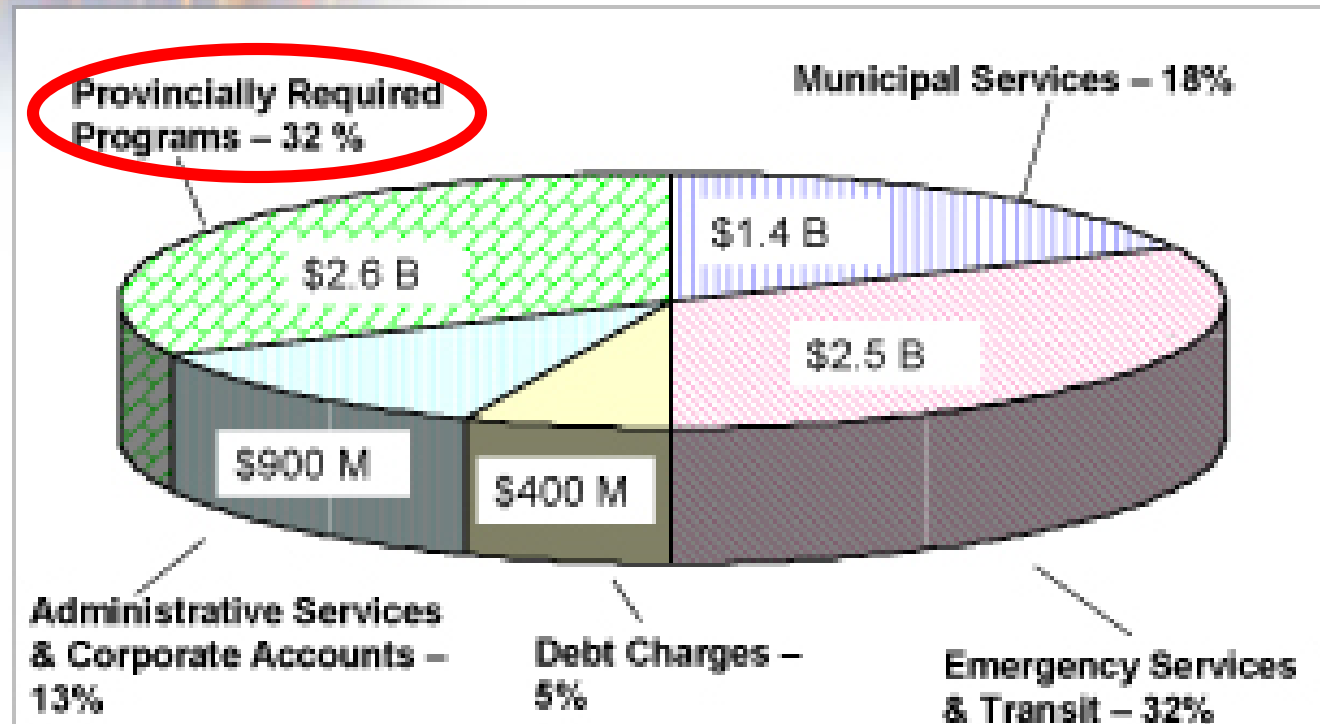
Rankings:

- 90% of services as core – legislated or essential
- 8% traditional – enhance quality of life; contribute to healthy economy
- 1% other/discretionary – respond to emerging needs and priorities



Where the money goes

Toronto's Operating Budget
2007 Gross Operating Budget – \$7.8 Billion



Core services review price tag estimated \$100,000



Record file photo

[Buy Mission City Record Photos Online](#)

By [Adrian MacNair - Mission City Record](#)

Published: **January 24, 2012 11:00 AM**

Updated: **January 24, 2012 11:19 AM**

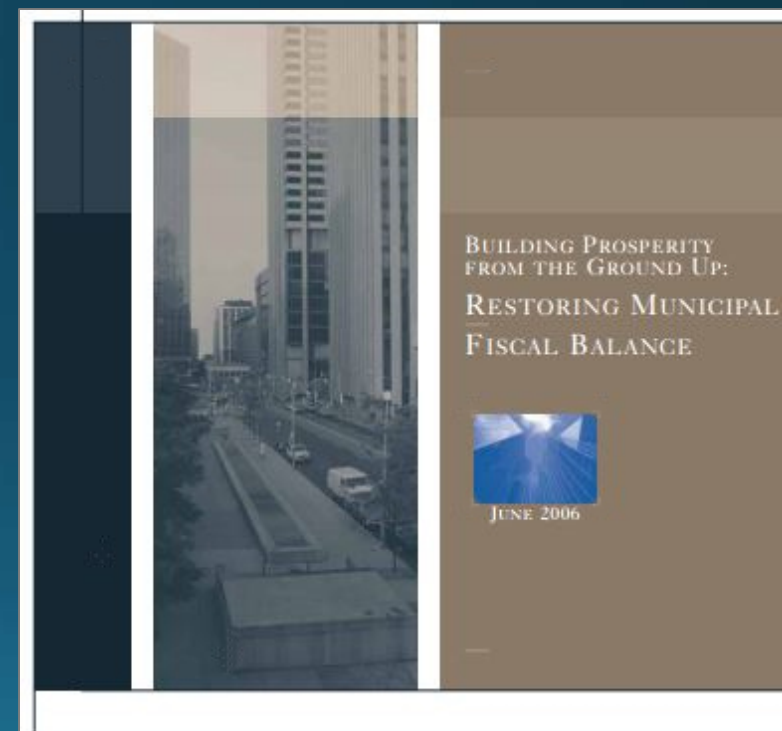
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Table 1: Distribution of Municipal Expenditures by Category, Canada, 1988 and 2004

	1989	2004
General Administration	9.9	8.8
Protection	14.8	16.7
Transportation	22.3	19.5
Health	2.0	2.5
Social Services	7.4	10.2
Education	0.5	0.4
Resource Conservation	2.1	1.9
Environment	14.6	18.1
Recreation/Culture	11.6	12.3
Housing	1.8	3.7
Regional Planning	2.1	1.8
Debt Charges	9.5	4.0
Other	1.6	0.1
TOTAL EXPENDITURES	100.0	100.0

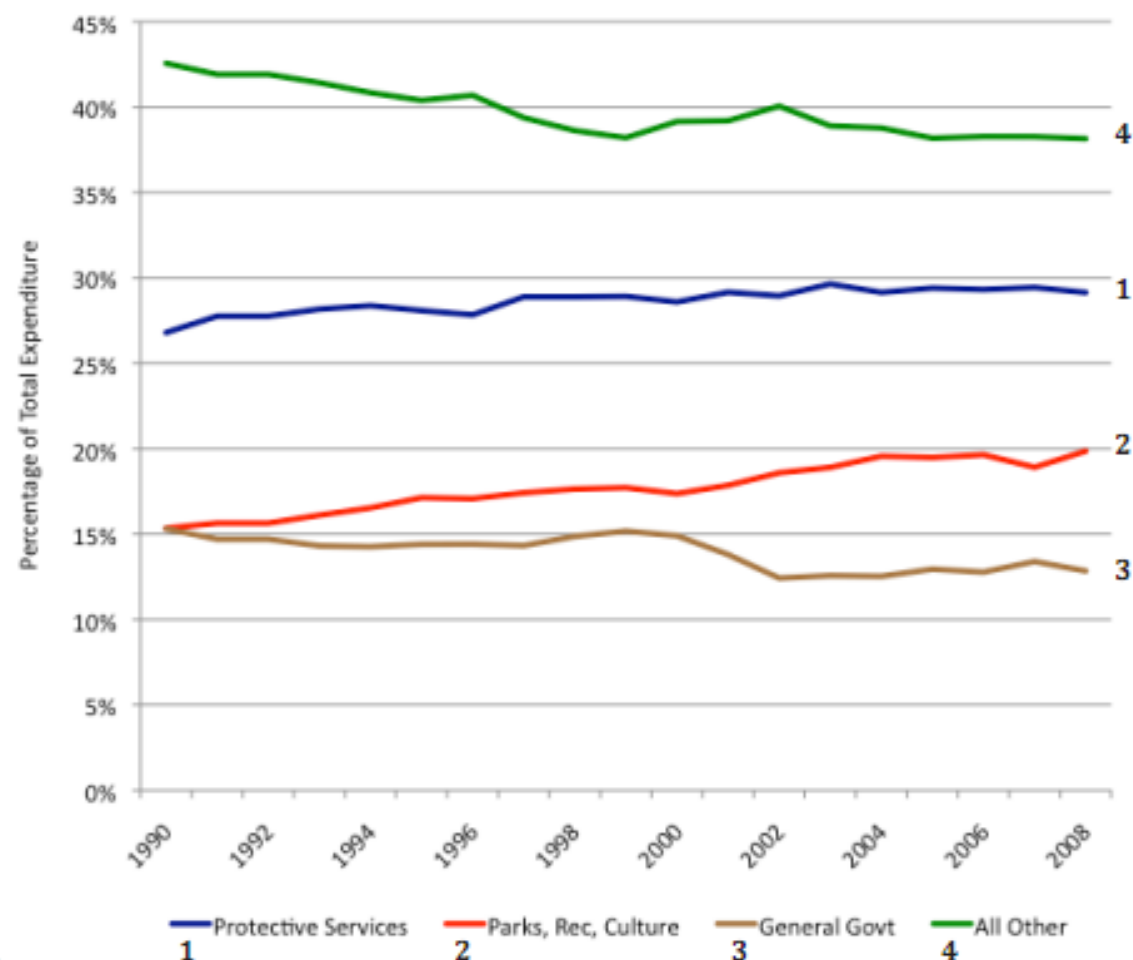
Source: Statistics Canada, CANSIM, table 385-0004





COMMENT ON FISCAL MANAGEMENT
IN BRITISH COLUMBIA'S MUNICIPALITIES

Figure 2
Trends in Municipal Spending by Type of Service
All Municipalities in BC – 1990-2009



Source: Ministry of Community, Sport and Cultural Development
Local Government Statistics, *Schedule 402-Expenses*, Years 1990-2009

Note that total operating expenditures in 2009 are net of reported amortization figures. These figures were calculated and reported by municipalities beginning 2009, pursuant to the PSAB 3150 standard.



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JANUARY 14, 2013 | SHARE THIS STORY



CUPE BC President to discuss Core Service Review

PRINCE GEORGE—CUPE BC President Barry O'Neill will be in Prince George discussing the negative impact Core Service Reviews have on communities this Wednesday, Jan.16.

The public event "City Services under Attack" aims to bring awareness to the flaws of these types of biased reviews says O'Neill.

"The name core service review has become a trendy name for privatization, reduced services and the sale of city infrastructure. Consulting firms are commonly in the business of promoting the privatization of public service work and often produce reports with the same template. Community residents expect their elected officials to make decisions in the

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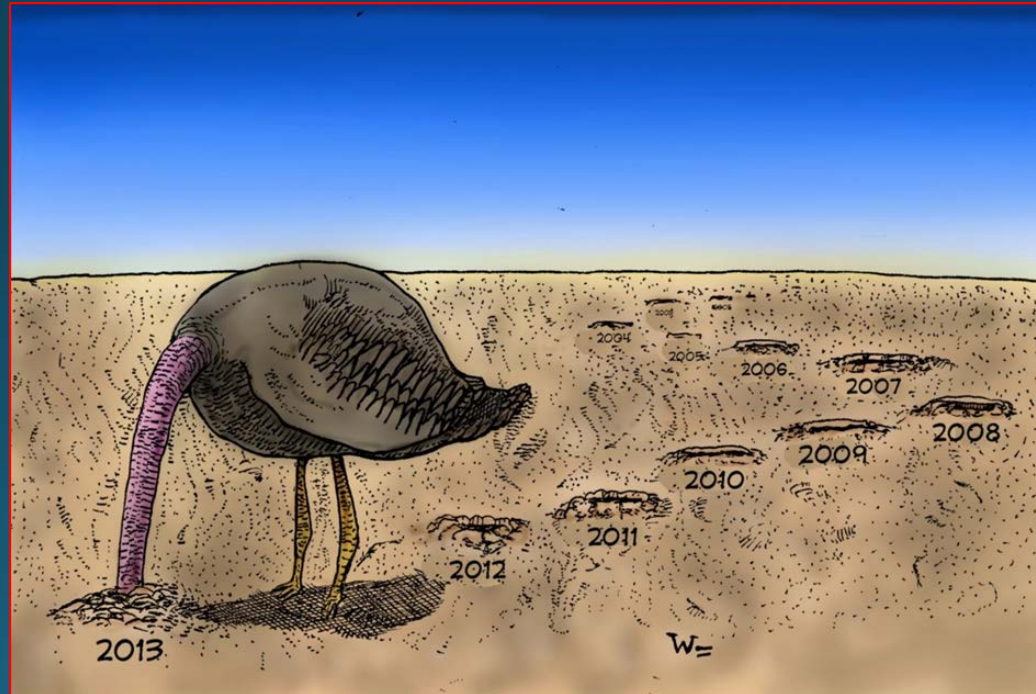
Related News

Nanaimo city workers ratify three-year deal

Dec 19, 2014

NANAIMO - CUPE Local 401 and the City of Nanaimo have reached a new three-year collective agreement. The deal covers about 600

There are lots of options for cutting costs, and we should continuously pursue them – however; this is not ultimately a technical or managerial exercise - they all rely upon **political will**.



B.C. Lottery Corp. plan to cut staff costs backfires, ends up costing \$25M

BY ROB SHAW, VANCOUVER SUN DECEMBER 18, 2014

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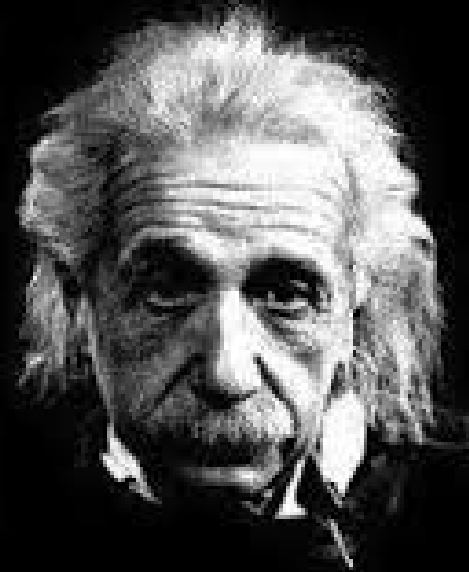
A plan by the B.C. Lottery Corporation to save millions in staffing costs backfired and cost the corporation \$25 million, a government audit has found.

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- Is there more to this story? We'd like to hear from you
- B.C. Lottery pulls slot machine after malfunction leads to \$100,000 pay day
- Gambling research centre opens at UBC (with video)
- Destination B.C. launches new marketing strategy (with video)
- Victoria lottery jackpot winner will collect \$13.7 million
- Former B.C. lottery chief repays \$55,000 in disputed



"WE CANNOT
SOLVE OUR
PROBLEMS
WITH THE SAME
THINKING WE
USED WHEN WE
CREATED THEM"





Tory promises to find inefficiencies in city services, keep taxes in check

ELIZABETH CHURCH · CITY HALL BUREAU CHIEF

The Globe and Mail

Published Tuesday, Oct. 14 2014, 8:42 PM EDT

Last updated Tuesday, Oct. 14 2014, 8:42 PM EDT

91 comments



106



81



25



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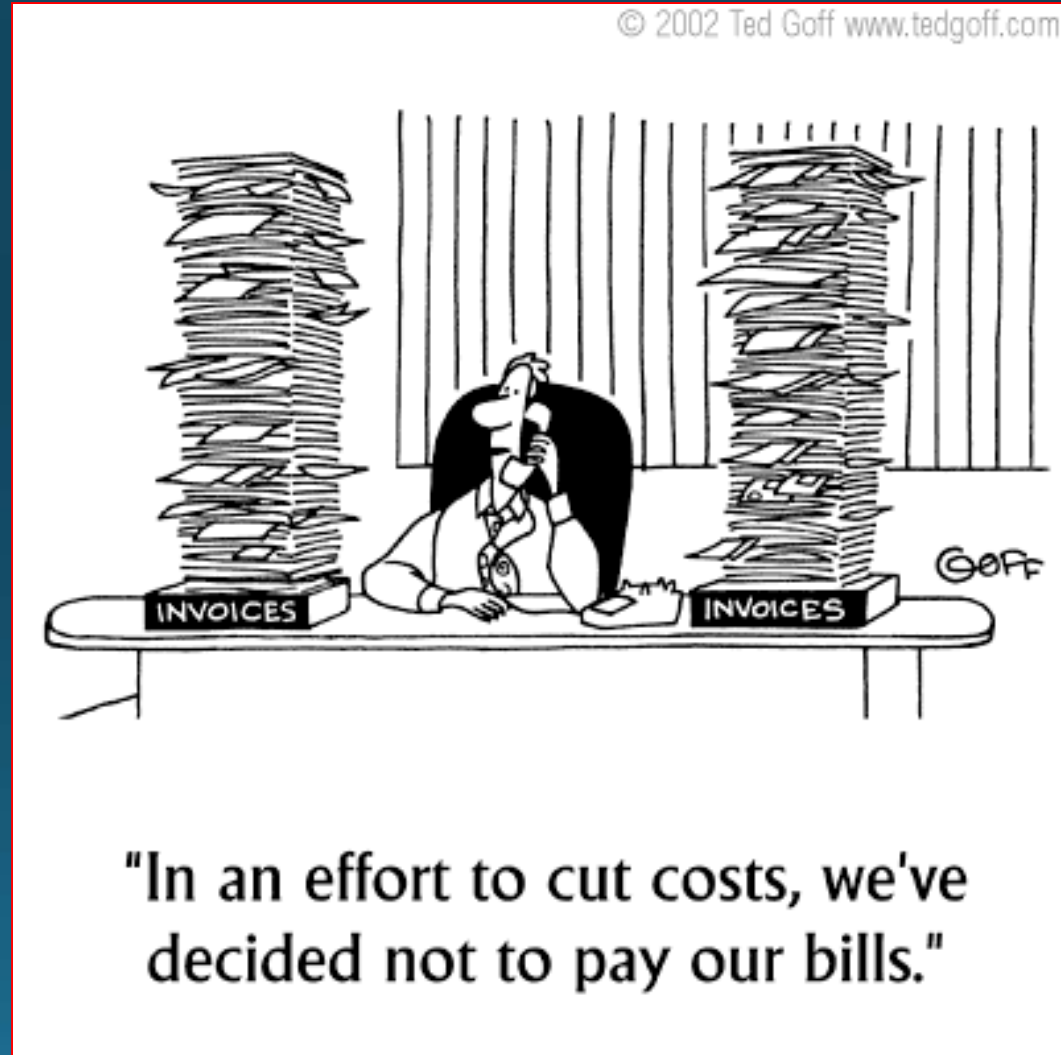
**GLOBE
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John Tory is promising no services will be cut if he is elected, saying he would keep tax increases at or below the rate of inflation by finding efficiencies and wringing more money for Toronto out of the federal and provincial governments.

The promise – which echoes Mayor Rob Ford’s pledge four years ago when he became mayor to “stop the gravy train” – came on Tuesday during a debate with rival Olivia Chow at the Canadian Club.

Stop Spending so much Money



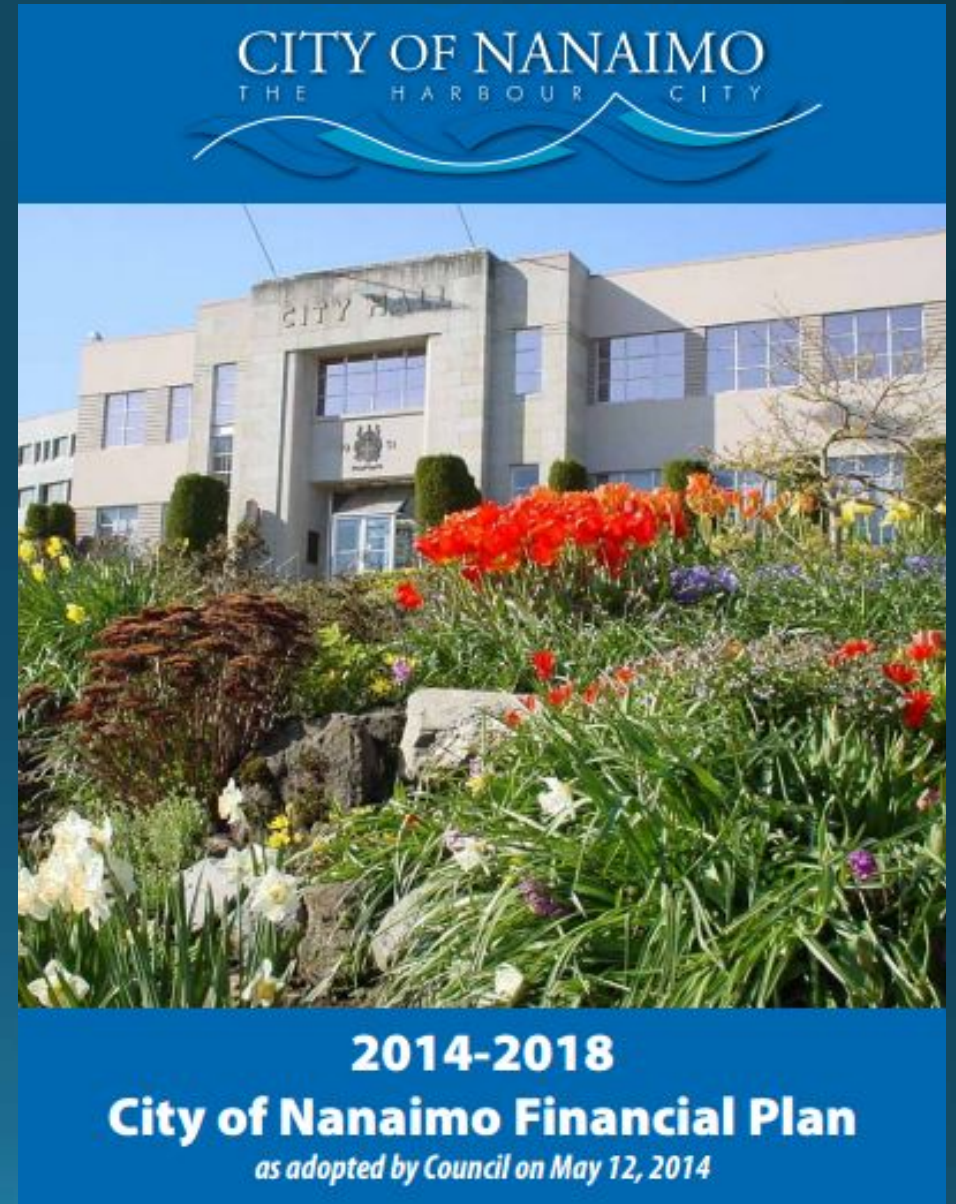
Shared and Collective Responsibility



Contractual; Statutory and Common Law Obligations



A Plan is just a
waste of taxpayer
resources if its not
followed



Significant changes in course require a powerful and sustained effort over considerable time – evolution is preferable to revolution.



Outdated, Slow, Very Expensive, Unresponsive

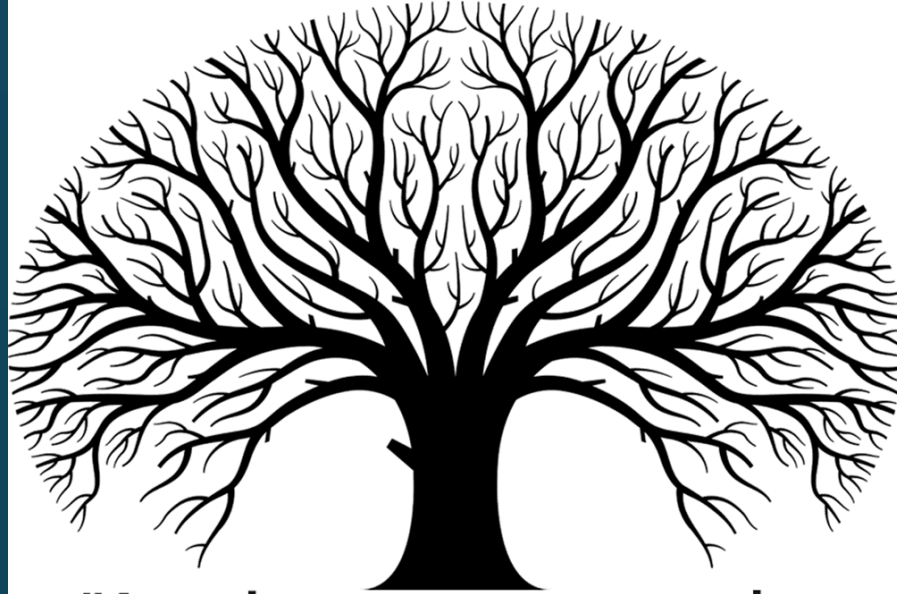
Public Sector Cuts



It's much more about Flexibility, Productivity and Overhead than Money



The Globe and Mail; Jan 02, 2012



**"A society grows great when
old men plant trees whose
shade they know they shall
never sit in." Greek Proverb**

**"Being responsible sometimes
means pissing people off."**

Gen. Colin Powell

Your representative owes you, not his industry only, but his judgment; and he betrays instead of serving you if he sacrifices it to your opinion.

Edmund Burke, 1729-1797



Strengths

The Potential Ways to Solutions



Barn Raising

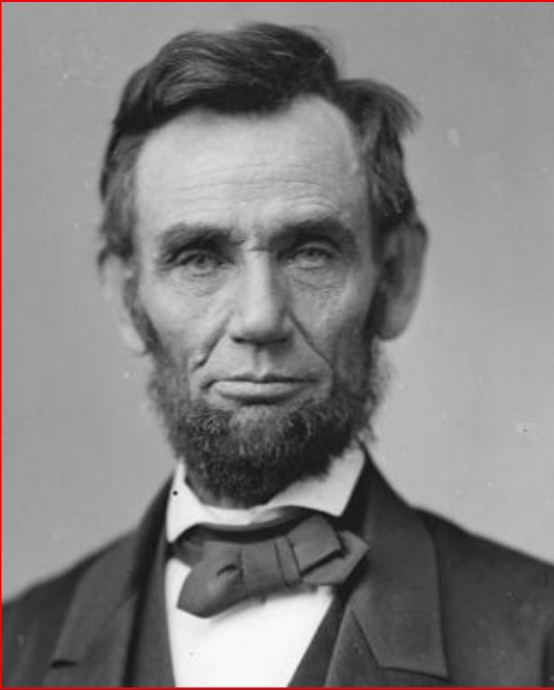


Vending Machine vs. Barn raising

Rick Cole, former Mayor of Pasadena; Cited in
Daniel Kermmis, *Community and the Politics of Place*



Leadership



Lincoln understood that the greatest challenge for a leader in a democratic society is to educate public opinion.

"With public sentiment, nothing can fail; without it nothing can succeed,"
he said.

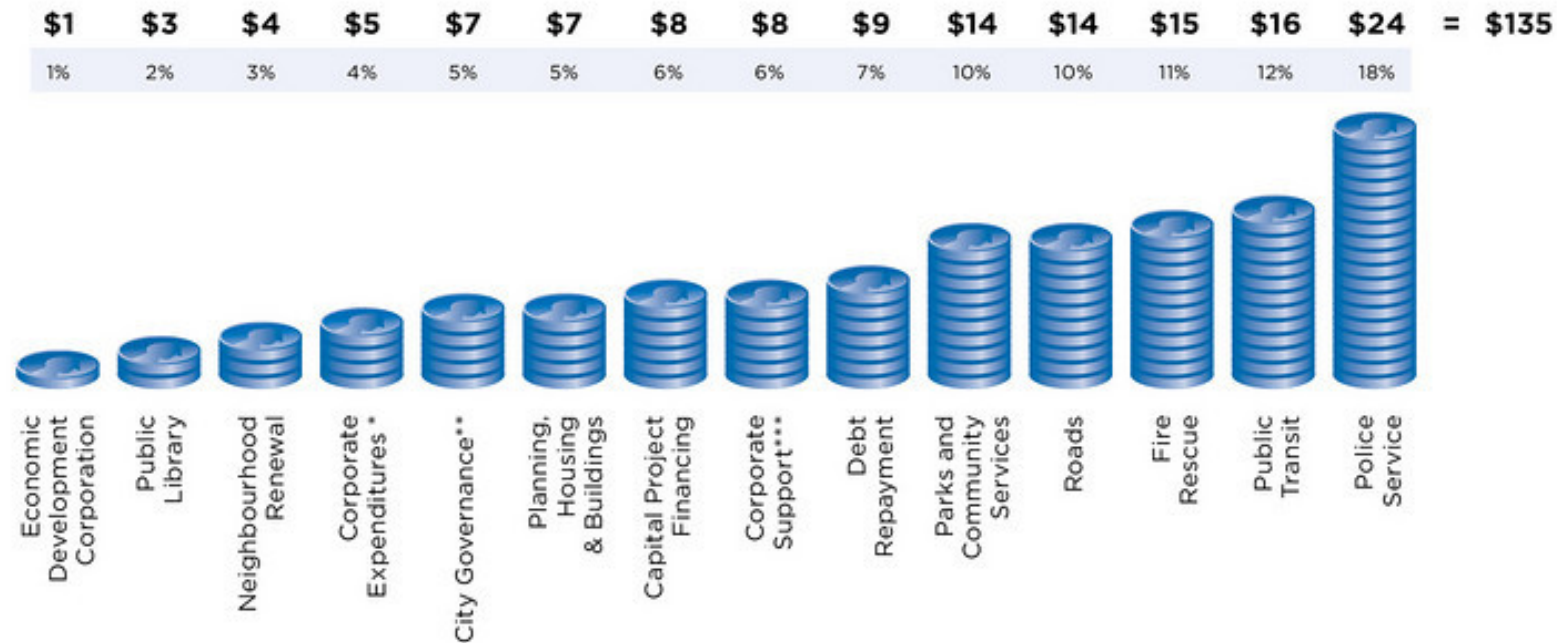
"Consequently he who moulds public sentiment, goes deeper than he who enacts statutes or pronounces decisions."

"Team of Rivals" Doris Kearns Goodwin

Public Education and Dialogue



Distribution of typical Edmonton household's municipal property taxes, per month



Notes:

This graph is based on net operating requirement, which is a combination of taxes and corporate revenues (excludes use fees)

* Corporate Expenditures includes Tax Appeals and Adjustments, Traffic Safety, Local Improvements, etc.

** City Governance includes Mayor and Councillor Offices, Offices of the City Manager, Deputy City Manager and Auditor, Finance & Treasury, and Assessment and Taxation

*** Corporate Support includes Corporate Services

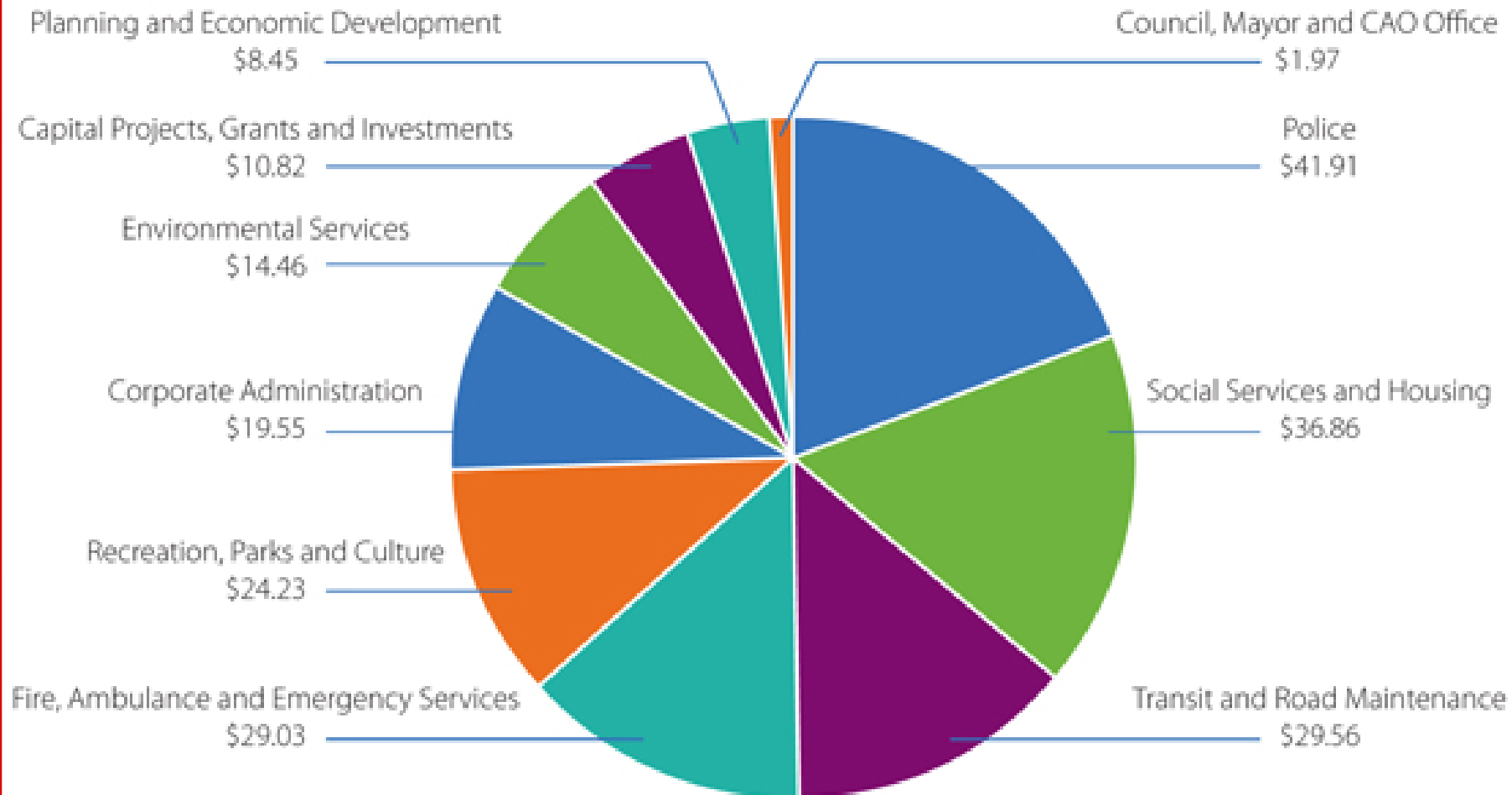
Source: http://photos.edmonton.ca/Media-Room/City-Budget/14998737_nx88WM/1/1120443903_QFhgS#1120443903_QFhgS

City of Calgary

City Service	Monthly cost
Police	\$24.07
Fire	\$15.02
Transit	\$14.18
Roads	\$11.07
Parks	\$6.44
Waste & Recycling	\$2.01
Recreation	\$3.44
Community & Neighbourhood Services	\$2.20

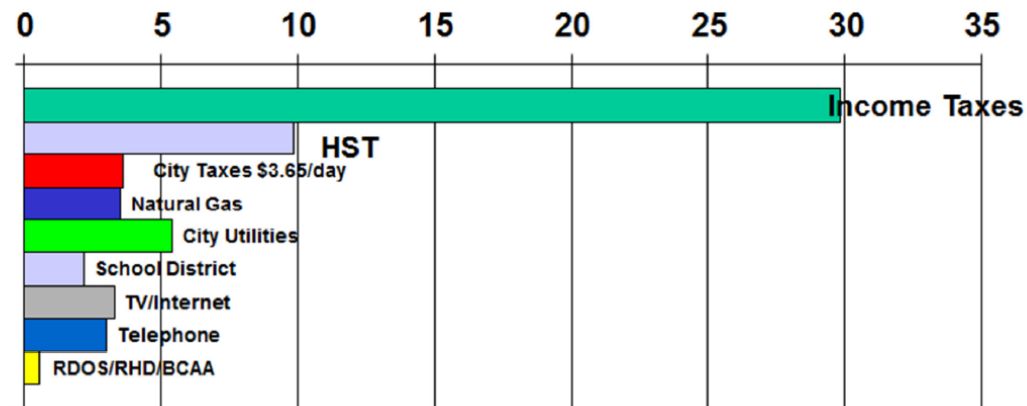
<http://www.calgary.ca/CA/fs/Pages/Plans-Budgets-and-Financial-Reports/Business-Plans-and-Budgets-2012-2014/City-Services,-Property-Taxes-and-Revenues.aspx>

**Average monthly taxes in Guelph are \$216.84.
This is how those dollars are used each month.**



Source: www.ward4guelph.ca/2008/12/24/taxes-and-growth/

Typical Daily Household Tax & Utility Expenditures City of Penticton



THE CORPORATION OF THE CITY OF PENTICTON COUNCIL REPORT

TO: Council
FROM: Doug Leahy, CFO
SUBJECT: 2012 Budget

FILE: 1810
DATE: January 13, 2012

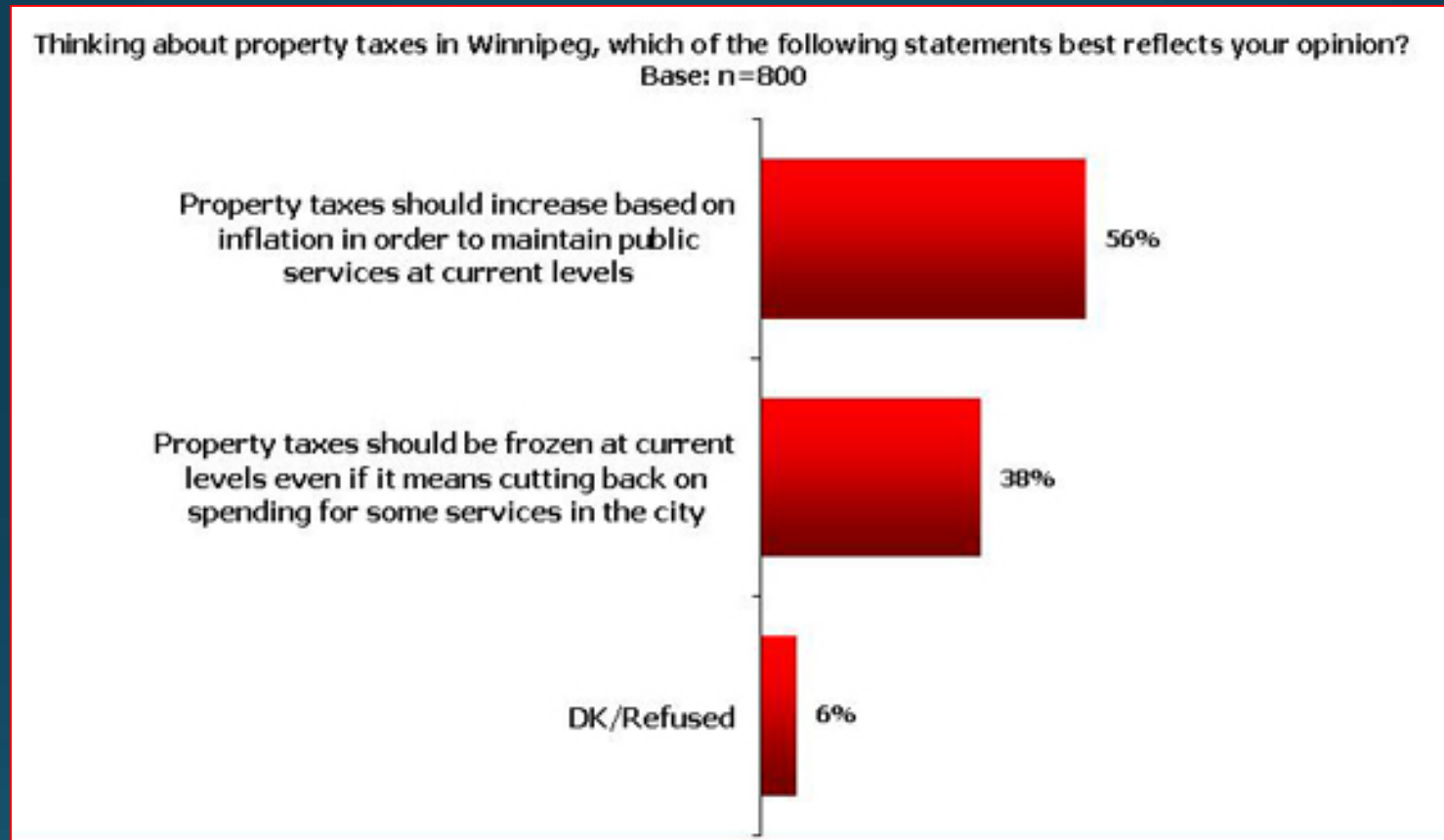


Direct Democracy requires
Informed Participation

Winnipeg property tax hike favoured

Last Updated: Wednesday, October 20, 2010 | 6:10 AM CT

CBC News



<http://www.cbc.ca/news/canada/manitoba/story/2010/10/19/man-poll-property-taxes-leger.html>



Community Report

APRIL 2014

> THE FINANCIAL EDITION



westvancouver

Dear West Vancouver Resident:

The 2014 Budget for the District of West Vancouver represents a departure from recent years and mirrors a changing fiscal reality for the District of West Vancouver and its residents.

After no increases to the effective property tax rate for three of the past four years, the budget was approved by Council on March 10, 2014 and provides for a 2.92 per cent increase to effective property tax rates.

The budget is a plan for how the District of West Vancouver will operate and deliver the programs and services expected and valued by District residents, including those which we are legally required to provide under the Community Charter and Local Government Act of British Columbia.

The budget process is guided by Council's five priorities and the Community Strategic Plan. Council's five priorities are the Public Safety Building, Ambleside Activation, Housing and Neighbourhood Character, Municipal Services and Finances, and Environment, Parks and Upper Lands. These priorities will guide staff's work plans for 2014. As well, we are working on financial modeling to help us focus on where we want to be 10-15 years from now, and to help us navigate the path forward.

This budget is also an exercise in making difficult decisions on how to allocate scarce resources most efficiently. Furthermore, the budget sends a signal that the District and residents may need to temper their expectations of what the District can provide with the resources we have to work with. The challenges of dealing with our fiscal position are further explored inside this publication.

Potential Paths Towards Solutions

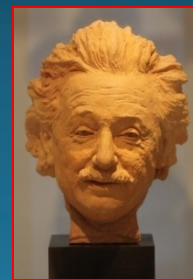


Leadership





“The significant problems we face cannot be solved at the same level of thinking we were at when we created them.”



Einstein

Economic development

Towns vie to be the final resting spot for Canada's nuclear garbage

ANNA MEHLER PAPERNY

From Saturday's Globe and Mail

Published Friday, Jan. 13, 2012 7:34PM EST

Last updated Saturday, Jan. 14, 2012 12:37PM EST

GAMBLING

Ontario mulls cashing in with a new Toronto casino

KAREN HOWLETT AND ELIZABETH CHURCH

From Friday's Globe and Mail

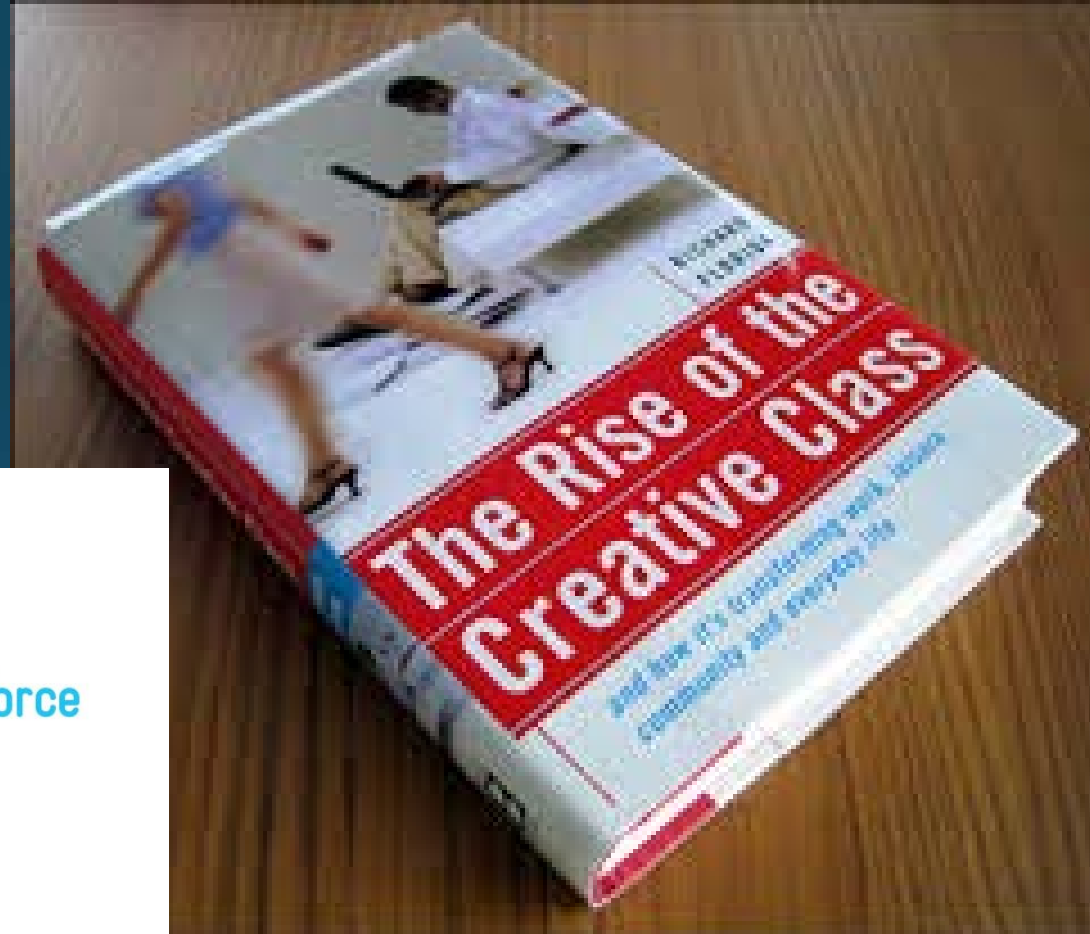
Published Friday, Jan. 13, 2012 3:00AM EST

Last updated Friday, Jan. 13, 2012 1:03PM EST

Talent, Technology, Tolerance

**"Creativity is the driving force
of economic growth."**

Richard Florida, The Rise of the Creative Class, Basic Books, 2002



Network or Mainframe?



Multilevel Collaboration

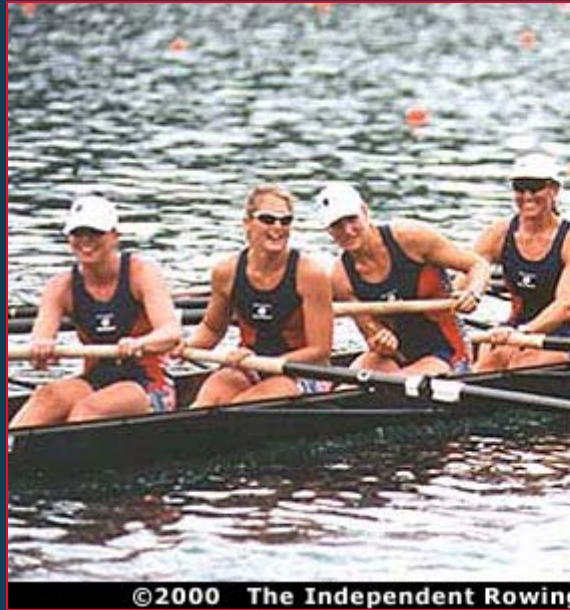
“City governments will not become more effective actors through provincial or federal recognition or power sharing arrangements; rather, they can become more effective through their creation of more inclusive urban governance regimes,”

Caroline Andrews, “The shame of (ignoring) the cities,” *Journal of Canadian Studies*, Winter 2001, pp. 1000-110; cited in Tindal, p.218.

Multi-level Collaboration



Multilevel Collaboration



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Mayors clash with Victoria over TransLink

Province rejects request for municipal auditor to have oversight of transit

BY JAMES WELDON, NORTH SHORE NEWS

JANUARY 25, 2012

BE THE FIRST TO POST A COMMENT

A bid by the Lower Mainland's mayors to use B.C.'s new municipal auditor to get a peek behind TransLink's closed doors has been stymied by the province. For now, anyway.

STORY TOOLS

 [E-mail this Article](#)

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Did you know?
Cities compete to win grants.
Can your city afford to be a loser?

Your city competes with other cities for a trickle of provincial and federal grants. Is that an effective way to plan for essential programs? Is that an equitable way to distribute your tax dollars?

Ask your MLA and MP to stop funding programs using gifts. They keep downloading the responsibility for essential services to all cities. Tell them to download the surplus for a change. To all municipalities.

Help your city say "No Thanks" to grants.

It's worth public funding.



Roads are crumbling

Pipes are rusting

Parks are unsafe

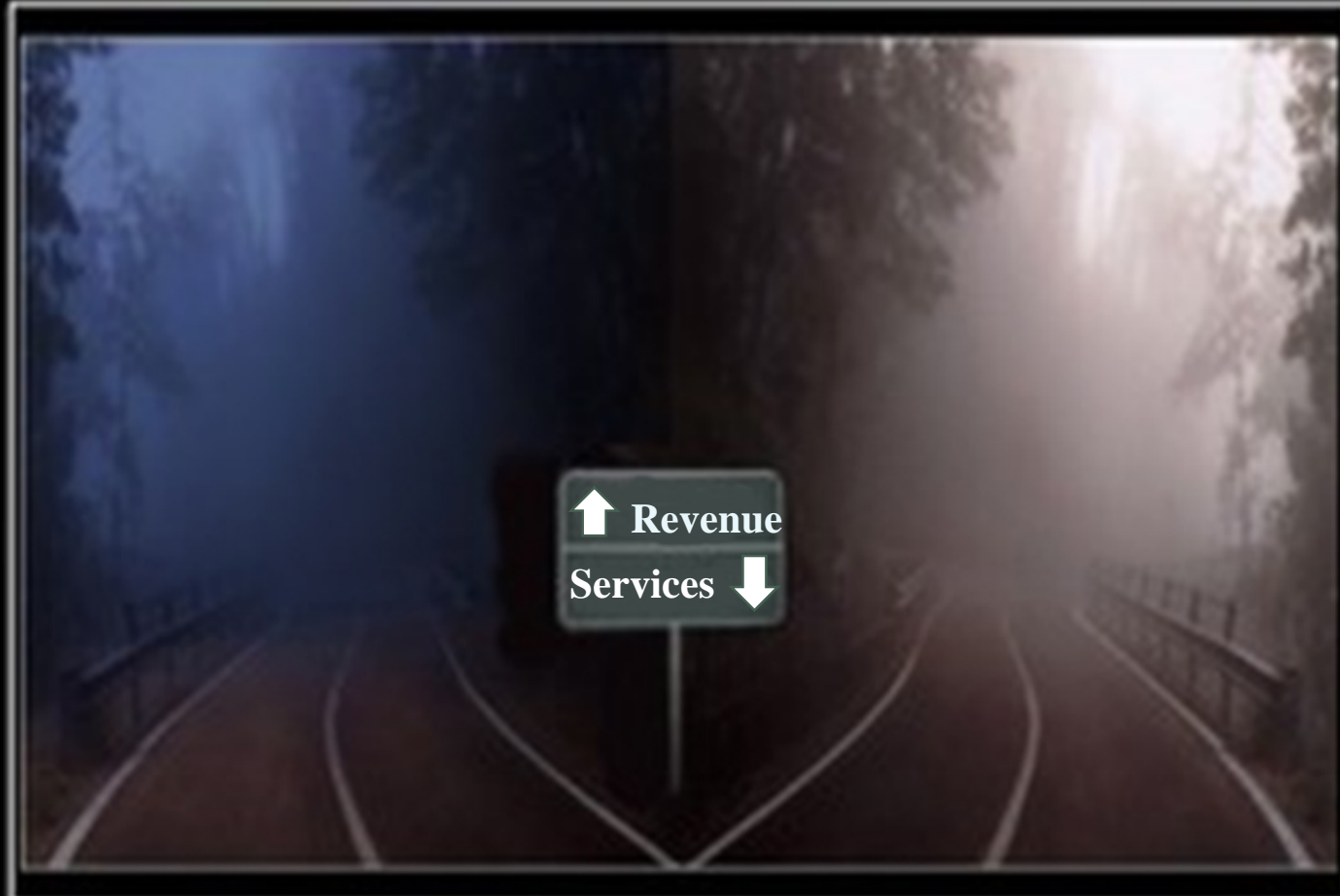
Transit is lacking

The number of homeless seniors has tripled.
Homeless getting old?
No. Seniors becoming homeless.

Time for Cities

Get free copies of this poster at www.timeforcities.ca

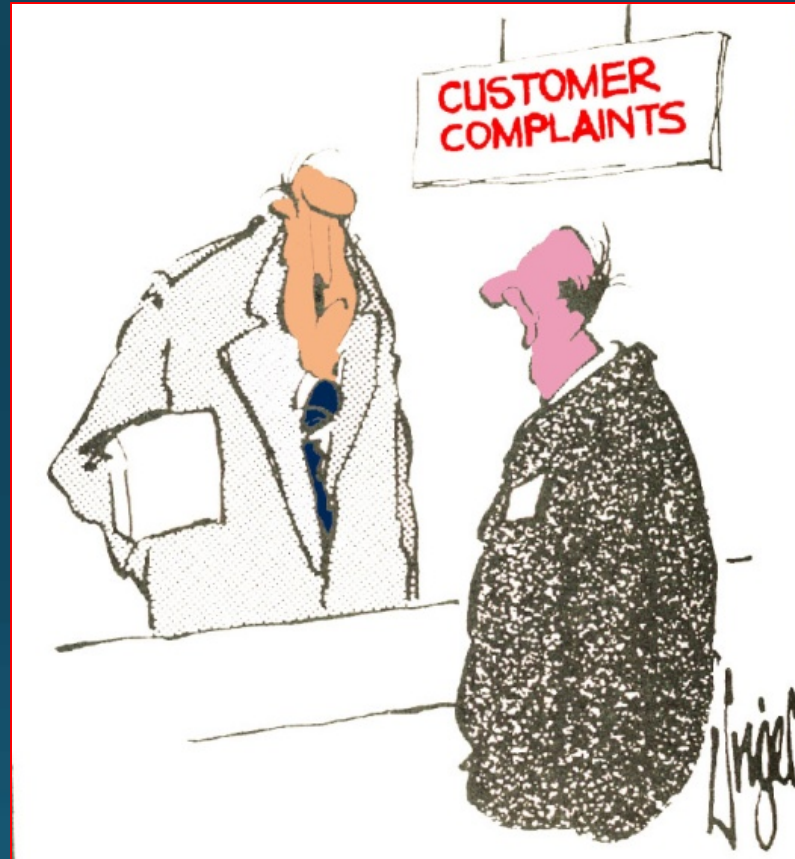




You have choices.

(But you're screwed either way!)

There will never be “enough” money.



“I don’t have any money.”

Budgets are the Truest Form of Ideology



**The annual budget process should start
by identifying the services that the community
wants and needs *and is willing to fund.***

Tindal & Tindal

Life is like a coin. You can spend it anyway you wish,
but you can only spend it once...

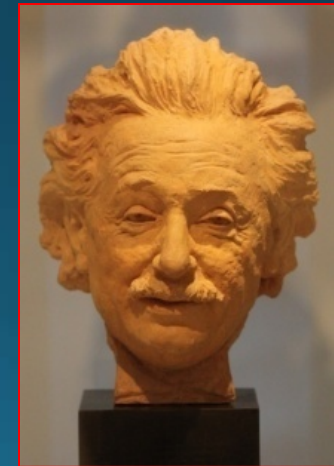
Lillian Dickson



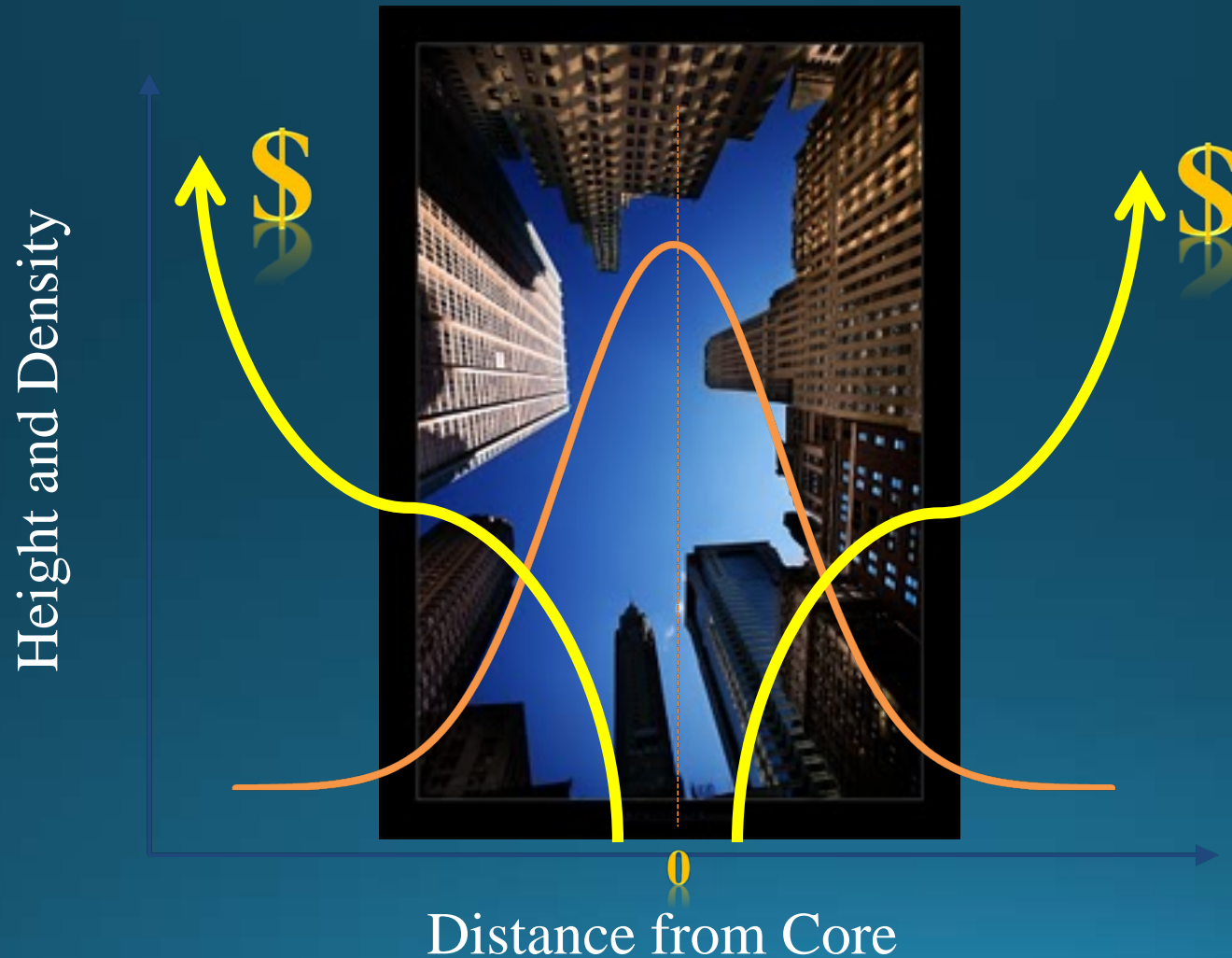
Do you have a pain
in your refer-rear-
end-um?

Not everything that can be
counted counts, and not
everything that counts can
be counted.

Albert Einstein, *(attributed)*
US (German-born) physicist (1879 - 1955)

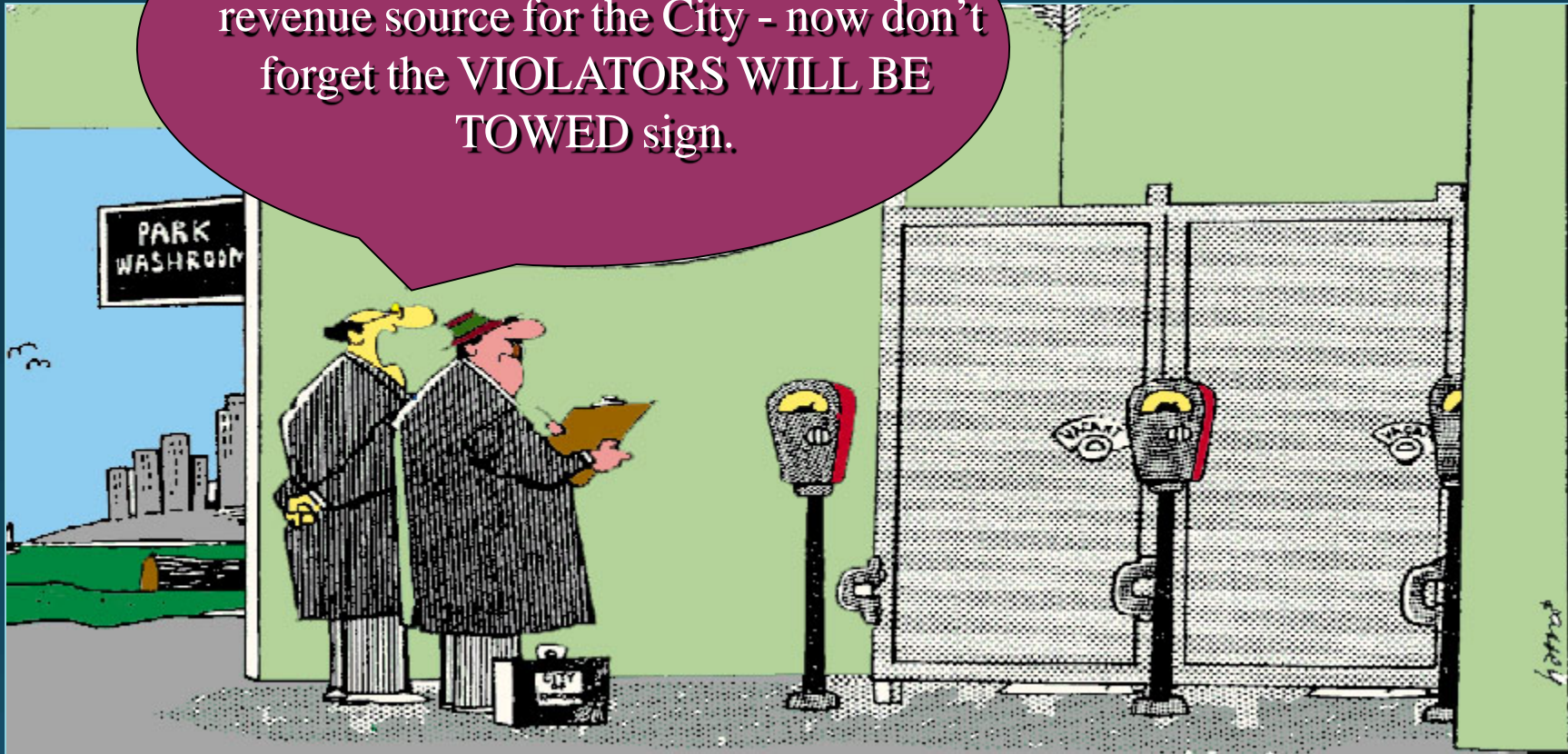


If we really wanted to run like a business



Beneficiary Pay Systems / Consumption Taxes

This will be a great new revenue source for the City - now don't forget the VIOLATORS WILL BE TOWED sign.



user fees, local service areas, service charges, penalties, DCC's, local area charges

Consumption Taxes

TransLink finding less gas tax to guzzle



TransLink isn't sure why it's not collecting as much in gas tax as it expected. Motorists aren't buying as much gas – at least not within Metro Vancouver.

Evan Seal / Surrey Leader
[Buy Surrey Leader Photos Online](#)

By [Jeff Nagel - Surrey North Delta Leader](#)

Published: December 15, 2011 4:00 PM

Updated: December 15, 2011 5:20 PM

SHARE THIS STORY

Solid Waste

The threat to rec

Some waste hauling companies are
bypassing
our waste management system.



Managing waste
for a livable region.



Not paying their fair share
increases costs for everyone else.

Not paying their **fair share**
increases costs for everyone else.



In 2014 there were \$11 million in lost fees.

The amount bypassing
our system has
doubled
since 2012, and is growing
each year.

Bypassing our regional facilities **undermines** recycling in Metro Vancouver.





Times Colonist Dec 28, 2011.

“While all of us want to be optimistic about our economy we will need to be realistic in our budget meetings. Continuing to focus on infrastructure replacement will mean the need to continue increasing capital spending **while keeping operating costs and services in check**”.

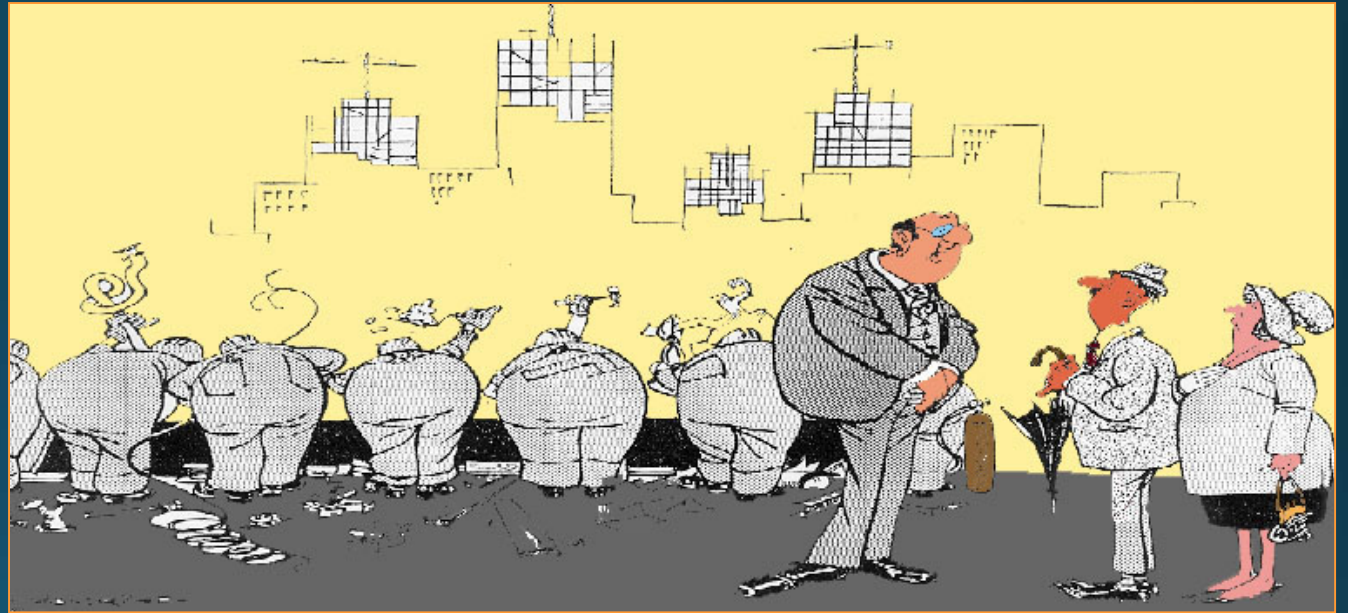
Mayor Frank Leonard, Saanich



Facilitation vs. Direct Delivery

“Many businesses need trucks but they don’t go out and buy a trucking company...

Yet they persist in buying full-time employees when they are not in the employment business either.”



“Management-labour troubles?...
Golly, no... I build public troughs.”

Community Volunteerism





**ROYAL CANADIAN MARINE
SEARCH & RESCUE**
Saving Lives on the Water

Government as a “business”.

- the Trouble with QUANGOS

B.C. Ferries: secrecy ends

VANCOUVER SUN SEPTEMBER 29, 2010

STORY

PHOTOS (1)



BC Ferries vessels were involved in five near collisions last year, two of them in constricted Active Pass in the southern Gulf Islands, according to marine reportable incidents for 2009.

Photograph by: Handout, Vancouver Sun files

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Bill to rein in B.C. Ferries could cost millions: Hahn

Legislation aims to increase transparency, bring salaries in line



Saturday, May 22, 2010

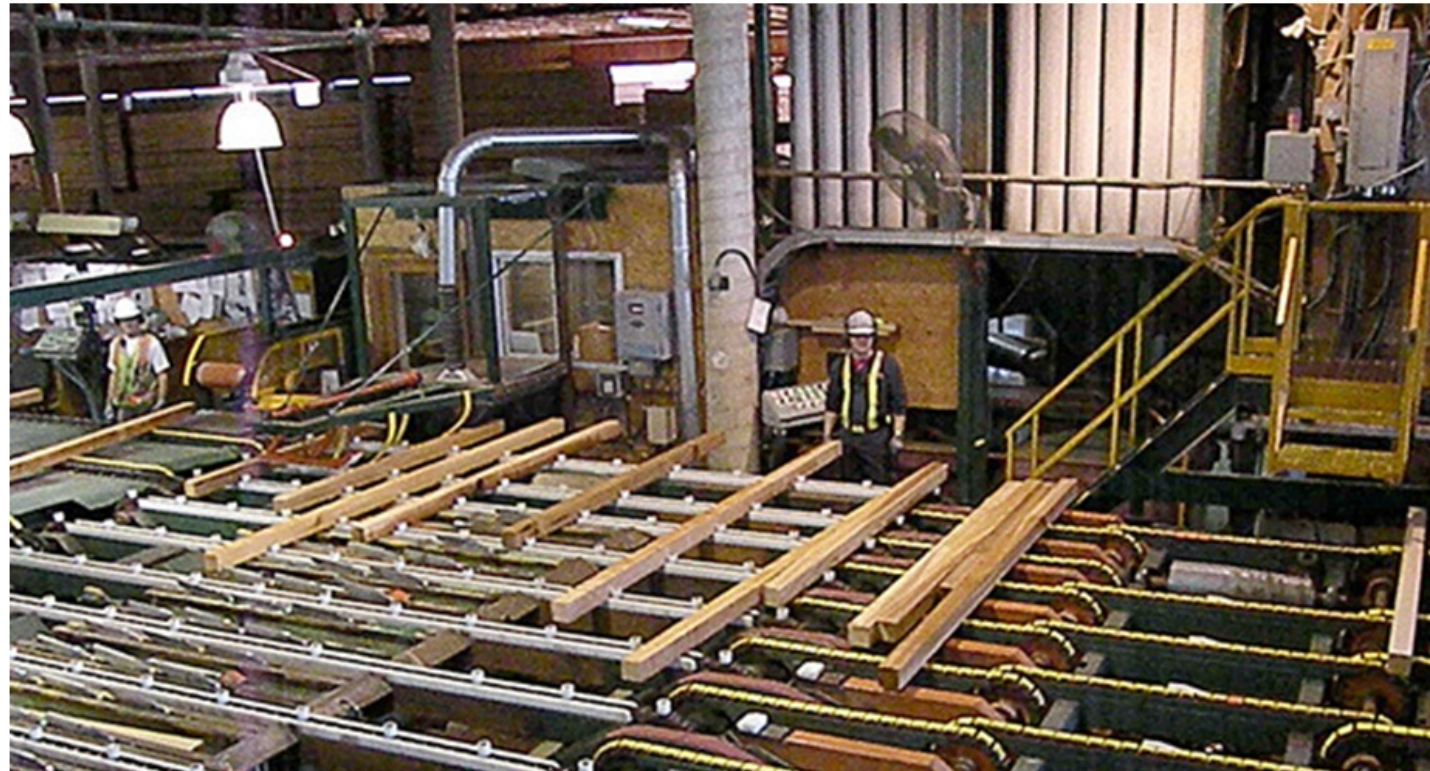
Proposed government legislation that would force B.C. Ferries to comply with freedom of information laws and formalize a public complaints process will cost the corporation up to \$3 million a year, B.C. Ferries chief executive David Hahn argues.

Last month, the province introduced a bill intended to increase transparency at B.C. Ferries, as well as bring executive salaries in line with those in the public sector.

Tolerance for Error Learning from Mistakes



B.C. experts to look at municipal taxes



Source: [Parksville Qualicum Beach News](#)

Published: January 10, 2012 4:00 PM

Unless things change, residential taxes
have to go dramatically up, or service
levels to citizens have to go dramatically
down



BOB RAE

2014's lessons for leaders: Don't make assumptions, do make hard decisions

BOB RAE

Special to The Globe and Mail

Published Friday, Dec. 26 2014, 8:00 AM EST

Last updated Friday, Dec. 26 2014, 8:00 AM EST

“Good public policy is what happens when all the alternatives have been exhausted. We’re getting closer to that point.”

