



Agenda

penticton.ca

Regular Council Meeting
to be held at
City of Penticton Council Chambers
171 Main Street, Penticton, B.C.

Tuesday, March 6, 2018
at 1:00 p.m.

1. **Call Regular Council Meeting to Order**
2. **Introduction of Late Items**
3. **Adoption of Agenda**
4. **Recess to Committee of the Whole**
5. **Reconvene the Regular Council Meeting**
6. **Adoption of Minutes:**
 - 6.1 Minutes of the February 20, 2018 Committee of the Whole 1-2 Receive
 - 6.2 Minutes of the February 20, 2018 Public Hearing 3-6 Receive
 - 6.3 Minutes of the February 20, 2018 Regular Council Meeting 7-11 Adopt
7. **Committee and Board Reports**
 - 7.1 Arts, Creative and Cultural Innovations Committee Minutes of January 19, 2018 12-16
Staff Recommendation: THAT Council receive the draft minutes of the Arts, Creative and Cultural Innovations Committee meeting of January 19, 2018.
Committee Recommendation: THAT Council approve the five artists submissions, and one alternate, for the waterfront locations, as selected by the Public Sculpture Project Jury.
 - 7.2 Penticton Creek Restoration Committee Minutes of January 19, 2018 17-19
Staff Recommendation: THAT Council receive the draft minutes of the Penticton Creek Restoration Committee meeting of January 19, 2018.
 - 7.3 Development Services Advisory Committee Minutes of February 23, 2018 20-22
Staff Recommendation: THAT Council receive the draft minutes of the Development Services Advisory Committee meeting of February 23, 2018.
8. **Correspondence**

9. Staff Reports:

- DFC 9.1 FireSmart Planning and Activities Grant 23-24
Staff Recommendation: THAT Council support the application for grant funding from UBCM for FIRESMART Planning & Activities for Wildland Urban Interface neighborhoods within the City of Penticton.
- MSP/CE 9.2 Official Community Plan - March Update 25-32
Staff Recommendation: THAT Council receive the report titled "Official Community Plan – March Update" into the record.
- BSS 9.3 Bylaw Services Prioritization Session Summary and 2018-2019 Operational Plan 33-55
Staff Recommendation: THAT Council receive the information contained in this report as a summary of the Bylaw Services Prioritization Session held on February 8, 2018;
AND THAT Council approve the Bylaw Services priorities for 2018-2019;
AND THAT Council approve the addition of one Full-Time Bylaw Enforcement Officer to a total of \$50,000 in 2018 with an additional \$10,000 being allocated from within the Bylaw Services Budget;
AND THAT Council approve the additional costs of a dedicated vehicle for the Bylaw Services department totaling \$3,700 from within the Bylaw Services Budget.
- DDS 9.4 Economic Development –Review & Economic Indicators 56-76
Staff Recommendation: Council receive the report titled "Economic Development – Review & Economic Indicators" into the record.
- GMI 9.5 Asset Management Storm Water Utility 77-96
Staff Recommendation: THAT Council select one of the following alternatives:
Alternative 1
THAT Council adopt a Tiered Storm Water Utility Rate Structure for 2018 as illustrated in Attachment F;
AND THAT the 2018 tax bill be reduced by the amount of the 2018 Storm Water Utility Charge;
AND THAT Council give first, second and third reading to "Fees and Charges Amendment Bylaw 2018-07", a Bylaw to amend Fees and Charges Bylaw 2014-07, to add a new Appendix 31- Storm Water Utility as contained in Attachment H;
AND FURTHER THAT the Storm Water Utility Rates for the years beyond 2018 be considered as part of the annual budget process.
Alternative 2
THAT Council adopt a Tiered Storm Water Utility Rate Structure for 2018 - 2025 as illustrated in Attachment E;
AND THAT the 2018 tax bill be reduced by the amount of the 2018 Storm Water Utility Charge;
AND THAT Council give first, second and third reading to "Fees and Charges Amendment Bylaw 2018-07", a Bylaw to amend Fees and Charges Bylaw 2014-07, to add a new Appendix 31 – Storm Water Utility as contained in Attachment I.
Alternative 3
THAT Council decline to move forward with the implementation of a new Storm Water Utility Rate Structure and continue to fund the Storm Sewer System using taxation.
- CFO 9.6 South Okanagan Shared Services Report 97-144
Staff Recommendation: THAT Council receive the South Okanagan Shared Services Report dated January 29, 2018.

10. Public Question Period

11. Recess to In-Camera Meeting

Resolution: THAT Council recess to a closed meeting of Council pursuant to the provisions of the Community Charter section 90 (1) as follows:

- (c) labour relations or other employee relations;
- (j) information that is prohibited, or information that if it were presented in a document would be prohibited, from disclosure under section 21 of the Freedom of Information and Protection of Privacy Act;

12. **Reconvene the Regular Council Meeting following the Public Hearing at 6:00 p.m.**

13. **Reconsideration of Bylaws and Permits:**

13.1	Development Cost Charges Reduction Amendment Bylaw No. 2018-11	145	Adopt
13.2	Official Community Plan Amendment Bylaw No. 2018-12	146-147	2 nd /3 rd /Adopt
	Zoning Amendment Bylaw No. 2018-13	148-151	2 nd /3 rd
	Re: 330 Power Street		

14. **Land Matters:**

DDS	14.1	Development Variance Permit PL2017-8130 Re: 93 Winnipeg Street <i>Staff Recommendation: THAT Council approve "Development Variance Permit PL2017-8130" for Strata Plan EPS2301, located at 93 Winnipeg Street, a permit to decrease the minimum front yard from 3.0m to 0.0m and to decrease the minimum north interior yard from 4.5m to 4.1m; AND THAT staff be directed to issue "Development Variance Permit PL2017-8130"; AND THAT Council approve the license to use agreement for the 0.4m (16") encroachment of a pergola over the City sidewalk at the minimum license fee of \$250.00/year for a five-year term with an option to renew for an additional 5 years subject to mutual agreement.</i>	152-165	Del/Sub
DDS	14.2	Development Variance Permit PL2018-8172 Re: 170 Commercial Place <i>Staff Recommendation: THAT Council approve "Development Variance Permit PL2018-8172" for Lot 4 District Lot 3821S Similkameen Division Yale District Plan 27609 Except Plan KAP58091, located at 170 Commercial Place, a permit to reduce the minimum front yard from 6.0m to 2.0m to accommodate the construction of an industrial building; AND THAT staff be directed to issue "Development Variance Permit PL2018-8172."</i>	166-177	Del/Sub
DDS	14.3	Development Variance Permit PL2018-8145 Re: 4715 Lakeside Road <i>Staff Recommendation: THAT Council approve "Development Variance Permit PL2018-8145" for Lot A District Lot 4090S Similkameen Division Yale District Plan KAP69054, located at 4715 Lakeside Road, a permit to allow a swimming pool to be located in a required front yard and to decrease the minimum setback for a pool from a street from 3.0m to 1.96m; AND THAT staff be directed to issue "Development Variance Permit PL2018-8145."</i>	178-189	Del/Sub
DDS	14.4	Development Variance Permit PL2018-8146 Re: 4721 Lakeside Road <i>Staff Recommendation: THAT Council approve "Development Variance Permit PL2018-8146" for Lot 1 District Lot 196 Similkameen Division Yale District Plan KAP86273, located at 4721 Lakeside Road, a permit to increase the maximum height of an accessory building from 4.5m to 4.7m, to decrease the minimum front yard from 6.0m to 1.1m and to increase the maximum floor area of all accessory buildings from 75m² to 87m²; AND THAT staff be directed to issue "Development Variance Permit PL2018-8146."</i>	190-204	Del/Sub
DDS	14.5	Zoning Amendment Bylaw No. 2018-14 Re: 274 Kinney Avenue <i>Staff Recommendation: THAT "Zoning Amendment Bylaw No. 2018-14", a bylaw to Rezone Lot 101A, District Lot 116, Similkameen Division Yale District, Plan 333, Except Plan 24855, located at 274 Kinney Avenue from R2 (Small Lot Residential) to RM2 (Low Density Multiple Housing), be given first reading and be forwarded to the March 20, 2018 Public Hearing.</i>	205-219	

15. **Notice of Motion**

16. **Business Arising**

16.1 THAT Council commence a Public Request for Expression of Interest for Future Development of 199 Ellis Street. 220-226

16.2 THAT Council appoint Rob Williams as the BC Transit representative for the Transportation Committee.

16.3 THAT Council appoint Eric Corneau to the Economic Development & Prosperity Task Force for 2018.

16.4 THAT Council authorize renewal of the License to Use agreement with Bishop's Snow and Marine Ltd., operating as Pier Watersports, for approximately 0.32 ac. of Rotary Park foreshore, with the following provisions:

- A five year term for the 2019-2023 seasons
- Use of two parking stalls in the Martin Street extension lot
- Operating as a motorized and non-motorized water sport equipment rentals and activities business
- A rate of \$7,880/year plus CPI adjustment annually, plus payment of associated property taxes and fulfillment of the requirements for liability insurance.

AND FURTHER THAT Council authorize the Mayor and Corporate Officer to execute the Licence to Use Agreement.

17. **Council Round Table**

18. **Public Question Period**

19. **Adjournment**

Committee of the Whole
held at City of Penticton Council Chambers
171 Main Street, Penticton, B.C.

Tuesday, February 20, 2018
Recessed from the Regular Council Meeting at 1:00 p.m.

Present: Mayor Jakubeit
Councillor Picton
Councillor Watt
Councillor Sentes
Councillor Konanz
Councillor Sayeed
Councillor Martin

Staff: Dana Schmidt, Corporate Officer
Jim Bauer, Chief Financial Officer
Ian Chapman, City Engineer
Anthony Haddad, Director of Development Services
Angie Collison, Deputy Corporate Officer

1. Call to order

The Mayor called the Committee of the Whole meeting to order at 1:04 p.m.

2. Adoption of Agenda

It was MOVED and SECONDED

THAT the agenda for the Committee of the Whole meeting held on February 20, 2018 be adopted as amended and remove item 3.2.

CARRIED UNANIMOUSLY

3. Delegations and Staff Presentations:

3.1 100 Homes Penticton

Reanne Amadio and Tanya Behardian, 100 Homes Penticton, provided Council with an update on the program and work to date with other organizations.

3.3 Smart Recovery

Judy Poole, Smart Recovery and Recovery Coaching under PDCRS, provided Council with an update on the recovery coaching program training that was offered in the fall of 2017.

4. Adjourn to Regular Meeting

It was MOVED and SECONDED

THAT Council adjourn the Committee of the Whole meeting held February 20, 2018 at 1:27 p.m. and reconvene the Regular Meeting of Council.

CARRIED UNANIMOUSLY

Certified correct:

Confirmed:

Dana Schmidt
Corporate Officer

Andrew Jakubeit
Mayor

Public Hearing
City of Penticton, Council Chambers
171 Main Street, Penticton, B.C.

Tuesday, February 20, 2018
at 6:00 p.m.

Present: Mayor Jakubeit
Councillor Watt
Councillor Picton
Councillor Martin
Councillor Konanz
Councillor Sayeed
Councillor Sentes

Staff: Dana Schmidt, Corporate Officer
Jim Bauer, Chief Financial Officer
Anthony Haddad, Director of Development Services
Ian Chapman, City Engineer
Blake Laven, Planning Manager
Angie Collison, Deputy Corporate Officer

1. Call to order

Mayor Jakubeit called the public hearing to order at 6:00 p.m. for Zoning Amendment Bylaw No. 2018-03, Zoning Amendment 2018-04, Official Community Plan Amendment Bylaw No. 2018-05 and Zoning Amendment Bylaw No. 2018-06. He explained that the public hearing was being held to afford all persons who considered themselves affected by the proposed bylaw an opportunity to be heard before Council.

The Corporate Officer read the opening statement and introduced the purpose of the bylaw. She then explained that the public hearing was being held to afford all persons who considered themselves affected by the proposed bylaws and related DVPs an opportunity to be heard before Council. She further indicated that the public hearing was advertised pursuant to the *Local Government Act*.

2. "Zoning Amendment Bylaw No. 2018-03" (450 Martin Street)

The purpose of "Zoning Amendment Bylaw No. 2018-03" is to amend Zoning Bylaw No. 2017-08 as follows:

Rezone Lot A, District Lot 4, Group 7, Similkameen Division Yale (Formerly Yale Lytton) District and District Lot 202, Similkameen Division Yale District, Plan KAP90148, located at 450 Martin Street from CD1 Comprehensive Development (400

Martin Street) to C5(Urban Centre Commercial) and Remove 14.1 CD1 - Comprehensive Development (400 Martin Street) in its entirety from Zoning Bylaw No. 2017-08.

Staff are recommending rezoning 450 Martin Street to revert the property back to the previous zoning, lower the height of any future proposal on the property to a maximum of 10 storeys and remove the CD zone from Zoning Bylaw No. 2017-08.

The Corporate Officer advised that one letter of support has been received since the printing of the agenda and distributed to Council.

DELEGATIONS

Mayor Jakubeit asked the public for the first time if anyone wished to speak to the application.

- No one spoke.

Mayor Jakubeit asked the public for the second time if anyone wished to speak to the application.

- No one spoke.

Mayor Jakubeit asked the public for the third and final time if anyone wished to speak to the application.

- Cal Meiklejohn, thanked Council on applicant's behalf.

The public hearing for "Zoning Amendment Bylaw No. 2018-03" was terminated at 6:04 p.m. and no new information can be received on this matter.

3. "Zoning Amendment Bylaw No. 2018-04" (799 Martin Street)

The purpose of "Zoning Amendment Bylaw No. 2018-04" is to amend Zoning Bylaw No. 2017-08 as follows:

Rezone Lot A District Lot 202 Similkameen Division Yale District Plan 1557, located at 799 Martin Street from RD1 (Duplex Housing) to RM3 (Medium Density Multiple Housing).

The applicant is proposing to construct three 3-unit townhomes for a total of nine new units.

The Corporate Officer advised that no letters of concern have been received after the printing of the agenda.

DELEGATIONS

Mayor Jakubeit asked the public for the first time if anyone wished to speak to the application.

- Dave Harper, applicant, family developer, spoke in support of the application.

Mayor Jakubeit asked the public for the second time if anyone wished to speak to the application.

- Marshall Neufeld, Eckhardt Avenue, realtor, live in area, smaller lot but similar density to other developers, good addition to area, spoke in support of the application.

Mayor Jakubeit asked the public for the third and final time if anyone wished to speak to the application.

- No one spoke.

The public hearing for "Zoning Amendment Bylaw No. 2018-04" was terminated at 6:10 p.m. and no new information can be received on this matter.

4. Official Community Plan Amendment Bylaw No. 2018-05 and "Zoning Amendment Bylaw No. 2018-06" (240 Riverside Drive, 251 Wylie Street, 1140 Burnaby Avenue)

The purpose of "Official Community Plan Amendment Bylaw No. 2018-05" is to amend Official Community Plan Bylaw No. 2002-20 Schedule 'B' Future Land Use designation as follows:

- a) Lot 1, District Lot 366, Similkameen Division Yale District Plan 10541, located at 240 Riverside Drive from TC (Tourist Commercial) to MR (Medium Density Residential);
- b) Lot 1, District Lot 366, Similkameen Division Yale District Plan 14177, located at 1140 Burnaby Avenue from TC (Tourist Commercial) to MR (Medium Density Residential);
- c) Lot 2, District Lot 366, Similkameen Division Yale District Plan 14177 located at 251 Wylie Street from TC (Tourist Commercial) to MR (Medium Density Residential).

The purpose of "Zoning Amendment Bylaw No. 2018-06" is to amend Zoning Bylaw No. 2017-08 as follows:

- a) Rezone Lot 1, District Lot 366, Similkameen Division Yale District Plan 10541, located at 240 Riverside Drive and Lot 2, District Lot 366, Similkameen Division Yale District Plan 14177 located at 251 Wylie Street from CT2(Campground Commercial) to RM3 (Medium Density Multiple Housing).
- b) Rezone Lot 1, District Lot 366, Similkameen Division Yale District Plan 14177, located at 1140 Burnaby Avenue, identified in Schedule A of this bylaw, from CT1(Tourist Commercial) to RM3(Medium Density Multiple Housing).

The applicant is proposing a 35-unit townhouse development.

The Corporate Officer advised that 1 letter has been received after the printing of the agenda and distributed to Council.

DELEGATIONS

Mayor Jakubeit asked the public for the first time if anyone wished to speak to the application.

- Ewen Stewart, representing owner of property, this project is on entrance to downtown and has walkability. Spoke in support of the application.
- Lynn Kelsey, Oakville Street, asked if subject to incentive zones.

Mayor Jakubeit asked the public for the second time if anyone wished to speak to the application.

- No one spoke.

Mayor Jakubeit asked the public for the third and final time if anyone wished to speak to the application.

- No one spoke.

The public hearing for "Official Community Plan Amendment Bylaw No. 2018-05" and "Zoning Amendment Bylaw No. 2018-06" was terminated at 6:21 p.m. and no new information can be received on this matter.

Certified correct:

Confirmed:

Dana Schmidt
Corporate Officer

Andrew Jakubeit
Mayor

Regular Council Meeting
held at City of Penticton Council Chambers
171 Main Street, Penticton, B.C.

Tuesday, February 20, 2018
at 1:00 p.m.

Present: Mayor Jakubeit
Councillor Picton
Councillor Sentes
Councillor Konanz
Councillor Martin
Councillor Watt
Councillor Sayeed

Staff: Dana Schmidt, Corporate Officer
Jim Bauer, Chief Financial Officer
Ian Chapman, City Engineer
Anthony Haddad, Director of Development Services
Angie Collison, Deputy Corporate Officer

1. Call to Order

The Mayor called the Regular Council meeting to order at 1:02 p.m.

2. Introduction of Late Items

Add – 8.1 Late Correspondence from Town of Oliver

3. Adoption of Agenda

It was MOVED and SECONDED

THAT Council adopt the agenda for the Regular Council meeting held on February 20, 2018 as amended.

CARRIED UNANIMOUSLY

4. Recess to Committee of the Whole

Council recessed to a Committee of the Whole Meeting at 1:03 p.m.

5. Reconvene the Regular Council Meeting

Council reconvened the Regular Council Meeting at 1:28 p.m.

6. Adoption of Minutes:

6.1 Minutes of the February 6, 2018 Committee of the Whole

60/2018

It was MOVED and SECONDED

THAT Council receive the minutes of the February 6, 2018 Committee of the Whole as presented.

CARRIED UNANIMOUSLY

6.2 Minutes of the February 6, 2018 Regular Meeting of Council

61/2018

It was MOVED and SECONDED

THAT Council adopt the minutes of the February 6, 2018 Regular Meeting of Council as presented.

CARRIED UNANIMOUSLY

7. Committee and Board Reports

7.1 Parks & Recreation Master Plan Committee Minutes of January 8, 2018

62/2018

It was MOVED and SECONDED

THAT Council receive the minutes of the Parks & Recreation Master Plan Committee meeting of January 8, 2018.

CARRIED UNANIMOUSLY

7.2 Transportation Committee Minutes of January 30, 2018

63/2018

It was MOVED and SECONDED

THAT Council receive the draft minutes of the Transportation Committee meeting of January 30, 2018.

CARRIED UNANIMOUSLY

7.3 Community Revitalization Select Committee Minutes of February 8, 2018

64/2018

It was MOVED and SECONDED

THAT Council receive the draft minutes of the Community Revitalization Select Committee meeting of February 8, 2018.

CARRIED UNANIMOUSLY

Staff will bring back a report with options and costs for a second washroom facility installed in the 300 Block of Main Street.

8. Correspondence

8.1 Late Correspondence – Town of Oliver

65/2018

It was MOVED and SECONDED

THAT Council send a letter to the Office of the Premier regarding the negative effects a provincial trade dispute will have on the local economy.

CARRIED UNANIMOUSLY

9. Staff Reports:

9.1 RDOS Fire Service Agreement (FSA) Electoral Area F (West Bench)

66/2018

It was MOVED and SECONDED

THAT Council approve the RDOS Fire Services Agreement for Electoral Area F (West Bench) for the term January 1, 2018 – December 31, 2023.

CARRIED UNANIMOUSLY

9.2 Year End Surplus Policy

67/2018

It was MOVED and SECONDED

THAT Council approve the Year End Surplus Policy effective February 20, 2018.

**CARRIED
Councillor Konanz, Opposed**

9.3 Flood Recovery – Sheet Pile Wall Repair

68/2018

It was MOVED and SECONDED

THAT Council instruct staff to proceed with the preparation and issue of tender documents in accordance with the sheet pile wall and grouting repairs as detailed in Attachments A and B.

CARRIED UNANIMOUSLY

9.4 Development Cost Charges Reduction Amendment Bylaw No. 2018-11

69/2018

It was MOVED and SECONDED

THAT Council give first, second and third reading to “Development Cost Charges Reduction Amendment Bylaw 2018-11” a bylaw that amends Development Cost Charges Reduction Bylaw 2010-11 by removing the requirement to enter into a Housing Agreement to be eligible for reductions in cases where the land is owned or leased by BC Housing.

CARRIED UNANIMOUSLY

10. Public Question Period

11. Recess to In-Camera Meeting

70/2018

It was MOVED and SECONDED

THAT Council recess at 2:26 p.m. to a closed meeting of Council pursuant to the provisions of the *Community Charter* section 90 (1) as follows:

- (a) *personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the municipality or another position appointed by the municipality;*
- (e) *the acquisition, disposition or expropriation of land or improvements, if the council considers that disclosure could reasonably be expected to harm the interests of the municipality;*
- (j) *information that is prohibited, or information that if it were presented in a document would be prohibited, from disclosure under section 21 of the Freedom of Information and Protection of Privacy Act.*

CARRIED UNANIMOUSLY

12. Reconvene the Regular Council Meeting following the Public Hearing at 6:00 p.m.

Council reconvened the Regular Council Meeting at 6:22 p.m.

13. Reconsideration of Bylaws and Permits

- 13.1 Zoning Amendment Bylaw No. 2018-03
Re: 450 Martin Street

71/2018

It was MOVED and SECONDED

THAT Council give second and third reading to "Zoning Amendment Bylaw No. 2018-03";
AND THAT Council adopt "Zoning Amendment Bylaw No. 2018-03".

CARRIED UNANIMOUSLY

- 13.2 Zoning Amendment Bylaw No. 2018-04
Re: 799 Martin Street

72/2018

It was MOVED and SECONDED

THAT Council give second and third reading to "Zoning Amendment Bylaw No. 2018-04".

CARRIED UNANIMOUSLY

- 13.3 Official Community Plan Amendment Bylaw No. 2018-05
Zoning Amendment Bylaw No. 2018-06
Re: 240 Riverside Drive, 251 Wylie Street, 1140 Burnaby Avenue

73/2018

It was MOVED and SECONDED

THAT Council give second and third reading to "Official Community Plan Amendment Bylaw No. 2018-05"; AND THAT Council adopt "Official Community Plan Amendment Bylaw No. 2018-05".

CARRIED UNANIMOUSLY

74/2018

It was MOVED and SECONDED

THAT Council give second and third reading to "Zoning Amendment Bylaw No. 2018-06".

CARRIED UNANIMOUSLY

- 13.4 Fees and Charges Amendment Bylaw No. 2018-10

75/2018

It was MOVED and SECONDED

THAT Council adopt "Fees and Charges Amendment Bylaw No. 2018-10".

CARRIED UNANIMOUSLY

- 13.5 Zoning Amendment Bylaw No. 2017-69
Development Variance Permit PL2017-8045
Re: 681 Winnipeg Street

76/2018

It was MOVED and SECONDED

THAT Council adopt "Zoning Amendment Bylaw No. 2017-69";
AND THAT Council approve "Development Variance Permit PL2017-8045".

CARRIED UNANIMOUSLY

14. Land Matters

- 14.4 Official Community Plan Amendment Bylaw No. 2018-12
Zoning Amendment Bylaw No. 2018-13
Re: 330 Power Street

77/2018

It was MOVED and SECONDED

THAT prior to consideration of "Official Community Plan Amendment Bylaw No. 2018-12" and in accordance with Section 475 of *Local Government Act*, Council considers whether early and on-going consultation, in addition to the required Public Hearing, is necessary with:

1. One or more persons, organizations or authorities;
2. The Regional District of Okanagan Similkameen;
3. Local First Nations;
4. School District #67; and
5. The provincial or federal government and their agencies;

AND THAT it is determined that the consultation completed to date with School Board #67 and the proposed Public Hearing is sufficient consultation;

AND THAT "Official Community Plan Amendment Bylaw 2018-12", a bylaw that amends OCP Bylaw 2002-20 by changing the OCP designation on That Part of "Lot A, District Lot 2, Group 7, Similkameen Division Yale (Formerly Yale Lytton) District, Plan kAP91728" shown on Schedule A of the Bylaw from A (Administration / Institutional – Including Schools) to MFMD (Multi-Family Medium Density), be introduced, read a first time and be forwarded to the March 6, 2018 Public Hearing.

THAT " Zoning Amendment Bylaw No. 2018-13", a bylaw that amends Zoning Bylaw 2017-08, changing the zoning of That Part of "Lot A, District Lot 2, Group 7, Similkameen Division Yale (Formerly Yale Lytton) District, Plan KAP91728" shown on Schedule A of the Bylaw, from P1 (Public Assembly) to C3 (Mixed Use Commercial) and C7 (Service Commercial) as shown on Schedule A of the bylaw, and that adds the uses "public parking" and "storage and warehousing" to the C3 and C7 zones as site specific uses for those areas identified on Schedule B of the Bylaw, be introduced, read a first time and be forwarded to the March 6, 2018 Public Hearing.

CARRIED UNANIMOUSLY

15. Notice of Motion

16. Business Arising

17. Council Round Table

18. Public Question Period

19. Adjournment

78/2018

It was MOVED and SECONDED

THAT Council adjourn the Regular Council meeting held on Tuesday, February 20, 2018 at 6:38 p.m.

CARRIED UNANIMOUSLY

Certified correct:

Confirmed:

Dana Schmidt
Corporate Officer

Andrew Jakubeit
Mayor

Arts, Creative & Cultural Innovations Committee Meeting

held at City of Penticton Committee Room B
171 Main Street, Penticton, B.C.

Friday, January 19, 2018
at 8:00 a.m.

Present: Councillor Campbell Watt
Robin Robertson, Chair
Corinna Netherton, Member at Large
Gerald Kenyon, SOPAC Representative
Jane Shaak, Okanagan School of the Arts, Shatford Centre Representative
Murray Swales, Member at Large
Paul Crawford, Penticton Art Gallery Representative
Skyler Punnett, Member at Large
Timothy Tweed, Penticton & District Community Arts Council

Staff: Bregje Kozak, Director Recreation & Facilities
Sharon Thompson, Recording Secretary
Kelsey Johnson, Recreation Coordinator

1. Call to Order

The Arts, Creative & Cultural Innovations Committee was called to order by the Chair at 8:02 a.m.

2. Adoption of Agenda

It was **MOVED** and **SECONDED**

THAT the Arts, Creative & Cultural Innovation Committee adopt the agenda as amended (Item 3.1 should read Adoption of Minutes of December 1, 2017).

CARRIED UNANIMOUSLY

3. Adoption of Minutes

It was **MOVED** and **SECONDED**

THAT the Arts, Creative & Cultural Innovation Committee adopt the minutes of the December 1, 2017 meeting as circulated.

CARRIED UNANIMOUSLY

4. Business Arising from Prior Meetings

4.1 2018 Committee Goal Setting

The Chair reviewed the multi-voting done at the last meeting as a method to help set committee priorities for 2018.

At the last meeting the three items that members chose most often were:

1. Recommend actions which promote increased collaboration and communication between arts and cultural groups.
2. Recommend actions, education, marketing initiative which promote increased public awareness and participation in arts and culture in the community.
3. Undertake to research, develop and propose other creative and cultural programs in line with the City's vision.

The Chair opened discussion asking members for their thoughts on ways to achieve these aims.

Discussion included:

- The current Public Sculpture Program is a great start and there is desire to continue to build on it including having sculptures remain after the annual lease.
- Although there is still room for improvement collaboration and communication between arts and cultural groups is better and continues to improve.
- See action under item 4.2 Consolidated Arts Events Scheduling as a possible initiative to further support this.
- We should continue to advocate for arts and culture until it has equal status in the community to sports.
- It would be helpful to have baseline data on the current status of support including budget, staffing, assets etc. and how we compare to cities of similar size.
- It would be very helpful to know what the vision for Arts and Culture is in Penticton.
- It would be helpful to know what attracts people to Penticton and where arts and culture sits in those decisions.

The Shatford Centre Representative joined the meeting at 8:14 a.m.

ACTION: The Recreation & Facilities Manager will enquire whether the recent OCP public engagement activities have revealed arts-specific sentiment within the community.

ACTION: The Recreation & Facilities Manager will enquire and report back on the City's annual financial contribution to the arts (budget, dedicated staff time, assets, etc.)

ACTION: The Recreation & Facilities Manager will provide the 2008 spreadsheet on existing infrastructure.

4.2 Consolidated Arts Events Schedule

The benefits of a consolidated events schedule was discussed and it was agreed that it would be beneficial to pursue the idea with Travel Penticton.

ACTION: Murray Swales, Member at Large, will contact Travel Penticton to enquire how a consolidated Arts events schedule could be accommodated within their Penticton event calendar.

5. Public Sculpture Project

5.1 Jury Selections

The Chair revealed the five successful artist submissions, and one alternate submission, selected by the jury for the Waterfront locations.

It was MOVED and SECONDED that the Arts, Creative & Cultural Innovation Committee recommends:

THAT Council approve the five artist submissions, and one alternate, for the waterfront locations, as selected by the Public Sculpture Project Jury.

CARRIED UNANIMOUSLY

5.2 Exhibit Locations

The Chair reviewed the process used last year in determining potential installation locations from city-approved sites. Members were asked for their suggestions on preferred options for 2018, with most agreeing that the waterfront was a preferred option for showcasing the art sculptures and that existing locations should be used as much as possible to make use of existing infrastructure.

5.3 Roundabout

The Chair relayed that, after careful consideration of the entries, the jury decided that there were no suitable applications. They recommended that the call for submissions be reposted, providing site dimensions and more detailed specifications including appropriate size requirements.

5.4 Next Steps

The Chair relayed next steps as follows:

- Artists will be notified in writing on the status of their submissions;
- February 6: Committee recommendations will go to Council for approval;
- Late February–early March: Installation locations will be confirmed;
- Collaborate with DPA on the design work for the map and market launch;
- Sub-committee will meet to review timelines;
- April 30: 2017 Sculptures removed;
- May 10-11: 2018 Sculptures installed;
- May 11: Artists Reception at the Penticton Art Gallery; and
- May 12: Opening and Artists Talks.

The next Public Sculpture Subcommittee meeting will be held in early February.

6. **New Business**

There was no business.

7. **Representative Updates**

7.1 Penticton Art Gallery

The Art Gallery representative invited members to attend the opening of the Annual En'Owkin Centre Student & Alumni Exhibition, REsilience #597, which runs January 26–March 18. An exhibition by Noll Colin Derriksan: Toussowasket, visual artist from Westbank First Nation, runs January 26–March 18. The public opening party, featuring the music of Rae Spoon, is scheduled for March 24.

7.2 Penticton & District Community Arts Council

The Penticton & District Community Arts Council representative noted nominations will be open in February for the 5th Annual Arts Awards which will be held at the Cleland Theatre in March or April (date yet to be determined).

7.3 South Okanagan Performing Arts Centre

The South Okanagan Performing Arts Centre representative confirmed planning is underway in organizing a symposium in September aimed at identifying the best options for realizing a performing arts centre. He noted a steering committee will be formed and they are reaching out to the community to get involved. Fundraising is off to a good start with a \$30,000 Music BC grant and they are hoping to leverage it for an additional \$30,000. The society is optimistic and is sensing more enthusiasm from the community.

7.4 Okanagan School of the Arts, Shatford Centre

The Okanagan School of the Arts representative shared upcoming events including a Robbie Burns Dinner January 20, Theatre for Living February 24 and the 3rd Annual Okanagan Valley Writers Festival April 6-8. In addition, they are currently working with the Okanagan Boys and Girls Club on an after school program as well as a youth program for Saturdays. It was suggested the Public Sculpture Project be featured in the inside out map.

7.5 Members at Large

There was no report from members at large.

8. **Council Outcomes**

There were no Council Outcomes received for information.

9. **Next Meeting**

The next meeting of the Arts, Creative & Cultural Innovations Committee is scheduled for 8:00 a.m., Friday, February 23, 2018.

10. **Adjournment**

It was MOVED and SECONDED

THAT the Arts, Creative & Cultural Innovations Committee adjourned the meeting held on Friday, January 19, 2018 at 9:06 a.m.

CARRIED UNANIMOUSLY

Certified Correct:

Sharon Thompson
Committee Secretary



Penticton Creek Restoration Committee Meeting

Held at City of Penticton Committee Room A
171 Main Street, Penticton, B.C.

Friday, January 19, 2018
at 9:00 a.m.

- Present:** Helena Konanz, Councillor
Bryn White, Chair and South Okanagan Similkameen
Conservation Program Representative
Bill Wickett, Penticton Fly Fishers Association Representative
Bruce McFarlane, Regional Water Engineer, Min. of FLNRO Representative
Hillary Ward, Province of BC Fisheries, Min. of FLNRO Representative
Paul Askey, Freshwater Fisheries Society of BC Representative
Joe Enns, Okanagan Nation Alliance Representative
- Staff:** Mitch Moroziuk, General Manager of Infrastructure
Ian Chapman, City Engineer
Lorraine Witowski, Committee Secretary
- Guests:** Yi Li, Regional Hydrologist, Ministry of Forests, Lands and Natural Resources
Dwight Shanner, Aarde Environmental Ltd.

1. **Call to Order**

The Penticton Creek Restoration Committee was called to order by the Chair at 9:04 a.m.

2. **Adoption of Agenda**

It was MOVED and SECONDED

THAT the Penticton Creek Restoration Committee adopt the agenda for the meeting held on January 19, 2018 as circulated.

CARRIED UNANIMOUSLY

3. **Adoption of Minutes**

It was MOVED and SECONDED

THAT the Penticton Creek Restoration Committee adopt the minutes of the November 24, 2017 meeting as amended.

CARRIED UNANIMOUSLY

4. New Business

4.1 Official Community Plan Update

The Chair provided an overview of the Official Community Plan review process commenting it is the driver for the City of Penticton's vision and goals and noted this committee has an opportunity to provide recommendations. Roundtable discussion followed and important key points were highlighted as follows:

- City streams should be viewed as a natural asset and included in the asset management plan;
- Both creeks and foreshore are valuable assets – increase protection and education on water courses and foreshore to help community understand their value;
- Improve water course development permit provisions, setbacks, enforcement and education on stewardship of riparian areas;
- Include policy direction related to protection of sensitive areas for current and future land use designations;
- Identify areas that can be purchased;
- Update environmental and watercourse development permit designations through mapping;
- Provide ecological and financial incentive zones;
- Development application information areas to trigger additional information required;
- Provide terms and guidance for Environmental Assessments required in conjunction with development permit;
- Encourage ongoing consultation with the Penticton Indian Band and Okanagan First Nations; Engagement should start early so all parties can work together.

Councillor Helena Konanz arrived at the meeting at 9:58 a.m.

4.2 Vernon Creek Freshet 2017 Lessons

The Province of BC Fisheries, Min. of FLNRO representative reviewed the issues and damages that occurred to the Upper Vernon Creek flume from the 2017 spring flood noting due to the damages sustained to the flume, high ground water levels occurred throughout the summer and there are still on-going issues with septic systems downstream. A temporary water bypass pipe has since been installed. The representative further noted Kelowna has received funds through the provincial Disaster Financial Assistance program for the replacement of the flume with a rock cascade-pool-riffle natural (lined) channel to meet the current standards.

4.3 Update on Freshet 2017 Repair Works – Penticton Creek and Ellis Creek

The City Engineer commented the application has been submitted to the Disaster Financial Assistance program. The total claim came in just under \$4 million for repairs to waterfront works and walls, walkways and parking areas including six specific claims, three claims for Penticton Creek and three claims for Ellis Creek. The Penticton Creek consists of sixteen individual projects that include removing wood debris, failed concrete slabs, holes and structure cracks. Nine projects are urgently needed and should be done before the next freshet, and four to be completed during the 2018 fish window. Three projects will be deferred to 2019. The Ellis Creek consists of three projects that include the removal of up to one metre of deposited material before the 2018 freshet and restoration work to address the severe erosion upstream of Dartmouth Road.

The City Engineer reported detail design work for Penticton Creek is still ongoing and staff are working with the consultants to submit applications for the work to be undertaken. Discussion and questions followed.

Mitch Moroziuk left the meeting at 10:27 p.m.

A question was raised if there will be some public communications on repairs works in creeks. Staff commented they will be setting that up to provide information to the public on the works.

5. **Business Arising from Prior Meetings**

5.1 Penticton Creek Lower 3A Project Tendering Process and Timing

The City Engineer reported there is one final technical item to be addressed and once addressed, the permit should be forthcoming. Staff will issue the tender within the next month or two.

6. **Council Outcome**

The Chair confirmed the recommendations made by the committee at the November 24, 2017 meeting were adopted by Council and they are working on scheduling a date to present the master plan to the Penticton Indian Band Council. City Council also approved expanding the scope of this committee to include Ellis creek restoration initiatives.

7. **Next Meeting**

The next scheduled meeting of the Penticton Creek Restoration Committee is Friday, February 16, 2018.

8. **Adjournment**

It was MOVED and SECONDED

THAT the Penticton Creek Restoration Committee adjourn the meeting held on Friday, January 19, 2018 at 10:34 p.m.

CARRIED UNANIMOUSLY

Certified Correct:

Lorraine Witowski
Committee Secretary

Development Services Advisory Committee Meeting

held at City of Penticton, Room A
171 Main Street, Penticton, B.C.

Friday, February 23, 2018
at 8:00 a.m.

Present: Campbell Watt, Councillor
Frank Conci, Chair
Chris Allen, Member at Large
Chris Marte, Member at Large
Drew Barnes, Member at Large
Jamie Seddon, Member at Large
Jeffrey McGinley, Member at Large (Via conference call)
Sharon Fletcher, Member at Large

Staff: Michael Hodges, Development Infrastructure Manager
Blake Laven, Planning Manager
Lorraine Witowski, Committee Secretary

1. Call to Order

The Development Services Advisory Committee was called to order by the Chair at 8:02 a.m.

2. Adoption of Agenda

It was **MOVED** and **SECONDED**

THAT the Development Services Advisory Committee adopt the agenda for the meeting held on February 23, 2018.

CARRIED UNANIMOUSLY

3. Adoption of Minutes

It was **MOVED** and **SECONDED**

THAT the Development Services Advisory Committee adopt the minutes of December 1, 2017 meeting as circulated.

CARRIED UNANIMOUSLY

4. New Business

5.1 Subdivision and Development Bylaw Review – Michael Hodges

The Development Infrastructure Manager provided an overview and rationale behind the bylaw update noting the aim is to close the gap between what the City is doing and what the

bylaw says to provide better clarity and help people understand what the City's expectations and requirements are. Staff noted there are no major changes and presented information on the main changes.

Discussion and questions followed on the City's role in the development approval process versus the consultants as there are issues with works having to be redone at a cost to the developer. Staff explained the City does review and approve the infrastructure, however staff do not review the finer details as they rely on the consultant's expertise to ensure it has been done correctly. The Planning Manager commented this process is meant to be a cooperation. As it is the City who takes over the infrastructure, sometimes corrections are required. The City is also working towards a system that allows documents to be submitted electronically.

Changes to Schedule G regarding driveways and trees were discussed. Staff noted with respect to requests for driveways, the City currently has no assessment tools. This addition to the bylaw will provide a framework. The Planning Manager commented trees should be considered as an asset and part of the infrastructure. Discussion followed on when trees should be planted for a new subdivision and how and who should be responsible for the maintenance.

Following the review of the changes, the Development Infrastructure Manager stated the next step is to begin the public engagement process to gather the community's feedback and input on the proposed changes. By consensus, the committee was in favor of staff proceeding with the public engagement process. Staff commented that following public engagement, the bylaw will have a full legal review. Staff will then bring back the final document to the committee for review and recommendation before it is presented to Council for adoption.

5.2 2018 Development Services Work Plan

Deferred to the next meeting.

5.3 2016-2017 Issue Identification

Deferred to the next meeting.

5. **Business Arising from Prior Meeting**

5.1 Planning and Building Statistics for January 2018

Due to time constraints, this item was not reviewed by staff.

6. **Next Meeting**

The next meeting of the Development Services Advisory Committee to be determined.

7. **Adjournment**

It was MOVED and SECONDED that the Development Services Advisory Committee adjourn the meeting held on Friday, February 23 at 9:26 a.m.

Certified Correct:

Lorraine Witowski
Committee Secretary

Council Report

penticton.ca

Date: March 6, 2018 File No:
To: Peter Weeber, Chief Administrative Officer
From: Chris Forster, Deputy Fire Chief & Emergency Planning Coordinator
Subject: **FIRESMART Planning & Activities Grant**

Staff Recommendation

THAT Council support the application for grant funding from UBCM for FIRESMART Planning & Activities for Wildland Urban Interface neighborhoods within the City of Penticton.

Strategic priority objective

Good Governance: Provide services that support quality of life, protect our health, enhanced public safety, and promote economic and the social well-being of our community.

Background

The general goal of FIRESMART is to encourage communities and citizens to adopt and conduct FIRESMART practices to mitigate the negative impacts of wildfire to assets on community and private property.

This funding will allow for the mitigation of risk from wildfire for wildland urban interface areas within the City of Penticton.

The City of Penticton has been participating in the FIRESMART program since 2016.

In 2016, a grant was approved for the Sendero Canyon neighborhood, and that neighborhood continues to maintain its FIRESMART recognition status. In 2017, the Spiller Road neighborhood was targeted, a grant was approved for a program for that area, and we completed that program during 2017. For 2018, we have identified the Wiltse Flats area, as well as maintaining the previous years' neighborhoods.

This project will both maintain the three existing FIRESMART communities and target a new High risk area comprised of the Wiltse Flats and Evergreen Drive neighbourhoods.

The grant will provide assistance to advertise, promote and carry out a community preparedness day in each of the three existing FireSmart communities, Sendero Canyon, Spiller Road and Riddle Road.

The Wiltse Flats/Evergreen Drive plateau is within the City of Penticton municipal boundary, and is located mid-slope on the valley's eastern hillside. The area encompasses five well established neighbourhoods that back onto pine forest, which consists of both Crown lands and City/Private lands inside the municipal

boundary. The area has seen significant growth into the pine forest over the last 15 years, with significant resident migration from large centres outside the Okanagan Valley where wildfires have not been a concern.

The program will also include public education on the FIRESMART program to encourage neighborhoods within the City of Penticton boundaries to participate in the FIRESMART program.

Financial implication

The Strategic Wildfire Prevention Initiative (SWPI) is a suite of funding programs managed through the Strategic Wildfire Prevention Group. Funding provided by the Province of BC and is administered by Union of BC Municipalities (UBCM).

The grant funding can contribute a maximum of 100% of the cost of eligible activities to a maximum of \$10,000.00.

- UBCM Grant Contribution \$10,000.00
- City of Penticton Contribution \$ 1,640.00 (Staff time in-kind)

Eligible Activities & Expenditures

Eligible costs are direct costs that are approved by the Strategic Wildfire Prevention Group, properly and reasonably incurred, and paid by the applicant to carry out eligible activities. Eligible costs can only be incurred from the date of application submission until the final report is submitted.

Eligible activities must be cost-effective and may include:

- Education
- Vegetation Management
- Establishing public emergency communications systems or programs

The following expenditures are also eligible provided they relate directly to the eligible activities identified above:

- Consultant costs
- Applicant staff and administration costs
- Public information costs



A completed submission was submitted on February 15, 2018 pending the approval of the Council Resolution.

Deny/Refer Recommendations

Should Council determine that additional information is required, it may refer requests back to Staff for additional research.

Respectfully submitted,

Chris Forster
Deputy Fire Chief
Emergency Planning Coordinator

Fire Chief 	Chief Financial Officer 	Chief Administrative Officer PW
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Council Report

penticton.ca

Date: March 6, 2018
To: Peter Weeber, Chief Administrative Officer
From: Ben Johnson, Special Projects Manager
JoAnne Kleb, Community Engagement Specialist

File No: RMS 6480-20

Subject: Official Community Plan – March Update

Staff Recommendation

THAT Council receive the report titled “Official Community Plan – March Update” into the record.

Strategic priority objective

Community Building – Ensure that long term planning and development is aligned with the Official Community Plan.

The OCP will embody and articulate priorities around community building, economic vitality, environmental sustainability and fiscal responsibility.

Background

An Official Community Plan is a framework to guide positive change, land use management and development in a community such as the City of Penticton. The time horizon of an Official Community Plan is typically around 30 years. However throughout that timeframe, monitoring and periodic updates are required. The Official Community Plan will outline a combination of short-term and long-range goals for the City as a whole as well as more detailed policies for specific neighbourhoods, areas, issues or initiatives.

On July 4, 2016, Council supported a review and update of the Official Community Plan Bylaw 2002-20 including the retention of suitable staff to lead the planning program, and endorsed, at a high level, a public engagement strategy for the plan preparation. The rationale for the update was that although an OCP has a time horizon of around 30 years, the intention was always to review the OCP after five to eight years. See Attachment A for an overview of the OCP process timeline.

In addition to endorsing Guiding Principles for the engagement process, an Official Community Plan Task Force and its associated Terms of Reference were approved by Council on January 10, 2017. On April 4, 2017, staff reported to Council on the first round of community engagement, and Council endorsed an amendment to the OCP Task Force Terms of Reference to increase the number of members from 17 to 19. The OCP Task Force was convened in late April. On June 20, 2017, staff presented a summary of that spring’s engagement efforts to the Committee of the

Whole, and on November 21, 2017 staff again provided an engagement update and summary of next steps to the Committee of the Whole.

Financial implication

None.

Analysis

Staff recently completed another round of engagement in support of Phase 2 of the Official Community Plan. This phase focused on exploring the key themes identified in earlier phases including: Economy; Housing; Transportation; Arts, Culture and Heritage; Parks and Recreation; Environment; and Agriculture. The goal of the engagement activities in this phase was to gather the input necessary for staff to identify the list of policy areas to be addressed in the plan and prepare early drafts.



Staff arranged two major activities to support this phase including **PenTALKton** and **ExpOCP**. An overview of the activities and the outcomes is provided below.

1. PenTALKton (Late November)

To raise awareness of the issues, opportunities and trade-offs facing the community, the City hosted PenTALKton - a 'Pecha Kucha' style event featuring ten concise and engaging presentations by local and regional speakers. The speakers presented on affordable housing, building healthy cities, food systems, history and heritage, green architecture and design, arts and culture, smart neighbourhood development, our Downtown Plan, the environment, and the OCP process itself. Held at the Penticton Trade and Convention Centre, PenTALKton filled the room to capacity, with an estimated 200 people attending. The presentations were all recorded, posted to the City's YouTube page, and shared over social media. They will continue to be used in future engagements.

2. ExpOCP (January / February)

With the energy and excitement created through PenTALKton, the stage was set for ExpOCP. ExpOCP was a multi-day event designed to understand the attitudes and opinions towards the key themes and gather specific ideas and direction to begin to shape the policy areas. There were two types of activities provided through ExpOCP including drop-in sessions and workshops. Over 750 people attended the ExpOCP events. Key features of ExpOCP included:

- A storefront was set up at 249 Westminster Avenue to provide a central location for the engagement activities. The former auto sales showroom was selected due to its bright and open format and easy and convenient access. With a dedicated space, staff had the flexibility to customize the layout to support a variety of engagement techniques and accommodate requests for additional OCP and other City engagement activities during the two-month period.
- Within the storefront, a series of display stations were set up to continue to build awareness of the key themes. Each display station featured compelling visuals and followed a similar format, describing directions in the 2002 OCP, outlining what has changed and what we have learned since then, summarizing public feedback we've heard in that area so far, and giving examples of the kind of goals and policies a new OCP can consider.
- A series of hands-on activities were developed to make the ExpOCP engaging and interactive. An on-line "Kahoot!" quiz provided a fun way to establish a common understanding of the key themes at the Expo. A growth and housing activity challenged residents to place 30 years of housing growth on a large map of Penticton layered with a number of constraints such as the Agricultural Land Reserve and environmental areas. A transportation activity invited residents to imagine themselves getting around the city by four different modes of transportation and to talk about their experience, challenges they faced, and ways in which their trip could be improved. An economic activity asked residents to experience what it is like to operate a business in Penticton through a customized game that blended Snakes and Ladders and Monopoly. All of the hands-on activities were facilitated by staff or volunteers and included a chance to discuss the big learning opportunities and challenges coming out of the activities. About 100 pages of notes were collected from the activities.
- General feedback was captured through the ExpOCP Passport, a multi-page booklet asking 3-4 questions for each of the key themes. The questions focused on things we can be proud of today in that particular area, things we can improve, and what specific goals or policies we can write into our new OCP. The passport could also be completed on-line. Over 130 completed passports were turned in, resulting in 86 single-spaced pages of collated feedback. All of the unedited feedback has been uploaded to our Shape Your City webpage.
- Residents were invited to attend one of several drop-in sessions scheduled over the three days of the Expo. At the drop-in sessions, they had the opportunity to review the display materials and discuss the content with Task Force members and staff. Where there was an opportunity and interest, staff invited residents to participate in the hands-on activities.
- Targeted groups of residents were also invited to participate in workshops. These staff-facilitated, two-hour sessions were held with members of all the City advisory committees, students from Penticton Secondary School, City staff, a group of young professionals, JCI, the Wednesday Women's Group, PIDA and interested members of the public. At the workshops, attendees reviewed the displays, played Kahoot and participated in the hands-on activities. Following the formal ExpOCP, several groups requested additional workshops that were accommodated at the storefront. In all, over 250 people attended these workshops.

- As with other City initiatives, shapeyourcitypenticton.ca was used as the online engagement platform to give residents an alternative to participating in person. The Expo was promoted through the site, and display materials, videos and the Passport were all posted there. In the time period of the Expo, the site saw 911 unique visitors, 2631 page views and 414 document downloads.

Media, Social Media and Online Presence

- The Expo and PenTALKton received extensive and positive media coverage. They were featured in 39 online and print articles and 139 event-related Tweets and Facebook posts.

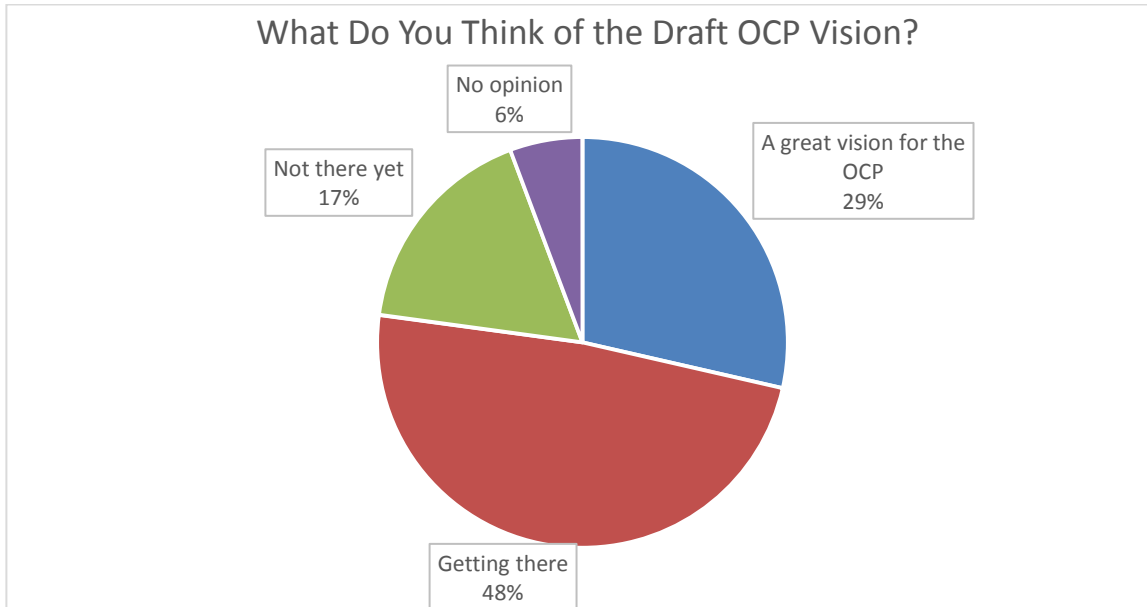
At-a-glance



Overview of Feedback

A substantial amount of thoughtful community feedback was captured in the OCP Passports and on-line. This feedback will be analyzed in detail and used to guide upcoming workshops and the development of goals and policies for the OCP. A few of the key themes in each area are summarized below.

Draft OCP Vision: *"A connected, vibrant, prosperous and healthy small city in a uniquely beautiful lakefront setting."*



OCP Vision feedback:

- Debate about whether we are a small town or a city
- Need to emphasize sustainability, resilience, and our natural environment
- Consider our demographics and needs of vulnerable populations

Economy:

- Awareness of the diversity of our local economy and unique assets (e.g., college, natural environment, wine and agriculture, arts and culture, innovative industry, sports events, etc.)
- Recognition of the need to support workers, working families and businesses through stable and well-paying jobs, transportation options, and affordable housing
- Varying opinions for and against providing incentives for business
- Beautify the city and preserve the natural environment

Housing:

- Support for additional affordable ownership and rental housing, and low-income social housing, for a range of demographic groups
- Support for infill and densification, and smaller houses ("tiny homes")
- Concern about hillside growth (cost, environmental damage, fire interface)
- Support for stronger design control (including height) for development in existing neighbourhoods
- Desire to see green space and trees in neighbourhoods and new developments
- Concern about the impacts of vacation rentals on neighbourhoods and the rental stock

Transportation

- We have strong transportation assets, like easy flow of traffic, the Channel Parkway (which keeps traffic out of the city and provides fast connections), a good bus system that provides local and regional service, great trails (waterfront and KVR), and the start of a bike network

- General support for improving conditions for walking, cycling and transit
- Strong desire for a connected and safe (for all ages and abilities, separated from traffic) bike network that runs lake-to-lake and links downtown, neighbourhoods and commercial areas
- Improve walkability by filling in gaps in the sidewalk network, providing safer street crossings and lighting
- The bus system should be supported and expanded through more frequent service, smaller buses and shuttles in more neighbourhoods, and support for users (e.g., bus schedule 'apps')
- Driving was generally considered well-supported, but improvements in safety could be achieved through traffic calming, reduced (and enforced) speeds in certain areas, and the implementation of more traffic circles in the place of traditional intersections.
- Varying views on parking were expressed, with opinions on paid vs. free parking, resident-only parking, and the need for structured parking (parkade)

Environment

- We value our green spaces, clean air and water, agricultural land, trails and parks, and recycling program
- Support for the notion of containing growth in existing developed areas (infill and densification) rather than expand into hillside and waterfront areas
- Natural and environmentally-sensitive areas, wildlife corridors and parks should be protected and enhanced, new green space provided when there is development, and a strategy adopted to acquire new parkland as we grow
- Awareness of the importance of trees in the city. Existing trees should be protected, and new trees planted in public and private spaces
- A stronger effort could be made to encourage/expand recycling and composting

Arts, Culture and Heritage

- Recognition of the value of our diverse arts and culture facilities and assets: Shatford Centre, Art Gallery, En'Owkin Centre, Cleland Theatre, Penticton Museum, Leir House, Dream Café, SS Sicamous, and others
- Opportunity seen in increased collaboration with PIB (Syilx Nation)
- Enhance connections and planning between the different cultural facilities
- Support for public art, year-round events and festivals, and youth involvement in the arts
- In terms of heritage character and preservation, it was suggested we should protect and enhance what we have (buildings and natural places), broaden the scope of what is 'heritage' and consider establishing heritage neighbourhoods
- Some resistance to public funding of arts and culture initiatives

Agriculture

- Recognition of the value and contribution of our agricultural lands and the ALR, orchards and farms, wineries and the Penticton Farmers Market
- Concern regarding conversion of orchards and other agricultural lands to wineries (vs. food production), but also a recognition of the value of wine/viticulture, breweries and distilleries
- Recognition of the Farmers Market, and the need to support and expand it

- Support for agriculture in urbanized areas of the city: community gardens, urban agriculture and educational opportunities
- Desire to protect agricultural lands and the ALR, to encourage more intensive agricultural uses on those lands, and to prevent inappropriate forms of development (e.g., very large houses and outbuildings) in agricultural areas

Role of the OCP Task Force

The OCP Task Force assisted greatly to the creation and running of the Expo. Several Task Force members helped set the stage by presenting at PenTALKton, and, as mentioned, the Task Force assisted by reviewing drafts of Expo content and the Passport, and providing feedback on staff’s proposed engagement strategy. Members also contributed many hours volunteering at the Expo workshops and drop-in sessions. They provided guidance on the process, fielded questions in the key subject areas, and help run the hands-on activities. The Task Force will convene again in March to review the feedback and work with staff on creating draft OCP goals and policies.

Next Steps

Following the expo, staff will work with the community (Task Force, Advisory Committees and general public) to draft goals and policies in the subject areas. The intent is to hold workshops in each area to assess public feedback to date and review draft goals and policies. These will be reviewed and refined through future engagement, with the goal of creating a draft OCP for consideration by the community by mid-2018. Staff will work together closely with the Task Force to generate compelling ideas for this round of engagement to ensure that the community is involved in every step of the development of the OCP – in accordance with the direction of Council.

Attachments


Attachment A –OCP Timeline Overview

Respectfully submitted,

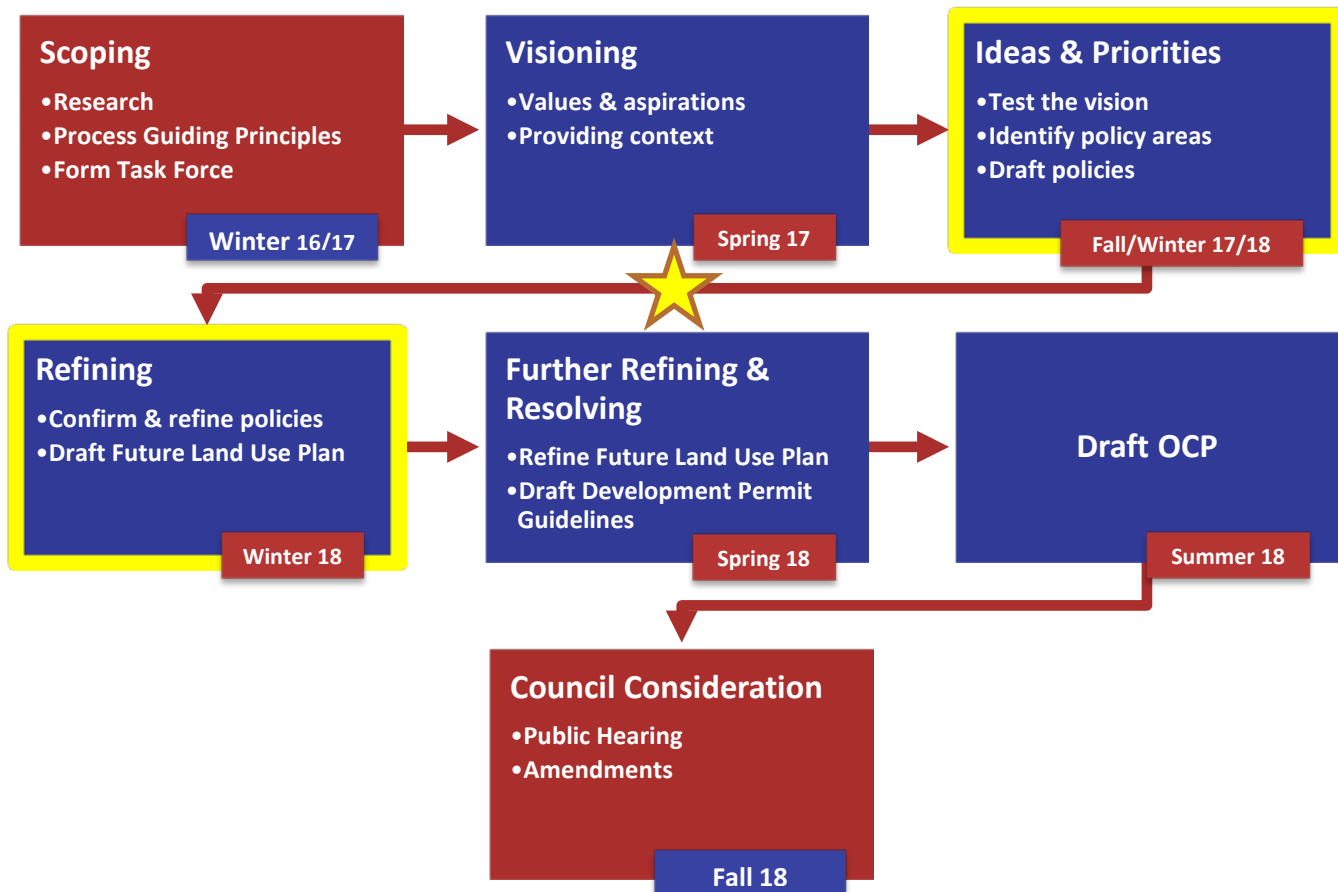
Ben Johnson

Special Projects Manager

Approvals

<p>Director</p> 	<p>Chief Administrative Officer</p> <p>PW</p>
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Attachment A – OCP Timeline Overview



Council Report

penticton.ca

Date: March, 6, 2018 File No: 4000
To: Peter Weeber, Chief Administrative Officer
From: Tina Siebert, Bylaw Services Supervisor
Subject: **Bylaw Services Prioritization Session Summary and 2018-2019 Operational Plan**

Staff Recommendation

THAT Council receive the information contained in this report as a summary of the Bylaw Services Prioritization Session held on February 8, 2018;

AND THAT Council approve the Bylaw Services priorities for 2018-2019;

AND THAT Council approve the addition of one Full-Time Bylaw Enforcement Officer to a total of \$50,000 in 2018 with an additional \$10,000 being allocated from within the Bylaw Services Budget;

AND THAT Council approve the additional costs of a dedicated vehicle for the Bylaw Services department totaling \$3,700 from within the Bylaw Services Budget.

Council Priorities

Building a strong sense of community is fundamental to enhancing our quality of life. Bylaw Services need to be customer focused, effective and relevant. Engaging our community partners helps to build a stronger community. Through the prioritization session hosted by the Bylaw Services department, we were able to engage our community partners, provincial partners, and social service agencies to allow for representation and participation of most citizens (social development). Following good governance, the delivery of bylaw services supports quality of life, protection of health and enhancement of public safety so we may promote the economic and social well-being of our community.

Background

Staff recognize the importance of building community relationships so that we can best meet community standards, ultimately so that our citizens can maintain a high quality of life. At the heart of community livability is *quality health, wellness and safety*.

On February 8th, 2018 the Bylaw Services department hosted its first Bylaw Prioritization session with several community partners to identify, prioritize and shape the departments operations for 2018-2019. The session was facilitated by WRH Consulting (Dr. Warren Helfrich and Kim Lyster) and approximately 30 participants were in attendance at the session, each representing various aspects of our community. Attendees included city staff, Council, resident representatives, Penticton Security, Penticton Transit, Penticton Fire department, RCMP members, Downtown Penticton Association, School District 67, BC Housing, 100 Homes Penticton,

and several social service agencies. An in depth survey was prepared by staff and administered by the consultant to each participant weeks prior to the session so that the data could be gathered and discussed at the session. (24 participants completed the survey)

Session Summary

An overview of the role of the department was provided including the scope of bylaw education and enforcement responsibilities, current capacity, and interface with Council priorities.

Recent Trends

The following trends and issues were highlighted by staff:

- Increase complaints about social nuisances/disorder/incivility
- Increase requests for uniformed visibility in public spaces (RCMP, Bylaw Officer, Security, etc.)
- Unregulated marijuana dispensaries (no provincial or federal support yet)
- Parks/beaches/public washrooms complaints-damage
- Smoking and drinking in public
- Opioid overdose crisis-thousands of needles removed from parks, pathways, beaches
- Unsafe camping sites

Community Safety Framework – Partnerships

An emerging '*Community Safety Framework*' was presented with the premise that though all orders of government share a responsibility for health and safety, this work begins at the local level and requires strong *partnerships* – the bylaw services department playing a key role in supporting our community. Only by working together can we address the full range of challenges in our community. The Community Safety Framework infographic, outlining the roles and responsibilities of our partners is provided in Attachment A.

The vision is to offer a more inclusive blueprint for Bylaw Services and highlight the intersection of stakeholders including the reliance on community resources and partnerships. Participants were invited to provide their feedback and comments on the framework and further refine the vision. The comments were aligned into the following categories: *values and approach, engagement and education, partners/partnerships, and solutions: structures and resources*. The full list of participant comments is in the Summary of Community Consultations (Attachment B, page 4).

Survey Responses

The latter portion of the session was focused on a review of the survey responses (Attachment C). The information from the survey was presented in great detail to the participants and later utilized to determine department priorities. Commentary included: officer profile, perception of effectiveness, optics-where are Bylaw Officers typically seen and how it impacts public perception, metrics of effectiveness for example, traffic enforcement is more quantifiable and less complex whereas dealing with social issues is significantly more complex, less tangible and harder to measure, resource allocation with limited staff (community events seem to drive this allocation), lengthy number of bylaws contributes to challenges in enforcement, juxtaposition of enforcement (the hammer) with a compassionate approach (the heart). Discussing the survey results in great detail at the session allowed staff to fully understand the community partner's needs, interests and expectations which will aid in forming partnerships and alignment with department operations.

Bylaw Prioritization

The next exercise was found to be very enlightening to both staff and participants since several individuals indicated they were not aware so many bylaws existed. They were provided with a list of 19 common bylaws and contravention examples. (Attachment D). Participants were asked to consider all the municipal bylaws, the top seven bylaws as priorities and, at their tables, frame their discussion in terms of:

- What should the Bylaw Services Department do more of?
- What should the Bylaw Services Department do less of?
- Pose other ideas for consideration.

The top seven bylaws that the stakeholders determined to be a priority were ranked as follows:

- 1) Good Neighbor Bylaw
- 2) Parks Bylaw
- 3) Traffic Bylaw
- 4) Controlled Substance Property Remediation Bylaw
- 5) Business License Bylaw
- 6) Building Bylaw
- 7) Pawnbrokers Second-Hand and Auction Houses Bylaw

Staff will be focussing education and enforcement on these top seven bylaws, and once a call for service is received from the public, the Bylaw Intake Administrator will be triaging, prioritizing and assigning the calls for service to an officer in the field. The response to the call for service will be based on the priority of the bylaw and any public safety factors identified by the Bylaw Intake Administrator. The lower priority calls for service (lower ranked bylaws), will be responded to after the higher ranked bylaws, and with the support of the bylaw relief officers. The Bylaw Intake Administrator will be informing complainants of an expected response time based on the prioritization ranking and any additional public safety factors. This communication will allow for transparency and accountability for Bylaw Enforcement Officers and also educate the public with a reasonable response time.

Additional participant ideas from the prioritization focused on: providing more public education associated to roles, responsibilities, processes, and statistics, success stories, build a stronger relationship with media to support the department, attend to nuisance properties, working collaboratively with social agencies to assist with camping relocations, increasing hours of service and staffing levels, increasing technology, establishing authoritative presence in downtown zone, more meaningful penalties for deterrent effect, collaborative approach with a community action team. The input gathered from this exercise (see page 7-8, Summary of Community Consultations – Attachment B to this report) was extremely valuable in the preparation of the 2018-2019 Operational Plan and staff are investigating action plans to follow through with each idea proposed.

Resourcing & Scheduling

The last area of the session was focused on resourcing priorities. A comparative benchmark with several other municipalities was presented by staff. It was evident that there is need for additional evening bylaw coverage and enhanced training opportunities. Input was solicited regarding how to best resource the demand on the department and respond to shifting priorities. Feedback included: Providing service after 5pm, enhance recruitment opportunities for relief staff, summer students, auxiliary officers, explore opportunities for collaborative social service response, hire private security services to augment the work of officers.

Overall, the session was well received and staff obtained valuable input and feedback towards the service we provide to the community. It was noted that since priorities are often changing in our community, similar prioritization engagement based sessions be held approximately every 2-4 years to help guide bylaw service strategies.

2018-2019 Operational Plan

With approximately 3,000 Bylaw Enforcement Officers (BEOs) in the Province of BC, Bylaw Enforcement Officers are the largest body of unregulated enforcement officials in the province. Though the License Inspectors and Bylaw Officers Association of BC (LIBOA) review best practice, each municipality deploys BEOs in ways that suit the needs of the community. The role is an important one in our community balancing safety, cleanliness and security to promote community livability- maintaining a high quality of life while meeting the challenge of a growing community by establishing community standards and ensuring that Penticton citizens can enjoy their community and property without being negatively affected. The following *2018-2019 Operational Plan summary* is proposed based on all the gathered community input from the survey and prioritization session.

Plan:	Details/Activity:	Output/Goal:	Implementation/budget:
Hire Bylaw Intake Administrator position- Full time	Admin support, triage, prioritize, dispatch calls for service to officers, safety checks	Enhanced service to community, increase BEO time in community	Feb-March 2018 Budgeted and supported
Hire additional Bylaw Enforcement Officer – Full time	Allow for staggered start times with 4 officers. Focus on downtown behavioral/social issues	Increase visible presence, 4 full time officers – even # for safety and staggered shift times	May 2018 \$40,000 place hold in 2018 budget
Convert Traffic/Parking Officer to general Bylaw Enforcement Officer 1	Reorganization-Traffic ranked top 3 but all officers to do enforcement	All officers will conduct similar duties- even distribution to tasks including Traffic enforcement	May 2018
Shift schedule – increase hours of service	2 BEOs -7-330pm or 8-430pm-Mon- Fri and 2 BEOs- 1pm-930pm-Tues-Sat <i>Relief officers as needed</i>	Afternoon overlap coverage, evening coverage, flexibility-may include Sat/Sun	May 2018
Fleet request	Additional dedicated vehicle needed to support additional officers	Reduce response times to calls for service	May 2018-Funded through existing bylaw operating budget/budget amendment reallocation
Partnership with RCMP- Community Support and Enforcement Team	Action plans, joint response- downtown foot patrols	Collaborative response to behavioral/social issues and nuisance properties	Jan 2018-on going
Community partnership building	Community Safety Framework, Safe Sharps Disposal committee,	Collaborative responses to support quality health and wellness	Jan 2018-on going

	camping re location supports, snow removal		
Communications strategy	Regular media releases on dept operations, stats, stories, 'a day in the life of a BEO'	Increase public awareness/support, inform/educate, demonstrate transparency	On going
Market Safety Patrol	Explore a tiered response	Volunteers, security, BEOs on foot patrol	April 2018-Sept 2018 annually
School zone parking enforcement	Joint response with RCMP traffic, joint safety media releases	Enhance safety of students, change parking habits	Sept 2018
Pawnbrokers Bylaw	Amend bylaw, educate Pawnshops, reporting options, enforce bylaw	Align with other municipalities for sharing of data, decrease property crimes-RCMP	April-June 2018
Enhance officer training requirements	Trauma informed training, Mental Health First Aid, Officer safety	Enhance officer safety, enhance officer skills and competencies	April-June 2018
Parks/Beach Patrol	Bylaw amendments, Coordinate any camp removals with social service agencies	High visibility, proactive deterrent	May-Sept 2018

Two key recommendations coming out of the community session which will have a financial implication are the additional Bylaw Officer required and additional vehicle to increase operational efficiencies. The financial implications are outlined below.

With the addition of a full time Bylaw Officer, the staff compliment in Bylaw Services will consist of a Supervisor, four Bylaw Officers (in field) and one Bylaw Intake Administrator. The job responsibilities of each staff member are outlined in Attachment E.

Financial Implication

Staff are proposing the hiring of a full time Bylaw Enforcement Officer to focus on addressing behavioural and social issues and assist with the ability to reschedule resources into the evening hours and on weekends. This position will require a \$50,000 budget in 2018, which represents the positions prorated salary (May/June hire to December). This additional hire was discussed and approved during the 2018 budgeting process, subject to the engagement and prioritization session. At the conclusion of the 2018 budget process Council passed the following resolution:

679/2017 **It was MOVED and SECONDED**

THAT Council approve \$40,000 as a place holder for enhanced bylaw services.

CARRIED UNANIMOUSLY

The additional \$10,000 will be funded internally within the Bylaw department through the reduction of relief staff that will no longer be required with the commencement of new position. In the 2019 budget, this position will be budgeted at \$75,000.

Further, with four (4) full time officers, and only two dedicated vehicles, staff are requesting an additional dedicated bylaw vehicle to be able to respond to calls for service throughout the city faster. Several calls for service (i.e. Traffic/parking complaints, and most Good Neighbor Bylaw complaints) only require one (1) officer to attend. If there is no vehicle available to respond staff are not as efficient in responding to the needs of the community (i.e. not within walking distance). The use of a pool/loaner vehicle is occasionally an option, however there is only two available for all City Hall staff and Council, and they are often unavailable (i.e. pre booked for travel, site visits, training, courses, etc).

The total annual cost for a new vehicle is \$5,500 (rest funded through Fleet department). The cost of adding an additional vehicle is approximately \$3,700 for the remaining 8 months of the year, which would align with the expected arrival of the vehicle to the department. These funds will be allocated via a budget amendment from other areas of the 2018 Bylaw operating budget. The annual operating cost for a new vehicle in 2019 will be \$5,500, and staff will need to budget accordingly through the 2019 budget process.

Analysis

The Bylaw Services department strive to assist in creating a livable and vibrant community – safety, security and cleanliness are priorities for the team. Being in the right place at the right times of day can be challenging, but is all a part of managing an ever changing Bylaw Department. Being uniformed and visible throughout neighborhoods is important, and responding to calls for service in a timely manner is expected by our community. Through the above operational plans and proposed changes, the department will strive for continuous improvement and focus on building stronger community relationships so that we respond collaboratively to the needs of our community.

Staff are recommending that Council receive the information contained in this report and approve the Bylaw Services priorities and resource needs for 2018-2019.

Attachments

- Attachment A – Penticton Community Safety Framework
- Attachment B – Summary of Community Consultations
- Attachment C – Summary of Survey Responses
- Attachment D – Common Bylaws and contravention examples
- Attachment E – Bylaw Services team member responsibilities

Respectfully submitted,

Approvals

Tina Siebert, Bylaw Services Supervisor

Tina Siebert

Director	CFO	CAO
<i>TS</i>	<i>LWB</i>	PW

Penticton Community Safety Framework



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SUMMARY OF FACILITATED DISCUSSION

Introductions and Interest in Conversation:

Attendees were invited to introduce themselves and highlight their interest in the discussion. Broad categories of interest included:

- Representing the constituency served by the agency or role and exploring the potential for intersection of services and supports to promote effectiveness
- Business interests: parking, safety and social concerns, protecting assets, protecting tourism and culture
- Health and wellbeing of the community: as a landlord, as a resident, as a neighbour, as a business owner, as a parent...
- Exploring and expanding partnership opportunities with the City of Penticton: community policing, planning priorities, community safety and liveability
- Opportunity to identify gaps in services and needs to support action and collaboration
- To learn more about the issues impacting the Bylaw Services Department and contribute to the planning and prioritization process

Bylaw Services Department Presentation:

Tina Siebert and Anthony Haddad provided an overview of the role of the department including the scope of bylaw education and enforcement responsibilities, current capacity, and interface with Council priorities. They highlighted that the community consultation was a first for the department and an important part of establishing priorities.

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It was noted that Bylaw services operates in a “revenue neutral” manner. The department observes a progressive enforcement process designed to resolve problems long before any legal action is required. The department has been monitoring trends and issues impacting on services. The following trends for the department were highlighted:

- Increased complaints about social nuisances/disorder/incivility
- Unregulated marijuana dispensaries (no provincial or federal support yet)
- Parks/beaches/public washrooms complaints and damage
- Smoking and drinking in public
- Opioid overdose crisis, including community safety issues relating to the thousands of needles removed from parks, pathways, and beaches
- Unsafe camping sites

Participants provided their reflections on the presentation including:

- Community issues and trends have significant impact on the work of the department. Consultation adds to better understanding of the mitigating factors influencing the work.
- With many cost pressures on the City, finalizing the budget allocation for the department benefits from determining priorities.
- Questions regarding the perception of safety, or lack thereof, versus facts regarding incidence of crime. Information regarding crime statistics would help confirm or challenge fear and reactive behaviours.
- Would be beneficial to expand awareness of options within the progressive enforcement process: what triggers action on the part of the City? What opportunities are provided for mediation and adjudication?

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Community Safety Framework

The emerging Framework was presented. The vision is to offer a more inclusive blueprint for Bylaw Services and highlight the intersection of stakeholders including the reliance on community resources and partnerships. Participants were invited to provide their feedback and comments on the framework and further refine the vision.

Comments fell into broad categories as follows:

VALUES AND APPROACH

- Ensure inclusive language
- Approach must be person centred, trauma-informed, collaborative, and ensure buy-in from all participants taking responsibility for our community.
- We need to stop pointing fingers for others to “deal” with the issues/problems. It’s all our neighbourhoods and our community.
- Balance compassion with practical solutions.

ENGAGEMENT AND EDUCATION

- Encourage public engagement & commitment
- Would it possible to have a media rep in the Community Partner’s circle? Public perceptions & attitudes need to be addressed.
- Emphasize that “safety” means “safety for all”. It would be easy to presume that the framework is to keep “us” safe from “them”. I value a community that values quality, health & wellness for all.
- Today’s society leans toward allowing an inherent “right” to challenge the rule of law (bylaw) rather than accept responsibility to meet the requirements of law. More emphasis should be placed on education of what the law is and provide a finite resolution process if one wants to challenge. That would become a precedent for future challenges – reward those that take & accept the responsibility head on.

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COMMUNITY SAFETY FRAMEWORK cont'd

PARTNERS

- Partners must be empowered to carry out the work they are assigned
- Additional provincial partners for consideration: BC Liquor Control Board, IHA Mental Health/Addiction, MCFD, MSDSI, Ministry of Mental Health & Substance Use
- IHA includes Mental Health Outreach, Public Health, and CCRT – do they all need to be there?
- Additions to social agencies: SOVAS, YES
- Partnerships to support repeat “offenders”
- City committee of made up of citizens – Social Development Advisory Cttee.

SOLUTIONS: STRUCTURES & RESOURCES

- Conduct a resource analysis: churches, non-profits, block watches
- Gap identification is needed and funding to meet these gaps (not necessarily City funded)
- STEERING CTTE...Important that committee not become bogged down in “Terms of Reference”
- SITUATION TABLE....What situation tables tackle what issues/people for a coordinated & differentiated response: possibly 2-tiered: business & social
- Need lead agency
- CENTRALIZED INTERVENTION & FUNDING...Regular communication method to assist with problem-solving
- SUPPORTED INTERVENTION...Vulnerability assessments of people breaching laws or bylaws to determine needs to assist in changing behaviours
- Contract private sector service for downtown patrols on graveyard shifts (alleys, parking lots)
- Dedicated “team” approach to problem landlords & land owners: target 5 to workout & observe reaction from others
- Should the DPA pay for private security to free up officers? (e.g. market) Dealing with panhandling, sidewalk obstruction & smoking
- Should bylaw officers even respond to nuisance calls? Should we increase RCMP auxiliary positions?
- Financial capacity changes in summer months

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Survey Feedback

The compiled information from the survey was presented in greater detail to the participants. Additional feedback was requested regarding ways to increase the effectiveness of enforcement by Bylaw Officers. Commentary included:

- Defining areas of responsibility is helpful and likely not well understood by the public. Does the profile of the Officers impact perception of their effectiveness?
- Considering “optics” – where are Bylaw Officers typically seen and how does that impact on public perception?
- Consider the metrics of effectiveness: traffic enforcement is more quantifiable and less complex whereas enforcement of social issues is significantly more complex, less “tangible” and harder to measure
- Context has shifted: societal attitudes, among some, have changed regarding observing the “rule of law”.
- Interpretations of “effectiveness” is highly subjective
- Community events, especially in the summer, are driving the allocation of resources e.g. Saturday Market, SOEC traffic management
- The number of bylaws may contribute to the challenge of enforcement: what happens to lower priorities (especially with trends toward social issues/nuisance calls)? Do they lose their relevance?
- Enforcement allows for choice and interpretation on the part of the Officer: “may” versus “will” can be exercised
- Role is complex: a juxtaposition of strict enforcement (the hammer) with a compassionate perspective (the heart)

Determining Priorities

The survey requested input on priorities for bylaw enforcement. Participants were asked to consider the top **seven** bylaws listed as priorities and, at their tables, frame their discussion in terms of:

- What should the Bylaw Services Department do more of?
- What should the Bylaw Services Department do less of?
- Pose other ideas for consideration.

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MORE OF...	LESS OF...
Provide more public education re: roles, responsibilities, and processes associated with bylaw enforcement, incorporating situationally placed materials and information to assist with awareness e.g. "public toilets are closed due to vandalism"; providing statistical updates to inform public	Skate Board Park Bylaw enforcement - alternative solutions likely work better e.g. volunteers could help apply 'heart' versus 'hammer' by encouraging helmet use, safe riding
Attend to nuisance properties: directly targeting problematic situations, visuals, # of calls for service	Grow op remediation
Addressing parks: respond to illegal camping and littering by working with agencies to assist with relocation	Dealing with parking at events - event should hire their own traffic management staff and/or City should exercise discretion regarding responsibility
Increase hours of coverage (beyond M-F: 8AM - 5PM) incorporating varied hours according to community needs and including evening patrols in partnership with RCMP	Review of Controlled Substances Bylaw - is it needed or can it be added to Building Bylaws?
Working with pawnbrokers	Complaint driven style
Utilize technology to track and enforce e.g. vacation rentals, traffic/parking violations, pawn shops	Reactive environment - a phased approach will get us to being more proactive
Establish an "authoritative" presence in the downtown and at market, events, and at beaches	Excuses for lack of accountability
Enhanced proactivity: allocate some resources to support this role	
Create point of contact for campers and loiterers	
Meaningful penalties, up to an including expropriation, so that they are felt as real deterrents	
Increase staffing (increased importance or # of staff) beyond the current approved cadre of Officers	
Community Action Team, with members of Council included	
Establish an "approachable" culture/image among Bylaw Officers: enforcers as well as educators; emphasize discernment in the application of the role	
Convene more sessions like this public consultation to	

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evaluate impact	
Promote a continuum of responses, including mediation options, when Bylaw enforcement is not the resolution to the problem	
Community Safety and Wellness Committee: ensure action is an outcome	

Other Ideas posed included:

- Adopt a phased approach to prioritization based on desired end goals: test, evaluate, renew...a continuous quality improvement approach
- Use technology to assist in reporting crimes
- Communicate stats from the department to help publicize the work of Bylaw Services
- Develop strong financial controls (e.g. parking meters)
- Work with local agencies to support service access for people who are camping, panhandling, etc.
- Education will = less contraventions
- Establish new position to deal with top 2 priorities: focus on the downtown area
- Communication between local, provincial and federal governments and stakeholders
- Engage the community to contribute to clean up nuisance properties and promote civic pride. Publicize stories about successes and acts of kindness and community spirit.
- Amend the business licence of pawnbrokers to assist with implementation of the use of technology to track illegal goods
- Foster a strong working relationship with the media to support education and awareness of community issues and Bylaw Services
- Map the scope of existing bylaws in relation to other resources and jurisdictions to create a "venn" diagram of intersections
- Leverage community based social enterprise initiatives to address community needs e.g. South Okanagan Brain Injury Society snow removal is a resource for home owners and businesses who are not meeting the expectation of clearing their sidewalks

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Resourcing Priorities:

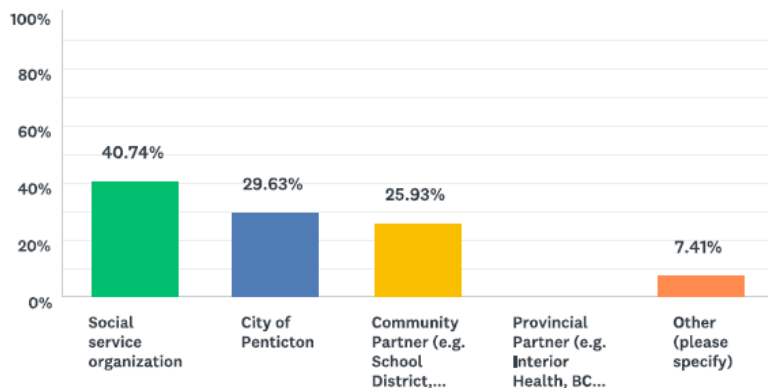
Input was solicited regarding how best to resource the demand on Bylaw Services and respond to shifting priorities. Changes within the department were highlighted. Additional feedback from participants included:

- Assess the flexibility within the Collective Agreement to add more people and/or deploy them differently. Encourage full time positions wherever possible to support recruitment and retention in the positions.
- Focus on the highest priority issues.
- Provide service after 5 PM and on weekends.
- Assign responsibility for event costs to the hosting body e.g. traffic, safety at the Market
- Explore recruitment opportunities for auxiliary officers: Level 1 & 2 (community) versus Level 3 (uniform)
- Review opportunities for efficiencies and effectiveness through a collaborative social service response (Community Safety Framework)
- Renew community based responses, such as Block Watch, as an additional resource/safeguard
- Explore the feasibility of technological options for parking meter management vs. coin collection
- Conduct a gap analysis to determine resources/needs to respond to issues impacting on social nuisance concerns
- Establish a Community Protocol for supporting people who are part of the cohort with frequent social nuisance complaints
- Hire additional private security to augment the work of Bylaw Officers
- Consider surveying the community at large to test initial assumptions and validate feedback as part of the planning and prioritization process.

Attachment C – Summary of Survey Responses

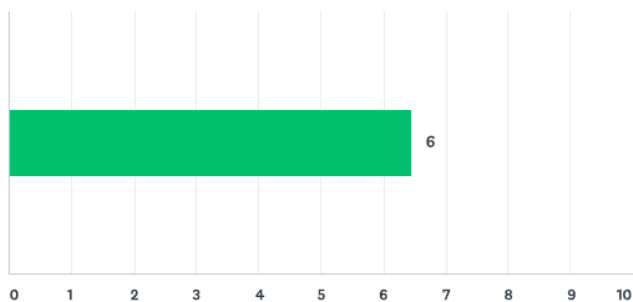
Q1 Are you a representative of any of the following? (check all that apply)

Answered: 27 Skipped: 0



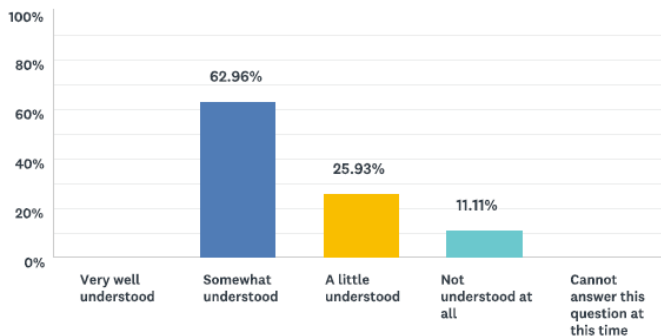
Q2 How would you rate your overall impression of the service that the Bylaw Services Department provides to the community?

Answered: 27 Skipped: 0



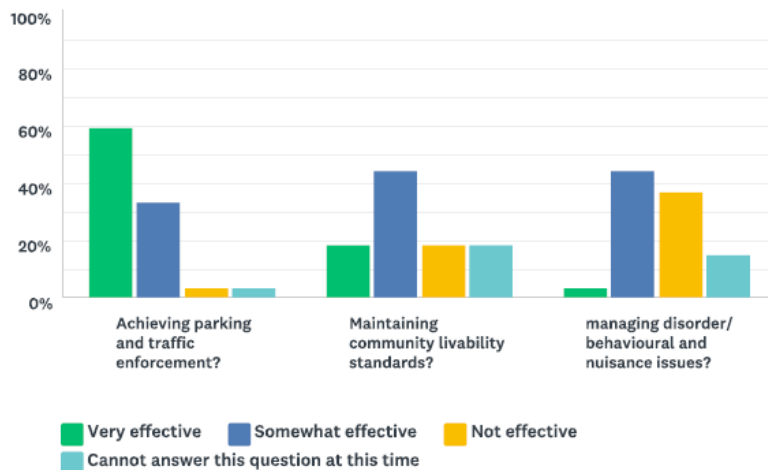
Q3 To what degree do you believe the role of the Bylaw Enforcement Officer is understood?

Answered: 27 Skipped: 0



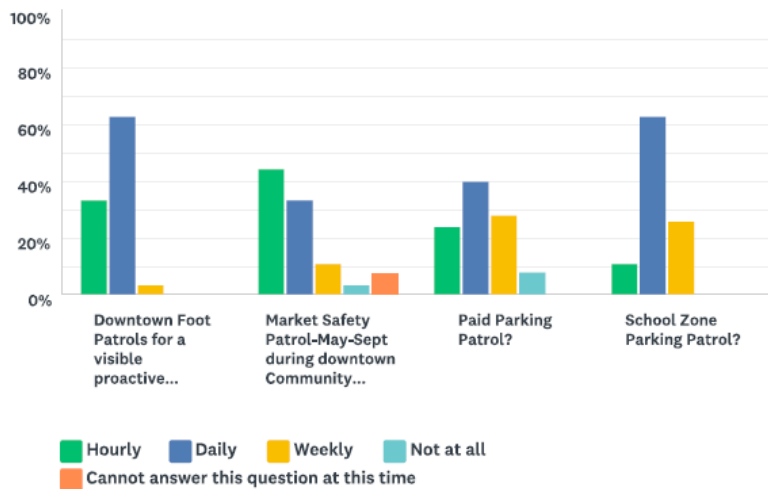
Q4 To what extent do you feel that Bylaw Enforcement Officers are effective in:

Answered: 27 Skipped: 0



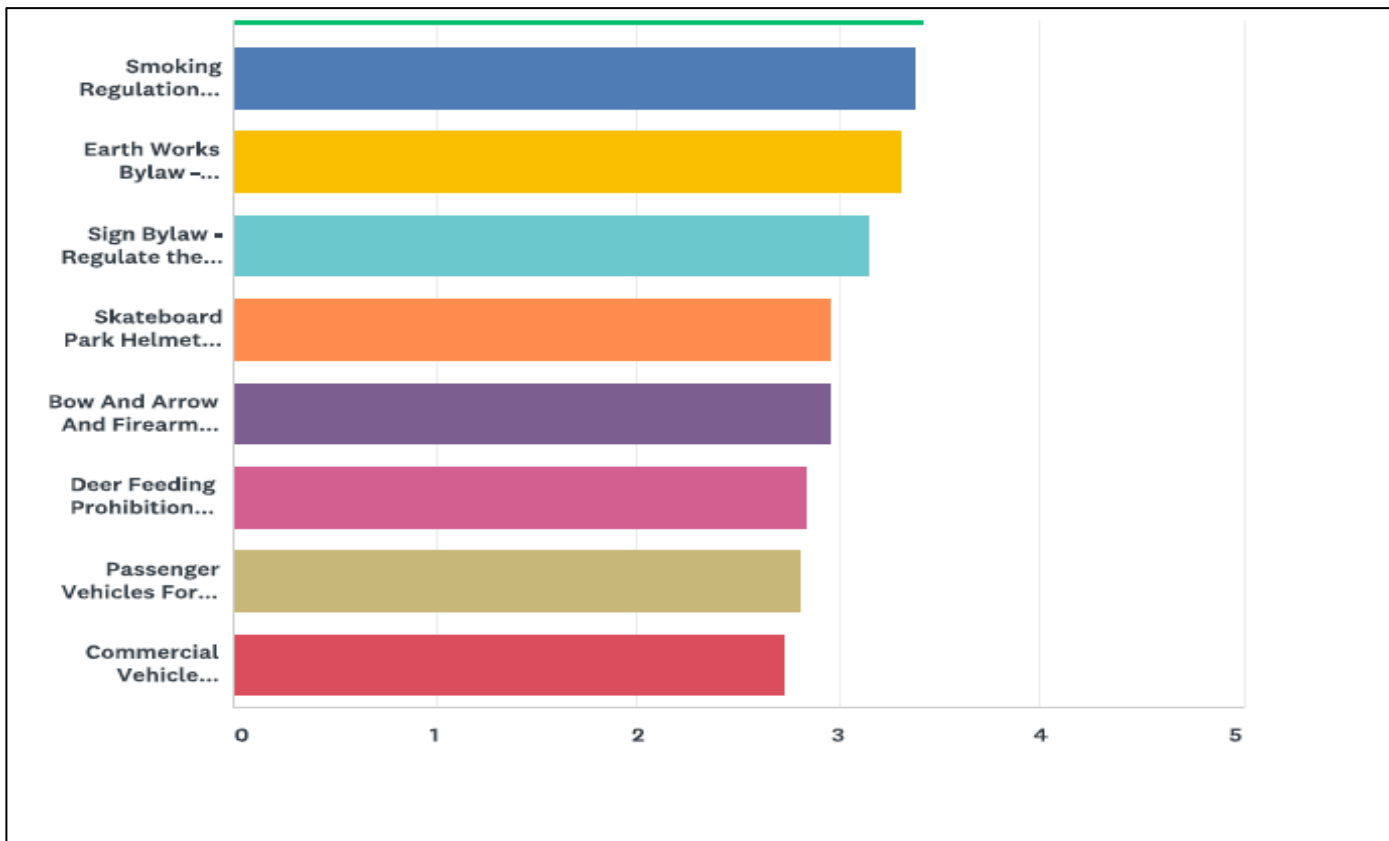
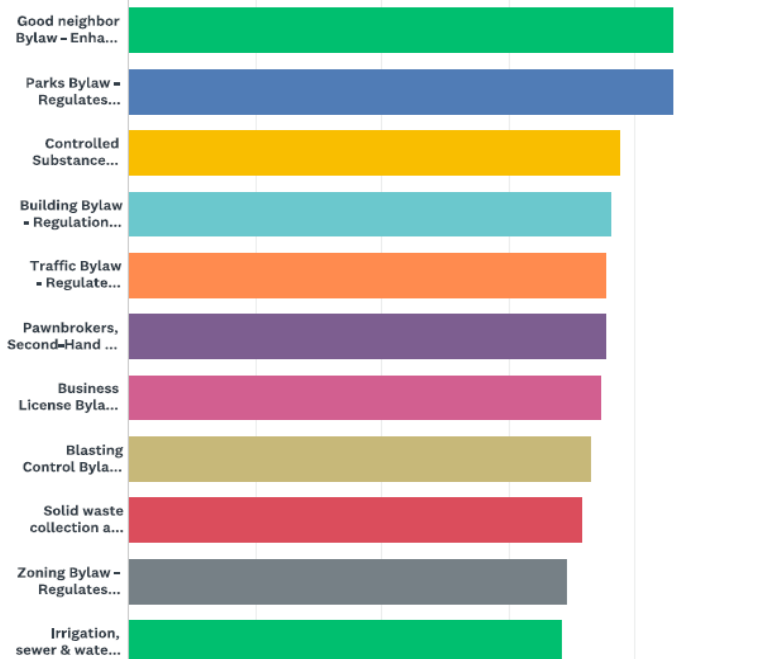
Q5 To what extent do you feel that Bylaw Enforcement Officers should perform:

Answered: 27 Skipped: 0



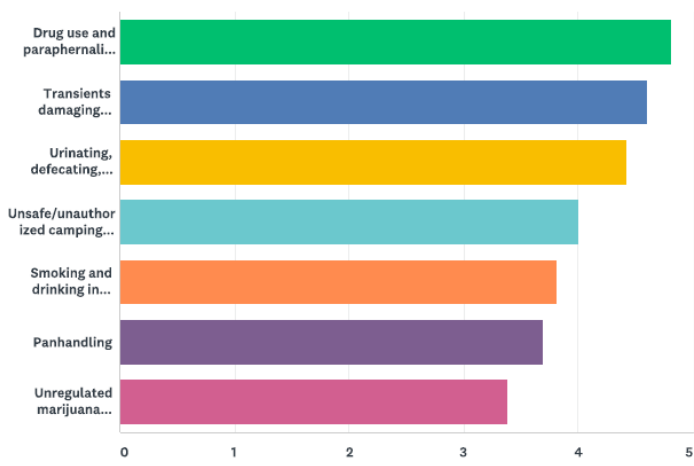
Q6 Below is a list of bylaws ranked in order of most enforced that the public typically request for enforcement action. Please note that this list does not include Animal Control (which is contracted out by the City) nor fire related complaints (generally the responsibility of the Penticton Fire Department). Please rank the bylaws below on a scale of 1 to 5, with 5 being high priority and 1 being low priority:

Answered: 27 Skipped: 0



Q7 Bylaw Services have noted an increase in public complaints for social nuisance issues (200 in 2016 to over 400 in 2017). Please scale the issues below, from your perspective, with 5 being the highest priority to 1 being the lowest priority.

Answered: 26 Skipped: 1



Attachment D – Common Bylaws and contravention examples

<i>Common bylaw name</i>	<i>Contravention examples</i>
<p>Traffic Bylaw Regulate traffic and the use of highways (not related to speed)</p>	<ul style="list-style-type: none"> - unauthorized parking - improper parking - unsafe parking
<p>Good neighbor Bylaw Enhance the quality of life</p>	<ul style="list-style-type: none"> - unsightly conditions - noise/nuisance - snow, rubbish, graffiti removal - panhandling/loitering/obstructing - vacant building/store front
<p>Zoning Bylaw Regulates community planning and development</p>	<ul style="list-style-type: none"> - unpermitted use - camping - suite/carriage house - fence height
<p>Parks Bylaw Regulates activities in parks & beaches</p>	<ul style="list-style-type: none"> - littering - camping - possession of open liquor - after hours noise/disturbances
<p>Business License Bylaw Provide for licencing of businesses</p>	<ul style="list-style-type: none"> - lack of licence - advertising/solicit without license - vacation rentals
<p>Building Bylaw Regulations of the building code, building and development</p>	<ul style="list-style-type: none"> - lack of building permit - illegal construction - change of use/occupancy
<p>Earth Works Bylaw Regulates the removal and deposit of soil or other substance</p>	<ul style="list-style-type: none"> - No permit - Tracking of soil from worksite onto City roads
<p>Sign Bylaw Regulate the number, size, type, form, appearance and location</p>	<ul style="list-style-type: none"> - No permit - unpermitted location
<p>Solid waste collection and disposal Regulates solid waste & recyclable</p>	<ul style="list-style-type: none"> - deposit solid/recyclable/hazardous waste that poses risks to health/safety of collections crew

	-litter or dispose of solid waste improperly
Irrigation, sewer & water bylaw Supply, distribution & use of treated irrigated water, and the collection & discharge of sanitary sewage & storm drainage	-release of water to waste -Water restrictions, pool draining
Blasting Control Bylaw Use of explosives for the purpose of moving, displacing or breaking rock or other material	-blasting without permit
Controlled Substance Property Remediation Regulates remediation of property damaged through the production, trade, or use of controlled substances	-property used for trade/manufacture of a controlled substance
Pawnbrokers, Second-Hand & Auction Houses Regulation the disposition of used and second-hand goods	-Fail to keep register or proper records -Fail to report -Purchase goods with serial number removed
Skateboard Park Helmet Bylaw Regulates the wearing of helmets in skateboard parks	-Failure to wear a helmet
Smoking Regulation Bylaw regulating the smoking and the use of tobacco products	-Smoking in a public municipal open space
Deer Feeding Prohibition Bylaw Prohibit the feeding of deer	-Feeding a Deer
Bow And Arrow And Firearm Regulation Bylaw Regulate use of bows, arrows and firearms	-discharge a firearm/cross bow without permit
Commercial Vehicle Licensing Bylaw Commercial vehicle regulation/decals	-Fail to obtain or display license plate -Vehicle plate not properly affixed
Passenger Vehicles For Hire Bylaw Regulation for carriers of persons and chattels	-Fail to have business license -Fail to have chauffeur's permit

Attachment E – Bylaw Services team member responsibilities

Bylaw Services Job Duties

New - May 2018

4 x Bylaw Enforcement Officer 1- 2 officers in morning/afternoon and 2 in afternoon/evening	Bylaw Intake Administrator *new Feb 2018*- Mon-Fri 8-4pm	Bylaw Services Supervisor- flexible shifts
Education and enforcement of top 7 prioritized bylaws: Good Neighbor, Parks, Traffic, Controlled Substance Property Remediation, Business License, Building, Pawn Brokers	Initial point of contact for customers pertaining to bylaw complaints - intake, triage, prioritize and assign/dispatch calls for service to officers.	Operational planning/strategic deployment
Downtown Foot patrol- social issues	Triage Bylaw web-based enquiries, regarding complaint process, policies and procedures	Recruitment/Training
Resident only parking zone monitoring	Educate the public / staff on bylaw regulations and advise them of other bylaw requirements and or if a civil matter. Refer to other City departments or other Provincial Agencies for out of scope inquiries.	Statistical summaries, bylaw amendments, Council reports, etc
Parking strategy recommendations	Permittion Towing - letters, reports, Ro's, monthly tow reports	Screening Officer, Ticket disputes, compliance agreements
Parking meter maintenance, coin collection	Update all Bylaw Forms and Letters	Adjudication file preparation
Market Safety Patrol	Customer Service front counter - ticket disputes / general disputes	Parking Strategy implementation
School zone parking enforcement	Conduct Officer on site monitoring and officer safety check-in	Safe Work procedures/ Risk Assessments
Parks/Camping relocations/Beach Patrol-needle pick up	File management on bylaw pictures/notices	Purchasing, Budget
Special Events-concerts, SOEC, triathalons, etc	Tempest reports-holding tickets for dispute	Contract management (Dog Control Service, Mediate BC, Permittion Towing, Passport parking, RTB parking)
Educate and enforcement of other bylaws (beyond top 7): Zoning and land use matters, Solid Waste Collection, Irrigation Sewer and Water, Sign, Smoking bylaw, etc	Process donation initiatives- Kindness meter/100 Homes, etc	Bylaw education initiatives and community relationship building- committees
Some admin duties	Process dog license fees	Employee Development/Performance Mgt
	Answer phone	Assist Intake Administrator with front counter, phone calls, etc
	Front counter	
	Administration/Letter Writing	
Customer Service	Customer Service	Customer Service
Caseload- approx 40 files each officer	Caseload = 10	Caseload=5-10

Council Report

penticton.ca

Date: March 6, 2018 File No: 6520-20
To: Peter Weeber, Chief Administrative Officer
From: Anthony Haddad, Director of Development Services
Jennifer Vincent, Economic Development Specialist

Subject: Economic Development – Review & Economic Indicators

Staff Recommendation

THAT Council receive the report titled “Economic Development – Review & Economic Indicators” into the record.

Strategic Priority

Economic Vitality – Economic Development and Development Services supports the creation of a vibrant economy through:

- The development of business and investment friendly policies, processes and initiatives;
- Developing policy that supports business development, attracts investment and diversifies our economy; and
- Investing in the development of strategic partnerships locally, regionally with First Nations, governments, industry and the business community.

Background

On February 6, 2018 Council endorsed the 2018-2022 Economic Development Strategic Plan. The plan set the framework for goals and actions to be created within annual operational plans under the guidance of five Key Result Areas (KRA's):

1. Communication – Developing key messaging and reporting to our internal and external stakeholders.
2. Collaboration – Identifying strategic partnerships and working towards common goals.
3. Retention and Expansion – Focusing on businesses currently within the community.
4. Attraction – Focusing on bringing businesses, investment and labour to Penticton.
5. Organizational Excellence – Continually improving the economic development department.

Quarterly reporting is an important component to the implementation of the Economic Development Strategic Plan, not only to update Council and community on the status of the operational plan, but to provide updates and indicators to the community on some of the key indicators of the local economy.

This Q1 report is the first of the quarterly updates that will be provided to the community from the Economic Development department and with each report and update, improved information will be provided to the

community. Any feedback Council have with regards to improving the quality of reporting will be of assistance as staff move forward. As we continue to engage with the community through many of the economic development initiatives, we will also be seeking feedback on which indicators are important to report on and provide the best value to our community as we move forward.

Economic Development Strategic Plan – 2018 Operational Plan Update

A complete status update on the progress of each Goal and Action within the Key Result Areas is provided in Attachment A to this report. The following provides some of the key highlights under each Key Result Area.

- **KRA1. Communication** – *Developing key messaging and reporting to our internal and external stakeholders.*

Communications Strategy

A Communication strategy is being developed to create a clear action plan for communication of Economic Development activities, progress, and strategic priorities. The strategy will outline template action plans that indicate what kind of communication tools should be used for the various Economic Development undertakings. The Communication Strategy covers public relations around events, informing of public and stakeholder groups, and the framework for formal reporting. The Strategy is on schedule to be completed by end of Q1.

Website Development

Work is currently underway to research options for the development of a new website for Economic Development. Looking at a variety of platforms to create a landing page for economic development related information is a priority for Q1 and Q2, working closely with the City's IT and Communications department.

Business Climate Survey

In Q1 2018, the Economic Development team completed the Business Climate Survey process. On March 13th, staff will be launching the Business Climate event and are in the process of inviting all 101 businesses that participated in the interview and survey process through 2017 and early 2018. It will be important to show what we heard and what we are going to be doing about addressing the issues identified.

- **KRA2. Collaboration** – *Identifying strategic partnerships and working towards common goals.*

Welcoming Community

On March 3, Economic Development will attend the Newcomer's Career & Settlement Fair in Vancouver in partnership with South Okanagan Immigrant & Community Service's 'Local Immigration Partnership Council' program. This annual event attracts hundreds of immigrant workers and new residents who are looking for employment and integration in Canadian community. The intention to attend a Vancouver-based trade show is to develop an attractive campaign for newcomers to consider making Penticton and the South Okanagan their home. This will be the second time the City of Penticton has taken part in this fair. In 2016, Economic Development attended, taking a list of over 100 skilled worker jobs to promote. It was noted that many of the attendees were highly skilled in engineering, healthcare, management, and technical. This year the South Okanagan booth will have in-person representation from SOICS, Interior Health, Greyback Construction, and Unit Electrical Engineering.

Partnership Agreement

On March 1st, Economic Development led a meeting with eleven organizations in the community to discuss the potential for an agreement to be formed whereby the organizations would meet as a group once or

twice a year to get a better understanding of everyone's initiatives, where they can help, avoid conflicting priorities, and ultimately to share the direction each organization is heading in. The opportunity to show the collaboration between our community leadership organizations is a priority for Economic Development to lead as it ultimately increases communications amongst these leadership groups and improves opportunities for new partnerships to form.

- **KRA3. Retention and Expansion** – *Focusing on businesses currently within the community.*

Priority Industry Clusters – Retention & Expansion

Towards the operational goal of developing and implementing a plan that develops and enhances existing priority industry clusters in Penticton, a draft set of local business cluster definitions was created based on the insights and recommendations of recent Economic Development consultation reports and internal data. This draft was presented at the February 22 meeting of the Economic Development Task Force and after analysis and discussion some minor content revisions and a revised presentation format were agreed upon. These revisions will be reviewed by the Task Force at their March meeting. This draft clusters definition will then pave the way in Q2 for direct consultation with stakeholders in the identified clusters to both refine the clusters definitions, and begin a collaborative dialogue on best ways to develop and enhance the identified clusters.

The draft existing business cluster definitions, after initial review by the Task Force, are: Wine/Beer/Spirits production and their related supply chains and technology; Value Added Agriculture & Bio Products; Specialty & Advanced Manufacturing including Clean Tech; Technology and Technology driven businesses; Tourism/Events/Arts & Culture; Professional Sports Services; Construction; Retail/Wholesale/Warehousing & Transportation; Public Services, Education & Administration; Private Health and Senior Care; Business, Finance & Management; and Traditional Agriculture, Forestry, Fishing & Hunting.

Penticton Works – Remote Worker Attraction

The Penticton Works project, while primarily to attract new remote workers and online small business to Penticton, now includes a retention and expansion function for 2018 which is initially to identify remote workers in Penticton and then to engage them in collaborative dialogue to identify this sector's needs for sustainability and growth. In Q1 the operational tasks were to test and refine methods for identifying remote workers in the community as they do not require business licences or have public places of work and so are harder to identify and contact than normal workers. Several physical and online contact info gathering methods were explored and a strategy of using both physical intercept data gathered at one or more places in Penticton where virtual workers frequent, plus an online advertising and content campaign to bring local virtual workers to a self-identifying questionnaire tentatively to be housed within the Shape Your City website have been decided upon. These identification strategies will be rolled out in Q2, and Q3 along with initial discussions with virtual workers who self-identify. In the process of reviewing methodologies an initial eighty four virtual workers have been identified as new arrivals to Penticton in the past few years.

Start Here Okanagan Relocation Platform

Launched in May of 2017, the Start Here Okanagan platform has been steadily gaining traction as a local job posting service and a portal for providing resources to employers to improve recruitment & retention through such approaches as video recruitment and building strong employee on-boarding processes. The platform delivers a comprehensive job listing to job seekers through the use of backfill feeds from verified services such as Indeed, Neuvoo, and similar. In addition, local employers are able to post their jobs on the platform directly, (at no cost) and thus gain access to all the features the job platform offers. As of February

26, 2018, 65 local employers are using the job platform. Since Jan 1, 1092 visits have resulted in jobs being viewed 485 times. On average each day, there are between 175-200 jobs that are live on the platform.

Employer Assistance

Resource kits developed for the employers include creation of compelling company profiles to assist with promotion to out-of-area job seekers, a 'How to Make a Great Recruitment Video' using your smartphone (Attachment B), and an up and coming 'HR Toolkit' which includes all the fundamentals of hiring from the regulatory requirements to best practices. Partners the Chamber of Commerce, District of Summerland, SOICS, Community Futures, and YMCA/WorkBC continue to provide content for the site blog.

- **KRA4. Attraction** – *Focusing on bringing businesses, investment and labour to Penticton.*

Priority Industry Clusters – Attraction

Towards the operational goal of developing and implementing a plan to foster an environment that supports attraction of priority industry clusters, and in tandem with similar goals for KRA3 – Retention and Expansion, a draft set of potential local business cluster definitions was created based on the insights and recommendations of recent Economic Development consultation reports and internal data. This draft was presented at the February 22 meeting of the Economic Development Task Force and after analysis and discussion some minor content revisions and a revised presentation format were agreed upon. These revisions will be reviewed by the Task Force at their March meeting. This draft potential clusters definitions will then be used in Q2 to initiate contact with stakeholders in the identified potential clusters to both refine the clusters definitions, and initiate a collaborative dialogue on best ways to foster an environment that supports attraction of the identified clusters.

The draft listing of business cluster definitions deemed to have Attraction potential overlap with the cluster definitions under Retention & Expansion. These draft clusters, or a portion thereof, are seen to have new Attraction potential in addition to Retention & Expansion. After initial review by the Task Force, the clusters considered to have Attraction potential are: Wine/Beer/Spirits production and their related supply chains and technology; Value Added Agriculture & Bio Products; Specialty & Advanced Manufacturing including Clean Tech; Technology and Technology driven businesses; Tourism / Events / Arts & Culture; Professional Sports Services; Construction; Public Services, Education & Administration; Private Health and Senior Care.

South Okanagan Agricultural Innovation Centre

One attraction initiative currently underway is Penticton's participation in developing a business plan for a South Okanagan Agricultural Innovation Centre (identified in recent years as a priority for the area) in conjunction with Summerland, the Ministry of Agriculture, Community Futures and other stakeholders. Penticton is currently leveraging a contribution of \$5,000 towards a \$50,000 consulting project due to be delivered in Q2.

Penticton Works – Remote Worker Attraction

The Penticton Works program primary focus is attraction of existing virtual workers and small online businesses in Canada to relocate to Penticton. A content based campaign through the website and social media is on-going and continues to show through data analysis that the primary centres for attraction are from Ontario, Alberta and the Vancouver Lower Mainland area. Increased tracking and measurement is being implemented this year with goals being to garner social media follows from the target audience, get emails submitted for further information and then to track and interact with new arrivals as described above under KRA3 Retention and Expansion. These measures will form the basis of regular reports to the Economic Development Task and Community Prosperity Force and Council.

Start Here Okanagan Relocation Platform

The Start Here Okanagan platform was developed in answer to recommendation from the local business community via the South Okanagan Labour Market Study into Recruitment & Retention Challenges. The most commonly heard challenge for employers is finding suitable skilled workers to fill vacant positions. The study Recommendations identified that attracting skilled labour from elsewhere was a high priority and the Start Here Platform was developed to reach the job seeking market in other Canadian locations. Currently the platform is advertised to audiences in Toronto, Edmonton, Calgary, Vancouver & the Lower Mainland. Promotion is also occurring in the South Okanagan to capture in-area job seekers.

- **KRA5. Organizational Excellence** – *Continually improving the economic development department.*

Economic Development have been working with the Development Services staff in identifying ways to continue to streamline processes. Major projects for 2018 involve the building permit and business licence modernization process, which has commenced.

Quarterly Reporting to Council has been scheduled to ensure visibility of progress through the 2018 Operational Plan.

The SOICS LIP Council has extended an invitation to Economic Development to attend the National Local Immigration Partnership Learning Event in Calgary on March 20-21. Attendance is sponsored by Immigration, Refugees and Citizenship Canada. The event will allow the opportunity to build a national community of practice, share best practices, refine performance framework and outcomes measurement tools, and will contribute to IRCC's ongoing policy and planning process in view of preparing a strategic plan to support LIPs in the future.

The City of Penticton was a Top 3 finalist in the Open for Business Awards (Small Business BC) with regards to smart planning and development in our EIZ program. While the February 23 Awards Ceremony did not bring about an award for the City, the submission was well-received and provided a great opportunity to meet with other municipal representatives for sharing of best practices. The opportunity to also support two of our local businesses (Winecrush & Duffy Baker Construction Corporation) that were recognized by Small Business BC was also a success. Recognition for the work we do as a local government is important for both business retention and attraction of new investment into our community.

Economic Indicators, Trends & Impacts

As part of the quarterly updates, staff will be bringing forward a number of local and regional economic indicators for review by Council. The following have been identified and reviewed by the City's Economic Development and Prosperity Task Force and begin to provide an indication of trends, strengths and gaps in the City's economy. Over the coming year, Economic Development will be refining these indicators to ensure they are able to reflect the economic climate in our community. The first complete Q1 Update will be provided in April once all the statistical data is available for the first quarter.

One of the benefits of the recent integration into Development Services is the ability to utilize data from within the Building, Licencing and Planning departments to provide a broad overview of the economic activity within the construction and development sector. Accurate data within the construction and development sector of our economy is important to highlights as it shows trends in how our community is growing, where it is growing and in what form.

The following indicators will be used as a starting point for Economic Development Quarterly Reporting and will assist in helping to promote our community and identify gaps that may be able to be filled through further investment or policy changes. Mapping of this data will also be included in updates where relevant working closely with the City's GIS team.

Planning & Development

Planning and land use applications signal the eventual development of a variety of projects in the community. Access to this information early in the process can assist with projections for housing and commercial land development and supply, which from an economic development perspective can assist with attraction of skilled workers and other key economic development priorities.

- Number of new single family lots applied for
- Number of new Multi-Family Housing Units applied for
- Number of available & serviced Single Family Lots
- Number of Multi-Family Units under construction

Building & Construction Activity

Construction activity is vital to a growing community and economy. The statistics provided through the Building Department indicate the level of investment into a community on a variety of fronts. The Building Department have over recent years improved the quality of reporting to enable a better understanding of the type of construction activity occurring in the community. The breakdown of housing types is important to assess both the housing needs of the community and the supply of certain types of housing to meet demand and community needs. Commercial, industrial and institutional development signals a healthy business sector and these statistics show how much new and reinvestment into existing businesses occur.

- Number of new building permits issued and Construction values, including breakdown as follows:
 - Single Family Dwellings
 - Multi-Family Dwelling Units
 - Duplex Units
 - Carriage House Units
 - Secondary Suite Units
 - Commercial / Industrial / Institutional Permits
 - Tenant improvement

Business Licence Activity

Business licence activity is helpful on a number of fronts showing the health of our business and industry sectors and new businesses setting up in the community. The quality of reporting and data around business licences will increase as the City's mapping systems improve through recent investments into the GIS system. Economic Development have found this data valuable in the work to identify priority industry clusters and to determine the location and progress of the remote worker attraction priority for the City.

- New business licences issued – overall and by type of licence
- Business licences renewed – overall and by type of licence
- Business licences cancelled – overall and by type of licence
- Vacation Rental licences issued – overall and by type of licence
- Active Business Licences in the community – overall and by type of licence

Partnership Activity & Indicators

The Quarterly Updates will also provide for snapshots of our local economy through the eyes of our partner organizations and as we work to create the operational partnership agreement, additional indicators will be included in the quarterly reporting. Our partners have access to information that will provide a wider range of indicators that provide valuable insights into the economic climate

Economic Development Contacts

As the economic development team transitioned in 2017, trying to get a better understanding of the day to day role and impact of the team was clearly identified as a new performance measure. The following provide examples of some of the day to day operational contacts that the economic development team have with the community, our partners and new investment opportunities.

- New business/investment enquiries
- New resident enquiries and types of enquiry
- Business Walks / Tours
- Pre-Application Meetings
- Existing business expansion/support inquiries

Economic Development and Prosperity Task Force

The Task Force has met twice to date in 2018 on January 11 and February 22. The January 11 meeting focused on review and approval of the Proposed Economic Development Strategy Plan 2018 – 2022 for bringing forward to Council along with a review of the operational plan for Economic Development in 2018.

On February 22 the Task Force met and reviewed with input the work currently underway to identify business clusters for both the Retention and Expansion as well as the Attraction focus under the strategic plan. Staff will continue to work with the Task Force throughout 2018 on the implementation of the Strategic Plan and priority projects.

Attachments

Attachment A – 2018 Operational Plan Update Spreadsheet

Attachment B – Start Here Okanagan ‘Recruitment Video How-To’ Document

Respectfully submitted,

Anthony Haddad
Director of Development Services

Approvals

Director <i>AH</i>	CAO PW
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Communication – Operational Goals for 2018

Attachment A – 2018 Operational Plan Update Spreadsheet

The activities and inputs into the Communication aspects of Economic Development in Penticton described here contribute to the following Operational Goals within the Economic Development Operational Plan for 2018.

Goal 1.1 Develop a clear communications strategy			
Action	Result	Timeline	Update
Communication Strategy Development	Creation of Communication Strategy	Q1 2018	<ul style="list-style-type: none"> • Underway. Scheduled for completion by end of Q1
Website Creation	Creation of Economic Development Website	Q3 2018	<ul style="list-style-type: none"> • Platform & provider research underway.
Business Highlights	Quarterly Highlights Package	Ongoing 2018	<ul style="list-style-type: none"> • To commence in Q2
Goal 1.2 Facilitate communication between community partners and internal City departments			
Action	Result	Timeline	Update
Internal Communications	Twice monthly team meetings	Ongoing 2018	<ul style="list-style-type: none"> • Ongoing
External communication	Number of stakeholders contacted	Ongoing 2018	<ul style="list-style-type: none"> • Completion of the business climate event and operational partnership meeting, in addition to the day to day operations of the department involved over 50 contacts so far in 2018 with community stakeholders.
Goal 1.3 Foster active communication between business and the economic development department			
Action	Result	Timeline	Update
Business Climate survey	Completion of Business Climate Survey	Q2 2018	<ul style="list-style-type: none"> • Interviews completed. Data submitted for analysis • Survey Results Event scheduled for March 13 to present findings
Communications / Exposure	5-10 Existing Industry Events	Ongoing 2018	<ul style="list-style-type: none"> • Staff support provided for Smart Cities Challenge competition • Attendance at One World Multicultural Festival to meet newcomer entrepreneurs • Attendance at Chamber of Commerce AGM • Attendance at Small business BC Awards ceremony
Goal 1.4 Create, collect and disseminate simplified data and information for the business community			
Action	Result	Timeline	Update
Business Climate Survey completion and data output	Completion of Business Climate Survey	Q2 2018 & ongoing	<ul style="list-style-type: none"> • Findings report completed & distributed.

Collaboration – Operational Goals for 2018

The activities and inputs into the Collaboration aspects of Economic Development in Penticton described here contribute to the following Operational Goals within the Economic Development Operational Plan for 2018.

Goal 2.1 Foster a collaborative working relationship with regional, provincial and federal agencies and organizations			
Action	Result	Timeline	Update
Governmental Relationships	Creation of public sector stakeholder map	Q2 2018	<ul style="list-style-type: none"> • Meeting held with John McDonald, Executive Director, International Trade – Ministry of Jobs, Trade and Technology
Goal 2.2 Work collaboratively with other community partners to explore Penticton’s identify			
Action	Result	Timeline	Update
Stakeholder Engagement	Partnership Agreement	Q2 2018	<ul style="list-style-type: none"> • To commence in Q2
Goal 2.3 Collaborate with City and stakeholders to ensure plans, processes and policies support the growth of Penticton’s economy.			
Action	Result	Timeline	Update
Process Improvement	Number of Recommendations	Ongoing 2018	<ul style="list-style-type: none"> • Recommendations for building permit and business licence modernization currently under review.
Economic Investment Zone Bylaw Review	Adoption of new bylaw	Q2 2018	<ul style="list-style-type: none"> • To commence in Q1/Q2 2018
Goal 2.4 Foster a collaborative working relationship with the Penticton Indian Band for the mutual prosperity of both communities			
Action	Result	Timeline	Update
PIB Economic Development Relationship	Report on meetings	Q2 2018	<ul style="list-style-type: none"> • Meeting held with PIB Economic Development staff and invitation accepted to attend Partnership Agreement meeting
Goal 2.5 Facilitate collaboration and knowledge-sharing with both external and internal stakeholder to foster economic vitality			
Action	Result	Timeline	Update
Operational Partnership Agreement	Completion of Agreement	Q2 2018	<ul style="list-style-type: none"> • Contacted 11 organizations • Meeting scheduled for March 1st 2018 • Creation of Partnership Agreement for Council review in Q2
Welcoming Community	Number of activity	Ongoing 2018	<ul style="list-style-type: none"> • Attendance at the 2018 Newcomers Career & Settlement Fair in Vancouver • Attendance at the IRCC National Local Immigration Partnership Learning Event in Calgary on March 20-21

Retention and Expansion – Operational Goals for 2018

The activities and inputs into the Retention and Expansion aspects of Economic Development in Penticton described here contribute to the following Operational Goals within the Economic Development Operational Plan for 2018.

Goal 3.1 Develop and implement a plan to foster an environment that further develops priority industry clusters			
Action	Result	Timeline	Update
Priority Clusters – Retention & Expansion	Report to Council that clearly identifies priority industry clusters for further investment	Q3/Q4 2018	<ul style="list-style-type: none"> • Draft priority clusters report created • Report to Task Force for review Feb 22. • Cluster stakeholder engagement will begin in Q2
Penticton Works Platform	Report to Council demonstrating benefits of remote worker attraction	Ongoing 2018	<ul style="list-style-type: none"> • Strategies tested for identifying newly attracted Virtual Workers tested • Process identified up to 84 new Virtual Workers arriving in recent years. • Strategies will go into operation in Q2.
Goal 3.2 Provide business succession support			
Action	Result	Timeline	Update
Succession Planning	Online Resources & Plan Development	Q3 2018	<ul style="list-style-type: none"> • To commence in Q2
Goal 3.3 Foster an environment that supports innovation, entrepreneurial thinking and entrepreneurial businesses			
Action	Result	Timeline	Update
Business Climate Survey	Completion of Business Climate Survey	Q2 2018	Make Findings report available via website & distribute News Release to general public
Entrepreneurial Survey	Online directory completed	Q3 2018	<ul style="list-style-type: none"> • To commence in Q2

Attraction – Operational Goals for 2018

The activities and inputs into the Attraction aspects of Economic Development in Penticton described here contribute to the following Operational Goals within the Economic Development Operational Plan for 2018.

Goal 4.1 Develop and implement a plan to foster an environment that attracts new ventures in priority industry clusters			
Action	Result	Timeline	Update
Priority Clusters Attraction	Report to Council that clearly identifies priority industry clusters for further investment	Q3/Q4 2018	<ul style="list-style-type: none"> • Draft priority potential clusters report created • Report to Task Force for review Feb 22. • Cluster stakeholder engagement will begin in Q2
Penticton Works Platform	Report to Council demonstrating benefits of remote worker attraction	Ongoing 2018	<ul style="list-style-type: none"> • Ongoing online content campaign. • Increases in metrics of target audience follows and email submissions. • Ways of identifying recent relocates to be implemented.
Start Here Okanagan Magazine	Publishing of and beginning of distribution for 2018-2019	Q4 2018	<ul style="list-style-type: none"> • To commence in Q3
Goal 4.2 Develop and implement a plan to attract and retain skilled workers			
Action	Result	Timeline	Update
Start Here Okanagan Platform	Quarterly reporting of results demonstrating benefits of skilled worker attraction	Ongoing 2018	<ul style="list-style-type: none"> • As of February 26, 2018, a total of 65 local employers have made accounts. Since Jan 1, 1092 visits have resulted in jobs being viewed 485 times. On average each day, there are between 175-200 live jobs on the platform.
Penticton Works and Strat Here Okanagan amalgamation	Website amalgamation to enable efficiencies and cost savings	Q4 2018	<ul style="list-style-type: none"> • To commence in Q4
Tradeshows	Development of exhibitor checklist and tradeshow kit for Economic Development	Q2 2018	<ul style="list-style-type: none"> • To commence in Q2

Organizational Excellence – Operational Goals for 2018

The activities and inputs into the Organizational Excellence aspects of Economic Development in Penticton described here contribute to the following Operational Goals within the Economic Development Operational Plan for 2018.

Goal 5.1 Work to continually improve department and staff performance and report results			
Action	Result	Timeline	Update
Process improvement	Implementation of recommendations	Ongoing 2018	<ul style="list-style-type: none"> Underway for development application and licencing processes
Professional Development / Conferences	Reporting of results, learnings and innovative ideas for future implementation	Q4 2018	<ul style="list-style-type: none"> Commencing relationship with Urban Development Institute
Goal 5.2 Achieve and report key deliverables based on and information the operational plan			
Action	Result	Timeline	Update
Performance Management	Report to Council using economic indicators	Q4 2018	<ul style="list-style-type: none"> Development of metrics for quarterly reporting underway
Quarterly and Annual Reporting	Report to Council on a quarterly basis with an annual report	Ongoing 2018	<ul style="list-style-type: none"> Q1 reporting scheduled for April 2018

Attachment B – Start Here Okanagan ‘Recruitment Video How-To’ Document



How to make a great recruitment video

Why you need this

A recruitment video does more than invite potential employees to take look inside your business and job opportunities. It communicates your values, attitudes and ideas to a wider audience, including your customers, suppliers and community. As well as being easy to make, do-it-yourself recruitment videos are the perfect way to show your company’s success story in a lighthearted and authentic way.

Video recruitment works!

It gets results. Job listings with videos are viewed more often and receive 34% more applications than listings without videos.

It’s cost effective. The technology you need is likely in your pocket. A video is an inexpensive recruitment tool with big reach for its buck.

Video is the most watched and shared digital content. By making a video, you are creating opportunities for your message to travel far. The technology is available in smart phones and cameras to capture great footage and there are many different editing options available. Making a video with your team is not only fun, it’s also a great way to bring everyone together on a project that can have surprisingly positive impact on your existing employee community.

1 Getting started

The right people on the team

Assemble a team of diverse employees who are enthusiastic about bringing your company’s talent brand to life. Look to include:

- A variety of seniority levels and backgrounds
- A light-hearted, can-do attitude
- Traits that reflect what you look for in candidates
- Genuine enthusiasm for the video project and your company
- Someone who is keen to assemble and edit your video



Plan for success

Estimate approximately 6-10 days of work. This time allotment varies according to the technical experience of whoever is filming and editing. The work will likely break down into the following segments:

- Planning: ½-2 days. (E.g. brainstorming, storyboarding, approvals)
- Shooting video (E.g. interviews and B-roll): 3-5 days
- Organize photos and videos: 1 day
- Post-production: 2-4 days (E.g. editing, re-shoots, video/audio conversion)

Today’s technology makes it easy

Identify a phone, camera, apps or software that are suitable and available. Nearly any recent smartphone is good enough. Mac? Try iMovie. PC? Try Windows Movie Maker. For full range of editing functions, you may need to explore other apps and online services.

Consider using an external microphone for consistency and quality of audio recording. Inexpensive options are available that fit any smartphone. If no external microphone is used, be highly conscious of ambient sound and distance from the subject.

Take time to explore: good examples of recruitment videos, how-to videos on film and editing techniques, storyboarding, and etcetera.



2 Brainstorm content

With your selected team, create a conversational and inviting environment where all ideas are welcome. Sometimes the most bizarre ideas can reveal something useful; later is the time to decide what makes the cut. Identify what qualities and behaviours you want & don't want to bring to into your workplace.

Video ideas:

Spotlight on... one person/role, a department/team, a variety of people, a product you make, or the company pet...

The one-day shoot... of a day in the life of a team member or beginning-to-end of a product being created. Lends itself well to time-lapse, and sped up video footage for visual interest.

The impact of the company... on the employees' career development, their clients, the surrounding community, the environment...

The culture, such as... team camaraderie; how info is exchanged, meetings are held and problems are solved; how onboarding is managed; people riding bikes to work or having walk & talk meetings; the presence of gathering spaces or social groups outside of work (sports team, hiking, and etc.); celebration of special days or holding workplace events...

A tour of the neighbourhood...

Where do people get coffee, eat lunch, stretch their legs, park their cars, store their bikes, get off the bus? What do people do after work?

What was your first day/month like? Ask people to recall first days and how they were welcomed and on-boarded. This gives them a chance to reflect on their growth with the company and in the role.

Answer newbie concerns

What might a person new to the community ask? Will a smaller city be a good fit? Will my spouse find work? How diverse is the community? What's the cultural scene like?

Know your ideal employee

Understand whom you are trying to attract, and consider more than just hard skills:

- Ask everyone to share why they love working at your company – capture the ideas in a word cloud
- Ask leadership and your peers which employees they would clone if possible. Why?
- Why have people failed at your company in the past? E.g. were they not collaborative enough, or maybe needed too much structure? What values do people need in order to fit with the stated (and unstated) values of your workplace?
- Write down the 3 traits you’re looking to attract and 3 traits you’re looking to repel.

Humour or heart – pick one

The best recruitment videos play up either humor or heart. Pick one and commit; don’t try to mix the two.

A popular trend amongst technology-based companies is to strongly focus on the community of the workers, providing stocked kitchens, play spaces and frequent social interactions. This may not be a fit with every workplace, but every company has cultural components to highlight. This video is your candidate’s view into the company culture and may be the selling point for applying.

Choose a concept

Is it parody? Showcasing your company mission? Highlighting employee successes? A series? Pick one clear concept to go after. Stuck for an idea? Watch good videos made by other companies. Be sure to create a story flow that makes the video’s interest stand on its own.

Create a storyboard

Outline the story using script and pictures – having a shot-by-shot visual story of what you want to film will help you and your actors stay focused. Don’t get stuck in the nitty-gritty details. Just know where the camera will face, who is in the shot, and what they are doing or saying. Unplanned magic will surely happen, so make be ready to capture that, too.

Content tips

Keep it short. 2- 2½ minutes is perfect. Demonstrate the traits you want in new hires.

Highlight work projects that prospective talent might recognize.

Avoid vagueness; be clear and punchy with your message.

Include your company name, location, email address and website URL.

Be sure to describe what your company actually does.



Use your video to address candidate concerns such as:

- Moving to a smaller city
- Diversity or belonging
- Spousal employment
- Career growth opportunities
- Unique common concerns in your particular field

3 Be authentic

Every company wants to look its best when on display, but overstating positives, shrouding negatives, or even just trying too hard to craft an image may backfire. Put your best foot forward, but keep it real and friendly. Tap into what makes people proud to be there. Is it what is produced? How it's made? Is it what the company means for the community?

Do:

- Talk about what makes your employees human, not work-bots
- Get feedback from team members about the truthfulness of the content, concept and delivery
- Get lots of genuine views from people at all levels of the organization
- Prepare people for interviews to increase comfort and openness

Don't:

- Fake enthusiasm
- Take yourself too seriously
- Use words you wouldn't hear in the hallway (jargon)
- Clog up space with corporate talking heads and heavily scripted monologues

3 interview best practices

1. Pre-interview your subjects without the stress of the camera.
2. Keep the interview short.
3. Feel free to script out a few talking points, but avoid over-scripting.

Possible questions to ask video subjects:

Do people like living in the area? What's so special about it?

Are you happy here?

Why are you working here?

What's special about this place?

What's your favorite work memory?

What would you say to someone who wants to work here one day?

4 Filming Tips

7 tips for great footage

1. Always shoot video horizontally
2. Hold your phone with both hands to maximize stability
3. Sound quality and consistency is extremely important – consider using an external microphone
4. Shoot B-roll in high-action areas. B-roll is everything in your video other than interview footage. It makes up the majority of your visuals and is really important to great video.
5. Shoot interviews in the quietest places you can find, or use a second device to record sound and sync up later.
6. Take creative action shots
7. Slide camera along flat surfaces or on top of anything that rolls to get pro-looking pan shots

Capture ‘B-roll’ for added interest

B-roll is the extra footage captured to enrich the story you’re telling and to have greater flexibility when editing. Instead of featuring only talking heads on video, you’ll want to have other images you can cut away to that will demonstrate your story. B-roll can include additional video footage, still photographs, animation or other graphic elements

Carry your phone/camera around wherever you go. You’ll likely find impromptu moments that demonstrate your company’s culture and you’ll be glad you were ready. When an interviewee mentions something visual (like a ping pong table or their favorite meeting room), show it in your video. Overlay the shot on top of the interview audio in post-production.



A few creative techniques to capture B-roll:

- Start your shot zoomed into one object, and slowly zoom out to reveal something the viewer wasn’t expecting
- Slide your camera along a flat surface or on something with wheels to create a dynamic shot
- Use time lapses to quickly share an office tour
- Arm several employees with cameras and have them capture footage as well, in this way you’ll get different perspectives, techniques & subjects
- Strap a GoPro to a person, some equipment, the office pet...

Editing Tips

Put your second best sound bite at the start of your video, and your best sound bite at the end.

Music is a powerful tool – you can find many royalty free music loops on the Internet.

Subtitles can be an efficient technique for sharing info quickly. Try creative delivery: handwritten signs, whiteboards, items arranged as letters, etc.

Mix moving image & stills for visual impact.

If you have sound clips with differing quality, separate them with music or silence to lessen the distraction.

5 Pulling it all together:

Here is where the magic happens! You've been following your storyboard but you've probably come out with some unexpected gold nuggets. Now is the time to adjust the storyboard.

Tips to help with basic organizational process for your footage:

- Listen to all your interviews and identify sound bites that reinforce your word cloud and the traits you want to attract and repel
- Arrange your best interviews by topic (for example, place all your sound bites on favorite employee memories together)
- Tighten up your best sound bites by editing out distracting bits
- Review your B-roll and your strongest footage
- Find B-roll that visualizes something mentioned in an interview and overlay the audio on top of that B-roll
- Place the rest of your good B-roll at the beginning, between interviews, and at the end of your video

Making a rough layout is the easiest way to start. Don't get bogged down in making tight transitions or laying music over it. That can come later. First up, you just want to get it quickly patched together to check the overall impact. This is a great time to share with colleagues for feedback. From there you will find you are on a roll to edit & tighten up connections as well as overlay the B-roll shots.

Now that you've finished your video

Take advantage of StartHereOkanagan.com by featuring your video on the Company Profile page. To do this, first upload your video to YouTube, then get the embed code by clicking on 'share' and choosing the embed tab. Embed code will look something like this:

```
<iframe width="560" height="315" src="https://www.youtube.com/embed/pSh7JvZb5LQ?rel=0" frameborder="0" allowfullscreen></iframe>
```

To explore more advanced controls for how your video will appear, click the 'Show More' tab on the Embed window. Then log in to your company dashboard on StartHereOkanagan.com and:

- Click on My Account to expand the sub-menu
- Click on the Companies heading and edit the Company Description there – simply paste the code into the area you'd like the link to appear in your company description
- Save changes

It's that simple! Share your video in your own social media networks and those of suitable other organizations. If social media is new for you, this is a great time to explore how it might serve your goals in recruitment and beyond.

Resources

LinkedIn 'How to Make a Great Recruitment Video' video

This gem was produced by LinkedIn and it adeptly explains how you can use your tools at hand and a few guiding principles to capture the essence of your workspace on video. We strongly recommend viewing it before getting going on your project! <https://youtu.be/iv733-tH1gU>. You can check out their guide for more great insights.

Shooting B-roll

Don't let the fancy camera throw you off – there are lots of good principles in here for newbies.

<http://transom.org/2014/shooting-b-roll/>

Editing audio and video

<http://blog.ted.com/10-tips-for-editing-video/>

<http://magicmediaforce.com/10-best-video-editing-tips/>

<https://www.onlinevideoconverter.com/cloud-converter> - converts video files (mp4) into audio files (mp3)

<http://mp3cut.net/> - used to cut audio clips online

<http://cutecut.mobivio.com> - smartphone app that lets you stitch together clips in your library and add editing effects.

Creating storyboards

<http://www.wikihow.com/Create-a-Storyboard> / <https://photography.tutsplus.com/tutorials/how-to-make-a-storyboard-for-video--cms-26374> / <https://accad.osu.edu/womenandtech/Storyboard%20Resource/>

Sample recruitment videos

City of Penticton Public Works Department www.youtube.com/watch?v=pSh7JvZb5LQ&t=3s

The Public Works department used this guide to make this video in just over a week. Overall, they enjoyed the process and found it to be rewarding to work together as a team on such a unique project.

Zendesk <https://youtu.be/l0uaSU6lVN4>

This video hits several targets really well: it locates the company geographically, shows their community volunteering, introduces company fish, shows departments, shows what a typical desk might be and introduces the people one would work with. It's a great video for giving an overall sense of the size, purpose, and culture of the company.

BlueCross BlueShield – hiring IT staff <https://youtu.be/pXrx-xstxak>

This is a good video that features a specific function within an organization. It gives a simple overview of how much IT is a core function of the company, introduces the people, shows authentic shots of the workspace & meetings, wellness and fun, and it wraps up with the stability & history of the company

Rackspace <https://youtu.be/TPYYfaOdTeg>

This is a different take on most videos in that it identifies that it is a one-day shoot & edit. It's clearly a much larger company, and also features a special event, but is nonetheless an effective way to capture "a day in the life". It was shot with multiple cameras throughout the building and the constraint of the one-day deadline means the viewer can forgive some editing and filming finesse. It also does not use any spoken word, just visuals & music. Overall it is extremely effective.

Best Buy Canada – Corporate https://youtu.be/tC2_ajerXw4

Another example of a video without spoken word; this more corporate approach uses subtitles & still imagery to convey career development & employee culture in the company.

Hubspot <https://youtu.be/EXOtTvb5OFE>

Employees explain why the company is different and in doing so, they explain the community culture. By way of meeting the various people and roles, individuals talk about what they're currently working on and what tools they're using. This is a quick way for someone to understand if their skillset is a fit. The video is short, simple, and effective.

Kontagent <https://youtu.be/ejCTpqPPoSk>

Focuses on the fact that the company is growing and at an early stage of development, which is meant to imply that it's an exciting time to join the company. Employees seem authentic, culture seems genuine. Under two minutes.

Project checklist

Preparation

- Identify the lead filmmaker and the technology they'll use
- Plan the specific activities along a timeline for the project
- Identify likely candidates for interviews and assisting with the project
- Review resources provided and explore others on the web

Content development

- Identify the kind of employee your organization wants to attract
- Choose a concept and brainstorm content
- Create a storyboard
- Identify specific concerns you want to be sure to address

Filming

- Prepare subjects for good interviews
- Review and use key filming techniques for good quality sound and visuals
- Capture lots of B-roll; be creative and action-oriented...have fun!

Editing

- Organize footage and audio – think about the story you're telling & the original intentions
- Revise storyboard as necessary – make the video a fun watch for anyone, not just recruits
- Gather new footage or audio as necessary
- Share the rough-cut version with key team members for feedback
- Revisions and final rendering of video and give yourself a big pat on the back!

Sharing

- Add your recruitment video to your company profile page at StartHereOkanagan.com
- Add video to your website & social media and explore new avenues to reach ideal recruits

Council Report

penticton.ca

Date: March 6, 2018 **File No:**
To: Peter Weeber, Chief Administrative Officer
From: Mitch Morozuk, General Manager of Infrastructure
Subject: **Asset Management Storm Water Utility**

Recommendation:

THAT Council select one of the following alternatives:

Alternative 1

THAT Council adopt a Tiered Storm Water Utility Rate Structure for 2018 as illustrated in Attachment F;

AND THAT the 2018 tax bill be reduced by the amount of the 2018 Storm Water Utility Charge;

AND THAT Council give first, second and third reading to "Fees and Charges Amendment Bylaw 2018-07", a Bylaw to amend Fees and Charges Bylaw 2014-07, to add a new Appendix 31- Storm Water Utility as contained in Attachment H;

AND FURTHER THAT the Storm Water Utility Rates for the years beyond 2018 be considered as part of the annual budget process.

Alternative 2

THAT Council adopt a Tiered Storm Water Utility Rate Structure for 2018 - 2025 as illustrated in Attachment E;

AND THAT the 2018 tax bill be reduced by the amount of the 2018 Storm Water Utility Charge;

AND THAT Council give first, second and third reading to "Fees and Charges Amendment Bylaw 2018-07", a Bylaw to amend Fees and Charges Bylaw 2014-07, to add a new Appendix 31 – Storm Water Utility as contained in Attachment I.

Alternative 3

THAT Council decline to move forward with the implementation of a new Storm Water Utility Rate Structure and continue to fund the Storm Sewer System using taxation.

Strategic priority objective

This project supports the Fiscal Sustainability Priority of undertaking asset management by setting a Storm Water Utility rate structure that commences the process of creating a sustainable revenue stream that links revenues to expenses.

Background

In October 2016 Urban Systems completed the City of Penticton Asset Management Investment Plan. This report determined:

Item	All Assets	Storm Water Assets
Replacement Cost	\$1,085 Million	\$74.5 Million
Infrastructure Deficit	\$54 - \$174 Million	\$0 Million
Average Annual Investment Required for Sustainability	\$20 - \$29 Million	\$0.75 – 1.1 Million

The issues facing Penticton related to Asset Management are not unique. This is a problem faced by most communities across Canada. In 2012 the Federation of Canadian Municipalities estimated the value of the Canadian Infrastructure Deficit at \$123 Billion. The need to address the issue has become more acute as our infrastructure is aging and the level of provincial and federal funds provided to address infrastructure issues has been falling. Work done by the Canadian Center for Policy Alternatives indicates that the level of investment in infrastructure from 1955 to 2010 has seen the financial responsibility shifted from senior levels of government to municipalities, see Figure 1.

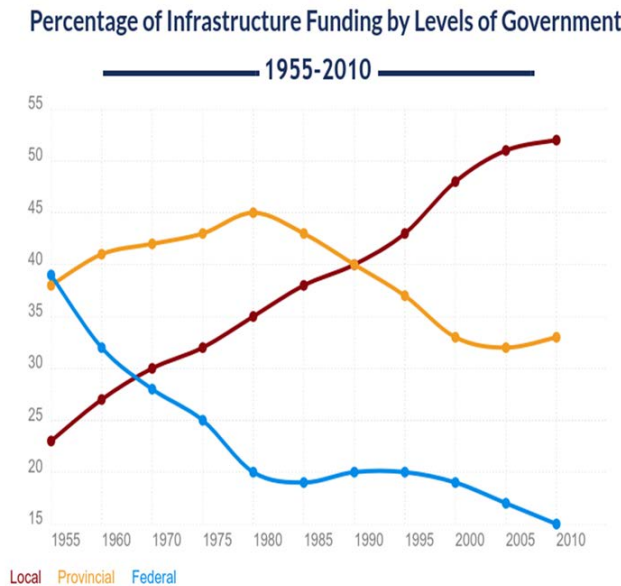


Figure 1 Percentage of Infrastructure Funding by Level of Government

The goal of the City of Penticton with respect to Asset Management is twofold:

- Increase the amount of revenue brought in and directed to asset management; and
- Decrease the expenditures related to asset management.

The 2016 Urban Systems Asset Management Investment Plan contained a total of twenty nine recommendations. Two of them related to how to increase revenue:

- R1 Dedicated Storm water Fund Feasibility Study (Completed 2017 03 24)
- R2 Implementation of Storm water Fund (On going and the subject of the Council Report)

A Request for Proposal process to develop a Storm Water Utility Rate Structure closed in April of 2017 and the highest ranked proponent, the Intergroup Consultants, was awarded the project. The Intergroup worked on the assignment and made a presentation at the November 7, 2017 Committee of the Whole Meeting. That presentation identified:

- The Revenue Requirements of the Storm Water Utility, \$2.5 Million, see Attachment A;
- Different Rate Structures used by other municipalities;
- How the different rate structures were evaluated, see Attachment B; and
- The two recommended rate structures: Single Flat Rate; and Tiered Flat Rate based on property tax class, see Attachment C and D.

Since the Committee of the Whole presentation staff have completed the following engagement activities to seek input on the Storm Water Utility Rate Structure:

Nov. 8	Shapeyourcitypenticton.ca 2018 Budget Talks	<ul style="list-style-type: none"> • Initial communications about the new utility was introduced as part of the budget process.
Nov. 11	Shapeyourcitypenticton.ca E-blast	<ul style="list-style-type: none"> • Targeted email to raise awareness of Budget Talks and the storm water utility with registered members of the site.
Nov. 22, 23 and 25	2018 Budget Talks	<ul style="list-style-type: none"> • Storm Water content was included in the three days of presentations and open houses in support of the budget process.
Dec. 1	Utility Newsletter Article	<ul style="list-style-type: none"> • One page of the newsletter was dedicated to the storm water utility. The article provided an overview of the need and plan and directed residents to shapeyourcitypenticton.ca to provide feedback on the utility and the rate structure.
Dec. 4	Shapeyourcitypenticton.ca Storm Water	<ul style="list-style-type: none"> • A dedicated project page was created on the site to enable direct feedback on the storm water utility.
Feb. 7 and 8	Storm Water Focus Groups	<ul style="list-style-type: none"> • Two focus groups were held in an effort to bring stakeholders representing different property classes together to discuss the utility and approach to rate structure. • Targeted invitations were sent to representatives from stratas and property managers as well as agricultural and industrial and commercial property owners through the Chamber of Commerce, the Downtown Penticton Association and the Penticton Industrial Development Association. Twelve residents representing stratas, property managers, and residents attended the focus groups,

Through the engagement activities, staff were able to inform approximately 12,000 residents about the utility. Approximately 800 sought additional information through shapeyourcitypenticton.ca and 200+ discussed the utility with staff or provided feedback online or in person.



A feedback received is provided in Attachment G. The key themes reflected:

- Concern that the fee will be passed on to renters;
- Concerns about higher costs and affordability;
- Support for funding storm water infrastructure;
- Not everyone agrees that a separate utility is needed for storm water system;
- In the event a separate utility is needed, the most equitable rate structure is an impermeable area based fee;
- In the absence of an impermeable area fee, the tiered option is preferred over the flat rate;
- Within the tiered option, it is not equitable to group all commercial / industrial properties in the same category; and
- There was a desire to see incentives to reduce or recover storm water.

Staff and the Consultant have considered the feedback received and developed a Revised Tiered Rate Structure to address what we have heard. The adjustments made include:

- A folio growth rate of 0.7% per year, as determined from the work being done on the Official Community Plan, was built in to the rate structure calculations;
- The Tiered rate for Business/Light Industry/Major Industry/Utilities was further separated by creating tiers based on assessment values as the best available proxy for size of operation. There is precedent for this in one of the jurisdictions reviewed, Ottawa. The tiers are designed to capture a third of properties in each of the categories. This has the effect of having property owners with a lower assessment value paying less and a property owner with a higher assessment paying more.
- Increasing the share of total revenue from commercial/industrial to better match the breakdown of property tax revenue between residential and commercial/industrial.

Table 1 below shows some indicator data from the three different Utility Rate Structures looked at.

Indicator	Initial Single Flat Rate	Initial Tiered Flat Rate	Revised Tiered Flat Rate
Number of rate categories	10	12	16
Revenue percentage from Residential	90%	81%	75%
Revenue percentage from Farm/Managed Forest Lands/Recreational/Non Profit/Supportive Housing	2%	3%	2%
Revenue percentage from Business/Light Industry/Major Industry/Utilities/Business Other	8%	16%	23%
2025 Lowest Annual Rate NO Direct Connection	\$153.40	\$ 81.30	\$ 73.30
2025 Highest Annual Rate NO Direct Connection	\$153.40	\$308.80	\$626.60
2025 Lowest amount paid monthly NO Direct Connection	\$ 12.78	\$ 6.78	\$ 6.11
2025 Highest amount paid monthly NO Direct Connection	\$ 12.78	\$ 25.73	\$ 52.22
2025 Lowest amount paid daily NO Direct Connection	\$ 0.42	\$ 0.22	\$ 0.20
2025 Highest amount paid daily NO Direct Connection	\$ 0.42	\$ 0.85	\$ 1.72

Table 1 Indicator Data for the Different Rate Structures

The Revised Tiered Storm Sewer Rate Structure as illustrated in Table 2 is the result of addressing the above noted items. Over the period 2018 to 2025 the City would see the revenue stream go from \$177,000 to \$2,555,000 resulting in a fully sustainable Storm Water Utility which also provides funding for creek restoration.

1b) Tiered Rates		2018	2019	2020	2021	2022	2023	2024	2025
Total Net Revenue Requirement		\$2,393,530	\$2,141,624	\$2,319,607	\$2,451,045	\$2,476,587	\$2,502,482	\$2,528,735	\$2,555,349
Total Revenues at Proposed Rates		\$177,418	\$503,469	\$834,042	\$1,169,160	\$1,508,809	\$1,853,089	\$2,201,936	\$2,555,349
Surplus/(Shortfall)		-\$2,216,112	-\$1,638,154	-\$1,485,565	-\$1,281,885	-\$967,779	-\$649,394	-\$326,799	\$0

Rate Class	Unit	Stormwater Fee							
		2018	2019	2020	2021	2022	2023	2024	2025
Residential									
Single Family Dwellings									
No direct connection	\$/year per folio	\$10.00	\$28.2	\$46.4	\$64.5	\$82.7	\$100.9	\$119.1	\$137.3
Directly connected	\$/year per folio	\$13.0	\$36.6	\$60.3	\$83.9	\$107.5	\$131.2	\$154.8	\$178.5
Multi Family Apartment Buildings with 4 or less units									
No direct connection	\$/year per folio	\$16.0	\$45.2	\$74.3	\$103.4	\$132.6	\$161.7	\$190.9	\$220.0
Directly connected	\$/year per folio	\$20.8	\$58.7	\$96.6	\$134.5	\$172.4	\$210.2	\$248.1	\$286.0
Multi Family Apartment Buildings with more than 4 units									
No direct connection									
Number of Units	\$/year per unit	\$5.3	\$15.1	\$24.8	\$34.5	\$44.2	\$53.9	\$63.6	\$73.3
Directly connected									
Number of Units	\$/year per unit	\$6.9	\$19.6	\$32.2	\$44.8	\$57.5	\$70.1	\$82.7	\$95.3
Multi Family Dwellings [strata]									
No direct connection	\$/year per strata	\$5.3	\$15.1	\$24.8	\$34.5	\$44.2	\$53.9	\$63.6	\$73.3
Directly connected	\$/year per strata	\$6.9	\$19.6	\$32.2	\$44.8	\$57.5	\$70.1	\$82.7	\$95.3
Business/Light Industry/Major Industry/Utilities/Business Other									
No direct connection									
Below \$300,000	\$/year per folio	\$20.3	\$57.2	\$94.1	\$130.9	\$167.8	\$204.7	\$241.6	\$278.5
Between \$300,001 and \$800,000	\$/year per folio	\$30.4	\$85.8	\$141.1	\$196.4	\$251.7	\$307.1	\$362.4	\$417.7
Over \$800,000	\$/year per folio	\$45.6	\$128.6	\$211.6	\$294.6	\$377.6	\$460.6	\$543.6	\$626.6
Directly connected									
Below \$300,000	\$/year per folio	\$26.4	\$74.3	\$122.3	\$170.2	\$218.2	\$266.1	\$314.1	\$362.0
Between \$300,001 and \$800,000	\$/year per folio	\$39.6	\$111.5	\$183.4	\$255.3	\$327.3	\$399.2	\$471.1	\$543.0
Over \$800,000	\$/year per folio	\$59.3	\$167.2	\$275.1	\$383.0	\$490.9	\$598.8	\$706.6	\$814.5
Farm/Managed Forest Lands/Recreational/Non Profit/Supportive Housing									
No direct connection									
No direct connection	\$/year per folio	\$10.0	\$28.2	\$46.4	\$64.5	\$82.7	\$100.9	\$119.1	\$137.3
Directly connected	\$/year per folio	\$13.0	\$36.6	\$60.3	\$83.9	\$107.5	\$131.2	\$154.8	\$178.5

Table 2 Revised Tiered Storm Water Utility Rate Structure

Financial implication

The City requires \$2,555,000 annually to fund a sustainable Storm Water Utility. The City currently obtains approximately \$177,000 from taxation to fund the Storm Water Utility. In order to make up the short fall, achieve sustainability and to provide funding for creek restoration work the City will need to increase the amount of revenue collected. The Revised Tiered Storm Sewer Rate Structure contained in Table 2 achieves this over a seven year period of time. 2018 would see the tax bill reduced by the amount of the Storm Water charge for no impact to the property owner. Over the next seven years rates would increase until sustainability is reached in 2025.

Analysis

Staff have prepared three alternatives for Council's consideration, see Page 1 Recommendation.

The first alternative would see Council taking an initial step toward creating a Storm Water Utility. A Tiered Storm Water Utility Rate structure would be adopted for 2018 and future increases would be addressed as part of the annual budget process.

The second alternative would see Council taking significant steps toward addressing the City's asset management issue by adopting a multi-year Tiered Storm Water Utility Rate Structure that, over a seven year period would create a sustainable Storm Water system including funding to address work in Penticton and Ellis Creek. This would also be a follow through on the recommendations contained in the 2016 Asset Management Plan.

The third alternative would be the status quo. The Storm Water system would continue to be funded through taxation revenues and would compete with Roads, Buildings, Parks and Fleet for revenue to undertake the required Operations, Maintenance and capital programs. The Storm Water system would not be moving toward sustainability and Penticton and Ellis Creek projects would also continue to rely on the annual budget process and grants for funding.

Alternate recommendations

Council has been provided with three alternative recommendations to consider on page 1 of this report.

Respectfully submitted,

Mitch Moroziuk P.Eng. MBA
General Manager of Infrastructure

Attachments:













- Attachment A - Revenue Requirements of the Storm Water Utility
- Attachment B – Evaluation of different rate structures
- Attachment C – Single Flat Rate Structure
- Attachment D – Tiered Flat Rate Structure
- Attachment E – Fees and Charges Schedule 31 Storm Water Utility Tiered Flat Rate Structure 2018 – 2025
- Attachment F – Fees and Charges Schedule 31 Storm Water Utility Tiered Flat Rate Structure 2018
- Attachment G – Public Engagement Summary
- Attachment H – Fees and Charges Amendment Bylaw No. 2018-07
- Attachment I – Fees and Charges Amendment Bylaw No. 2018-07 (2018-2025)

CFO <i>JWB</i>	CAO PW
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Attachment A - Revenue Requirements of the Storm Water Utility

Line No.		2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2018-2025 Average
1	Operation & Maintenance Expense	162	164	166	168	170	172	175	177	169
2	Average Annual Life Cycle Investment (Asset Replacement)	1,115	1,131	1,146	1,162	1,178	1,194	1,211	1,227	1,171
3	Annual Capital Investments in New Infrastructure	449	190	367	492	499	506	513	520	442
4	Portion of Creek Restoration Costs	600	600	600	600	600	600	600	600	600
5	Corporate Administrative Costs	76	77	78	79	80	81	82	83	79
6	Implementation Cost	50	-	-	-	-	-	-	-	6
7	Total Revenue Requirement	2,451	2,161	2,356	2,500	2,526	2,553	2,580	2,607	2,467
8	Less: Federal/Provincial Grant Funding; Development Cost Charges and Developer Funding	58	19	37	49	50	51	51	52	46
9	Net Revenue Required from Stormwater Rates	2,394	2,142	2,320	2,451	2,477	2,502	2,529	2,555	2,421
10	Revenue Forecast at Proposed Phase-in Rates	164	498	834	1,174	1,515	1,860	2,206	2,555	1,351

Attachment B – Evaluation of different rate structures

	Flat Fee / Tiered	Mill Rate	Area Based
Data Availability			
Ease of Understanding			
Cost Causation			
Ease of Administration			

Attachment C – Single Flat Rate Structure

	2018	2019	2020	2021	2022	2023	2024	2025
Total Net Revenue Requirement	\$2,393,530	\$2,141,624	\$2,319,607	\$2,451,045	\$2,476,587	\$2,502,482	\$2,528,735	\$2,555,349
Total Revenues at Proposed Rates	\$162,355	\$496,823	\$833,754	\$1,173,148	\$1,515,004	\$1,859,323	\$2,206,105	\$2,555,349
Surplus/(Shortfall)	-\$2,231,175	-\$1,644,800	-\$1,485,853	-\$1,277,897	-\$961,583	-\$643,159	-\$322,630	\$0

Rate Class	Unit	Stormwater Fee							
		2018	2019	2020	2021	2022	2023	2024	2025
Residential									
Single Family Dwellings									
No direct connection	\$/year per folio	\$10.0	\$30.5	\$51.0	\$71.5	\$92.0	\$112.4	\$132.9	\$153.4
Directly connected	\$/year per folio	\$13.0	\$39.6	\$66.3	\$92.9	\$119.5	\$146.2	\$172.8	\$199.4
Multi Family Apartment Buildings									
No direct connection	\$/year per folio	\$10.0	\$30.5	\$51.0	\$71.5	\$92.0	\$112.4	\$132.9	\$153.4
Directly connected	\$/year per folio	\$13.0	\$39.6	\$66.3	\$92.9	\$119.5	\$146.2	\$172.8	\$199.4
Multi Family Dwellings (strata)									
No direct connection	\$/year per strata	\$10.0	\$30.5	\$51.0	\$71.5	\$92.0	\$112.4	\$132.9	\$153.4
Directly connected	\$/year per strata	\$13.0	\$39.6	\$66.3	\$92.9	\$119.5	\$146.2	\$172.8	\$199.4
Business/Light Industry/Major Industry/Utilities/Business Other									
No direct connection	\$/year per folio	\$10.0	\$30.5	\$51.0	\$71.5	\$92.0	\$112.4	\$132.9	\$153.4
Directly connected	\$/year per folio	\$13.0	\$39.6	\$66.3	\$92.9	\$119.5	\$146.2	\$172.8	\$199.4
Farm/Managed Forest Lands/Recreational/Non Profit/Supportive Housing									
No direct connection	\$/year per folio	\$10.0	\$30.5	\$51.0	\$71.5	\$92.0	\$112.4	\$132.9	\$153.4
Directly connected	\$/year per folio	\$13.0	\$39.6	\$66.3	\$92.9	\$119.5	\$146.2	\$172.8	\$199.4

Attachment D – Tiered Flat Rate Structure

	2018	2019	2020	2021	2022	2023	2024	2025
Total Net Revenue Requirement	\$2,393,530	\$2,141,624	\$2,319,607	\$2,451,045	\$2,476,587	\$2,502,482	\$2,528,735	\$2,555,349
Total Revenues at Proposed Rates	\$163,603	\$497,807	\$834,483	\$1,173,669	\$1,515,349	\$1,859,522	\$2,206,189	\$2,555,349
Surplus/(Shortfall)	-\$2,229,927	-\$1,643,816	-\$1,485,124	-\$1,277,376	-\$961,239	-\$642,960	-\$322,546	\$0

Rate Class	Unit	Stormwater Fee							
		2018	2019	2020	2021	2022	2023	2024	2025
Residential									
Single Family Dwellings									
No direct connection	\$/year per folio	\$10.0	\$30.3	\$50.6	\$70.9	\$91.3	\$111.6	\$131.9	\$152.2
Directly connected	\$/year per folio	\$13.0	\$39.4	\$65.8	\$92.2	\$118.6	\$145.0	\$171.5	\$197.9
Multi Family Apartment Buildings with 4 or less units									
No direct connection	\$/year per folio	\$16.0	\$48.6	\$81.1	\$113.7	\$146.2	\$178.8	\$211.4	\$243.9
Directly connected	\$/year per folio	\$20.8	\$63.2	\$105.5	\$147.8	\$190.1	\$232.4	\$274.8	\$317.1
Multi Family Apartment Buildings with more than 4 units									
No direct connection									
Number of Units	\$/year per unit	\$5.3	\$16.2	\$27.0	\$37.9	\$48.7	\$59.6	\$70.5	\$81.3
Directly connected									
Number of Units	\$/year per unit	\$6.9	\$21.1	\$35.2	\$49.3	\$63.4	\$77.5	\$91.6	\$105.7
Multi Family Dwellings [strata]									
No direct connection	\$/year per strata	\$5.3	\$16.2	\$27.0	\$37.9	\$48.7	\$59.6	\$70.5	\$81.3
Directly connected	\$/year per strata	\$6.9	\$21.1	\$35.2	\$49.3	\$63.4	\$77.5	\$91.6	\$105.7
Business/Light Industry/Major Industry/Utilities/Business Other									
No direct connection	\$/year per folio	\$20.3	\$61.5	\$102.7	\$143.9	\$185.1	\$226.3	\$267.5	\$308.8
Directly connected	\$/year per folio	\$26.4	\$79.9	\$133.5	\$187.1	\$240.7	\$294.2	\$347.8	\$401.4
Farm/Managed Forest Lands/Recreational/Non Profit/Supportive Housing									
No direct connection	\$/year per folio	\$10.0	\$30.3	\$50.6	\$70.9	\$91.3	\$111.6	\$131.9	\$152.2
Directly connected	\$/year per folio	\$13.0	\$39.4	\$65.8	\$92.2	\$118.6	\$145.0	\$171.5	\$197.9

Attachment E – Fees and Charges Schedule 31 Storm Water Utility Tiered Flat Rate Structure 2018 – 2025

Appendix 31										
STORM WATER										
Unit	2018	2019	2020	2021	2022	2023	2024	2025		
Storm Water NO Direct Connect Fees										
Notes:										
The different categories of Storm Water Utility Rates are based on the Property Tax Classification.										
The following rates apply to properties that are NOT directly connected to the Storm Water System.										
In cases where a property has multiple Property Tax Classifications the City will determine the Property Tax Classification that best represents the property and charge for Storm Water according to that Property Tax Classification.										
Residential										
Single Family Dwellings	\$10.00	\$28.20	\$46.40	\$64.50	\$82.70	\$100.90	\$119.10	\$137.30		
Multi Family Apartment Buildings with 4 or less units	\$16.00	\$45.20	\$74.30	\$103.40	\$132.60	\$161.70	\$190.90	\$220.00		
Multi Family Apartment Buildings with more than 4 units	\$5.30	\$15.10	\$24.80	\$34.50	\$44.20	\$53.90	\$63.60	\$73.30		
Multi Family Dwellings (strata)	\$5.30	\$15.10	\$24.80	\$34.50	\$44.20	\$53.90	\$63.60	\$73.30		
Farm/Recreational/Non Profit/Supportive Housing										
No Direct Connection to the Storm Sewer	\$10.00	\$28.20	\$46.40	\$64.50	\$82.70	\$100.90	\$119.10	\$137.30		
Business/Light Industry/Major Industry/Utilities										
No direct connection, with gross assessment value:										
Below \$300,000	\$20.30	\$57.20	\$94.10	\$130.90	\$167.80	\$204.70	\$241.60	\$278.50		
Between \$300,001 and \$800,000	\$30.40	\$85.80	\$141.10	\$196.40	\$251.70	\$307.10	\$362.40	\$417.70		
Above \$800,000	\$45.60	\$128.60	\$211.60	\$294.60	\$377.60	\$460.60	\$543.63	\$626.60		
Storm Water Direct Connect Fees										
Notes:										
The different categories of Storm Water Utility Rates are based on the Property Tax Classification.										
The following rates apply to properties that ARE directly connected to the Storm Water System.										
In cases where a property has multiple Property Tax Classifications the City will determine the Property Tax Classification that best represents the property and charge for Storm Water according to that Property Tax Classification.										
Residential										
Single Family Dwellings	\$13.00	\$36.60	\$60.30	\$83.90	\$107.50	\$131.20	\$154.80	\$178.50		
Multi Family Apartment Buildings with 4 or less units	\$20.80	\$58.70	\$96.60	\$134.50	\$172.40	\$210.20	\$248.10	\$286.00		
Multi Family Apartment Buildings with more than 4 units	\$6.90	\$19.60	\$32.20	\$44.80	\$57.50	\$70.10	\$82.70	\$95.30		
Multi Family Dwellings (strata)	\$6.90	\$19.60	\$32.20	\$44.80	\$57.50	\$70.10	\$82.70	\$95.30		
Farm/Recreational/Non Profit/Supportive Housing										
Direct Connection to the Storm Sewer	\$13.00	\$36.60	\$60.30	\$83.90	\$107.50	\$131.20	\$154.80	\$178.50		
Business/Light Industry/Major Industry/Utilities										
Direct connection, with gross assessment value:										
Below \$300,000	\$26.40	\$74.30	\$122.30	\$170.20	\$218.20	\$266.10	\$314.10	\$362.00		
Between \$300,001 and \$800,000	\$39.60	\$111.50	\$183.40	\$255.30	\$327.30	\$399.20	\$471.10	\$543.00		
Above \$800,000	\$59.30	\$167.20	\$275.10	\$383.00	\$490.90	\$598.80	\$706.60	\$814.50		

Attachment F – Fees and Charges Schedule 31 Storm Water Utility Tiered Flat Rate Structure 2018

Appendix 31		
STORM WATER	Unit	2018
Storm Water NO Direct Connect Fees		
Notes		
The different categories of Storm Water Utility Rates are based on the Property Tax Classification.		
The following rates apply to properties that are NOT directly connected to the Storm Water System.		
In cases where a property has multiple Property Tax Classifications the City will determine the Property Tax Classification that best represents the property and charge for Storm Water according to that Property Tax Classification.		
Residential		
Single Family Dwellings	\$/year per folio	\$10.00
Multi Family Apartment Buildings with 4 or less units	\$/year per folio	\$16.00
Multi Family Apartment Buildings with more than 4 units	\$/year per unit	\$5.30
Multi Family Dwellings [strata]	\$/year per strata	\$5.30
Farm/Recreational/Non Profit/Supportive Housing		
No Direct Connection to the Storm Sewer	\$/year per folio	\$10.00
Business/Light Industry/Major Industry/Utilities		
No direct connection, with gross assessment value:		
Below \$300,000	\$/year per folio	\$20.30
Between \$300,001 and \$800,000	\$/year per folio	\$30.40
Above \$800,000	\$/year per folio	\$45.60
Storm Water Direct Connect Fees		
Notes		
The different categories of Storm Water Utility Rates are based on the Property Tax Classification.		
The following rates apply to properties that ARE directly connected to the Storm Water System.		
In cases where a property has multiple Property Tax Classifications the City will determine the Property Tax Classification that best represents the property and charge for Storm Water according to that Property Tax Classification.		
Residential		
Single Family Dwellings	\$/year per folio	\$13.00
Multi Family Apartment Buildings with 4 or less units	\$/year per folio	\$20.80
Multi Family Apartment Buildings with more than 4 units	\$/year per unit	\$6.90
Multi Family Dwellings [strata]	\$/year per strata	\$6.90
Farm/Recreational/Non Profit/Supportive Housing		
Direct Connection to the Storm Sewer	\$/year per folio	\$13.00
Business/Light Industry/Major Industry/Utilities		
Direct connection, with gross assessment value:		
Below \$300,000	\$/year per folio	\$26.40
Between \$300,001 and \$800,000	\$/year per folio	\$39.60
Above \$800,000	\$/year per folio	\$59.30

Attachment G – Public Engagement Summary

Theme	Extracts of Comments
<p>1. Concerns about higher costs and affordability.</p>	<ul style="list-style-type: none"> • Cost of living is increasing. A separate “fee” or “utility” is a new tax or hidden fee. Need to watch spending and taxes / costs need to go down. • As this proposed utility is included as a City Service on property taxes, it is not deferrable under the Property Tax Deferment Program. This means that residents (low income seniors and families) that rely on deferring these costs will continue to be charged. • I think we should keep things less complicated and keep as many things as possible within the responsibility of our property tax system, but add mechanisms to ensure that long-term costs are being addressed on an ongoing basis. • These separate utilities essentially give the false impression that our property taxes are less than they actually are. • Proposed options download the costs from businesses to residents. (Current share is about 74% residential and 24% business/industry)
<p>2. There is support for funding storm water infrastructure.</p>	<ul style="list-style-type: none"> • Agree with creating a separate utility or fixed fee to ensure that financing for this utility is adequately maintained and separate from the political process. • Appreciate the City needs to raise money for services and infrastructure and it has likely been underfunded. • Storm sewers should be treated as a utility similar to water and power. The elected city officials frequently put off maintenance expenses if not essential and higher future costs frequently result.
<p>3. Not everyone agrees that a separate utility is needed for storm water system.</p>	<ul style="list-style-type: none"> • Utility should be based on use or impact. If it is a utility, there should be an opportunity to influence the cost. Otherwise it is another tax. • Tax system was created for this purpose. Separate fees are simply new taxes to help balance difficult budgets. • Storm water systems are part of our infrastructure. They should not have a separate utility any more than roadways or sidewalks. • Since landowners have no ability to influence the demands on the system, the cost allocation methodology should continue to be solely on the basis of assessed lot value - the more your property is worth, the larger your share of the annual cost. • If the storm water infrastructure is part of the shared expenses we all contribute to, in order to enjoy the benefits of living in Penticton, then it should be included in the City's budget and included in the usual property taxes. (excerpt from Chamber of Commerce) • In the 2018 budget a \$300,000 increase was approved for the new Asset Management reserve bringing the 2018 total budget to \$1.2 million. The storm sewer system is one of many City infrastructures that could use a portion of these funds.
<p>4. In the event a separate utility is needed, the most equitable rate structure is an impermeable area based fee.</p>	<ul style="list-style-type: none"> • The Chamber of Commerce does not support the utility as proposed, but could get behind a utility with fees based on impermeable land area. • With today's technology, the more impervious surfaces should pay more as they are responsible for both contaminating rainwater and then creating an environmental concern. • Ideally, the Storm Water Fee would be based on the impervious area of each property. But since this is impractical to calculate, it should

	<p>be based on generalities.</p>
<p>5. In the absence of an impermeable area fee, the tiered option is preferred over the flat rate.</p>	<ul style="list-style-type: none"> • I believe the tiered flat fee is the fairest option for detached residential homes. • It is critical to have the Flat Fee Tiered by Property Type of fee structure where the structure is carefully coordinated with the City maintenance cost for the utility by property type. (It would be unfair for the strata household to pay the same rates as other property owners as well as paying for their own systems through strata fees.
<p>6. Within the tiered option, it is not equitable to group all commercial / industrial properties in the same category.</p>	<ul style="list-style-type: none"> • It is not fair that a retail store should pay a higher rate than a household. They use much less water. On the other end of the scale, a car wash would use the system more and would be using the drainage system much more. • Should all businesses be created equally, perhaps not, maybe you can have three tiers for businesses based on a formula that considers assessment value, type of land designation, (i.e., agricultural), etc. • It is possible to separate business between commercial and major and light industrial. • The flat-fee, tiered by property type makes the most sense. The rate split of 2 to 1 for business over single family seems reasonable.
<p>7. Desire to see incentives to reduce or recover storm water.</p>	<ul style="list-style-type: none"> • Permeable surfacing should be encouraged with a financial incentive. • Encourage preservation of natural processes. • Runoff contains harmful chemicals that kill and maim birds and fish and wildlife and pollute waters and destroy natural processes. Wake up and see the bigger picture. It's not all about the car. • Chamber asks for there to be a financial incentive to property owners to reduce their total impermeable area or to create storm water retention features on their property.
<p>8. Suggestions of other options</p>	<ul style="list-style-type: none"> • The initial cost of area-based may be high but is sustaining it high? • Residential should only get stuck with about 60% of the bill and 40% should go to all other land uses and then it should be apportioned based on assessed value. Those amounts are then spread out based on assessed values much the same as the property tax and added as a line item to the utility bill. In the first part, costs are based on the share of land occupied overall in the city and in the second, an ability to pay element is added. • Is it possible to do a hybrid or blend of tiered and area based?

The Corporation of the City of Penticton

Bylaw No. 2018-07

A bylaw to amend the Fees and Charges Bylaw No. 2014-07

WHEREAS the Council of the City of Penticton has adopted a Fees and Charges Bylaw pursuant to the *Community Charter*;

AND WHEREAS the Council of the City of Penticton wishes to amend the "Fees and Charges Bylaw No. 2014-07";

NOW THEREFORE BE IT RESOLVED that the Municipal Council of the City of Penticton in open meeting assembled, hereby ENACTS AS FOLLOWS:

1. **Title:**

This Bylaw may be cited as "Fees and Charges Amendment Bylaw No. 2018-07".

2. **Amendment:**

2.1 Amend "Fees and Charges Bylaw No. 2014-07" by adding the following appendix in its entirety:

- Appendix 31 – Storm Water Utility

2.2 Appendix 31 attached hereto forms part of this bylaw.

READ A FIRST time this day of , 2018

READ A SECOND time this day of , 2018

READ A THIRD time this day of , 2018

ADOPTED this day of , 2018

Andrew Jakubeit, Mayor

Dana Schmidt, Corporate Officer

Appendix 31

STORM WATER UTILITY	Unit	2018
Storm Water NO Direct Connect Fees		
Notes:		
The different categories of Storm Water Utility Rates are based on the Property Tax Classification.		
The following rates apply to properties that are NOT directly connected to the Storm Water System.		
In cases where a property has multiple Property Tax Classifications the City will determine the Property Tax Classification that best represents the property and charge for Storm Water according to that Property Tax Classification.		
Residential		
Single Family Dwellings	\$/year per folio	\$10.00
Multi Family Apartment Buildings with 4 or less units	\$/year per folio	\$16.00
Multi Family Apartment Buildings with more than 4 units	\$/year per unit	\$5.30
Multi Family Dwellings [strata]	\$/year per strata	\$5.30
Farm/Recreational/Non Profit/Supportive Housing		
No Direct Connection to the Storm Sewer	\$/year per folio	\$10.00
Business/Light Industry/Major Industry/Utilities		
No direct connection, with gross assessment value:		
Below \$300,000	\$/year per folio	\$20.30
Between \$300,001 and \$800,000	\$/year per folio	\$30.40
Above \$800,000	\$/year per folio	\$45.60
Storm Water Direct Connect Fees		
Notes:		
The different categories of Storm Water Utility Rates are based on the Property Tax Classification.		
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Residential		
Single Family Dwellings	\$/year per folio	\$13.00
Multi Family Apartment Buildings with 4 or less units	\$/year per folio	\$20.80
Multi Family Apartment Buildings with more than 4 units	\$/year per unit	\$6.90
Multi Family Dwellings [strata]	\$/year per strata	\$6.90
Farm/Recreational/Non Profit/Supportive Housing		
Direct Connection to the Storm Sewer	\$/year per folio	\$13.00
Business/Light Industry/Major Industry/Utilities		
Direct connection, with gross assessment value:		
Below \$300,000	\$/year per folio	\$26.40
Between \$300,001 and \$800,000	\$/year per folio	\$39.60
Above \$800,000	\$/year per folio	\$59.30

The Corporation of the City of Penticton

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READ A FIRST time this day of , 2018

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ADOPTED this day of , 2018

Andrew Jakubeit, Mayor

Dana Schmidt, Corporate Officer

Appendix 31									
STORM WATER UTILITY	Unit	2018	2019	2020	2021	2022	2023	2024	2025
Storm Water NO Direct Connect Fees									
Notes:									
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Multi Family Apartment Buildings with 4 or less units	\$/year per folio	\$16.00	\$45.20	\$74.30	\$103.40	\$132.60	\$161.70	\$190.90	\$220.00
Multi Family Apartment Buildings with more than 4 units	\$/year per unit	\$5.30	\$15.10	\$24.80	\$34.50	\$44.20	\$53.90	\$63.60	\$73.30
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Multi Family Dwellings [strata]	\$/year per strata	\$6.90	\$19.60	\$32.20	\$44.80	\$57.50	\$70.10	\$82.70	\$95.30
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Appendix 31									
STORM WATER UTILITY	Unit	2018	2019	2020	2021	2022	2023	2024	2025
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Below \$300,000	\$/year per folio	\$26.40	\$74.30	\$122.30	\$170.20	\$218.20	\$266.10	\$314.10	\$362.00
Between \$300,001 and \$800,000	\$/year per folio	\$39.60	\$111.50	\$183.40	\$255.30	\$327.30	\$399.20	\$471.10	\$543.00
Above \$800,000	\$/year per folio	\$59.30	\$167.20	\$275.10	\$383.00	\$490.90	\$598.80	\$706.60	\$814.50

Council Report

penticton.ca

Date: March 6, 2018
To: Peter Weeber, Chief Administrative Officer
From: Jim Bauer, Chief Financial Officer
Subject: **South Okanagan Shared Services Report**

File No: 1610–Shared Services

Staff Recommendation

THAT Council receive the South Okanagan Shared Services Report dated January 29, 2018.

Background

Shared Services is now a common business model that enables resources to be leveraged across organizations resulting in improvements to both effectiveness and efficiency within agreed-upon service levels, increases capacity and also provides staff with additional opportunities and exposure to a greater range of experiences and responsibilities.

In fall of 2016 the City of Penticton, along with the School District #67, the Regional District of Okanagan Similkameen (RDOS), and the District of Summerland sought the services of a Professional Consulting firm to assist in exploring the potential to undertake shared services among the various agencies.

The local agencies retained Raymond Chabot Grant Thornton through a competitive process to assist with this initiative. The province also provided a \$50,000 grant towards the cost of this initiative. The final report from the shared services initiative is due to the province by March 31, 2018.

The consultant's approach was broken down into three phases: opportunity identification, pilot project implementation, and evaluation and recommendations.

Two pilot projects were identified and advanced for information technology (IT) and fleet maintenance.

The IT project has advanced well and the four agencies continue to work closely together on advancing the use of a common telephone service that is expected to be fully implemented across all four agencies by later in spring. Preparation for this telephone service has required the interconnectivity of the agency IT networks, which sets the foundation for future shared IT services.

The fleet maintenance pilot project did not advance as challenges came to light during the early stages regarding varying services levels, financial models and business needs amongst the four agencies. However these learnings have assisted in focusing the efforts of shared service opportunities going forward, such as the opportunity to achieve cost saving through the joint purchasing of vehicles.

Financial implication

There are no major financial implications to the City resulting from this initiative. Minor costs savings of approximately \$10,000 are planned in 2018 to the City with moving forward with the IT shared services project.

Analysis

Conducting the shared service initiative enabled new relationships to be established and a new level of collaboration.

Key recommendations from the report include:

- Improve project management of shared service projects
- Capitalize on forty-three (43) identified shared services opportunities by employing a shared senior resource to provide guidance, oversight, and single point of accountability
- Discontinue Fleet Repairs and Maintenance pilot project
- Look for opportunities for cost savings in fleet through joint purchasing of vehicles.
- Define cost/benefits (financial and non-financial) for Information Technology shared services pilot project to qualify and quantify realizable benefits
- Define milestone based schedule for Information Technology shared services pilot project
- Recommend that steering committee continue to meet on a quarterly basis to continue communications and explore additional opportunities
- This initiative also brought to light the opportunity for a new level of collaboration between the four agencies

Key learnings from the report include:

- A significant level of success, observed momentum and a willingness to partner for shared services activities across the stakeholder groups
- Twenty-two (22) previous shared services initiatives were observed
- Previously significant efforts given by all stakeholders to implement shared services initiatives
- Some opportunities for a suitable pilot project could not be considered, as a criteria for determining possible shared services pilot was that the initiative needed to render a benefit for all four stakeholder groups
- Professional project management resources should have been used to support and guide pilot projects
- Pilot projects should have formally reported to the steering committee on progress

Next Steps

Given the successes that have been achieved through this initiative the steering committee will continue to meet on a quarterly basis to review progress of existing shared service projects and identify and advance other projects.

The agencies will continue to advance the IT shared services project that includes implementing the common telephone network, and exploring and implementing other IT shared services opportunities.

The agencies will use greater rigor during the advancement of shared service projects, including better defining costs/benefits, establishing project milestones and employing stronger project management techniques.

The final report will be submitted to the province to fulfill the requirements of the grant agreement.

Attachments

Attachment A – South Okanagan Shared Services Report – Jan 29, 2018

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Jim Bauer". The signature is written in a cursive style with a long, sweeping underline.

Jim Bauer,
Chief Financial Officer

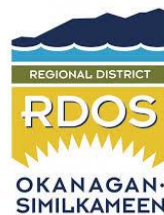
Approvals

CAO
PW

SOUTH OKANAGAN

EVALUATION OF SHARED SERVICES OPPORTUNITIES – PHASE 3 FINAL REPORT

January 29th, 2018



Structure of Report

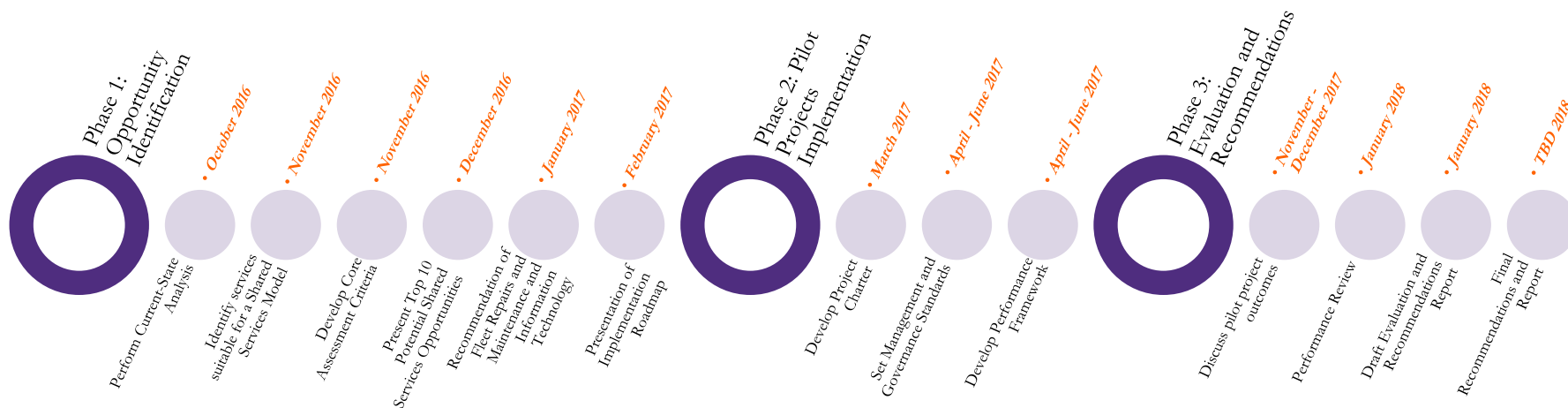
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1.0 Executive Summary



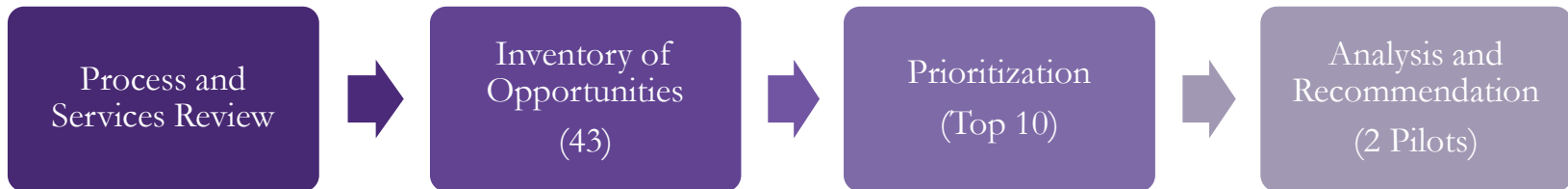
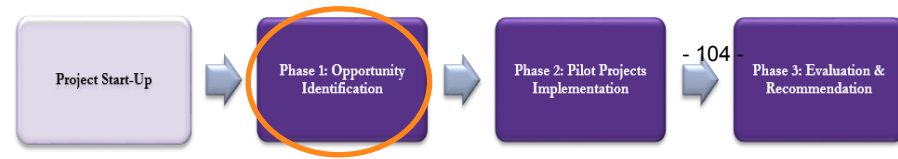
1.1 Background and Context

- A three phase initiative was undertaken to identify possible shared services opportunities, implement pilot projects and undertake a post-implementation review of the pilot projects
- Working in conjunction with the South Okanagan Local Authorities¹, Raymond Chabot Grant Thornton Consulting Inc. (RCGT) identified possible Shared Services opportunities within the corporate and operational functions that could render benefits to all parties
- Some key activities undertaken since October 2016 with the Local Authorities are displayed in the timeline below:

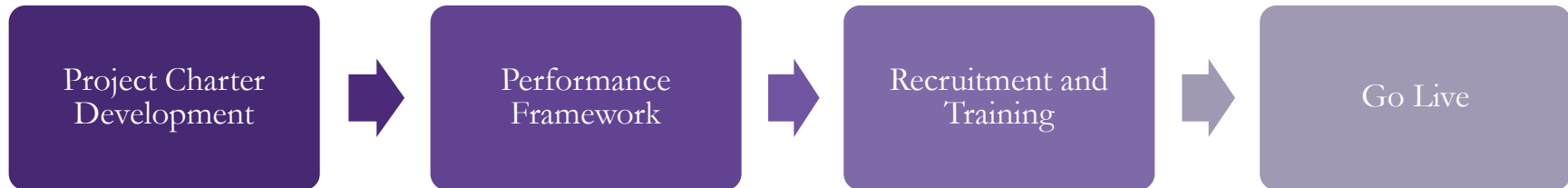
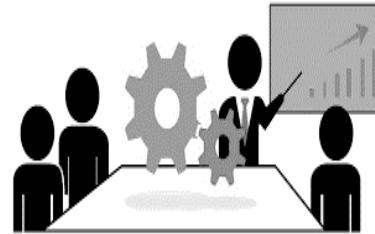
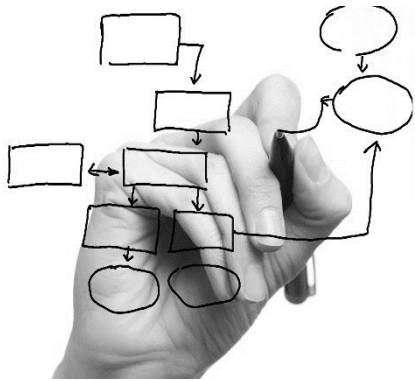
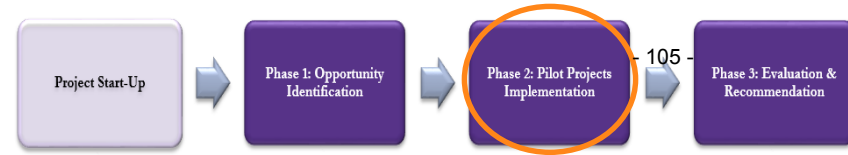


1 – The City of Penticton, School District #67, the Regional District of Okanagan Similkameen (RDOS), and the District of Summerland

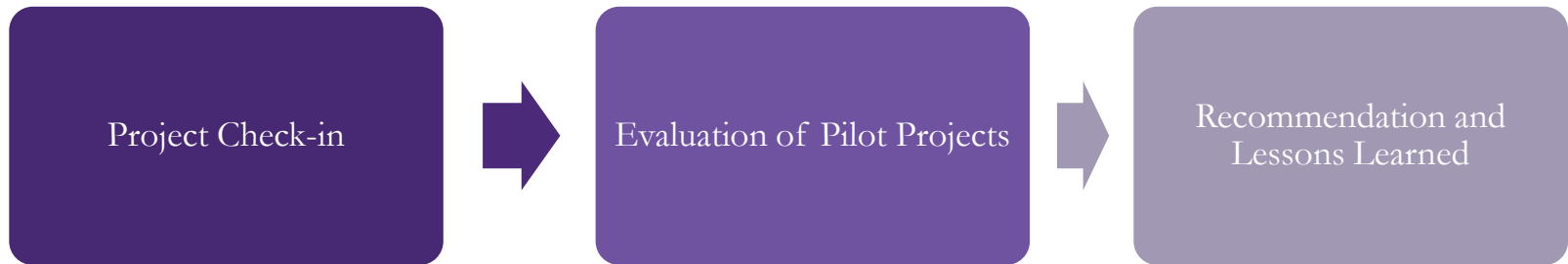
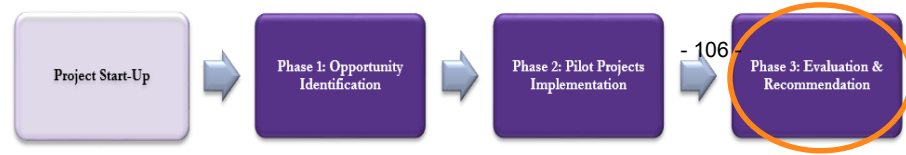
1.2 Approach and Methodology: Phase 1



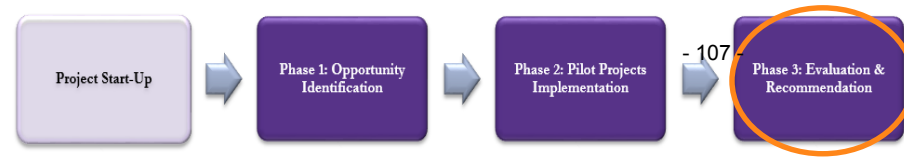
1.2 Approach and Methodology: Phase 2



1.2 Approach and Methodology: Phase 3



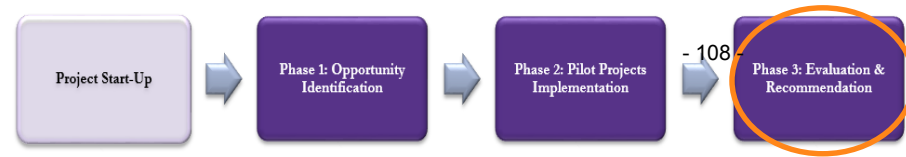
1.3 Evaluation of Pilot Projects



The two Pilot Projects’ progress was evaluated against the Performance Framework and is summarized in the table below.

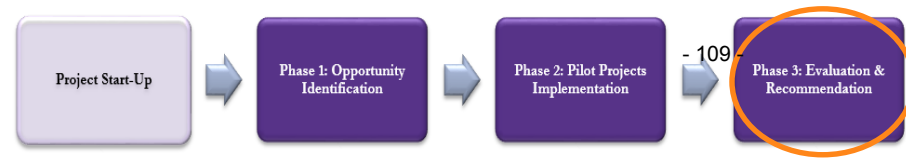
Areas of Improvement	Pilot Project #1 - Fleet Repairs and Maintenance	Pilot Project #2 - Information Technology
Financial Analysis	<ul style="list-style-type: none"> Cost/Benefit analysis was not completed Long-term value of shared service model not realized 	<ul style="list-style-type: none"> Although operation vs capital costs were not outlined specifically, general anticipated cost saving to pilot project was determined
Project Schedule	<ul style="list-style-type: none"> Project schedule not outlined Time necessary to lead project was not dedicated 	<ul style="list-style-type: none"> Project schedule was outlined and though milestones were delayed, they have been achieved
Communications Plan	<ul style="list-style-type: none"> Draft Project Charter and draft Communication plan were developed by RCGT and provided to working group 	<ul style="list-style-type: none"> Project progression documented and followed by working group members
Procurement		<ul style="list-style-type: none"> Project team appointed, third-party firm recruited to support with project execution

1.4 Recommendations



- Improve upon project management knowledge, skills, and competencies
- Capitalize on forty-three (43) identified shared services opportunities by employing a shared senior resource to provide guidance, oversight, and single point of accountability
- Either discontinue pilot project or assign non-operational resources to lead Fleet Repairs and Maintenance pilot project planning activities
- Although Fleet Repairs and Maintenance project may not proceed, opportunities for cost savings may exist through joint purchasing of vehicles
- Define cost/benefits (financial and non-financial) for Information Technology shared services pilot project to qualify and quantify realizable benefits
- Define milestone based schedule for Information Technology shared services pilot project
- Recommend that steering committee continue to meet on a quarterly basis to continue communications and explore additional opportunities

1.5 Lessons Learned






- A significant level of success, observed momentum and a willingness to partner for shared services activities across the stakeholder groups
- Twenty-two (22) previous shared services initiatives² were observed
- Previously significant efforts given by all stakeholders to implement shared services initiatives
- Some opportunities for a suitable pilot project could not be considered, as a criteria for determining possible shared services pilot was that the initiative needed to render a benefit for all four stakeholder groups
- Professional project management resources should have been used to support and guide pilot projects
- Pilot projects should have formally reported to the steering committee on progress

2 – The full list of previous Shared Service Activities can be found in Appendix VII

2.0 Detailed Report



2.1 Background, Objectives and Purpose

Background		<ul style="list-style-type: none">▪ The City of Penticton, along with the School District #67, the Regional District of Okanagan Similkameen (RDOS), and the District of Summerland (“the Local Authorities”) sought the professional services of RCGT to assist in identifying opportunities for Shared Services , to pilot two (2) Shared Services projects and evaluate the pilot projects
Objective and Scope		<ol style="list-style-type: none">1. Identify an inventory of potential shared service opportunities for the Local Authorities2. Identify which two (2) shared service opportunities that can be used as pilot projects3. Develop monitoring mechanisms to evaluate the pilot projects4. Complete a final evaluation once pilot projects are fully implemented
Purpose of Report		<ul style="list-style-type: none">▪ Provide end-to-end overview of engagement▪ Consolidate findings and observations obtained during working group meetings▪ Evaluate pilot projects against the Performance Framework,▪ Provide future recommendations

Phase 1



2.2 Approach and Methodology

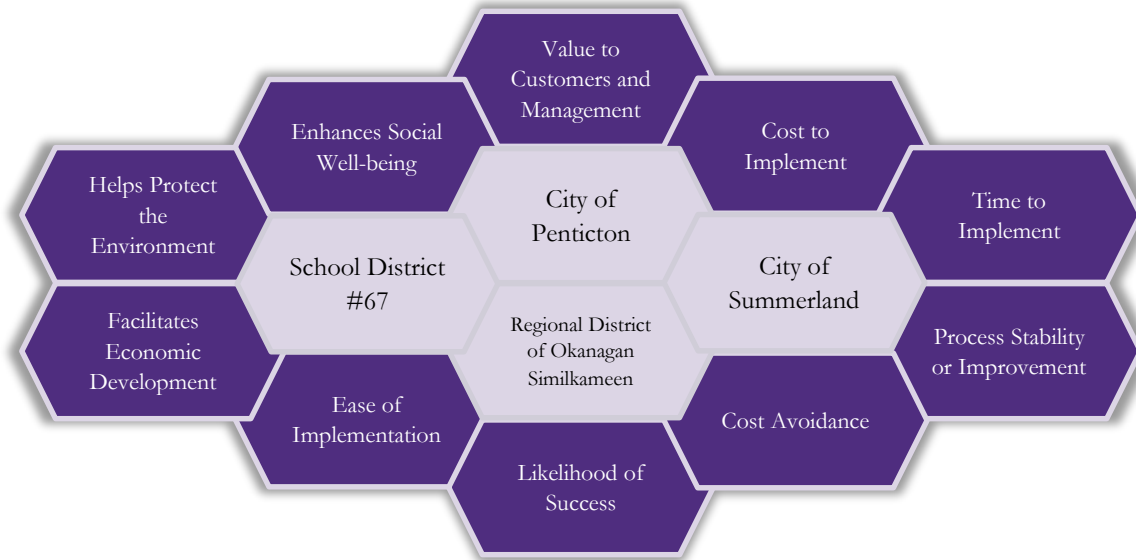
As part of the Phase 1 Approach and Methodology³, RCGT developed and employed processes to determine the two (2) Shared Services pilot projects. This phase included the following activities:

- Conducted a detailed documentation and materials review (over 75 documents reviewed across all local authorities)
- Planned and coordinated stakeholder interviews (over 40 interviews conducted across all Local Authorities)
- Assessed governance organizational structures and management spans of control
- Reviewed high level mapping of current processes (internal and external), if they existed
- Assessed service delivery and coordination
- Conducted analysis of current staffing and workload/operational levels
- Determined baselines of current service levels and performance
- Reviewed high level benchmarking of current service costs with comparable cities
- Created an inventory of Shared Services opportunities (43) which were then prioritized to top ten (10)
- Identified and analyzed advantages and disadvantages of potential Shared Services models
- Identifying two (2) possible Shared Services pilot projects

3 – A detailed Approach and Methodology can be found in Appendix I

2.2 Approach and Methodology (cont'd)

To provide for a systematic evaluation of the identified opportunities, ten (10) core assessment criteria were established as a uniform means to evaluate, categorize, compare and prioritize the identified Shared Services opportunities. These were:



For each identified initiative, a score of one to five(1-5) with five being the highest, was then applied to each criteria to render an overall score. This systematic evaluation approach supported categorizing the opportunities into three groups based on their relative likelihood for success:

- A: Highest likelihood of success over a short period of time (Top 10)⁴
- B: Medium likelihood of success over a short period of time
- C: Lowest likelihood of success over a short period of time

⁴ The Top 10 initiatives have been identified in Appendix II The comprehensive list can be found in Appendix III

2.3 Pilot Projects Recommended in Phase 1

Rationale for Pilot Project	Pilot #1 - Fleet Repairs and Maintenance	Pilot #2 - Information Technology
Pilot Description:	<ul style="list-style-type: none"> Central management and oversight of the fleet vehicle repairs and maintenance for all stakeholders led by the City of Penticton 	<ul style="list-style-type: none"> Implementation of an Information Technology pilot⁶ that would provide improved efficiency, performance and service
Value Propositions:	<ul style="list-style-type: none"> Shared⁵ staff and resources Standardized maintenance, routines and technology Insource functions previously outsourced (SD #67) Single management and oversight function Relative ease of implementation 	<ul style="list-style-type: none"> Shared staff and resources Reduced service and maintenance activities across multiple platforms Standardization to render efficiency Single management and oversight function
Context:	<ul style="list-style-type: none"> Prior success seen through City of Penticton supporting this service for RDOS 	<ul style="list-style-type: none"> Prior successes observed through previous IT/IS services provided to stakeholders by SD #67
Expected Output:	<ul style="list-style-type: none"> Improvements in efficiency Cost savings Standardization of services 	<ul style="list-style-type: none"> Improvements in efficiency Cost savings Standardization of services Reduce IT infrastructure/assets

5- During the pilot project planning both centralized and decentralized models for the Shared Services were considered

6- The specific scope of the pilot was determined during the detailed planning phase

Phase 2



2.4 Approach and Methodology

As part of the Approach and Methodology⁷, to facilitate the implementation of the pilot projects, RCGT developed and provided a high-level Implementation Roadmap⁸ to assist and guide the Local Authorities with the planning and implementation activities. The following activities were proposed to Pilot Project working groups:

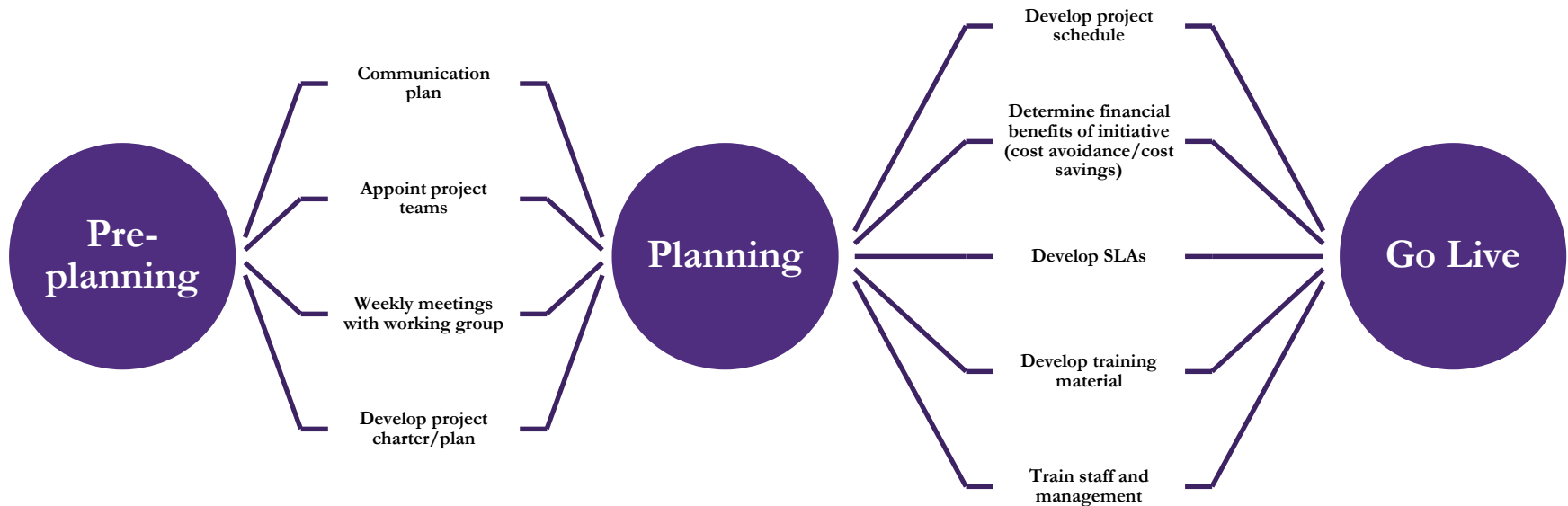
- Appoint Project Team and Develop a Management and Governance Structure
- Establish formal KPIs to be used in evaluating the key processes that were identified
- Identify current cost of services and potential cost savings
- Map future processes and develop SLAs
- Develop a recruitment plan and training material
- Go Live with pilot

7 – A detailed Phase 2 Approach and Methodology can be found in Appendix V

8 – The Activity Based Implementation Roadmap can be found in Appendix IV

2.5 Pilot Project Performance Framework created at Phase 2 ⁻¹¹⁸

To support the implementation of the pilot projects, the Local Authorities were provided with an Activity Based Implementation Roadmap. This Roadmap is the basis for the development of the Pilot Project Performance Framework. Each pilot project was evaluated against the activities depicted below.



Phase 3



2.6 Approach and Methodology

As part of the Phase 3 Approach and Methodology⁹, the following key activities were conducted:

- Conducting evaluation and analyzing results of two pilot projects
- Reviewing high-level pilot project outcomes
- Meeting with key implementation team members to discuss positive/negative outcomes and lessons learned of each pilot project
- Analyzing successes from pilot projects for potential application to other service areas
- Providing recommendation on future cost savings and service delivery improvements
- Preparing Evaluation Results and Future Recommendations
- Preparing and finalizing Report

9 – A detailed Approach and Methodology can be found in Appendix VI

2.7 Phase 3 Evaluation of Pilot Projects: Overview

The Pilot Projects’ progress was evaluated against the Performance Framework. The table below details the progress and execution of the recommended tasks:

Performance Evaluation Framework	Pilot Project #1 - Fleet Repairs and Maintenance	Pilot Project #2 - Information Technology
Communication plan	<ul style="list-style-type: none"> RCGT developed draft Communication plan 	<ul style="list-style-type: none"> RCGT developed draft Communication plan
Appoint project teams	<ul style="list-style-type: none"> Project team appointed 	<ul style="list-style-type: none"> Project team appointed
Weekly meetings with working group	<ul style="list-style-type: none"> Although working group initially held weekly meetings, no regular meetings have occurred Project progression is currently suspended 	<ul style="list-style-type: none"> Working group holds regular meetings with representatives from each stakeholder group This has supported project progression
Develop project schedule	<ul style="list-style-type: none"> Project schedule not outlined 	<ul style="list-style-type: none"> Although initial pilot project milestones were not achieved as planned, project schedule was developed
Develop project charter/plan	<ul style="list-style-type: none"> Draft Project Charter was developed and provided by RCGT No further actions were taken by working group 	<ul style="list-style-type: none"> Draft Project Charter was developed and provided by RCGT No further actions were taken by working group
Determine Financial Benefits of initiative (cost avoidance/cost savings)	<ul style="list-style-type: none"> Overall Cost/Benefit analysis was not completed by the working group for each stakeholder group involved 	<ul style="list-style-type: none"> General cost/benefit to pilot project was determined Operation vs Capital costs were not outlined specifically
Develop SLAs	<ul style="list-style-type: none"> SLAs were not developed 	<ul style="list-style-type: none"> SLAs were not developed
Develop training material	<ul style="list-style-type: none"> Training material not yet developed 	<ul style="list-style-type: none"> Training material not yet developed
Train staff and management	<ul style="list-style-type: none"> Staff and management have not been trained for Go Live 	<ul style="list-style-type: none"> Staff and management have not been trained for Go Live
Go live with pilot	<ul style="list-style-type: none"> Pilot project unlikely to proceed 	<ul style="list-style-type: none"> Pilot project will go live later than anticipated

	<i>Not executed</i>
	<i>Partially executed</i>
	<i>Executed successfully</i>

2.7 Phase 3 Evaluation of Pilot Projects: Fleet Repair and Maintenance - 122 -

Based on discussions with working groups and independent observations, there were many constraints that hindered the pilot project's successful planning and subsequently its implementation. It is believed that the tasks detailed in the Performance Framework were not executed in full by the **Fleet Repairs and Maintenance group** due to the following reasons:

Summer 2017 Wildfires	Working groups were lead by Operations Resources	Long-term value of shared service model not realized	Capital Funding Framework
<ul style="list-style-type: none">▪ The Wildfires lead to operational and scheduling difficulties, specifically for the progression of the Fleet and Repairs Maintenance pilot project	<ul style="list-style-type: none">▪ Although these resources have hands-on field knowledge, due to other work priorities, the time necessary to fulfill the demands of leading the projects could not be dedicated▪ This initiative could also be seen as a possible threat to some staff tasked with supporting it	<ul style="list-style-type: none">▪ Due to the potential costs of moving vehicles to the City of Penticton for maintenance, and since a decentralized¹⁰ shared service model was not considered by the working group, the District of Summerland did not believe the overall initiative would be financially beneficial▪ School District 67 previously partnered with a local shop for their fleet maintenance needs. Though not bound by contract, the School District preferred to maintain their current fleet maintenance agreement with the local shop	<ul style="list-style-type: none">▪ School District 67 operates on a Run-to-fail life cycle model – the access to working capital is easier to attain than incremental funding

10 – During pilot project planning, both centralized and decentralized Shared Services models were recommended for consideration. A centralized Shared Services model is defined as the control of all services (i.e. repairs and maintenance) at one site. Conversely, a decentralized Shared Services model is defined as the overall management of services at multiple sites (i.e. repairs and maintenance at sites in the City of Penticton and in the District of Summerland).

2.7 Phase 3 Evaluation of Pilot Projects: Information Technology

Although the Information Technology pilot project has not gone live, it is on track for a successful implementation and acceptance. Based on discussions with working groups, there have been many successes thus far. Some key milestones and strengths realized by the **Information Technology group** are detailed below.

Cost Savings Estimated	Appointed Project Team	Milestones defined and realized
<ul style="list-style-type: none">▪ Though not defined and documented, the IT working group reports an anticipated 25-35% savings as a result of implementing the pilot project	<ul style="list-style-type: none">▪ The working group has worked with a third-party to assist in the expansion of services	<ul style="list-style-type: none">▪ The IT working group has documented progress over the past year▪ Multiple product testings were completed▪ Potential additional vendors to be found

2.8 Recommendations

General	Fleet Repairs and Maintenance	Information Technology
<ul style="list-style-type: none"> As a lack of both capacity and knowledge to support project initiation and planning activities was observed, it is recommended that project management knowledge, skills and competencies be improved upon for both pilot projects 	<ul style="list-style-type: none"> As this initiative has struggled to gain momentum and traction it is recommended that the project be reconsidered by the steering committee and either: <ul style="list-style-type: none"> a) formally discontinued or b) re-approached using non-operational resources for the project planning aspects 	<ul style="list-style-type: none"> A business case approach should be used to define all project investments, costs and benefits (both financial and non-financial) to provide management and the leadership a clear understanding of the intended project outcomes and products
<ul style="list-style-type: none"> To capitalize on the opportunities it is recommended that a shared dedicated senior level (Director of Shared Services) resource be retained to provide guidance, planning support, oversight, monitoring and reporting supports for planning and implementing a portfolio of shared service projects 	<ul style="list-style-type: none"> Although Fleet Repairs and Maintenance project may not proceed, opportunities for cost savings may exist through joint purchasing of vehicles 	<ul style="list-style-type: none"> Project progress should be formally reported against approved base lines (cost, scope, schedule and risks) at regular intervals (bi-weekly)
<ul style="list-style-type: none"> To continue communications and explore additional opportunities, the steering committee should continue to meet on a quarterly basis 		<ul style="list-style-type: none"> A revised project charter and milestone based schedule should be developed to track project progression

2.9 Lessons Learned

General	Fleet Repairs and Maintenance	Information Technology
<ul style="list-style-type: none"> ▪ Twenty-two (22) shared services initiatives were previously observed 	<ul style="list-style-type: none"> ▪ Previously significant efforts given by all stakeholders to implement shared services initiatives 	<ul style="list-style-type: none"> ▪ Pilot project benefits and outcomes should be defined and approved prior to detailed planning activities
<ul style="list-style-type: none"> ▪ Forty-three (43) other opportunities were identified that could render improvements with both efficiency and effectiveness for all stakeholder groups 	<ul style="list-style-type: none"> ▪ Pilot project should have been formally reported to the Steering Committee 	
<ul style="list-style-type: none"> ▪ Since a criteria for determining possible shared services pilot was that the initiative needed to render a benefit for all four stakeholder groups, some opportunities which would could have been beneficial for some stakeholders (3 of the 4) were not considered 	<ul style="list-style-type: none"> ▪ Appointing of operational resources can significantly constrain a project's ability to progress 	

Appendices



Appendix I – Phase 1 Detailed Methodology (1 of 4)

The following methodology was used in the first two phases of the engagement completed to date.

PROJECT START-UP	
Objectives	<ul style="list-style-type: none"> ■ Confirm the scope, objectives, timelines, and working relationships with the Project Authority ■ Validate Project Work Plan/Methodology and Schedule
01 Conduct project kick-off meeting	<ul style="list-style-type: none"> ■ Review terms of reference, seek clarifications, and ensure objectives of the review are clearly understood ■ Identify key stakeholders and means of communication ■ Discuss stakeholder availability to support the review ■ Review proposed methodology and work plan ■ Identify and address any relevant Quality Assurance (Active Oversight) procedures & protocols
02 Review background information	<ul style="list-style-type: none"> ■ Review background documentation and information to familiarize ourselves with The City's current state
03 Validate and finalize work plan	<ul style="list-style-type: none"> ■ Based on the review in the kick-off meeting, update the work plan level of effort, milestone schedule, distribution of effort, and/or activities as needed
04 Identify the needs and sources for additional detailed information	<ul style="list-style-type: none"> ■ List types of information and documentation required for the entire engagement such as existing services, organizational structure, processes and resource levels
05 Prepare and submit document/data request list	<ul style="list-style-type: none"> ■ Review information provided and identify any gaps in documentation ■ Request any additional information necessary
06 Formalize and approve Project Charter	<ul style="list-style-type: none"> ■ Document the confirmed scope, objectives, and timelines ■ Document communication protocol with the Project Authority and other City stakeholders
Outcomes/Deliverables	<ul style="list-style-type: none"> ■ Approved Work Plan and Project Charter ■ Document/data request list

Appendix I – Phase 1 Detailed Methodology (2 of 4)

PHASE 1 : OPPORTUNITY IDENTIFICATION	
Objectives	<ul style="list-style-type: none"> ■ Assess the current state of the Department’s operations ■ Identify an inventory of potential Shared Services opportunities ■ Select two pilot projects ■ Launch two pilots
10 Detailed documentation and material review	<ul style="list-style-type: none"> ■ Collect and review the following information: documents relating to resource allocation, Financial/operational performance assessments/reports and available expenditure data to facilitate financial analysis, Human resource documentation, including a listing of key personnel, current job descriptions, organizational charts, etc... Any outstanding reports on past assessments completed, including, community surveys, program management reports, other service/operational reviews, etc..., Documentation regarding policies/mechanisms in place to ensure quality of services, Services provided by the City, Strategic planning/priority documentation, Information relating to the City’s current challenges and issues
11 Plan and coordinate stakeholder interviews	<ul style="list-style-type: none"> ■ Determine key stakeholder roles and influences ■ Obtain information on stakeholder availability ■ Create draft interview schedule and obtain feedback from Project Authority ■ Finalize interview schedule
12 Conduct stakeholder interviews and record discoveries	<ul style="list-style-type: none"> ■ Conduct interviews with key subject matter experts to discuss current state activities, understand dependencies, and identify constraints and challenges (pain points) as well as gaps in the existing delivery models
13 High level mapping of current processes (internal and external)	<ul style="list-style-type: none"> ■ Obtain an enriched view of the current state of the organization’s priorities and challenges through a high-level mapping of current state activities including internal (HR, IT, procurement, finance) and external (bylaw, permitting, public works maintenance) services

Appendix I – Phase 1 Detailed Methodology (3 of 4)

PHASE 1 :	OPPORTUNITY IDENTIFICATION (CONT'D)
14 Assess governance organizational structures and management spans of control	<ul style="list-style-type: none"> ■ Conduct an analysis of the City’s current governance structures to assess: Management span of control, Workflow processes for organizational and administrative work, Authority and approval processes and levels, Volunteer involvement, Mechanisms/policies in place to ensure staff engagement and the provision of high quality services
15 Assess service delivery and coordination	<ul style="list-style-type: none"> ■ Conduct an analysis of the City’s current service delivery model: Create and inventory of services currently provided, Assess services priorities and community needs, Review service utilization information, Financial analysis of the usage of services
16 Conduct analysis of current staffing and workload/operational levels	<ul style="list-style-type: none"> ■ Develop or obtain current organizational chart ■ Identify roles and responsibilities of each staff member ■ Assess whether roles are clear between staff members ■ Assess over-usage and under-usage of human resources
17 Determine baselines of current service levels and performance	<ul style="list-style-type: none"> ■ Review current service levels and performance monitoring processes for areas such as time, cost, resources, scope, quality, actions, safety, etc.. ■ Determine expected baselines for each ■ Review any historical performance results
18 High level benchmarking of current service costs with comparable cities	<ul style="list-style-type: none"> ■ Identify criteria for benchmarking such as population size, population density, budgets, number of departments, technologies, etc.. ■ List comparable cities for benchmarking ■ Perform benchmarking on selected cities
190 Process Leaning for Efficiency and Effectiveness	<ul style="list-style-type: none"> ■ Identify any duplication of effort, administrative burden, re-work, service delays, other areas of community member dissatisfaction, unnecessary costs, and idle time ■ Using the Lean/Six Sigma SIPOC (Suppliers, Inputs, Processes, Outputs and Customers) method will be used to illustrate a broader understanding of the details of processing Using our Project Leader’s certification in Lean Six Sigma will be of immense value to the City

Appendix I – Phase 1 Detailed Methodology (4 of 4)

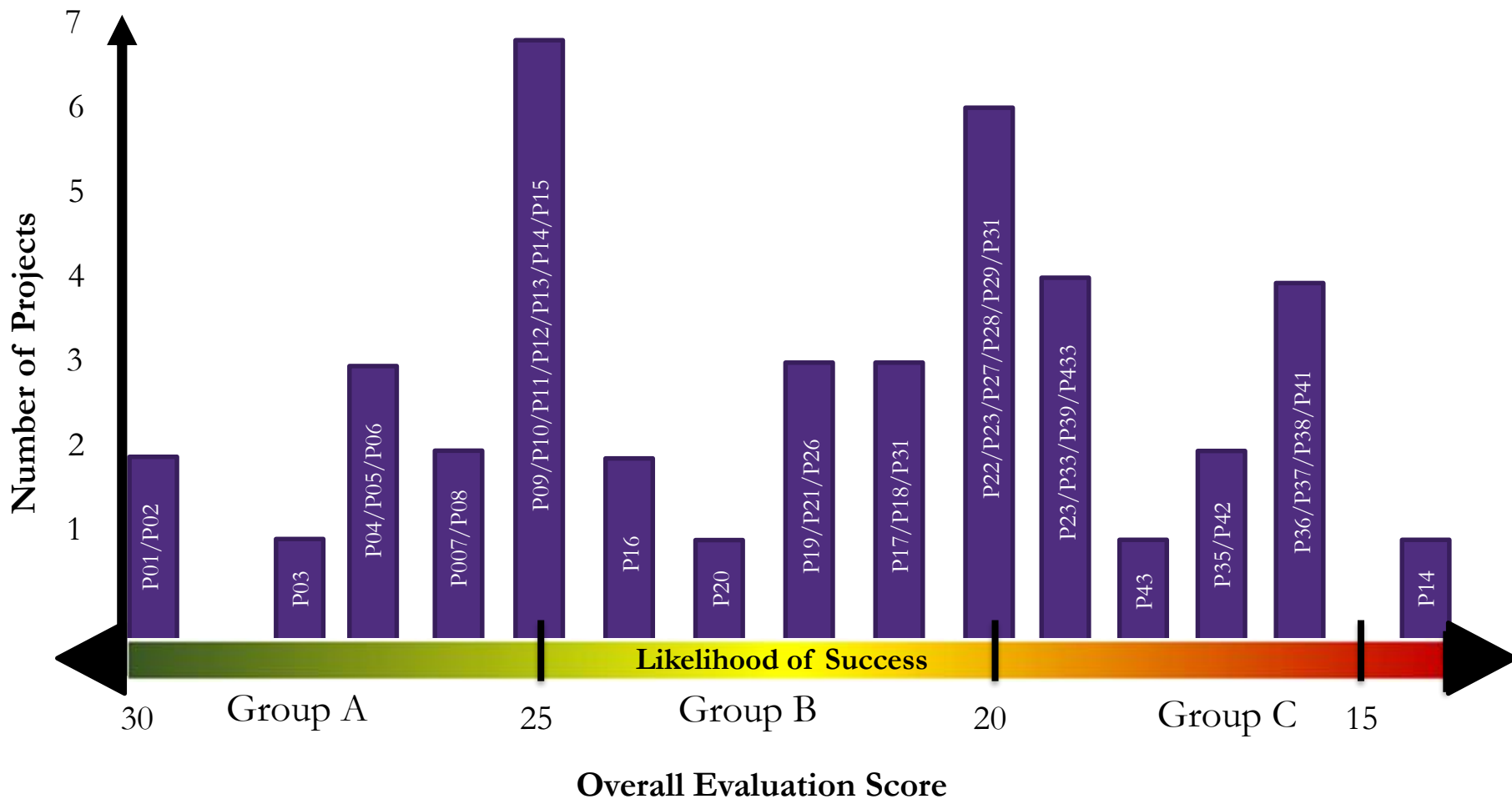
PHASE 1 :	OPPORTUNITY IDENTIFICATION (CONT'D)
110 Inventory of Shared Services opportunities	<ul style="list-style-type: none"> ■ Identify services currently offered by all involved regions ■ Using our experience in municipal reviews, identify potential successful shared service opportunities
111 Identify and analyze advantages and disadvantages of potential shared service model	<p>The project team will perform options analysis and cost benefit analysis for each of the potential changes in order to determine priority Specifically, the following tools will be used to assess each change:</p> <ul style="list-style-type: none"> ■ Impact assessment ■ Feasibility assessments (technical and financial) ■ Risk analysis <p>Dependencies review with other initiatives will also be conducted to understand key constraints and dependencies</p> <p>Identify critical priorities with the City in order to effectively prioritize services and obtain feedback on analysis results</p>
112 Develop Final Recommendations	<ul style="list-style-type: none"> ■ Make recommendation on best two Shared Services options Analysis and City feedback will be used to determine pilot options
113 Shared Services Strategy Workshop (optional) – Effort TBD	<ul style="list-style-type: none"> ■ If this option is desired, our team will prepare a workshop to inform key stakeholder of strategy and prompt further feedback to confirm pilot projects
114 Report and Implementation Roadmap	<ul style="list-style-type: none"> ■ Prepare draft report detailing analysis, strategies, feedback, recommendations and high-level implementation roadmap ■ Internal Quality Assurance Review ■ Distribute to the City Project Authority and key stakeholders for comments ■ Incorporate comments into report and distribute final report
Outcomes/Deliverables	<ul style="list-style-type: none"> ■ Inventory of potential Shared Services opportunities ■ Analysis of opportunities and recommendations on two areas to commence pilot projects ■ Draft Report and Final Report

Appendix II – Prioritization of Opportunities

#	Shared Service Opportunities ¹	Descriptions	Value to Stakeholder Group				
			Penticton	Summerland	RDOS	SD #67	Evaluated Score
P01	<u>Procurement/Purchasing</u>	The consolidation of procurement, contracts to leverage bulk purchasing power	X	X	X	X	30
P02	<u>Parks/School Grounds Maintenance</u>	The centralization and sharing of parks maintenance staff, machinery, and warehouses	X	X	X	X	30
P03	<u>Fleet Maintenance</u>	The centralization of the maintenance of fleets, including all trades workers and technical staff	X	X	X	X	28
P04	<u>Data Centers</u>	The consolidation of multiple data centers into one (or many)	X	X	X	X	27
P05	<u>IT Strategy</u>	The creation of a consolidated IT strategy across both IT hardware, and software, including applications	X	X	X	X	27
P06	<u>Telephony</u>	The consolidation and support of the telephony systems, including internet, cable, etc.	X	X	X	X	27
P07	<u>Centralized Facility Booking</u>	The centralization of an online booking tool, including facilities, parks, and schools	X	X	X	X	26
P08	<u>Facilities Operations</u>	The centralization of the facilities management, including all trades workers and technical staff	X	X	X	X	26
P09	<u>Health and Safety</u>	The consolidation of health and safety functions	X	X	X	X	25
P10	<u>Training</u>	The centralization of a training administration including; leadership, certification, and development training	X	X	X	X	25

1- Ten evaluation criteria were develop by the RCGT Project Team and the South Okanagan Working Group- See page 14 of this report for details

Appendix II – Identified Opportunities



The forty-three (43) identified Shared Services opportunities cataloged in three groups based on the likelihood of success for implementation, with Group A being the most likely See Appendix II for the detailed list of possible projects

Appendix III – Inventory of Shared Services Opportunities (1 of 6)

Group A - Highest likelihood of success over a short period of time				
#	Shared Service Opportunities	Descriptions	Why is this Opportunity Important?	Issues and Considerations
P01	<u>Procurement/ Purchasing</u>	The consolidation of procurement contracts (i.e. SharePoint, credit cards, and security), and bulk purchasing power. This also includes a central contract and vendor management system	To consolidate vendor contract to create synergies, and to increase purchasing power through economies of scale (i.e. office supplies, vehicles, IT'). Synergies will also be created by mainstreaming the administrative burden to maintain these activities	<ul style="list-style-type: none"> • Significant track record of savings in Penticton • Resourcing needs to be considered • This recommendation crosses over multiple areas, as many services deal with Procurement and Purchasing
P02	<u>Parks/ School Grounds Maintenance</u>	The centralization and sharing of parks maintenance staff, machinery, and warehouses	To achieve synergies in the maintenance of parks and grounds, consolidating machinery, decommissioning/selling duplicate equipment	<ul style="list-style-type: none"> • Consider the School Board absorbing Penticton and Summerland staff and generating efficiency
P03	<u>Fleet Maintenance</u>	The centralization of the maintenance of fleets, including all trades workers and technical staff	Opportunity to have City expand current Shared Services to incorporate needs of School Board	<ul style="list-style-type: none"> • Previously outsourced services could be insourced
P04	<u>Data Centers</u>	The consolidation of multiple data centers into one (or many)	To share current data centers, and decommission old/unused data centers, achieving savings in rental space, heating, cooling, and maintenance	<ul style="list-style-type: none"> • Reducing number of servers (management and maintenance) in region • Currently, the School Board is considering data centre options • Alternate locations may be considered (sub-grade may not be optional, spatial needs for future?)
P05	<u>IT Strategy</u>	The creation of a consolidated IT strategy across both IT hardware, and software, including applications	To create a single regional strategy for all of IT needs	<ul style="list-style-type: none"> • To enable significant change (non-incremental) a unified IT strategy should be developed to guide all technology requirements going forward

Appendix III – Inventory of Shared Services Opportunities (2 of 6)

Group A - Highest likelihood of success over a short period of time (cont'd)				
#	Shared Service Opportunities	Descriptions	Why is this Opportunity Important?	Issues and Considerations
P06	<u>Telephony</u>	The consolidation of the telephony systems, including internet, cable, etc..	Add Penticton to current enterprise telephone system provided by School Board	<ul style="list-style-type: none"> • Similar to Procurement function
P07	<u>Centralized Facility Booking</u>	The centralization of an online booking tool, including facilities, parks, and schools	Suggest a single technology for efficiency and improve overall quality of services for residents	<ul style="list-style-type: none"> • A number of Local Authorities are already in progress with the purchasing of a tool
P08	<u>Facilities Operation</u>	The centralization of the facilities management, including all trades workers and technical staff	To achieve synergies in the maintenance of facilities	<ul style="list-style-type: none"> • Sharing of resources
P09	<u>Health and Safety</u>	The consolidation of health and safety duties	Opportunity to have a single point of responsibility for OH&S needs	<ul style="list-style-type: none"> • A detailed task level assessment is required to fully understand the potential for this recommendation
P10	<u>Training</u>	The centralization of a training administration, including leadership, certification, and development training	A single management approach for all training and development across all departments and functions	<ul style="list-style-type: none"> • School board may not be able to participate in all training, but they could lend facilities for the delivery of some courses
P11	<u>HR, Recruiting, Retention</u>	The consolidation of HR functionality, including recruiting, retention, and labour relations	To allow for a centralised HR department, creating technical expertise with dedicated resources	<ul style="list-style-type: none"> • School requirements unlikely to be met with this HR approach
P12	<u>Legal and Legislative</u>	The creation of centralized legal council	May be an opportunity to address core needs with internal council that is supported by external as required	<ul style="list-style-type: none"> • A detailed task level assessment is required to fully understand the potential for this recommendation
P13	<u>Electrical/Utilities Services</u>	The creation of a central electrical services unit	To create efficiency through amalgamation, of the two units today	<ul style="list-style-type: none"> • Currently two electrical service units in place

Appendix III – Inventory of Shared Services Opportunities (3 of 6)

Group A - Highest likelihood of success over a short period of time (cont'd)				
#	Shared Service Opportunities	Descriptions	Why is this Opportunity Important?	Issues and Considerations
P14	<u>Building Inspections</u>	The amalgamation of Building Inspectors, including the oversight, and management of equipment required	To achieve synergies in the booking, planning, and resourcing of Building Inspections	<ul style="list-style-type: none"> • Standardizing policy • Creating consistency of technology and service
P15	<u>Building Permits</u>	The consolidation of administering building permits	To achieve synergies in the standardization and single office for administration of Permits	<ul style="list-style-type: none"> • Similar work required as Building Inspections

Group B - Medium likelihood of success over a short period of time				
#	Shared Service Opportunities	Descriptions	Why is this Opportunity Important?	Issues and Considerations
P16	<u>Emergency</u>	The consolidation of emergency services, including paramedics, search and rescue , etc..	Opportunity to manage these services centrally, creating economies of scale and an increased labour pool	<ul style="list-style-type: none"> • This service is already centrally dispatched
P17	<u>Accounting, AP/AR</u>	The centralization of accounting systems, and transactions, including Accounts Payable, and Accounts Receivable	To create technical expertise in a centralised accounting department with dedicated resources	<ul style="list-style-type: none"> • Highly dependent on technology platforms
P18	<u>Payroll</u>	The consolidation of the Payroll function	To create technical expertise in a centralised payroll department with dedicated resources	<ul style="list-style-type: none"> • Highly dependant on technology platforms
P19	<u>GIS</u>	The consolidation of the GIS maintenance and management	To create efficiencies through single management point	<ul style="list-style-type: none"> • May have significant complexities given how the GIS has evolved and interoperability with other systems
P20	<u>Recreation</u>	The centralization of recreational facility management and bookings	To have a global view of all programs being booked through all local authorities, consolidating efforts, and achieving a more streamlined approach	<ul style="list-style-type: none"> • Perhaps deploying a single technology platform across all organizations

Appendix III – Inventory of Shared Services Opportunities (4 of 6)

Group B - Medium likelihood of success over a short period of time (cont'd)				
#	Shared Service Opportunities	Descriptions	Why is this Opportunity Important?	Issues and Considerations
P21	<u>Solid Waste</u>	The consolidation of solid waste facilities, maintenance, and collection	To explore opportunities to further share contracting, etc..	<ul style="list-style-type: none"> Challenges with differences in programs may be difficult to overcome or require substantial investments (garbage containers etc..)
P22	<u>Water and Waste Water Treatment</u>	The consolidation of the water, and waste water treatment facilities	To create opportunities to share staffing resources	<ul style="list-style-type: none"> Challenge of the location of the facility, more investigation required
P23	<u>Water and Waste Water Infrastructure</u>	The consolidation of the maintenance of infrastructure	To create opportunities to share staffing resources	<ul style="list-style-type: none"> Challenge of the location of the facility, more investigation required
P25	<u>Planning</u>	The consolidation of the Planning function, including surveyors, municipal planners, etc..	To create efficiencies in in equipment/technology sharing	<ul style="list-style-type: none"> Could possibly be managed as a single department
P26	<u>Billing</u>	The consolidation of the creation and mailing of bills	To create efficiencies through a resource sharing and central expertise	<ul style="list-style-type: none"> Similar to tax receipt function
P27	<u>Custodial Services</u>	The centralization of the custodial services	To create synergies through a joint procurement/contract	<ul style="list-style-type: none"> Unlikely the School District requirements could be met with this approach
P28	<u>Grants</u>	The centralization of the management and application to Grants	To create a centralized and formalized program to improve on grant realization	<ul style="list-style-type: none"> Unlikely the School District requirements could be met with this approach
P29	<u>IBEW</u>	The centralization of IBEW	To centralize the management of multiple bargaining units	<ul style="list-style-type: none"> Could possibly be managed as a single contract (part of procurement)P
P30	<u>MMBC Rebate Program</u>	The centralization of this rebate program, including oversight and management	To create synergies and compliance oversight, reducing resources, and increasing awareness and expertise	<ul style="list-style-type: none"> Compliance with program needed by all municipalities in order to participate in rebates This program could render significant revenue

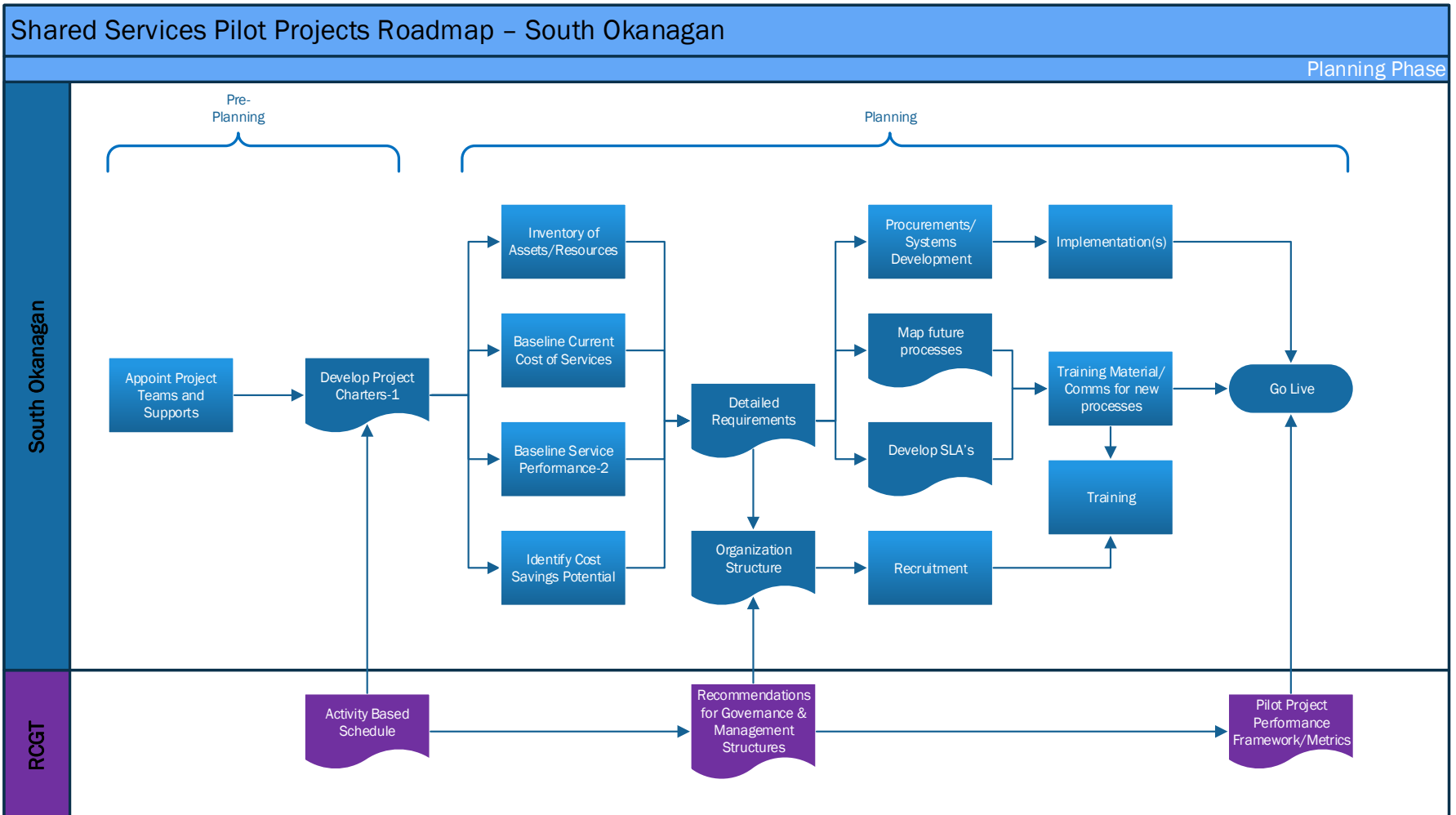
Appendix III – Inventory of Shared Services Opportunities (5 of 6)

Group B - Medium likelihood of success over a short period of time (cont'd)				
#	Shared Service Opportunities	Descriptions	Why is this Opportunity Important?	Issues and Considerations
P31	<u>Land Administration</u>	The centralization of the Land Administration	To centralize the expertise of land administration to create efficiencies, and build a center of excellence	• May have technology dependencies
Group C - Lowest likelihood of success over a short period of time				
#	Shared Service Opportunities	Descriptions	Why is this Opportunity Important?	Issues and Considerations
P32	<u>Fire</u>	The consolidation of Fire administration, oversight, and management of staff (full time and auxiliary)	To achieve economies of scale in to reduce insurance rates in RDOS and Summerland, and to increase capacity of the Fire team for all Sharing of major equipment i.e. water craft etc..	• Large culture shift, and multiple equipment types; may not render efficiencies
P33	<u>Transit</u>	The sharing of Transportation services, and the consolidation of bus routes	To create synergies across regions, including the School Board, by incorporating school bus services into public transit	• Provincial involvement, highly complex opportunity
P34	<u>Climate Action Planning</u>	The consolidation of Climate Action Planning into a centralized area	To allow for a focused and dedicated resource(s) in Climate Action Planning, creating technical expertise	• Unlikely the School District requirements could be met with this approach
P35	<u>Facilities Space Planning/Management</u>	The centralization of space planning, work order management, booking, etc..	To create efficiencies through single management point, better use of assets, and portfolio perspectives to maximize performance	• The consideration of performance indicators in future (\$/sq. ft., occupants/sq. ft., vacancy, etc..)
P36	<u>Facilities Asset Management</u>	The creation of a single point of contact for asset performance, re-capitalization etc., including: storage, office, and special purpose spaces	To create a portfolio level planning solution to render efficiencies and performance improvements	• Unlikely the School District requirements could be met with this approach

Appendix III – Inventory of Shared Services Opportunities (6 of 6)

Group C - Lowest likelihood of success over a short period of time (cont'd)				
#	Shared Service Opportunities	Descriptions	Why is this Opportunity Important?	Issues and Considerations
P37	<u>Records Management</u>	The consolidation of a records management system, with separate domains for each local authority	To create a single strategy for a software solution (saving money), and possibly storage systems for hard and soft files)	<ul style="list-style-type: none"> Multiple Local Authorities currently looking at implementing SharePoint (or already started)
P38	<u>Asset Management (not facility)</u>	The creation of centralized asset management system	To create an opportunity to improve asset performance, utilization, management and controls	<ul style="list-style-type: none"> Need to determine best solution that will integrate with financials and inventory management
P39	<u>Economic Development</u>	The consolidation of economic development planning and action	To create and manage a master regional Economic Development Plan strategy, and execute for all authorities in mind	<ul style="list-style-type: none"> History of this not working in the past
P40	<u>Tax Receipt</u>	The consolidation and centralization of the tax receipt issuance function	To create efficiencies by using a centralized function and create expertise across resources	<ul style="list-style-type: none"> May require technology dependencies
P41	<u>Communications (External)</u>	The centralization of external communications (One Voice)	To create common messages and standards when communicating to citizens Centralizing this function will increase communication expertise	<ul style="list-style-type: none"> May require additional investigation on the varying types of communication outreach
P42	<u>Freedom of Information</u>	The centralization of the management of the Freedom of Information Act	To create synergies and increased expertise when dealing with the Freedom of Information Act	<ul style="list-style-type: none"> This may tie directly to the recommendation for legal and legislative services
P43	<u>By-Law</u>	The consolidation of the by-law departments, including the amalgamation of the by-laws across the local authorities	To standardize and merge to render effectiveness, staffing flexibility (vacations etc..)	<ul style="list-style-type: none"> This model may need to remain decentralized (considering all by-laws are different)

Appendix IV – Activity Based Implementation Roadmap



1- Project Charters to include: Project team information, implementation schedule, project reporting and communications
2- If no data exists, a survey is likely best approach

Appendix V – Phase 2 Detailed Methodology (1 of 2)

PHASE 2:	PILOT PROJECT IMPLEMENTATION
Objectives	<ul style="list-style-type: none"> ■ Create detailed plan for implementation of pilot projects ■ Train City staff and management ■ Implement pilot projects
200 Stakeholders assessment and communication plan	<ul style="list-style-type: none"> ■ Identify relevant stakeholders in implementation phase and their responsibilities ■ Establish communication protocol within implementation team
210 Update Project Charter to include performance metrics and success criteria for implementation	<ul style="list-style-type: none"> ■ Establish formal KPIs to be used in evaluating the key processes that were identified ■ Key performance indicators will cover the following areas: cost revenue, citizen satisfaction, quality, quantities, incidents, cycle times, error rates, etc. ■ In order to effectively evaluate the pilot projects, successful implementation criteria will be identified at this stage
220 Detailed master schedule of activities	<ul style="list-style-type: none"> ■ All implementation milestones will be outlined and broken out into specific activities to be completed by the appropriate resources
230 Create new management/governance structures as required	<ul style="list-style-type: none"> ■ Our team will evaluate current successful management and governance practices and list options for improvements based on the benchmarking results and best practices research among similar organizations

Appendix V – Phase 2 Detailed Methodology (2 of 2)

PHASE 2:	PILOT PROJECT IMPLEMENTATION
240 Establish pilot project performance framework	<ul style="list-style-type: none"> ■ Establish monitoring criteria, methodology and process, and frequencies based on best practices from the Project Management Body of Knowledge
250 Map new business processes and create procedures/work instructions as needed	<ul style="list-style-type: none"> ■ Create new business processes mapping for two pilot shared services projects ■ Prepare Standard Operating Procedures for new business processes detailing activities, relevant resources, and desired outcomes
260 Training material development	<ul style="list-style-type: none"> ■ Develop manuals, presentations, and instructions to train staff and management of new shared services model This can include areas such as updated roles and responsibilities, authority levels, governance and management structures, technologies, procedures and other relevant areas
270 Train staff and management as required	<ul style="list-style-type: none"> ■ Provide in-person training workshops for key staff and management, electronic reference materials and a question period
280 Go live with pilots	<ul style="list-style-type: none"> ■ Inform all affected parties of ‘Go live’ date & begin to use new shared services
Outcomes/ Deliverables	<ul style="list-style-type: none"> ■ Create and implement the proposed governance and management structure and operating practices ■ Establish monitoring mechanisms

Appendix VI – Phase 3 Detailed Methodology

PHASE 3: EVALUATION AND RECOMMENDATIONS	
Objectives	<ul style="list-style-type: none"> ■ Conduct evaluation and analyze results of two pilot projects ■ Recommend next steps
300 Evaluation Planning and Coordination	<ul style="list-style-type: none"> ■ Discuss high-level pilot project outcomes ■ Prepare evaluation timelines and determine stakeholder availabilities
310 Performance Review – Interviews or Workshops	<ul style="list-style-type: none"> ■ Meet with key implementation team members to discuss positive/negative outcomes and lessons learned of each pilot project ■ Interviews may involve internal customers, council, staff, management, and other stakeholders
320 Citizen/Internal customer survey	<ul style="list-style-type: none"> ■ Prepare success evaluation survey to be used by appropriate implementation team members as determined by the Project Authority
330 Information consolidation and analysis	<ul style="list-style-type: none"> ■ Map feedback and comments to lines of inquiry matrix to analyze trends, themes, and outliers
340 Develop final recommendations and report	<ul style="list-style-type: none"> ■ Determine if pilot projects met success criteria ■ Analyze successes from pilot projects for potential application to other service areas ■ Provide recommendation on future cost savings and service delivery improvements
Outcomes/Deliverables	<ul style="list-style-type: none"> ■ Completed Evaluation Results and Future Recommendations ■ Draft Report and Final Report

Appendix VII – List of Previous Shared Services Activities ^{- 143 -}

Already Existing Shared Services			City of Penticton	District of Summerland	Regional District of Similkameen	School District 67	Other
1	Sub-Regional	Heritage Planning	X	X	X		X
2	911	Contract through E-Con	X	X	X		X
3	Fire Dispatch	Through a Kelowna Contract	X	X	X		X
4	Emergency Planning	Legislated	X	X	X		X
5	Transit	Transit Planner - OSOYOOS to Penticton	X		X		X
6	KVR Trail	Regionally managed - municipally maintained	X	X	X		X
7	HR Support	Recruiting, Enterprise Unit, HR support, Labour Relations		X	X		X
8	Benefits - bargaining	OMMLRA - Okanagan Mainland Municipal Labour Relations Association	X	X	X		X
9	Surveys	Compensation Surveys, any surveys out of Region	X	X	X		
10	Fiber Optics		X	X		X	
11	Telephony	Phone, internet		X	X	X	
12	IT Support	High Bandwidth Opp, i.e. 911 operators, towers, (contracts exist)		X	X	X	
13	Environmental Planner	Shared, that everyone pays in to	X	X	X		
14	Event Planner			X	X		
15	Policing		X	X	X		
16	Solid waste	Contracted garbage pickup and landfill (Sewer Sludge)	X	?	X		
17	Facilities	Summerland schools' rentals		X		X	
18	Skatepark	On School Property		X		X	
19	Water Treatment Plant	Penticton plant operators monitors West Bench's facilities (SCADAs)	X				X
20	Fleet Maintenance	Penticton doing Fleet Maintenance btw RDOS, Fire, RCMP	X		X		X
21	Dog Control	Pound and catchers	X	X			
22	Dispute process	RDOS and Penticton (Summerland doesn't really get Disputes)	X		X		

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**Dean Plater, Lean Six
Sigma, RPA, PMP, LEED GA**
Project Leader
Telephone: 613-760-3522
Email: PlaterDean@rcgtcom



Thank you!

The Corporation of the City of Penticton

Bylaw No. 2018-11

A bylaw to amend Development Cost Charges Reduction Bylaw 2010-11

WHEREAS Council has adopted a Development Cost Charges Reduction Bylaw pursuant to the *Local Government Act*; and

WHEREAS the Council wishes to amend "City of Penticton Development Cost Charges Reduction Bylaw No. 2010-11";

NOW THEREFORE the Council of the City of Penticton in open meeting assembled, hereby ENACTS AS FOLLOWS:

1. Title

This Bylaw may be cited as "Development Cost Charges Reduction Amendment Bylaw No. 2018-11".

2. Amendment

Development Cost Charges Reduction Bylaw 2010-11 is hereby amended as follows:

2.1 Delete section 5 a) and replace with the following:

- a) Rental housing including supportive living housing and services ancillary to such housing and subdivision lots and strata lots on which such housing is to be constructed, subject to a Housing Agreement under the *Local Government Act*, or in the case of a project with BC Housing involvement, an equivalently protective instrument, that:
 - i. limits the form of tenure of the housing units to rental tenure, notwithstanding that the units may have been subdivided under the *Strata Property Act*;
 - ii. requires the housing units to be rented for an initial monthly rate that is less than the median market rent levels most recently published by Canada Mortgage and Housing Corporation as of the date of first reading of the bylaw authorizing the housing agreement, and limits the rate of increase of the monthly rate;
 - iii. restricts occupancy of the housing units to persons at risk of homelessness and support services providers; and
 - iv. is valid for a period of not less than 20 years.

READ A FIRST time this	20	day of	February, 2018
READ A SECOND time this	20	day of	February, 2018
READ A THIRD time this	20	day of	February, 2018
ADOPTED this		day of	, 2018

Andrew Jakubeit, Mayor

Dana Schmidt, Corporate Officer

Bylaw No. 2018-12

A Bylaw to Amend Official Community Plan Bylaw 2002-20

WHEREAS the Council of the City of Penticton has adopted an Official Community Plan Bylaw pursuant to the *Local Government Act*;

AND WHEREAS the Council of the City of Penticton wishes to amend Official Community Bylaw 2002-20;

NOW THEREFORE BE IT RESOLVED that the Municipal Council of the City of Penticton, in open meeting assembled, hereby ENACTS AS FOLLOWS:

1. **Title:**

This bylaw may be cited for all purposes as "Official Community Plan Amendment Bylaw No. 2018-12."

2. **Amendment:**

"Official Community Plan Bylaw No. 2002-20" is hereby amended as follows:

2.1 Amend Schedule 'B' Future Land Use designation for the following:

That Part of Lot A, District Lot 2, Group 7, Similkameen Division Yale (Formerly Yale Lytton) District, Plan AP91728 as shown on Schedule 'A' from A (Administration/Institutional – Including Schools) to MFMD (Multi-Family Medium Density).

2.2 Schedule 'A' attached hereto forms part of this bylaw.

READ A FIRST time this	20	day of	February, 2018
A PUBLIC HEARING was held this	6	day of	March, 2018
READ A SECOND time this		day of	, 2018
READ A THIRD time this		day of	, 2018
ADOPTED this		day of	, 2018

Notice of intention to proceed with this bylaw was published on the 23 of February, 2018 and the 28 of February, 2018 in the Penticton newspapers, pursuant to Section 94 of the *Community Charter*.

Andrew Jakubeit, Mayor

Dana Schmidt, Corporate Officer

Bylaw No. 2018-13

A Bylaw to Amend Zoning Bylaw 2017-08

WHEREAS the Council of the City of Penticton has adopted a Zoning Bylaw pursuant the *Local Government Act*;

AND WHEREAS the Council of the City of Penticton wishes to amend Zoning Bylaw 2017-08;

NOW THEREFORE BE IT RESOLVED that the Municipal Council of the City of Penticton, in open meeting assembled, hereby ENACTS AS FOLLOWS:

1. **Title:**

This bylaw may be cited for all purposes as "Zoning Amendment Bylaw No. 2018-13".

2. **Amendment:**

2.1 Zoning Bylaw 2017-08 is hereby amended as follows:

Rezone That Part of Lot A, District Lot 2, Group 7, Similkameen Division Yale (Formerly Yale Lytton) District, Plan AP91728 as shown on Schedule 'A' of this bylaw from P1 (Public Assembly) to C3 (Mixed Use Commercial) and C7 (Service Commercial).

2.2 Zoning Bylaw 2017-08 is hereby amended by adding the following site specific provisions to section 11.3.4:

.2 In the case of the following lands, "public parking" and "storage and warehousing" shall be permitted uses:

- Lot 6, District Lot 2, Group 7, Similkameen Division Yale (Formerly Yale Lytton) District, Plan 745, Except Plans 3134 and DD 1573D (705 Wade Avenue W);
- That Portion of Closed Road in District Lot 2, Group 7, Similkameen Division Yale (Formerly Yale Lytton) District, Shown on Plan B7684, Lying Adjacent to Lot 5, Plan 745 (701 Wade Avenue W);
- That Part of Lot 5, Lying South of Kettle Valley Railway Company Right of Way (AFB VOL FOL 111 No 1573D), Group 7, Similkameen Division Yale (Formerly Yale Lytton) District, Plan 745 (669 Wade Avenue W);
- That Part Lot 4, Lying South of Kettle Valley Railway Company Right of Way (AFB VOL FOL 111 No 1573D), Group 7, Similkameen Division Yale (Formerly Yale Lytton) District, Plan 745 (667 Wade Avenue W);
- That Part of "Lot A, District Lot 2, Group 7, Similkameen Division Yale (Formerly Yale Lytton) District Plan KAP91728 (330 Power Street) that is zoned C3 and as identified on Schedule 'B' of this bylaw.

2.3 Zoning Bylaw 2017-08 is hereby amended by adding the following site specific provisions to section 11.7.4:

.4 In the case of the following lands, "public parking" and "storage and warehousing" shall be permitted uses:

- That Part Lot 3, Lying South of Kettle Valley Railway Company Right of Way (AFB VOL FOL 111 No 1573D), Group 7, Similkameen Division Yale (Formerly Yale Lytton) District, Plan 745 (645 Wade Avenue W);
- That Part of "Lot A, District Lot 2, Group 7, Similkameen Division Yale (Formerly Yale Lytton) District Plan KAP91728 (330 Power Street) that is zoned C7 and as identified on Schedule 'B' of this bylaw.

2.4 Schedule 'A' and Schedule 'B' attached hereto forms part of this bylaw.

READ A FIRST time this	20	day of	February, 2018
A PUBLIC HEARING was held this	6	day of	March, 2018
READ A SECOND time this		day of	, 2018
READ A THIRD time this		day of	, 2018
RECEIVED the approval of the Ministry of Transportation on the		day of	, 2018
ADOPTED this		day of	, 2018

Notice of intention to proceed with this bylaw was published on the 23 day of February, 2018 and the 28 day of February, 2018 in the Penticton Western newspaper, pursuant to Section 94 of the *Community Charter*.

Andrew Jakubeit, Mayor

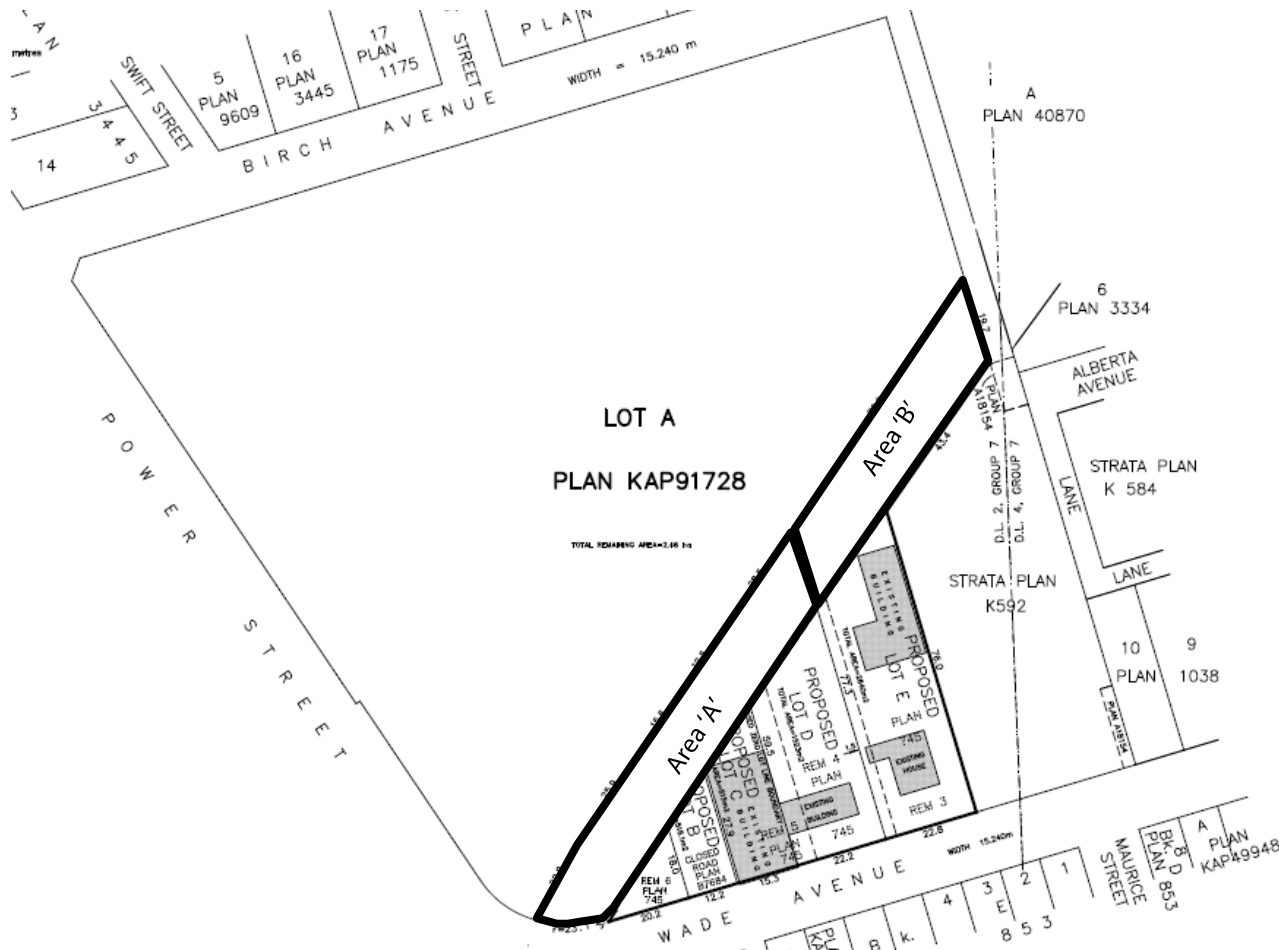
<p>Approved pursuant to section 52(3)(a) of the <i>Transportation Act</i> this _____ day of _____, 2018</p> <p>_____</p> <p>for Minister of Transportation & Infrastructure</p>
--

Dana Schmidt, Corporate Officer

Rezone a portion of 330 Power Street (Area 'A'): From P1 (Public Assembly) to C3 (Mixed Use Commercial)

- 150 -

Rezone a portion of 330 Power Street (Area 'B'): From P1 (Public Assembly) to C7 (Service Commercial)



City of Penticton – Schedule 'A'

Zoning Amendment Bylaw No. 2018-13

Date: _____

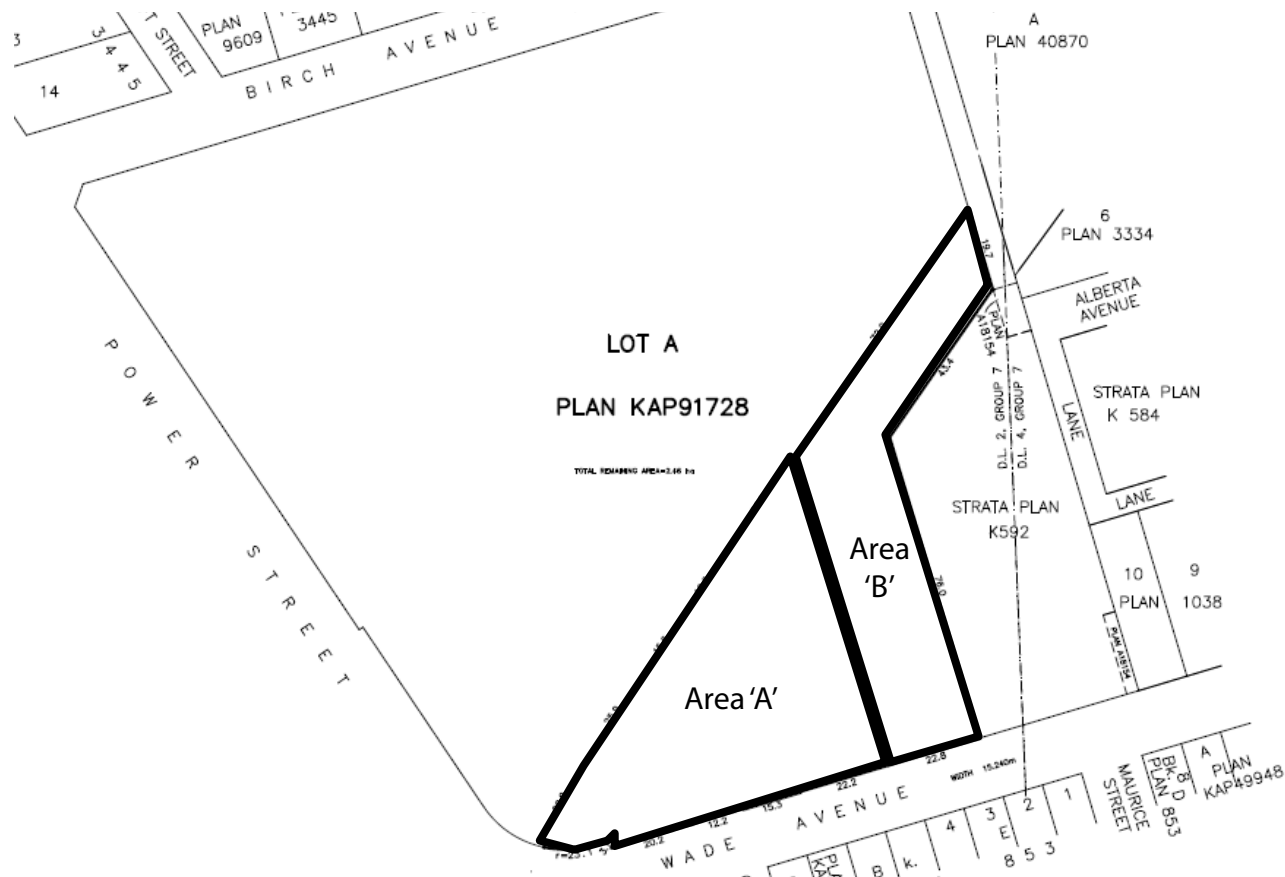
Corporate Officer: _____

C3 (Mixed Use Commercial)

Add "public parking" and "storage and warehousing" as permitted uses to a portion of 330 Power Street and 705, 701, 669, 667 Wade Ave W (Area 'A')

C7 (Service Commercial)

Add "public parking" and "storage and warehousing" as permitted uses to a portion of 330 Power Street and 645 Wade Ave W (Area 'B')



City of Penticton – Schedule 'B'

Zoning Amendment Bylaw No. 2018-13

Date: _____

Corporate Officer: _____

Council Report

penticton.ca

Date: March 6, 2018
To: Peter Weeber, Chief Administrative Officer
From: Randy Houle, Planner 1
Address: 93 Winnipeg Street
Subject: **Development Variance Permit PL2017-8130**

File No: DVP PL2017-8130

Staff Recommendation

THAT Council approve "Development Variance Permit PL2017-8130" for Strata Plan EPS2301, located at 93 Winnipeg Street, a permit to decrease the minimum front yard from 3.0m to 0.0m and to decrease the minimum north interior yard from 4.5m to 4.1m;

AND THAT staff be directed to issue "Development Variance Permit PL2017-8130";

AND THAT Council approve the license to use agreement for the 0.4m (16") encroachment of a pergola over the City sidewalk at the minimum license fee of \$250.00/year for a five-year term with an option to renew for an additional 5 years subject to mutual agreement.

Background

The subject property (Attachment A) is designated by the Official Community Plan (OCP) as MFMD (Multi Family Medium Density) and is currently zoned C3 (Mixed Use Commercial). The subject site is 686.4m² (7,388ft²) and features an eight-unit apartment complex, constructed in 2011, with a ground floor commercial unit that is currently run as the Hideaway Café and Bakery. Photos of the site are included as Attachment D. The adjacent properties are zoned multiple family and tourist commercial.

The property was developed under a development permit that was issued by City Council in 2010. Some amendments to the landscaping have been approved since issuance as the building was being built out.

Proposal

The applicant is proposing to construct a pergola above the existing patio area between the building and sidewalk, which is currently utilized by the café. To facilitate the construction, the applicant is requesting a Development Variance Permit to vary the following sections of Zoning Bylaw No. 2017-08:

- Section 11.3.2.6: to decrease the minimum front yard from 3.0m to 0.0m.
- Section 11.3.2.7.i: to decrease the minimum north interior yard from 4.5m to 4.1m.

Secondly, the developer is proposing to extend the pergola 0.4m over the City sidewalk. To do so, the developer must enter into a license to use with the City of Penticton to be approved by City Council.

Technical Review

This application was reviewed by the City’s Technical Planning Committee. Concerns pertaining to building egress were raised and addressed by the applicant. If the request for the variances are supported, BC Building Code and City bylaw provisions, such as height restrictions, will apply. The proposed encroachment is not considered to have any impact on City infrastructure and the height of the pergola will not obstruct pedestrian movement on the sidewalk.

Development Statistics

The following table outlines the proposed development statistics on the plans submitted with the variance application:

Item	Requirement C3 zone	Proposed
Maximum Lot Coverage:	50%	NA*
Required Setbacks		
Front yard (east, Winnipeg Street):	3.0m	0.0m (variance required)
Rear yard (east, lane):	6.0m	6.0m+
Interior yard (north):	4.5m	4.1m (variance required)
Interior yard (south):	4.5m	5.2m
Other Information:	* The definition of lot coverage excludes pergolas. - The subject property is located within the Downtown Multiple Family Development Permit Area, but open-roofed structures such as pergolas are exempt from requiring a development permit.	

Analysis

Support Variances

When considering a variance to a City bylaw, staff encourages Council to be mindful of any hardship on the property that makes following the bylaw difficult or impossible; whether approval of the variance would cause a negative impact on neighboring properties and if the variance request is reasonable.

Section 11.3.2.6: to decrease the minimum front yard from 3.0m to 0.0m.

- The developer is proposing to decrease the front yard from 3.0m to 0.0m to construct a pergola. As per Section 4.2.3.3 of the City’s Zoning Bylaw, pergolas are permitted anywhere on a lot without a setback requirement. However, Section 4.2.4 states that structures connected by foundation, roofline or roof structure (including pergolas) to the principal building are deemed to be a portion of the building. Therefore, the attached pergola must meet the 3.0m front yard setback requirement. As per the letter of intent submitted by the applicant, the purpose of the pergola is to provide shade for customers and to better define the area as an inviting outdoor eating area.
- The pergola will add character to the present building, and will match the upper floor pergolas. It is unlikely that the pergola will have a negative impact on the surrounding neighbourhood, given that

it is replacing an open concrete area. If the developer detached the pergola from the existing building then there would be no requirement for a variance. Staff consider that the attached pergola provides for consistency in design and will present a uniformed design that complements the existing building.

Section 11.3.2.7.i: to decrease the minimum north interior yard from 4.5m to 4.1m

- Since the pergola is deemed a portion of the principal building, it is required to be 4.5m from the north and south interior property lines. In this case, the pergola is 5.2m from the south property line, but only 4.15m from the north property line. The existing building was granted a variance to both interior yards to 0.45m on the north property line and 1.22m along the south. Any new construction, such as the one proposed, is required to meet the current interior yard minimum of 4.5m. Staff feel that a 0.4m variance to accommodate a pergola is very minimal and unlikely to have a negative impact on the surrounding neighbourhood.

In addition to the above, the proposal is consistent with the City's downtown plan to encourage outdoor eating plazas and visually interesting building design and activation of the streetscape. For these reasons, staff are recommending approval of both variances.

Deny/Refer Variance

Council may consider that the variance is not justified and will negatively affect the neighbourhood. If this is the case, Council should deny the variance.

Support License to Use Agreement

The proposed pergola extends 0.4m (16") past the property line, over the city sidewalk at a height of 2.7 m (9'). The developer has agreed to enter into the City's standard license to use for the aerial trespass. The developer would be required to pay an annual fee of \$250/year over the five-year term with an option to renew for an additional five-years on mutual agreement plus the \$250.00 one-time administration fee. The estimated market rate based on 50% (aerial) of the estimated contributory market value of the land would be \$200/yr., however the minimum license fee permitted is \$250/yr. The 5-year term plus 5-year option is recommended, because it would be hard to justify the expense of construction of pergola on a single 5-year term. In the event that the license is not renewed the pergola would have to be modified to fit within the property boundary or be removed.

Deny/Refer License to Use Agreement

Council may consider that the license to use is not justified and prefer to keep the sidewalk free and clear of aerial trespass. If this is the case, Council should deny the agreement and the pergola redesigned to fit within the property boundary.

Alternate Recommendations

1. THAT Council support "DVP PL2017-8130" with conditions.
2. THAT "DVP PL2017-8130" be referred back to staff.

Attachments

- Attachment A: Subject Property Location Map
- Attachment B: Zoning Map
- Attachment C: OCP Map
- Attachment D: Photos of Subject Property
- Attachment E: Site Plan
- Attachment F: Elevations
- Attachment G: Letter of Intent
- Attachment H: DVP PL2017-8130

Respectfully submitted,

Randy Houle
Planner I

Approvals


DDS 	CAO <i>PW</i>
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Figure 1: Subject Property

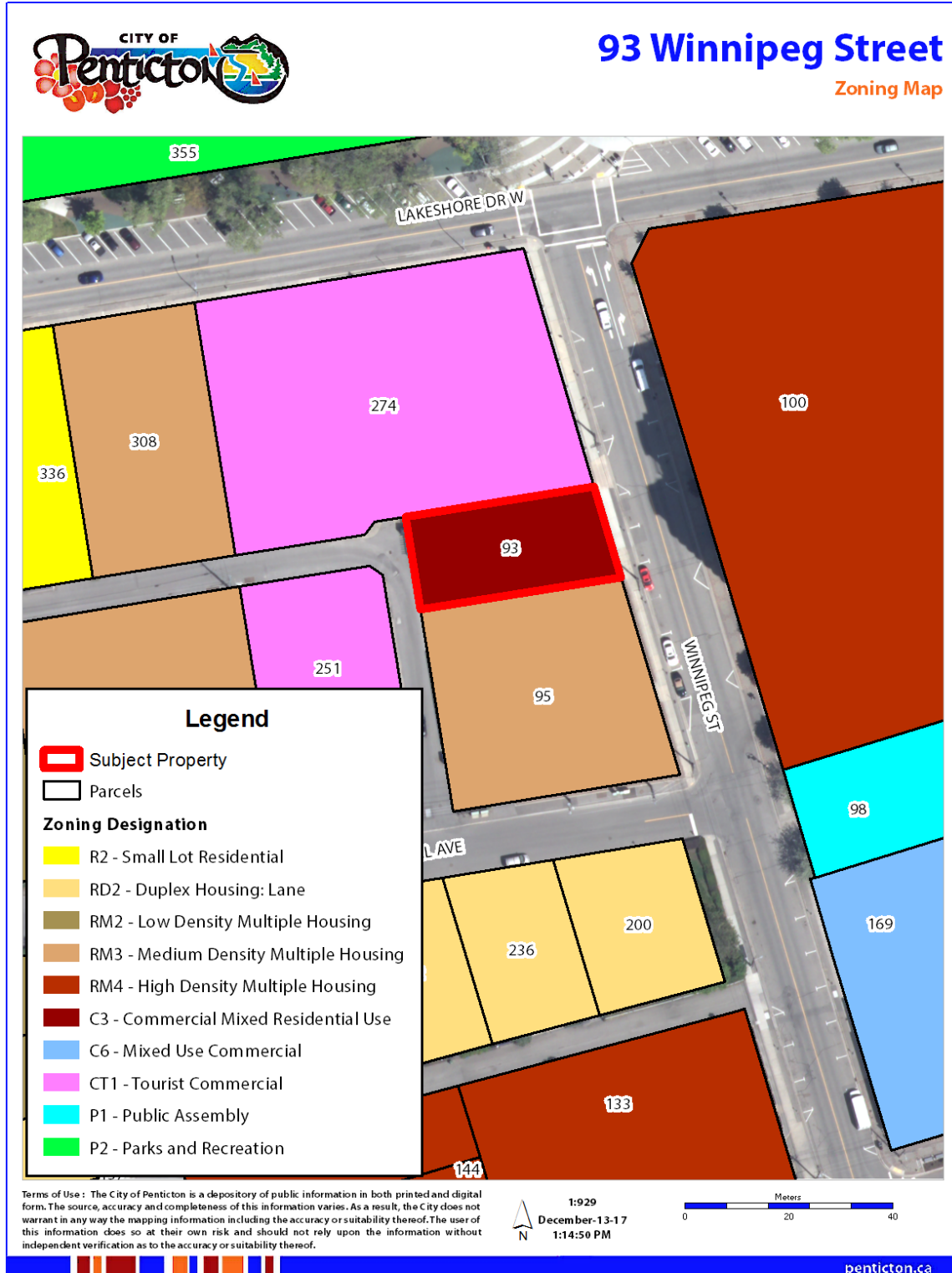


Figure 2: Zoning Map

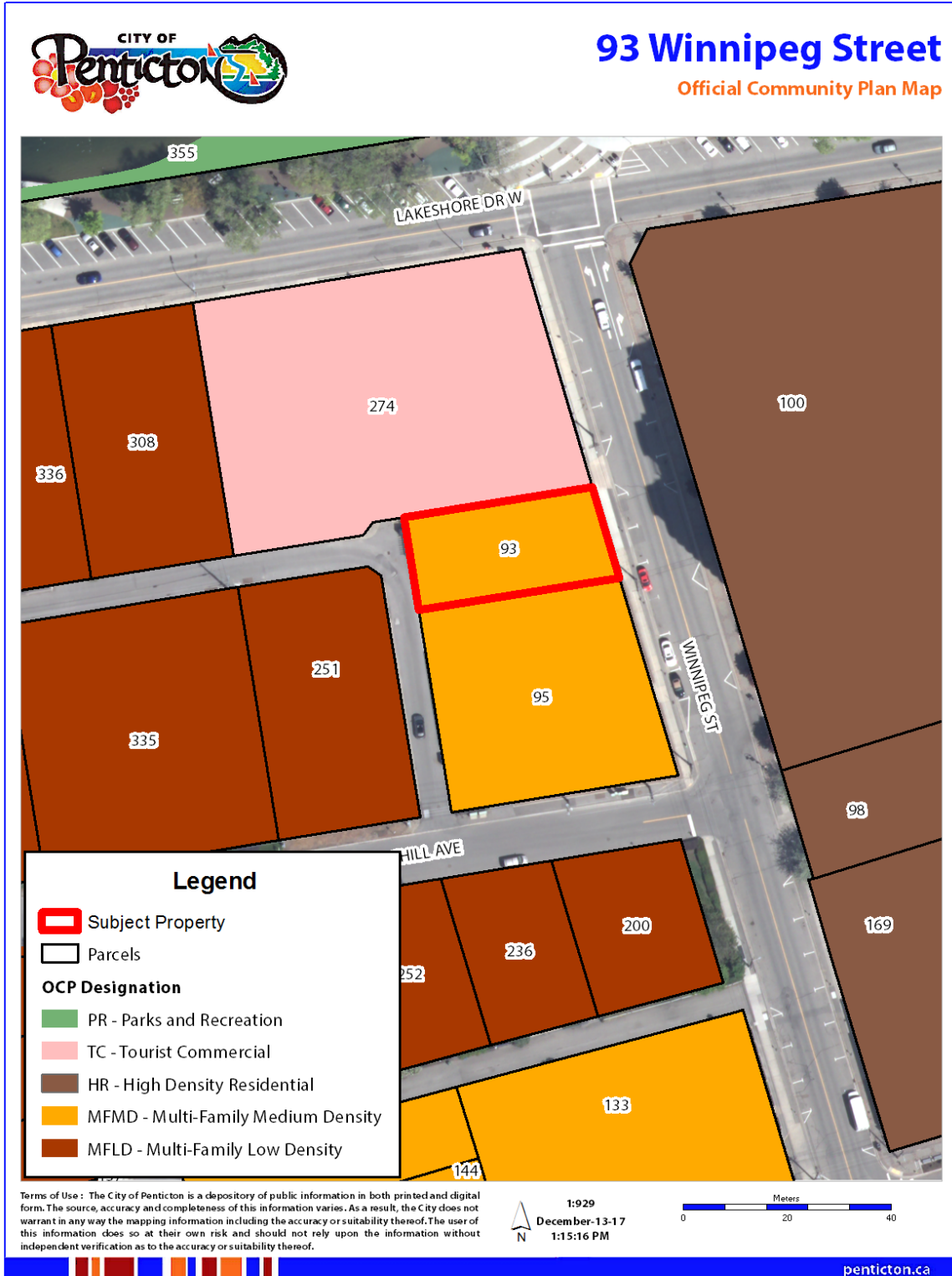


Figure 3: OCP Map



Figure 4: East Elevation showing future pergola location



Figure 5: Existing Landscaped area



Figure 6: South Elevation



Figure 7: North Elevation



Figure 9: East Elevation

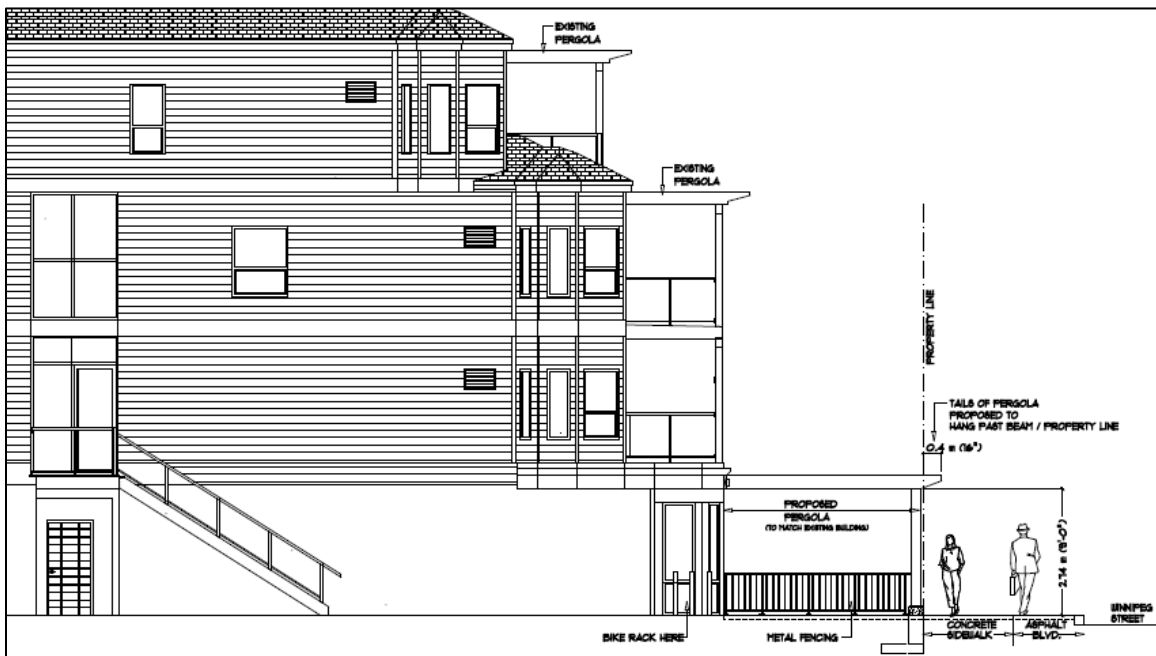


Figure 10: South Elevation


 IRONWOOD RESIDENTIAL DESIGN	Variance Rationale	
	Physical Address: 205-69 Nanaimo Ave E., Penticton	Project #
PO BOX 22024 Penticton, B.C. V2A 8L1 250-276-6440 GST # 85363 8997 RT0001	Date	Feb 21/18
Rationale for Setback Variance Application 93Winnipeg St., Penticton, B.C.		
<p>This outline provides the supporting rationale requested for the attached variance application.</p> <p>My client is proposing to construct an open, pergola style timber structure to the front of his "Hideaway Bakery & Cafe" at street level of 93 Winnipeg St. The pergola will serve two purposes; to provide shade for customers using the patio in summer and to better define the space as an inviting outdoor eating area. An "wrought iron" style fence and gate system will also be installed to the perimeter of the patio area to better define it. (no variance is required for the fencing but it is noted on the attached drawings).</p> <p>Because the patio space is relatively small, it would not be possible to install any form of sun shade or pergola due to the 3.0 m setback requirement. (see 3.0m setback line on detail 2, page A.2) We are requesting the setback be varied to 0.0m so that the three supporting timber posts & beam may be in line with the metal perimeter fence and gate. (at property line) This will allow maximum shade for the patio area and will tie in nicely with the existing timber structures on the balconies of the building above. (see detail 3 on page A.2) We are also requesting that the tails (or ends) of the timber joists forming the trellis (top of pergola) be allowed to project past the property line 16" (0.4m) to match the style of the balconies above. (see detail 3 on page A.2) The sidewalk is extremely wide along this area of Winnipeg St. and the underside of the timbers will be far above headroom clearance at 9ft (2.74m). This is not a structural requirement and the projection is not allowed, will not affect the design, but will have much greater visual impact if allowed. It also is in the same style of the existing building.</p> <p>Because the setbacks were varied when this building was constructed, the current setbacks are now 4.5m from interior property lines. I request that a variance be granted so the north side of the pergola be allowed at 4.1m. This is still well beyond the existing building setback of 1.5m as shown on the site drawings.</p> <p>Currently the patio appears as a bit of a "blank space" while waking by. The addition of the timber structure would greatly enhance the appeal of the space. In addition, it would provide shade from the afternoon sun, allow morning sun into the cafe and nicely tie the street level portion of the building into the stories above.</p> <p>If you have any questions on the above, please feel free to contact me (Dave Sutton, building designer) at (250) 276-6440, or by email :dave@ironwoodresidential.com.</p>		
		PG 1 OF 1

Figure 11: Letter of Intent



City of Penticton
 171 Main St. | Penticton B.C. | V2A 5A9
 www.penticton.ca | ask@penticton.ca

Development Variance Permit

Permit Number: DVP PL2017-8130

Name:
 Address:

Conditions of Permit

1. This permit is issued subject to compliance with all of the bylaws of the City, except as specifically varied or supplemented by this Permit.
2. This permit applies to:

Legal: EPS2301
 Civic: 93 Winnipeg Street
3. This permit has been issued in accordance with Section 498 of the *Local Government Act*, to vary the following sections of Zoning Bylaw 2017-08 to allow for the construction of a pergola.
 - Section 11.3.2.6: to decrease the minimum front yard from 3.0m to 0.0m.
 - Section 11.3.2.7.i: to decrease the minimum north interior yard from 4.5m to 4.1m.

General Conditions

4. In accordance with Section 501 of the *Local Government Act*, the lands subject to this permit shall be developed in general accordance with this permit and the plans attached as Schedule A.
5. In accordance with Section 504 of the *Local Government Act*, if the holder of this permit does not commence the development authorized by this permit within 2 years of the date of this permit, this permit shall lapse.
6. **This permit is not a building permit. In order to proceed with this development, the holder of this permit must hold a valid building permit issued by the Building Inspection Department.**
7. This permit does not constitute any other municipal, provincial or federal approval. The holder of this permit is responsible to obtain any additional municipal, federal, or provincial approvals prior to commencing the development authorized by this permit.

8. This permit does not include off-site infrastructure costs that may be required at the building permit stage, such as Development Cost Charges (DCC's), road improvements and electrical servicing. There may be substantial infrastructure and servicing costs payable at a later date. For more information on servicing and infrastructure requirements please contact the Development Engineering Department at (250) 490-2501. For more information on electrical servicing costs, please contact the Electric Utility at (250) 490-2535.

Authorized by City Council, the 6 day of March, 2018

Issued this ____ day of _____, 2017

Dana Schmidt,
Corporate Officer

Council Report

penticton.ca

Date: March 6, 2018
To: Peter Weeber, Chief Administrative Officer
From: Randy Houle, Planner I
Address: 170 Commercial Place

File No: DVP PL2018-8172

Subject: Development Variance Permit PL2018-8172

Staff Recommendation

THAT Council approve "Development Variance Permit PL2018-8172" for Lot 4 District Lot 3821S Similkameen Division Yale District Plan 27609 Except Plan KAP58091, located at 170 Commercial Place, a permit to reduce the minimum front yard from 6.0m to 2.0m to accommodate the construction of an industrial building;

AND THAT staff be directed to issue "Development Variance Permit PL2018-8172."

Background

The subject property (Attachment A) is zoned M1 (General Industrial) and designated by the City's Official Community Plan as I (Industrial). Photos of the sites are included as Attachment D. The subject property is approximately 2043m² (22,000ft²). An industrial building has recently been demolished and the property is now vacant. The surrounding properties are primarily zoned M1 (General Industrial). The new owners of the property, Fun Water Pools, operate a pool manufacturing business, currently operating out of a leased space. The owners are trying to expand their business and have recently purchased the property. To operate the business, they require a large indoor area and are proposing to erect a pre-manufactured steel building on the property. The property however has a large bank in the rear yard, so the applicants are proposing to bring the building closer to the property line than what is permitted by the Zoning Bylaw.

Proposal

The applicant is proposing to construct a 4800 ft² industrial storage building with a small office. To facilitate the construction, the applicant is requesting a Development Variance Permit to vary the following section of Zoning Bylaw No. 2017-08:

- Section 12.1.2.4: to decrease the minimum front yard from 6.0m to 2.0m.

Financial implication

N/A

Technical Review

This application was forwarded to the City’s Technical Planning Committee (TPC) and reviewed by the Engineering and Public Works Departments. Servicing and technical requirements have been identified and will be addressed at the building permit stage. If the request for the variance is supported, BC Building Code and City bylaw provisions will apply.

Development Statistics

The following table outlines the proposed development statistics on the plans submitted with the variance application:

Item	Requirement M1 zone	Proposed
Maximum Lot Coverage:	NA	NA
Vehicle Parking: (Storage and Warehouse)	Minimum 5	5 spaces
Required Setbacks		
Front yard (south):	6.0m	2.0m (variance required)
Rear yard (north)	0.0m	14.88m
Interior yard (west):	3.5m	20.0m
Interior yard (east):	0.0m	0.0m
Maximum Building Height:	15.0m	6.0m

Analysis

Development Variance Permit

Support Variance

When considering a variance to a City bylaw, staff encourages Council to be mindful of any constraints on the property that makes following the bylaw difficult or impossible; whether approval of the variance would cause a negative impact on neighbouring properties and if the variance request is reasonable.

Section 12.1.2.4: to decrease the minimum front yard from 6.0m to 2.0m.

- Reducing the front yard setback to 2.0m enables the applicant to construct a sizeable storage building due to the constraints caused by the steep bank at the rear of the property. The boulevard width in this area is approximately 5.5m wide, meaning that the proposed building will sit 7.5m from the paved portion of the street. A 2.0m front yard setback is adequate in an industrial area and is unlikely to have a negative impact on the surrounding properties. The current proposal maintains the interior yard setbacks of 0.0m and 3.5m. The positioning of the building allows for the required number of parking spaces on-site.

For the reasons mentioned above, staff are recommending that Council support the variance permit to reduce the front yard setback.

Deny/Refer Variance

Council may consider that the proposed variance will negatively affect the neighborhood. If this is the case, Council should deny the variance.

Alternate Recommendations

1. THAT Council support DVP PL2018-8172 with conditions that Council feels are appropriate.
2. THAT DVP PL2018-8172 be referred back to staff to revise the application as directed by Council.

Attachments

- Attachment A: Subject Property Location Map
- Attachment B: Zoning Map
- Attachment C: OCP Map
- Attachment D: Photos of Subject Property
- Attachment E: Site Plan
- Attachment F: Elevations
- Attachment G: Letter of Intent
- Attachment H: Development Variance Permit PL2018-8172

Respectfully submitted,

Randy Houle
Planner I

Approvals

DDS <i>HH</i>	CAO PW
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Attachment A – Subject Property Location Map

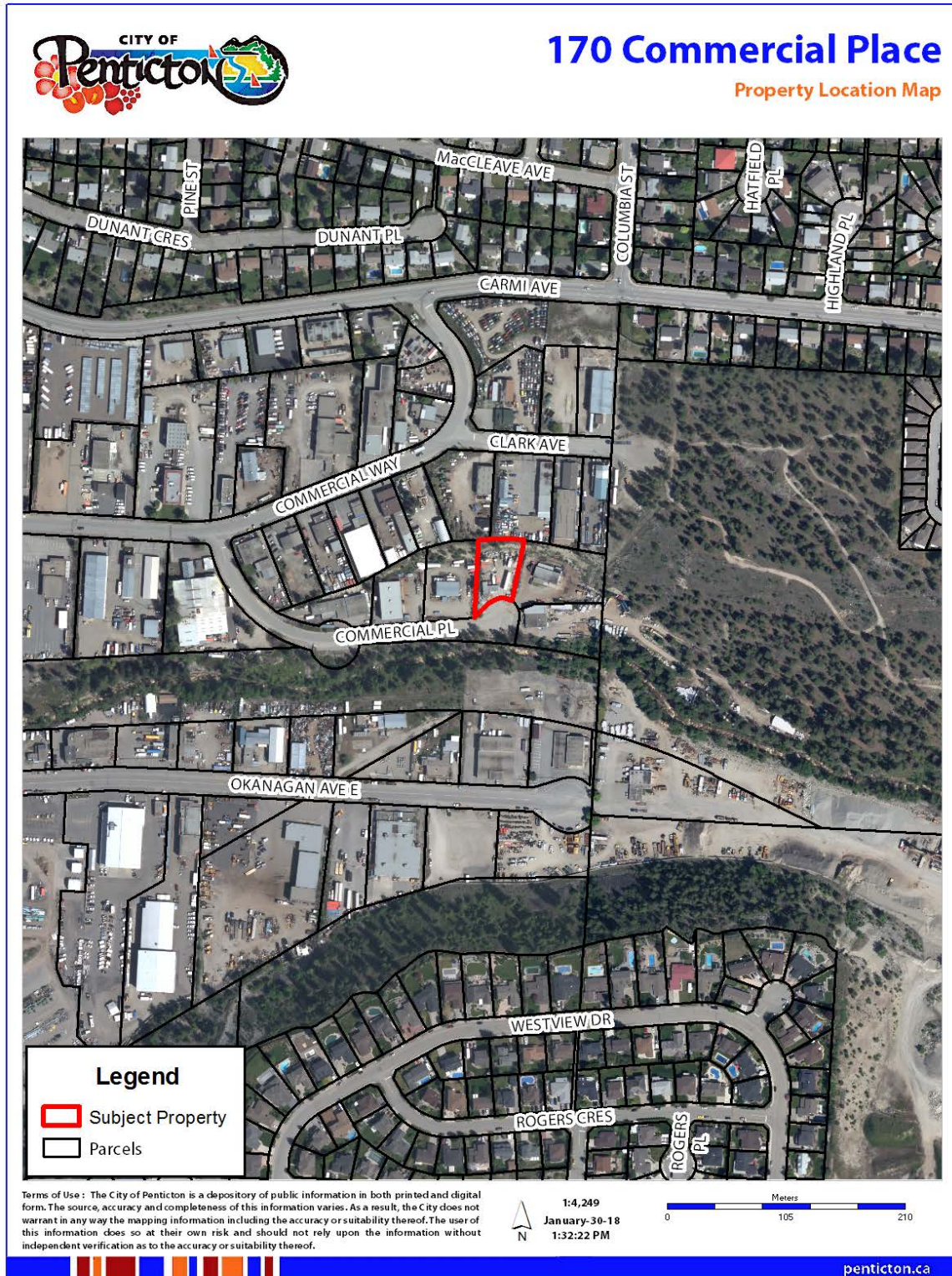


Figure 1: Subject Property Location Map

Attachment B – Zoning Map

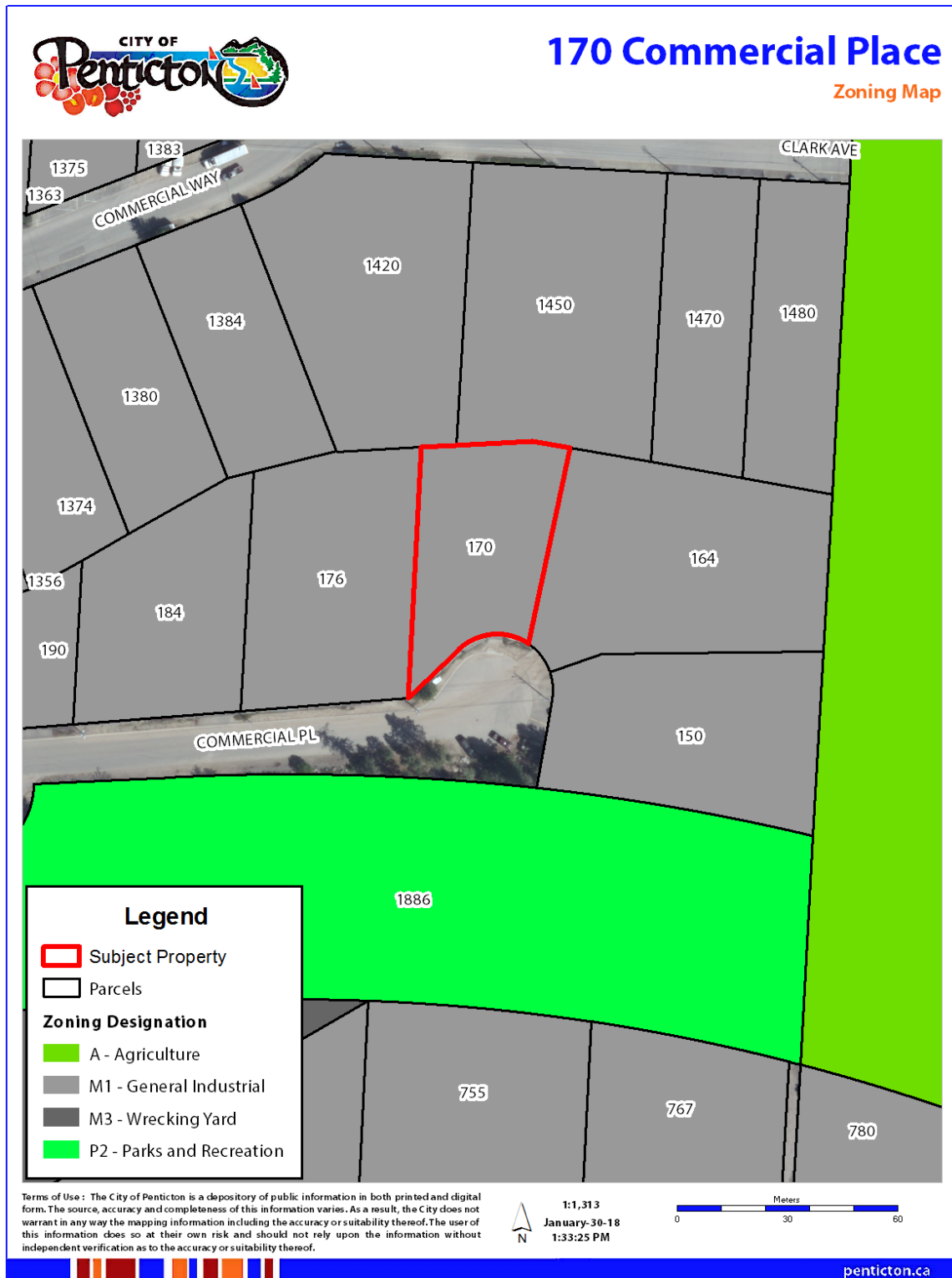


Figure 2: Zoning Map

Attachment C- OCP Map

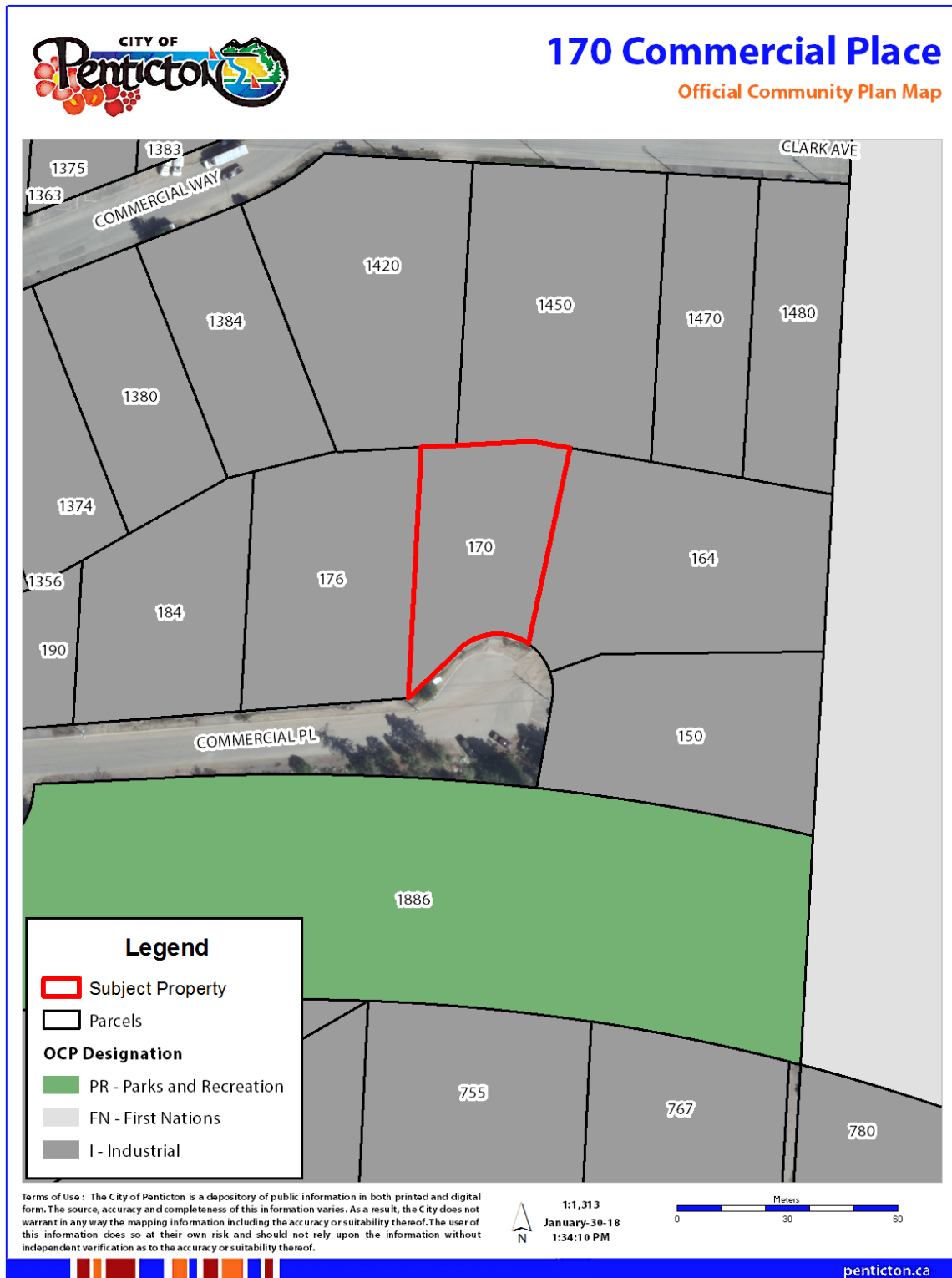


Figure 3: OCP Map

Attachment D – Photos of Subject Property



Figure 4: South View of Subject Property



Figure 5: South View of Subject Property showing proposed building



Figure 6: North View of Subject Property

Attachment E- Site Plan

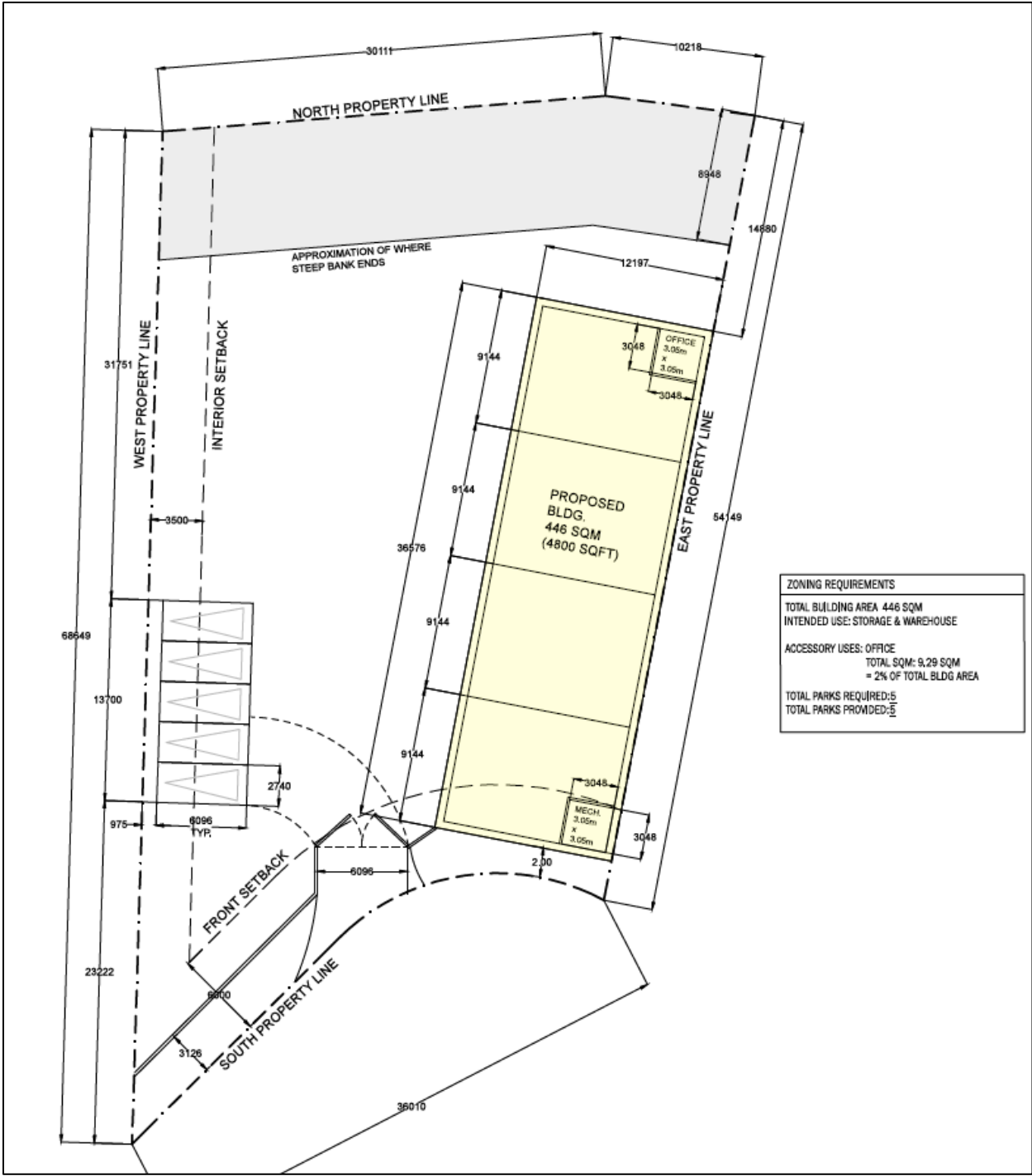


Figure 7: Site Plan

Attachment F- Letter of Intent

170 Commercial Place

Development Permit Application

Jan 29, 2018

Blake Laven
Planning Manager
City of Penticton
171 Main Street
Penticton, BC V2A 5A9

Dear Blake Laven:

We are proposing to construct a new warehouse building for our business at 170 Commercial Place in Penticton. The proposed building will be 40ft x 120ft with a total square footage of 4800sf. The building will be one storey, reaching a max height of ~20' and will be steel framed.

The intended use of the building adheres to the current zoning of the site, *M1- General Industrial: 12.1.1 Permitted Uses .27 storage and warehouse* and also falls under the Official Community Plan designation as *Industrial*. The purpose of this project is to provide additional storage and manufacturing space for Fun Water Pools.

Under the M1 zoning the minimum front setback is 6.0m. Since the property has a steep bank at the rear, we'd like to push our building as far forward on the site as possible to not disturb the bank and in turn the neighboring property beside it. We would require a variance to the front setback requirement and ask that we be permitted to have a 2.0m setback from the front lot line. It is estimated that from property line to back of curb there is an additional 5.0m, therefore the building will be approx. 7.0m from the road.

In summary, please accept the enclosed application package for 170 Commercial Place. We would greatly appreciate your consideration in permitting these variances and granting the development permit for our proposed project.

Sincerely,

Kris Harstone

Figure 8: Letter of Intent



City of Penticton
171 Main St. | Penticton B.C. | V2A 5A9
www.penticton.ca | ask@penticton.ca

Development Variance Permit

Permit Number: DVP PL2018-8172

Name:

Address:

Conditions of Permit

1. This permit is issued subject to compliance with all of the bylaws of the City, except as specifically varied or supplemented by this Permit.
2. This permit applies to:

Legal: Lot 4 District Lot 3821S Similkameen Division Yale District Plan 27609 Except Plan KAP58091
Civic: 170 Commercial Place
PID: 001-776-029
3. This permit has been issued in accordance with Section 498 of the *Local Government Act*, to vary the following section of Zoning Bylaw 2017-08 to allow for the construction of an industrial storage building.
 - Section 12.1.2.4: to decrease the minimum front yard from 6.0m to 2.0m.

General Conditions

4. In accordance with Section 501 of the *Local Government Act*, the lands subject to this permit shall be developed in general accordance with this permit and the plans attached as Schedule A.
5. In accordance with Section 504 of the *Local Government Act*, if the holder of this permit does not commence the development authorized by this permit within 2 years of the date of this permit, this permit shall lapse.
6. **This permit is not a building permit. In order to proceed with this development, the holder of this permit must hold a valid building permit issued by the Building Inspection Department.**
7. This permit does not constitute any other municipal, provincial or federal approval. The holder of this permit is responsible to obtain any additional municipal, federal, or provincial approvals prior to commencing the development authorized by this permit.

8. This permit does not include off-site infrastructure costs that may be required at the building permit stage, such as Development Cost Charges (DCC's), road improvements and electrical servicing. There may be substantial infrastructure and servicing costs payable at a later date. For more information on servicing and infrastructure requirements please contact the Development Engineering Department at (250) 490-2501. For more information on electrical servicing costs, please contact the Electric Utility at (250) 490-2535.

Authorized by City Council, the 6 day of March, 2018.

Issued this ____ day of _____, 2017

Dana Schmidt,
Corporate Officer

Council Report

pentiction.ca

Date: March 6, 2018 **File No:** DVP PL2018-8145
To: Peter Weeber, Chief Administrative Officer
From: Randy Houle, Planner I
Address: 4715 Lakeside Road
Subject: **Development Variance Permit PL2018-8145**

Staff Recommendation

THAT Council approve "Development Variance Permit PL2018-8145" for Lot A District Lot 4090S Similkameen Division Yale District Plan KAP69054, located at 4715 Lakeside Road, a permit to allow a swimming pool to be located in a required front yard and to decrease the minimum setback for a pool from a street from 3.0m to 1.96m;

AND THAT staff be directed to issue "Development Variance Permit PL2018-8145."

Background

The subject property (Attachment A) is currently a vacant lot, which is zoned R1 (Large Lot Residential) and designated by the City's Official Community Plan as LR (Low Density Residential). Photos of the site are included as Attachment D. The property is a hooked lot, meaning that the legal property is bisected by Lakeside Road with the larger portion of the property on the west side of the road and the remainder on the east side. The west half is fairly flat until it runs to the lake, and then gets steep. The east half is a steep bank from the road to the back of the property line. The surrounding properties are primarily zoned R1 (Large Lot Residential) and feature hooked lots as well. Many of the properties use the hooked portions of the lots (East side) as parking.

Proposal

The applicant is proposing to construct a modest summer home on the property with a 5.0m X 10.0m (16x32ft) pool. The pool, however, is being proposed in the front yard, between the house and Lakeside Road. To facilitate the construction, the applicant is requesting a Development Variance Permit to vary the following section of Zoning Bylaw No. 2017-08:

- Section 4.7.1: to allow a swimming pool to be located in a required front yard.
- Section 4.7.3: to decrease the minimum setback for a pool from a street from 3.0m to 1.9m.

Financial implication

N/A

Technical Review

This application was forwarded to the City’s Technical Planning Committee (TPC) and reviewed by the Engineering and Public Works Departments. Servicing and technical requirements have been identified and will be addressed as part of the building permit process. If the request for the variance is supported, BC Building Code and City bylaw provisions will apply.

Development Statistics

The following table outlines the proposed development statistics on the plans submitted with the variance application:

Item	Requirement R1 zone (pool)	Proposed
Required Setbacks		
Front yard (east):	3.0m	1.9m (variance required)
Rear yard (west)	1.0m	15.0m+
Interior yard (north):	1.0m	2.3m
Interior yard (south):	1.0m	5.0m+

Analysis

Development Variance Permit

Support Variance

When considering a variance to a City bylaw, staff encourage Council to be mindful of any constraints on the property that makes following the bylaw difficult or impossible; whether approval of the variance would cause a negative impact on neighbouring properties and if the variance request is reasonable.

Section 4.7.1: to allow a swimming pool to be located in a required front yard.

- The 10.0m riparian setback limits the potential of constructing a pool in the rear yard of the subject property. The east half of the property has a steep slope with an environmentally sensitive area meaning a pool cannot be constructed on it. Although the proposed pool is in the front yard, the existing landscaping and fencing along the street frontage provides screening and added privacy. The proposed pool will not be in view from the street. For these reasons, it is reasonable to support the variance.

Section 4.7.3: to decrease the minimum setback for a pool from a street from 3.0m to 1.9m.

- The proposed pool will be setback approximately 3.7m from the east property line. Section 4.6.1 of the City’s Zoning Bylaw states that where a highway is designated as a Collector or Arterial in the OCP, the setback shall be measured from where the boundary of the Collector or Arterial would

meet the lot if that highway was constructed. In this case, Lakeside Road is considered a major collector road, thus the front yard setback is to be measured from the proposed 1.8m widening. The proposed pool is 1.96m from the widening, hence the requirement for a variance. Even if Lakeside Road is eventually widened (sidewalk or bike lanes), a 1.9m (6.5ft) setback is still adequate. Since the pool will not be in view from the road and will be screened by landscaping, it is reasonable to support the variance.

Deny/Refer Variance

Council may consider that the proposed variance will negatively affect the neighborhood. If this is the case, Council should deny the variance.

Alternate Recommendations

1. THAT Council support DVP PL2018-8145 with conditions.
2. THAT DVP PL2018-8145 be referred back to staff.


Attachments

- Attachment A: Subject Property Location Map
- Attachment B: Zoning Map
- Attachment C: OCP Map
- Attachment D: Photos of Subject Property
- Attachment E: Site Plan
- Attachment F: Letter of Intent
- Attachment G: Development Variance Permit PL2018-8145

Respectfully submitted,

Randy Houle
Planner I

Approvals

DDS 	CAO PW
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Attachment A – Subject Property Location Map

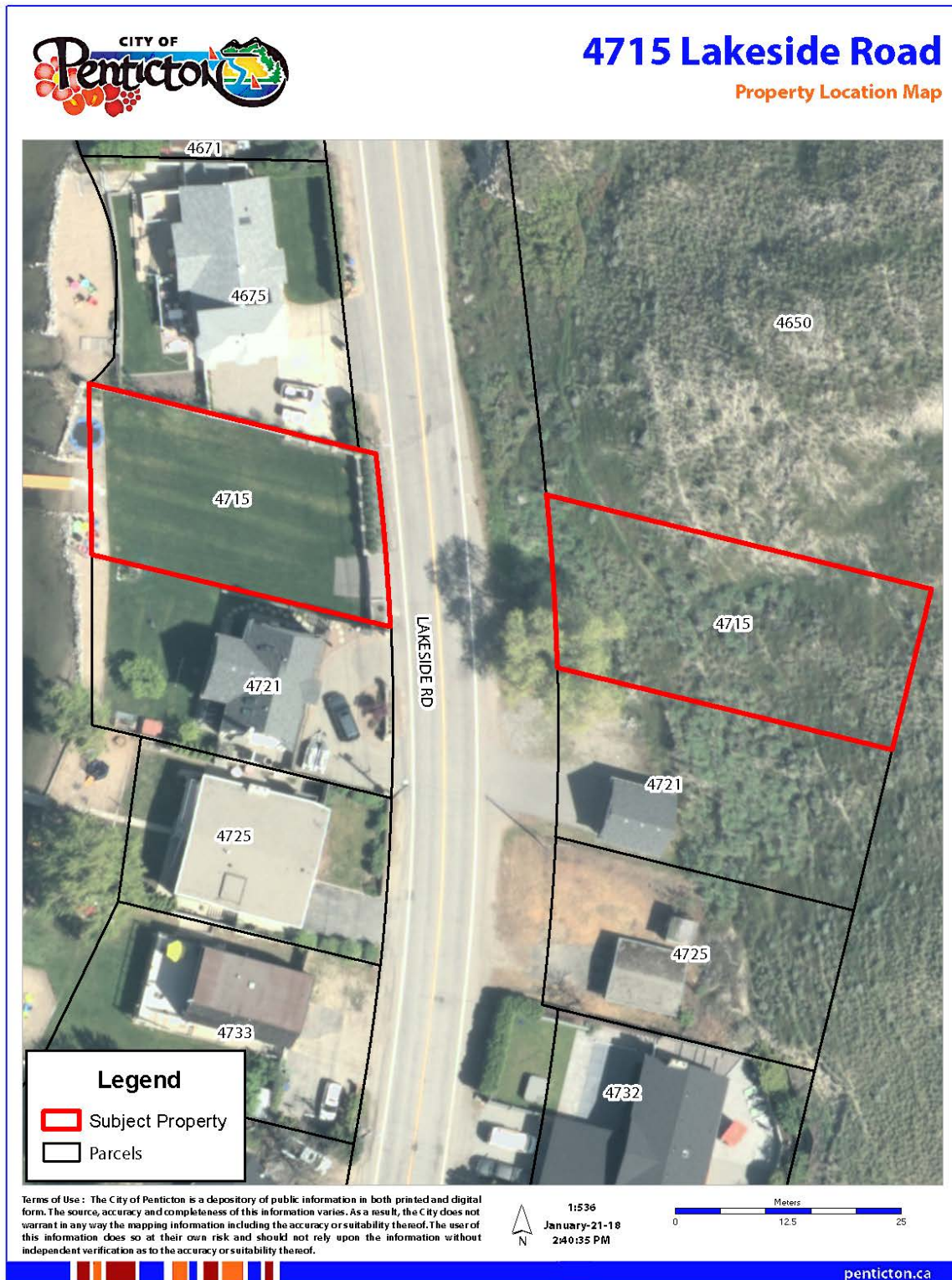


Figure 1: Subject Property Location Map

Attachment B – Zoning Map



Figure 2: Zoning Map

Attachment C- OCP Map

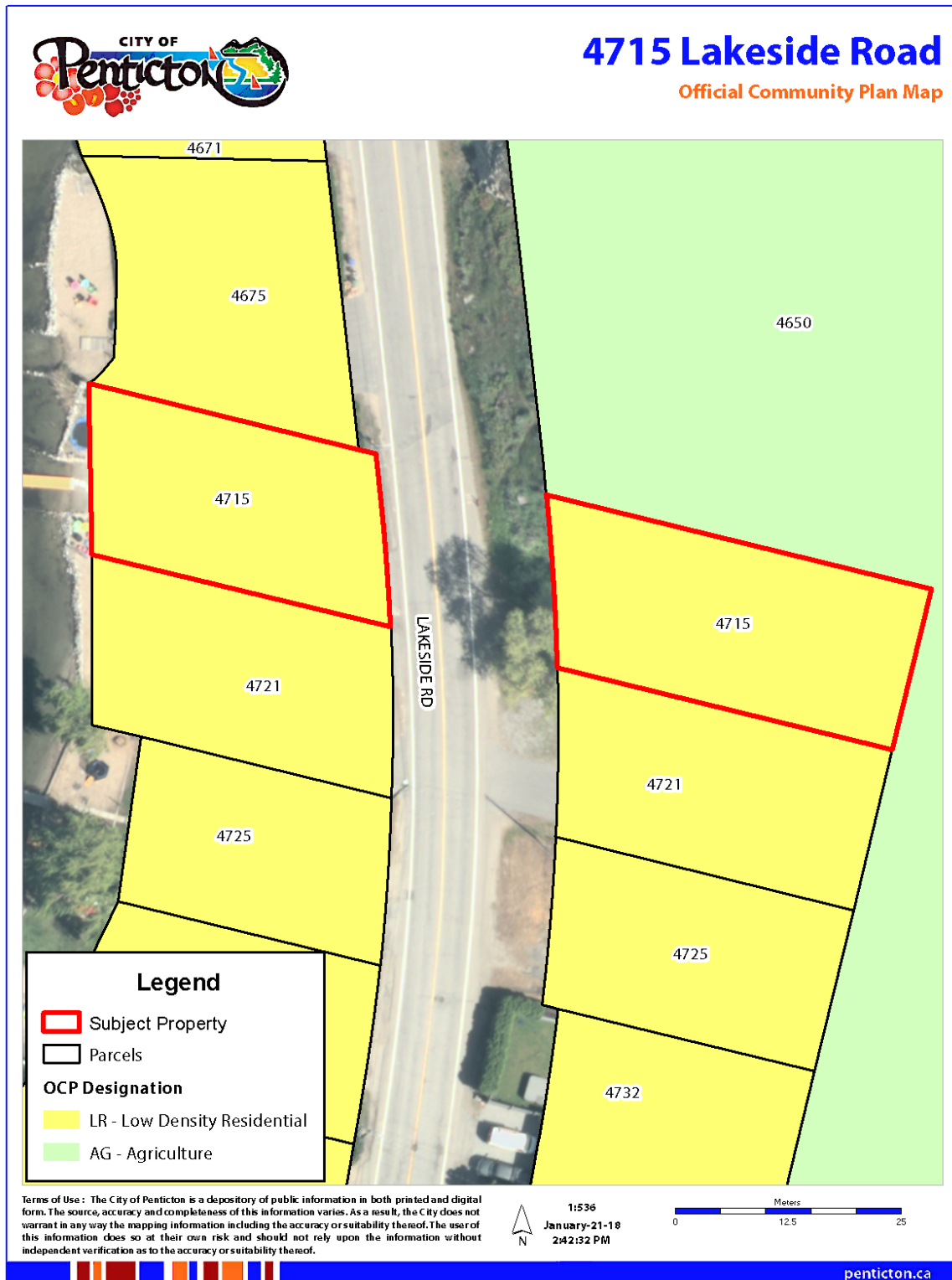


Figure 3: OCP Map

Attachment D – Photos of Subject Property



Figure 4: Street View of Subject Property

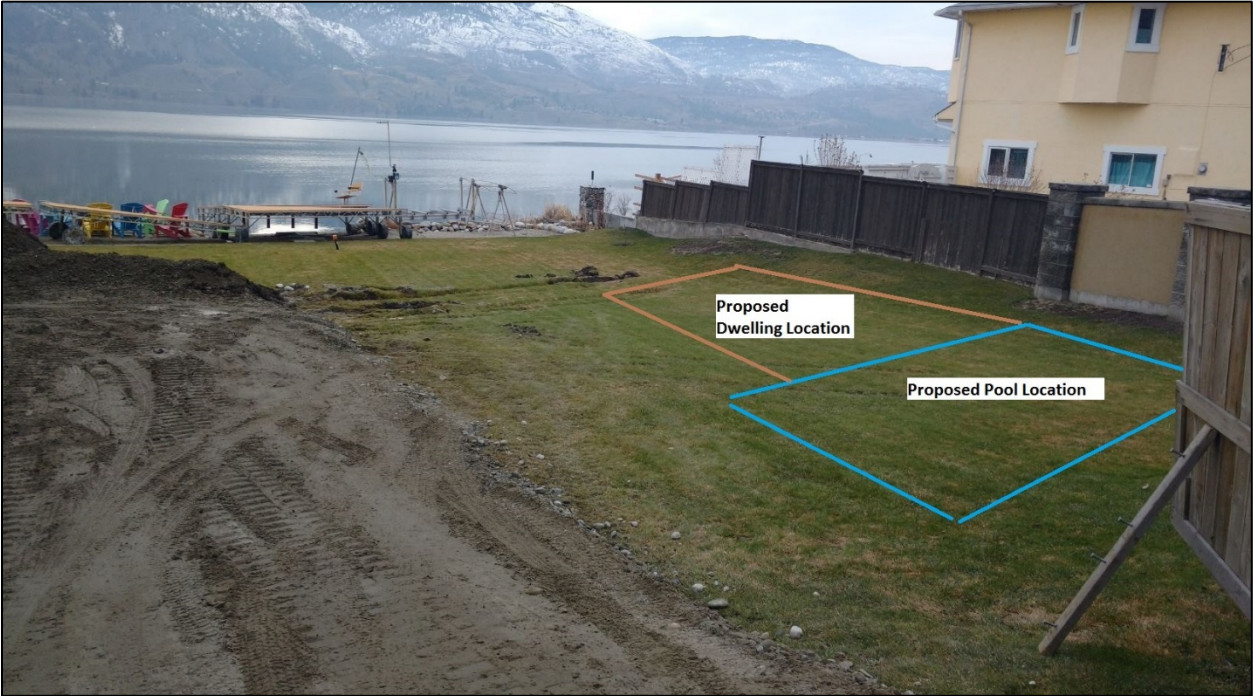


Figure 5: Southeast View of Subject Property



Figure 6: West View of Subject Property

Attachment E – Site Plan

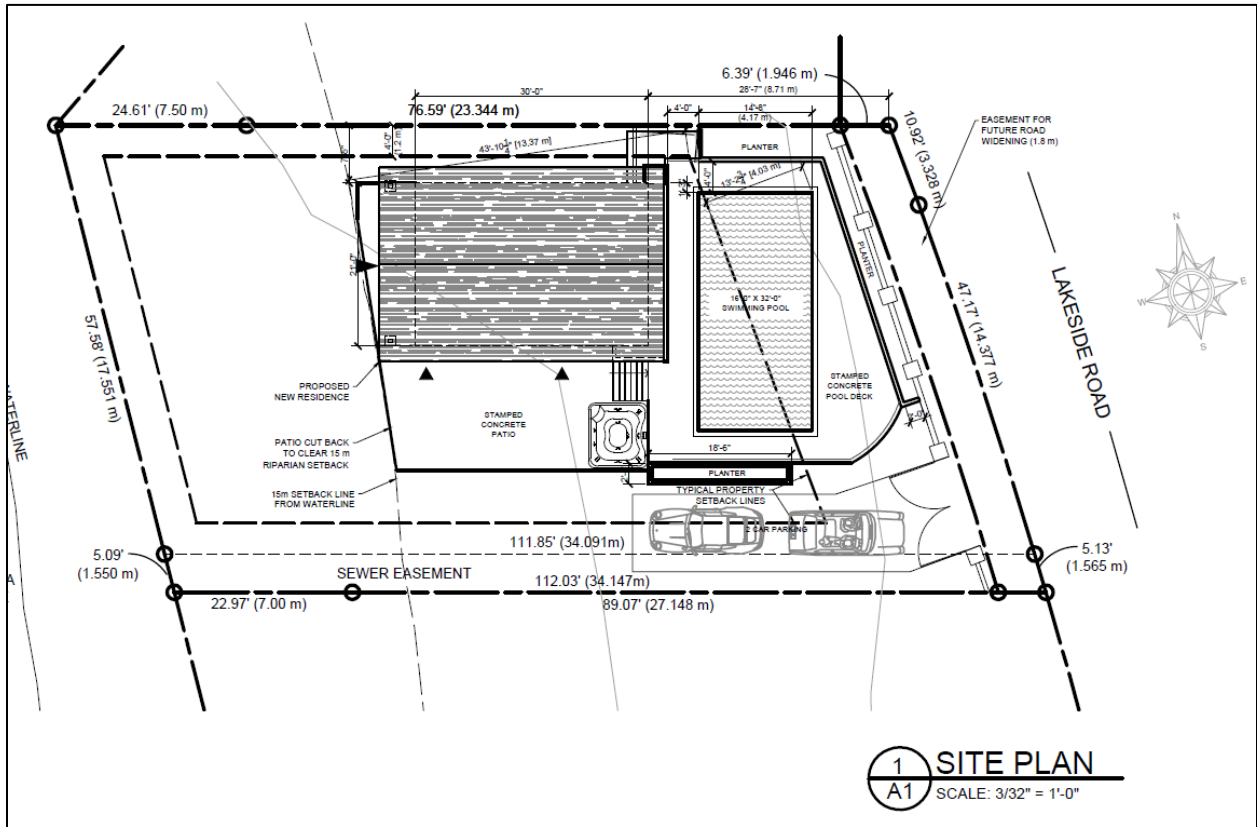


Figure 7: Site Plan

Attachment F- Letter of Intent

City of Penticton

171 Main Street

Penticton, BC V2A 5A9

RE: 4715 Lakeside Road.

To City of Penticton Mayor, Council and planning department,

This letter is regarding the variance permit application for 4715 Lakeside Road. We are proposing to vary the front yard setback to allow the proposed pool to encroach into the set back by 4.03m. There are three mitigating factors that make this variance necessary: 1) the property is bisected by Lakeside road and the proposed road widening further decreases the already small area that is developable. 2) The developable area is limited on the west (lake side) by the Riparian area. 3) The area on the east side of the Lakeside road is not developable due to the Environmental Development classification as well as the steep topography. These factors only leave a buildable section of land between the front yard setback and the riparian area of 43 feet (13.37m). The riparian area eliminates the possibility of the pool being in the back yard where the setback for a pool is only 1m. Due to all of these restrictions we feel that it is reasonable to ask for this variance as the pool will not cause any visual encroachment for the neighboring properties or users of Lakeside Road.

We are asking to vary Section 4.7.7 to allow a pool within the front yard setback as well as vary section 4.7.3 to allow a pool within the 3m setback from a street. The proposed set back from the future road widening line street is proposed to be 1.96m.

Thank you for your time and consideration. Please do not hesitate to contact me for any reason.

Best Regards.



Carey Brown, Project Manager

Blackhawk Contracting & Design Ltd.

118 Industrial Place | Penticton BC | V2A 7C8

Cell: 250.487.8579 | Ph: 250.492.6455 | Fx: 250.492.6488

SCANNED/SAVED

Figure 8: Letter of Intent



City of Penticton
171 Main St. | Penticton B.C. | V2A 5A9
www.penticton.ca | ask@penticton.ca

Development Variance Permit

Permit Number: DVP PL2018-8145

Name:

Address:

Conditions of Permit

1. This permit is issued subject to compliance with all of the bylaws of the City, except as specifically varied or supplemented by this Permit.
2. This permit applies to:

Legal: Lot A District Lot 40905 Similkameen Division Yale District Plan KAP69054
Civic: 4715 Lakeside Road
PID: 025-045-342
3. This permit has been issued in accordance with Section 498 of the *Local Government Act*, to vary the following section of Zoning Bylaw 2017-08 to allow for the construction of a pool.
 - Section 4.7.1: to allow a swimming pool to be located in a required front yard.
 - Section 4.7.3: to decrease the minimum setback for a pool from a street from 3.0m to 1.96m.

General Conditions

4. In accordance with Section 501 of the *Local Government Act*, the lands subject to this permit shall be developed in general accordance with this permit and the plans attached as Schedule A.
5. In accordance with Section 504 of the *Local Government Act*, if the holder of this permit does not commence the development authorized by this permit within 2 years of the date of this permit, this permit shall lapse.
6. **This permit is not a building permit. In order to proceed with this development, the holder of this permit must hold a valid building permit issued by the Building Inspection Department.**
7. This permit does not constitute any other municipal, provincial or federal approval. The holder of this permit is responsible to obtain any additional municipal, federal, or provincial approvals prior to commencing the development authorized by this permit.

8. This permit does not include off-site infrastructure costs that may be required at the building permit stage, such as Development Cost Charges (DCC's), road improvements and electrical servicing. There may be substantial infrastructure and servicing costs payable at a later date. For more information on servicing and infrastructure requirements please contact the Development Engineering Department at (250) 490-2501. For more information on electrical servicing costs, please contact the Electric Utility at (250) 490-2535.

Authorized by City Council, the 6 day of March, 2018

Issued this ____ day of _____, 2017

Dana Schmidt,
Corporate Officer

Council Report

penticton.ca

Date: March 6, 2018
To: Peter Weeber, Chief Administrative Officer
From: Randy Houle, Planner I
Address: 4721 Lakeside Road

File No: DVP PL2018-8146

Subject: Development Variance Permit PL2018-8146

Staff Recommendation

THAT Council approve "Development Variance Permit PL2018-8146" for Lot 1 District Lot 196 Similkameen Division Yale District Plan KAP86273, located at 4721 Lakeside Road, a permit to increase the maximum height of an accessory building from 4.5m to 4.7m, to decrease the minimum front yard from 6.0m to 1.1m and to increase the maximum floor area of all accessory buildings from 75m² to 87m²;

AND THAT staff be directed to issue "Development Variance Permit PL2018-8146."

Background

The subject property (Attachment A) is zoned R1 (Large Lot Residential) and designated by the City's Official Community Plan as LR (Low Density Residential). Photos of the site are included as Attachment D. The property is a hooked lot, bisected by Lakeside Road, with a single family dwelling constructed on the west portion of the lot and an existing garage on the east lot. The surrounding properties are primarily zoned R1 (Large Lot Residential).

Proposal

The applicant is proposing to demolish the existing garage located on the east lot and construct a new one in the same location with a side entry design and slightly larger. The garage is intended to accommodate recreational as well as traditional vehicles. To facilitate the construction, the applicant is requesting a Development Variance Permit to vary the following sections of Zoning Bylaw No. 2017-08:

- Section 10.1.2.4.ii: to increase the maximum height of an accessory building from 4.5m to 4.7m.
- Section 10.1.2.5: to decrease the minimum front yard from 6.0m to 1.1m.
- Section 10.1.2.8: to increase the maximum floor area of all accessory buildings from 75m² to 87m².

Financial implication

N/A

Technical Review

This application was forwarded to the City's Technical Planning Committee (TPC) and reviewed by the Engineering and Public Works Departments. Servicing and technical requirements have been identified and will be addressed as part of the building permit. If the request for the variance is supported, BC Building Code and City bylaw provisions will apply.

Development Statistics

The following table outlines the proposed development statistics on the plans submitted with the variance application:

Item	Requirement R1 zone	Proposed
Vehicle Parking:	2 per dwelling unit	3+
Max Floor Area of all accessory buildings	75m ³	87m ² (variance required)
Maximum height:	4.5m	4.62m (variance required)
Required Setbacks		
Front yard (west):	6.0m	1.19m (variance required)
Rear yard (east)	1.5m	20.0m+
Interior yard (north):	1.2m	6.0m+
Interior yard (south):	1.2m	1.5m

Analysis

Development Variance Permit

Support Variance

When considering a variance to a City bylaw, staff encourages Council to be mindful of any constraints on the property that makes following the bylaw difficult or impossible; whether approval of the variance would cause a negative impact on neighbouring properties and if the variance request is reasonable.

Section 10.1.2.4.ii: to increase the maximum height of an accessory building from 4.5m to 4.7m.

- The proposed garage will have a height of 4.62m. This height is unlikely to have a negative impact on the surrounding neighbourhood, as it is located against a slope. If the applicant decided to build a carriage house in this same location, it could be up to 7.0m in height. Staff feel that a 20cm variance is considered minimal, will have no unreasonable detrimental impact on the adjacent properties and recommend support of the variance. The additional height is required to accommodate recreational vehicles.

Section 10.1.2.5: to decrease the minimum front yard from 6.0m to 1.1m.

- The proposed garage will be located 1.0m from the west property line. The width of the boulevard in this location is approximately 9.0m wide, meaning that the proposed garage will sit 10.0m from the

asphalt on Lakeside Road. The garage door that faces Lakeside Road is setback a distance of 3.0m from the property line. If the paved portion of Lakeside Road is ever widened in the future (bike lanes and sidewalks), then there will be enough room for a car to park in front of the doors without protruding out onto the sidewalk.

- The large steep bank limits the buildable area on the lot and a 6.0m front setback poses a hardship to the developer. The bank is part of the Environmentally Sensitive Development Permit Area, thus a Qualified Environmental Professional has been retained to ensure protective measures are put in place.

Section 10.1.2.8: to increase the maximum floor area of all accessory buildings from 75m² to 87m².

- The proposed garage has a floor area of 87m². The 75m² maximum floor area is in place to limit the negative impacts that an overly large garage or accessory building would have on the surrounding neighbourhood. The proposed garage is set back a significant distance from the road and is tucked up against a large bank. The purpose of the garage is to store vehicles and recreational equipment, which is better suited to be stored indoors from an aesthetic point of view.

For the reasons listed above, staff are recommending that Council support the variances.

Deny/Refer Variance

Council may consider that the proposed variance will negatively affect the neighborhood. If this is the case, Council should deny the variance.

Alternate Recommendations


1. THAT Council support DVP PL2018-8146 with conditions.
2. THAT DVP PL2018-8146 be referred back to staff.

Attachments

- Attachment A: Subject Property Location Map
- Attachment B: Zoning Map
- Attachment C: OCP Map
- Attachment D: Photos of Subject Property
- Attachment E: Site Plan
- Attachment F: Elevations
- Attachment G: Floor Plan
- Attachment H: Letter of Intent
- Attachment I: Development Variance Permit PL2018-8146

Respectfully submitted,

Randy Houle
Planner I

DDS	CAO
	PW

Attachment A – Subject Property Location Map

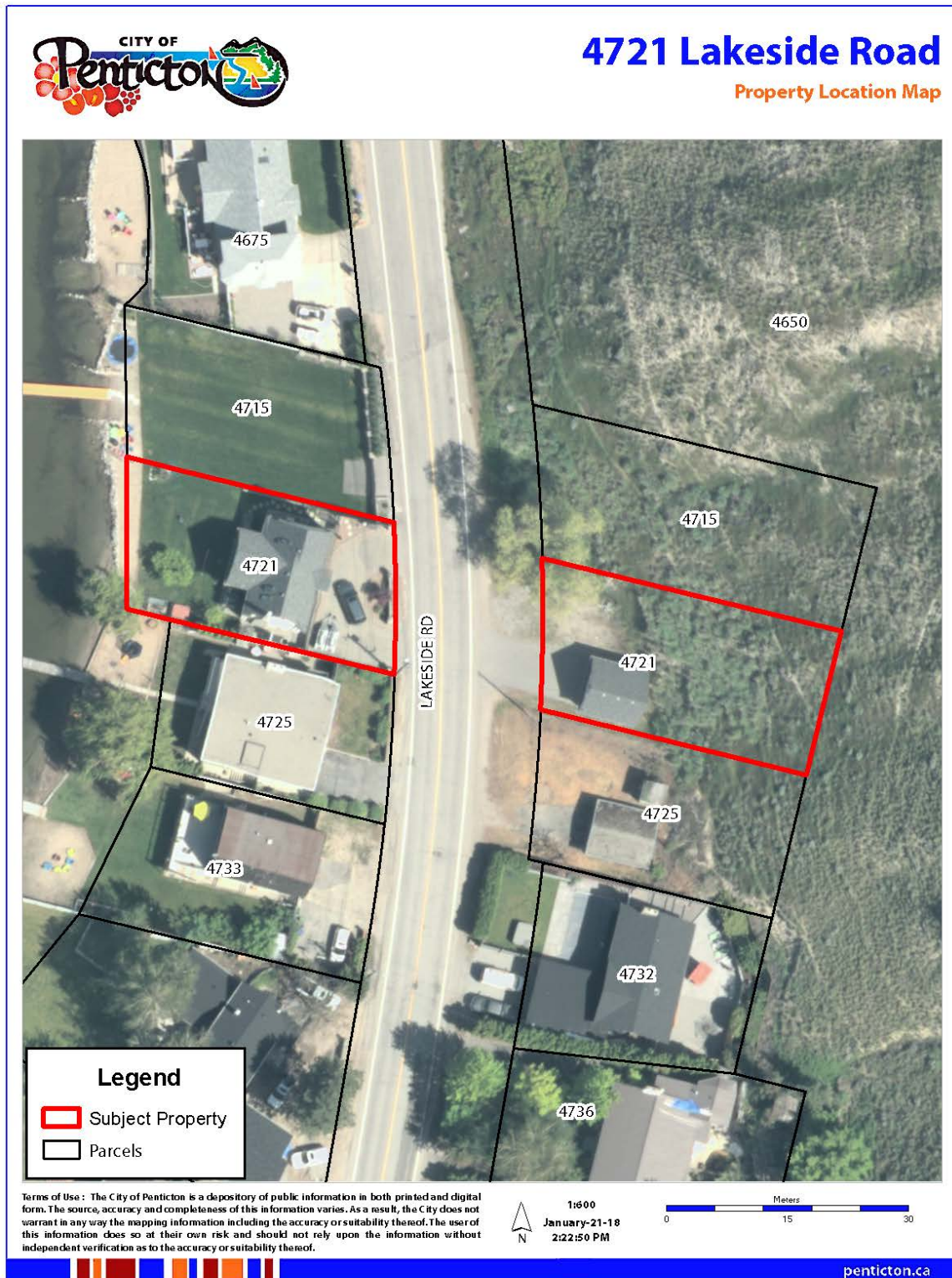


Figure 1: Subject Property Location Map

Attachment B – Zoning Map



Figure 2: Zoning Map

Attachment C- OCP Map

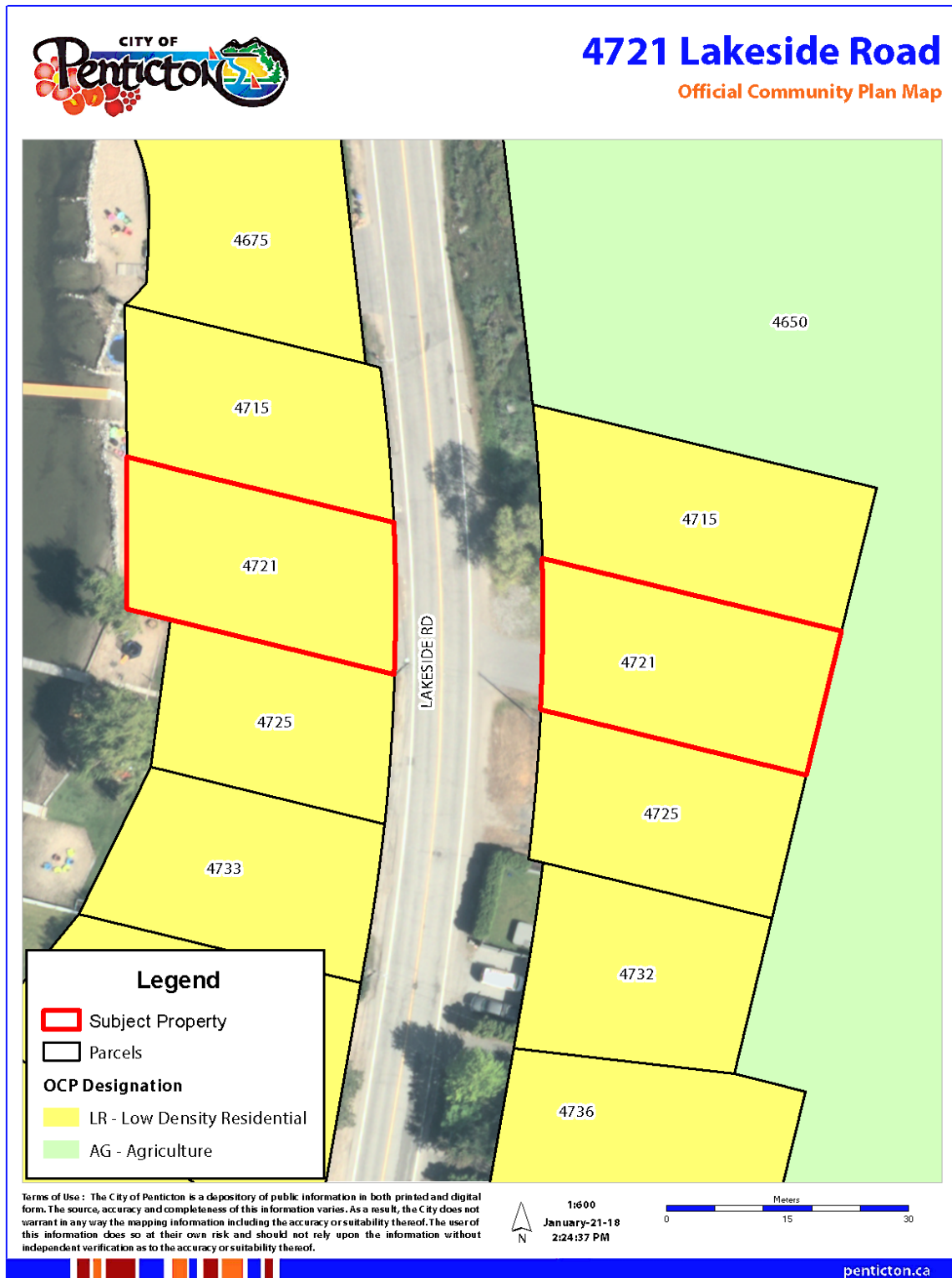


Figure 3: OCP Map

Attachment D – Photos of Subject Property



Figure 4: West View of Existing Garage (to be demolished)



Figure 5: North View of Existing Garage



Figure 6: South View of Existing Garage

Attachment E – Site Plan

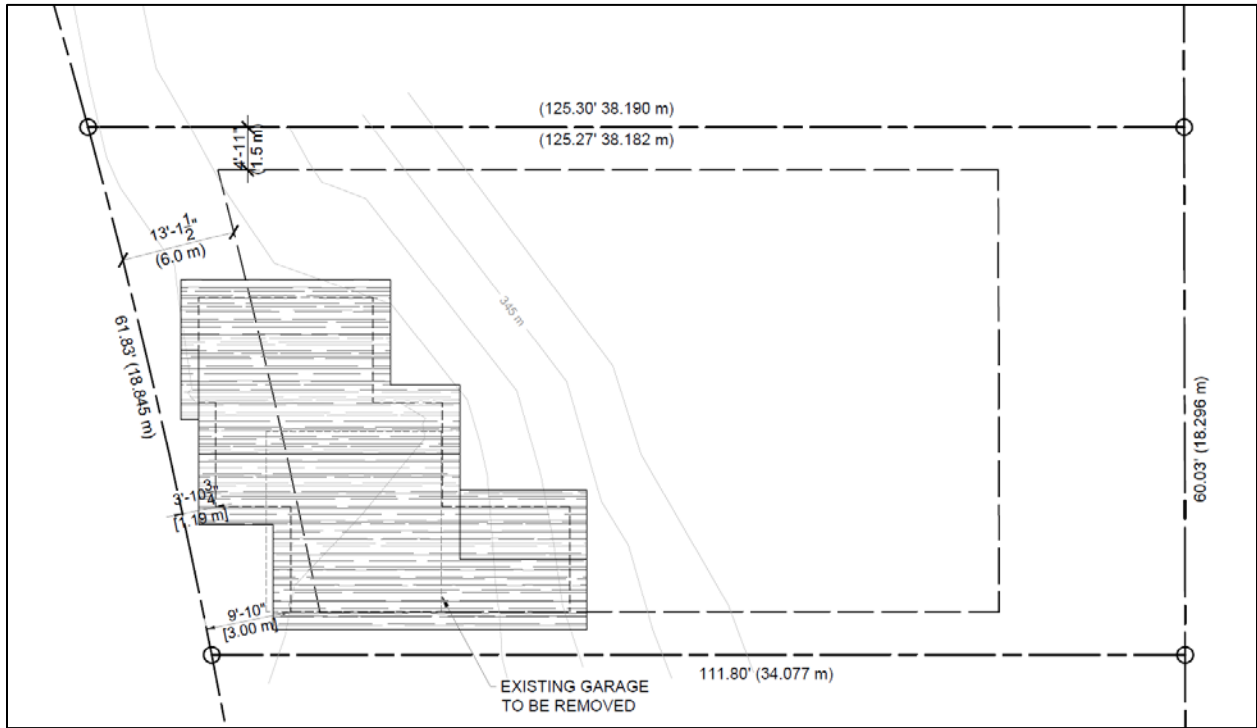


Figure 7: Site Plan of East Hooked Lot

Attachment F – Elevations

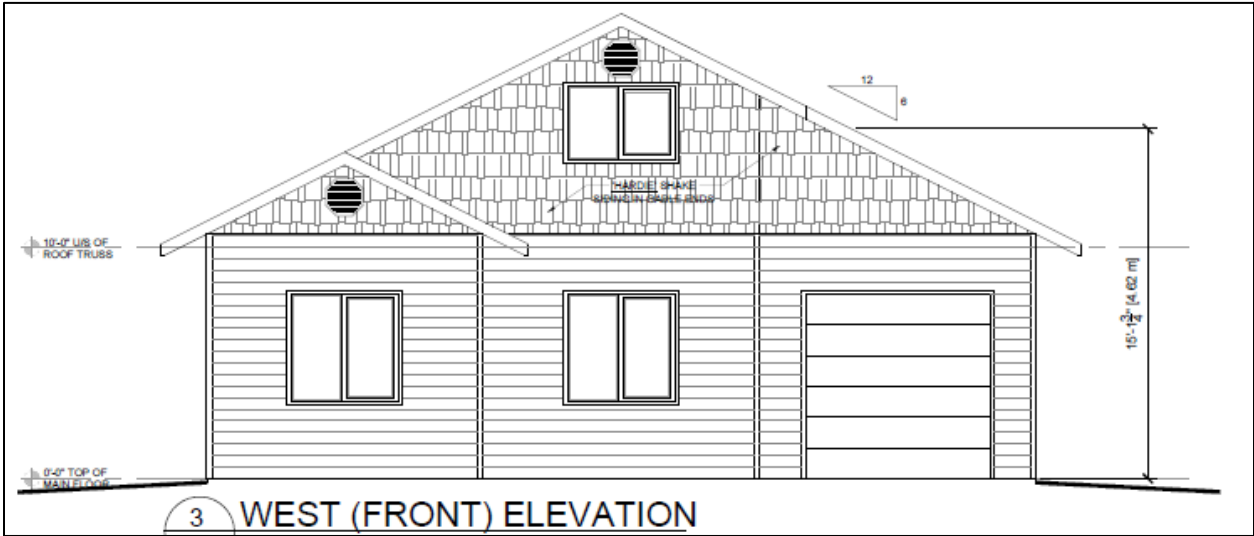


Figure 8: West Elevation of proposed garage

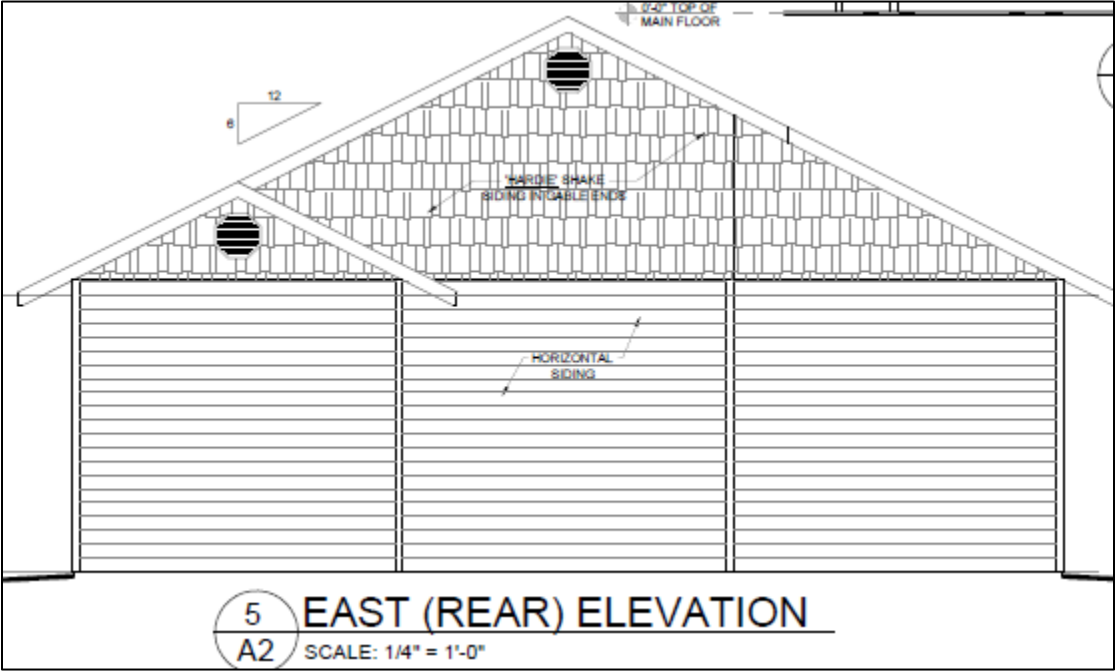


Figure 9: East Elevation of proposed garage

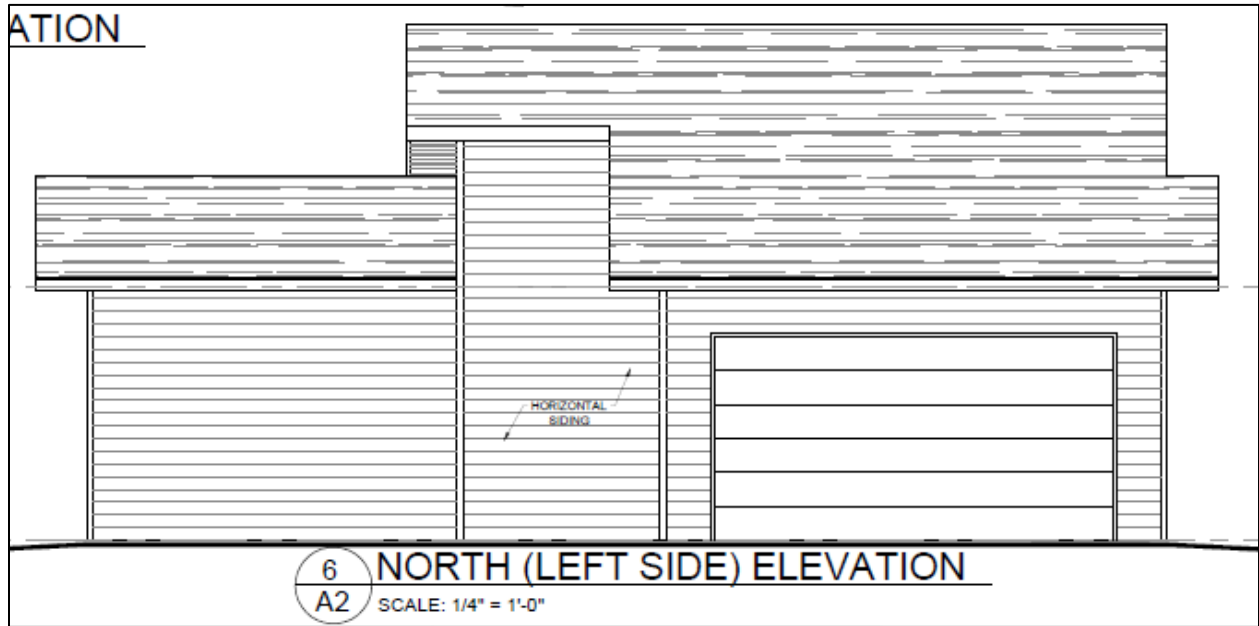


Figure 10: North Elevation of proposed garage

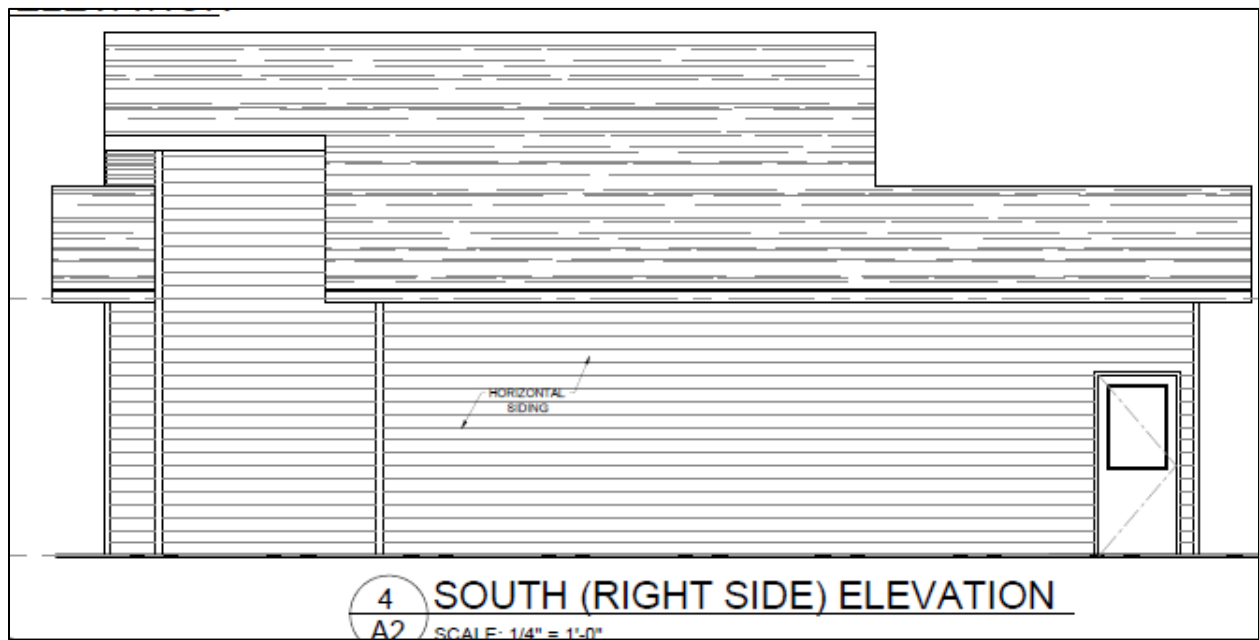


Figure 11: South Elevation of proposed garage

Attachment G – Floor Plan

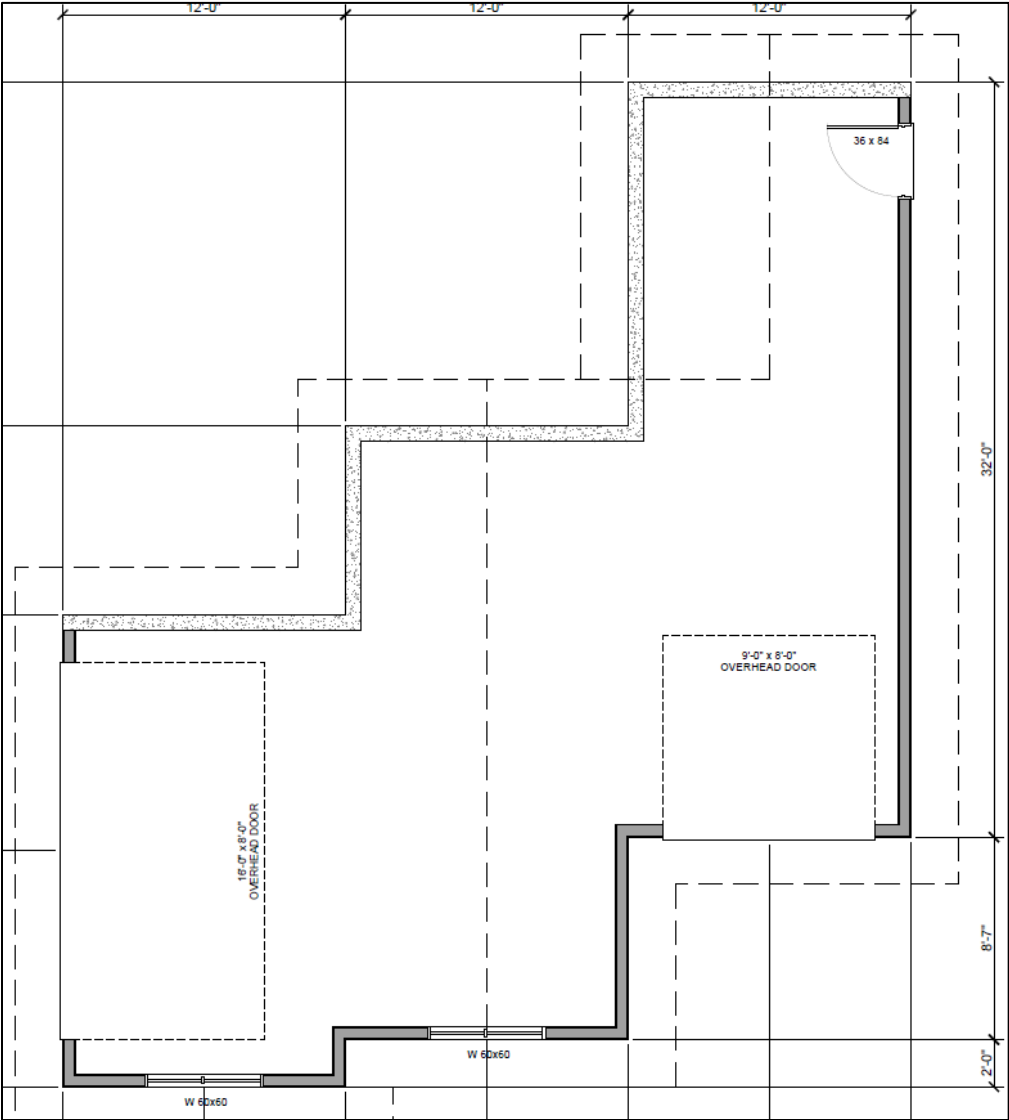


Figure 12: Floor Plan

Attachment H- Letter of Intent

City of Penticton

171 Main Street

Penticton, BC V2A 5A9

RE: 4721 Lakeside Road.

To City of Penticton Mayor, Council and Planning Department,

This letter is in regards to the variance permit application for 4721 Lakeside Road. We are proposing three variances: 1) reducing the front yard setback for accessory building to 1.18m. 2) Increasing the allowable square footage for an accessory building to 924sq/ft. 3) Increasing the allowable height of an accessory building to 15.14 feet.

All of these variances are to allow vehicle and boat storage for the home located on the west side of the Road as this parcel of land is bisected by Lakeside Road. There is no opportunity for an attached garage on the home due to set back restrictions and Riparian areas on the west side of the property. If the garage was able to be attached there would be no restriction on size or height. Unfortunately this is not possible. In regards to varying the front yard setback; this is necessary so that we do not encroach into environmental area and due to topographical restrictions of the property on the east side of Lakeside Road. We feel that due to the width of the boulevard on the east side of Lakeside Road this reduction will not negatively affect the neighborhood. Also, due to the steep slope behind the proposed accessory building we believe the increased height will not have a negatively impact on the neighboring properties or users of Lakeside Road.

Thank you for your time and consideration. Please do not hesitate to contact me for any reason.

Best Regards.

Carey Brown, Project Manager

Blackhawk Contracting & Design Ltd.

118 Industrial Place | Penticton BC | V2A 7C8

Cell: 250.487.8579 | Ph: 250.492.6455 | Fx: 250.492.6488

Figure 13: Letter of Intent



City of Penticton
171 Main St. | Penticton B.C. | V2A 5A9
www.penticton.ca | ask@penticton.ca

Development Variance Permit

Permit Number: DVP PL2018-8146

Name:

Address:

Conditions of Permit

1. This permit is issued subject to compliance with all of the bylaws of the City, except as specifically varied or supplemented by this Permit.
2. This permit applies to:

Legal: Lot 1 District Lot 196 Similkameen Division Yale District Plan KAP86273
Civic: 4721 Lakeside Road
PID: 027-451-640
3. This permit has been issued in accordance with Section 498 of the *Local Government Act*, to vary the following section of Zoning Bylaw 2017-08 to allow for the construction of an accessory building.
 - Section 10.1.2.4.ii: to increase the maximum height of an accessory building from 4.5m to 4.7m.
 - Section 10.1.2.5: to decrease the minimum front yard from 6.0m to 1.1m.
 - Section 10.1.2.8: to increase the maximum floor area of all accessory buildings from 75m² to 87m².

General Conditions

4. In accordance with Section 501 of the *Local Government Act*, the lands subject to this permit shall be developed in general accordance with this permit and the plans attached as Schedule A.
5. In accordance with Section 504 of the *Local Government Act*, if the holder of this permit does not commence the development authorized by this permit within 2 years of the date of this permit, this permit shall lapse.
6. **This permit is not a building permit. In order to proceed with this development, the holder of this permit must hold a valid building permit issued by the Building Inspection Department.**
7. This permit does not constitute any other municipal, provincial or federal approval. The holder of this permit is responsible to obtain any additional municipal, federal, or provincial approvals prior to commencing the development authorized by this permit.

8. This permit does not include off-site infrastructure costs that may be required at the building permit stage, such as Development Cost Charges (DCC's), road improvements and electrical servicing. There may be substantial infrastructure and servicing costs payable at a later date. For more information on servicing and infrastructure requirements please contact the Development Engineering Department at (250) 490-2501. For more information on electrical servicing costs, please contact the Electric Utility at (250) 490-2535.

Authorized by City Council, the 6 day of March, 2018

Issued this ____ day of _____, 2018

Dana Schmidt,
Corporate Officer

Council Report

penticton.ca

Date: March 6, 2018
To: Peter Weeber, Chief Administrative Officer
From: Randy Houle, Planner I
Address: 274 Kinney Avenue
Subject: **Zoning Amendment Bylaw No. 2018-14**

File No: RZ PL2018-8143

Staff Recommendation

Zoning Amendment

THAT "Zoning Amendment Bylaw No. 2018-14", a bylaw to Rezone Lot 101A, District Lot 116, Similkameen Division Yale District, Plan 333, Except Plan 24855, located at 274 Kinney Avenue from R2 (Small Lot Residential) to RM2 (Low Density Multiple Housing), be given first reading and be forwarded to the March 20, 2018 Public Hearing.

Background

The subject property (Attachment A) is zoned R2 (Small Lot Residential) and designated by the City's Official Community Plan (OCP) as MR (Medium Density Residential). Photos of the site are included as Attachment D. The lot is approximately 1296.0m (13,950ft²) in area and features an older single-family dwelling. Surrounding properties are primarily zoned R2 (Small Lot Residential), RM2 (Low Density Multiple Housing) and P2 (Parks and Recreation). The surrounding area is designated by the OCP as MR (Medium Density Residential). A public walking path borders the subject property which leads to a community garden and Baskin Park. The property is located in close proximity to Lion's park, Parkway Elementary and the mall.

Proposal

The applicant is proposing to construct a three-storey, six-unit townhouse. The conceptual floor plan features a garage and flex room on the first storey, kitchen and living area on the second storey and three bedrooms on the third storey. Since a townhouse is not a permitted use in the R2 (Small Lot Residential) zone, an amendment to RM2 (Medium Density Residential) is required. At this time, the applicant is not proposing variances to any City bylaws.

Technical Review

This application was forwarded to the City's Technical Planning Committee and reviewed by the Engineering and Public Works departments. The existing driveway is in close proximity to a crosswalk and the traffic volume increase associated with the increased density requires relocation of the driveway to the west portion of the property to address safety concerns. The works associated with the driveway relocation and a

new sidewalk across the frontage of the property will be required to be paid by the developer at the building permit stage. Water and sewer connection upgrades will be required given the density increase. A new pad-mount transformer will be required on the property. As per City of Penticton Building Bylaw 94-95 section 7.1.5, storm water/drainage is to be maintained on site. If the request for the zoning amendment is supported, BC Building Code and City bylaw provisions, such as height restrictions, will apply.

Development Statistics

The following table outlines the proposed development statistics on the plans submitted with the rezoning application:

Item	Requirement RM2 zone	Proposed
Maximum Lot Coverage:	40%	32%
Maximum Density:	0.8 FAR	0.785 FAR
Minimum Lot Width:	18.0m	30.346m
Minimum Lot Area:	540.0m ²	1296.0m ²
Vehicle Parking:	1 space per dwelling unit (6) + 0.25 visitor (1) = 7 required	13 spaces
Required Setbacks		
Front yard (north, Kinney Avenue):	3.0m	3.0m
Rear yard (south):	6.0m	6.0m
Interior yard (west):	3.0m	3.0m
Interior yard (east):	3.0m	3.0m
Maximum Building Height:	12.0m	<12.0m
Other Information:	Subject property is located within the General Multiple Family Development Permit Area. As such, a development permit is required prior to construction. This permit is staff-issuable.	

Analysis

Zoning Amendment

Support "Zoning Amendment Bylaw No. 2018-14"

The OCP designation for this site is MR (Medium Density Residential), which supports townhouse development. Staff consider that the zoning amendment to allow for the proposed development represents best use of the land for the following reasons:

- The proposal is consistent with the OCP's view that infill residential development is an appropriate method of maximizing the use of land and increasing housing choices for Penticton residents.
- The OCP encourages densification in areas where existing services can accommodate higher densities, which is the case here.
- The proximity to the mall, schools and nearby services encourages more walking and active forms of transportation.

- The current proposal will convert an aging single family dwelling into six units in a time with low vacancy rates.

The plans submitted are conceptual in nature and an application for a development permit will be required prior to any approval for construction on the lands. The development permit drawings will have much more detail. It is staff's understanding that the current owner is not planning on developing the lands himself, only going through the zoning amendment process to create a more desirable product to market to a developer that will build on the site.

Nevertheless, the plans submitted show general conformance to the City's zoning bylaw. The number of parking spaces for the proposed development meets the requirements of the zoning bylaw and there are no variances proposed to any City bylaws.

Staff considers that the location of the site and characteristics of the surrounding neighbourhood make it appropriate for residential densification. Given the above, staff recommends that Council support "Zoning Amendment Bylaw No. 2018-14" and forward the application to the March 20th Public Hearing for comments from the public.

Deny/Refer Zoning Amendment

Council may consider that the proposed amendment is not suitable for this site and that a single family dwelling with a carriage house is better suited for the property. If this is the case, Council should deny the bylaw amendment.

Approval of the zoning amendment will result in a non-conforming situation if the existing house is retained and the applicant decides not to proceed with the development. This is because a single family dwelling is not a permitted use in the RM2 (Low Density Multiple Housing) zone. This will limit any additions or significant upgrades to the existing dwelling. In the case that the house was damaged by more than 75%, it could not remain on the property. If this non-conforming situation is a concern for Council, Council may wish that the house be demolished prior to adoption of the zoning bylaw. The applicant is aware of the situation with the non-conforming use that would be created should the zoning amendment be supported.

Alternatively, Council may wish to refer the matter back to staff to work with the applicant with any direction that Council considers appropriate.

Alternate Recommendations

1. THAT Council deny first reading of "Zoning Amendment Bylaw No. 2018-14".
2. THAT Council refer the bylaw back to staff.

Attachments


Attachment A:	Subject Property Location Map
Attachment B:	Zoning Map
Attachment C:	OCP Map
Attachment D:	Photos of Subject Property
Attachment E:	Conceptual Site Plan
Attachment F:	Conceptual Rendering
Attachment G:	Conceptual Floor Plans

Attachment H: Letter of Intent
Attachment I: Zoning Amendment Bylaw No. 2018-14

Respectfully submitted,

Randy Houle
Planner I

Approvals

DDS 	CAO PW
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Attachment B – Zoning Map

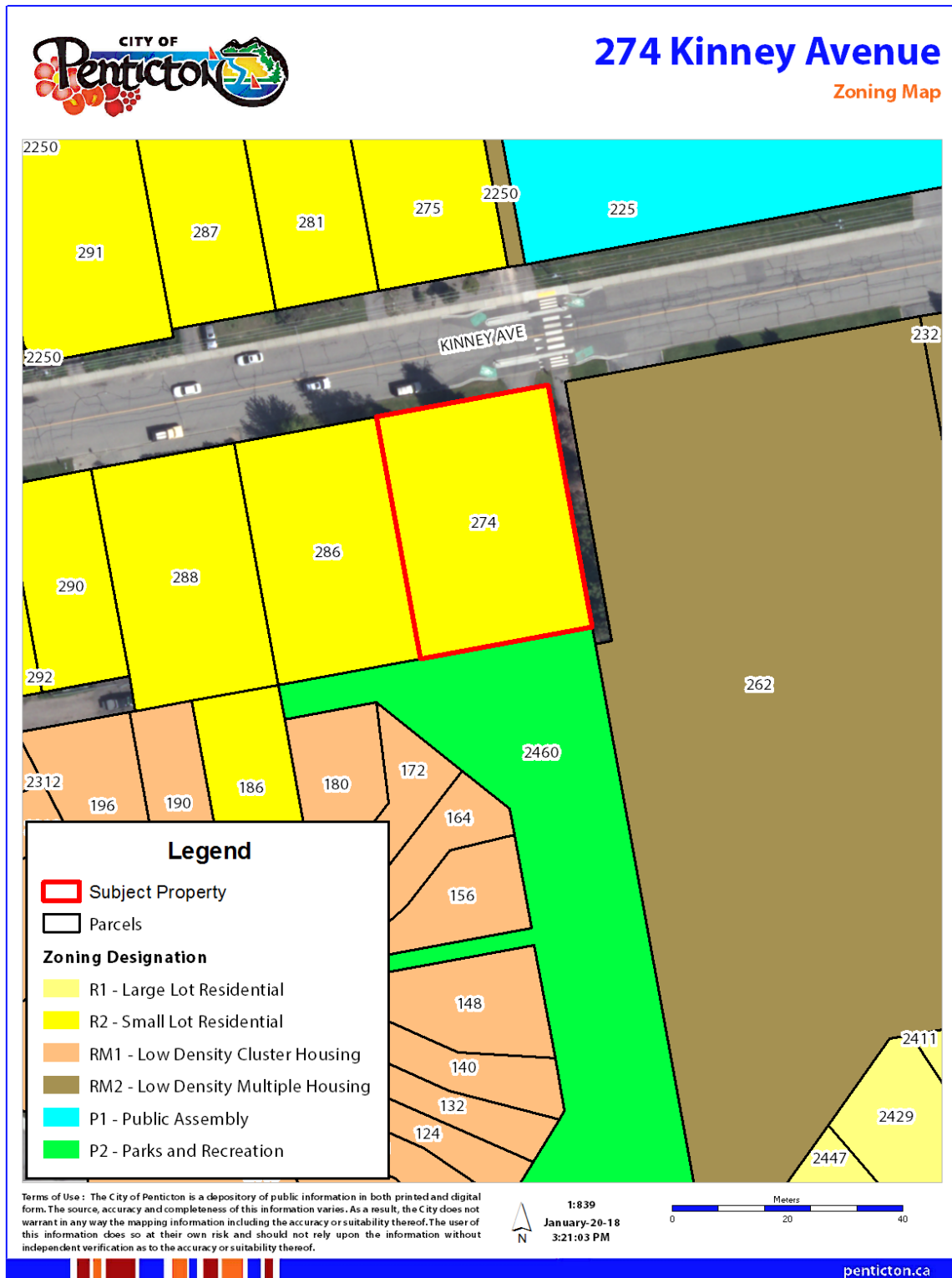


Figure 2: Zoning Map

Attachment C- OCP Map

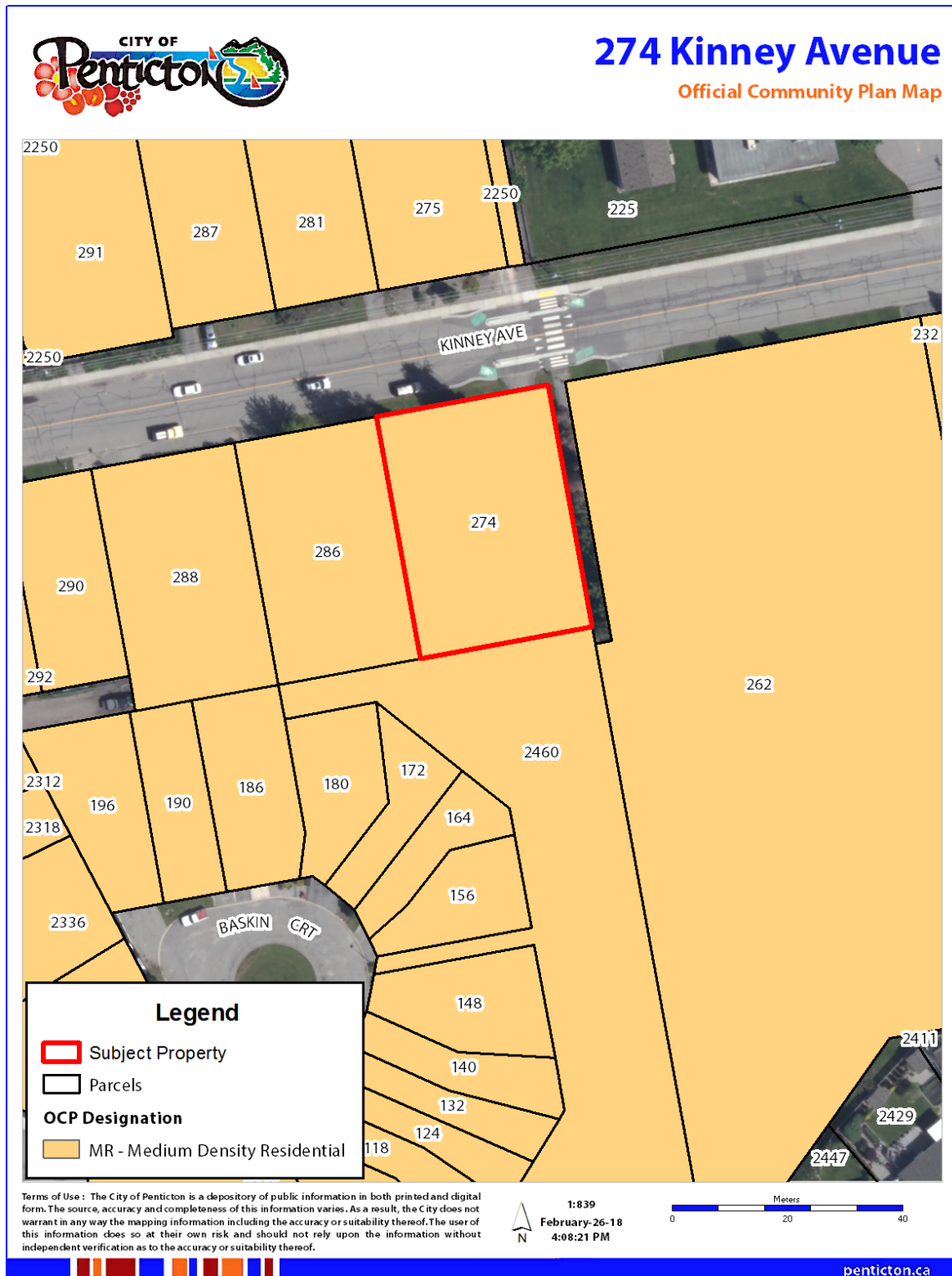


Figure 3: OCP Map

Attachment D – Photos of Subject Property



Figure 4: North View (from Kinney Avenue)



Figure 5: East View showing public walkway



Figure 6: South View



Figure 7: North View showing proximity to west neighbours

Attachment E – Conceptual Site Plan

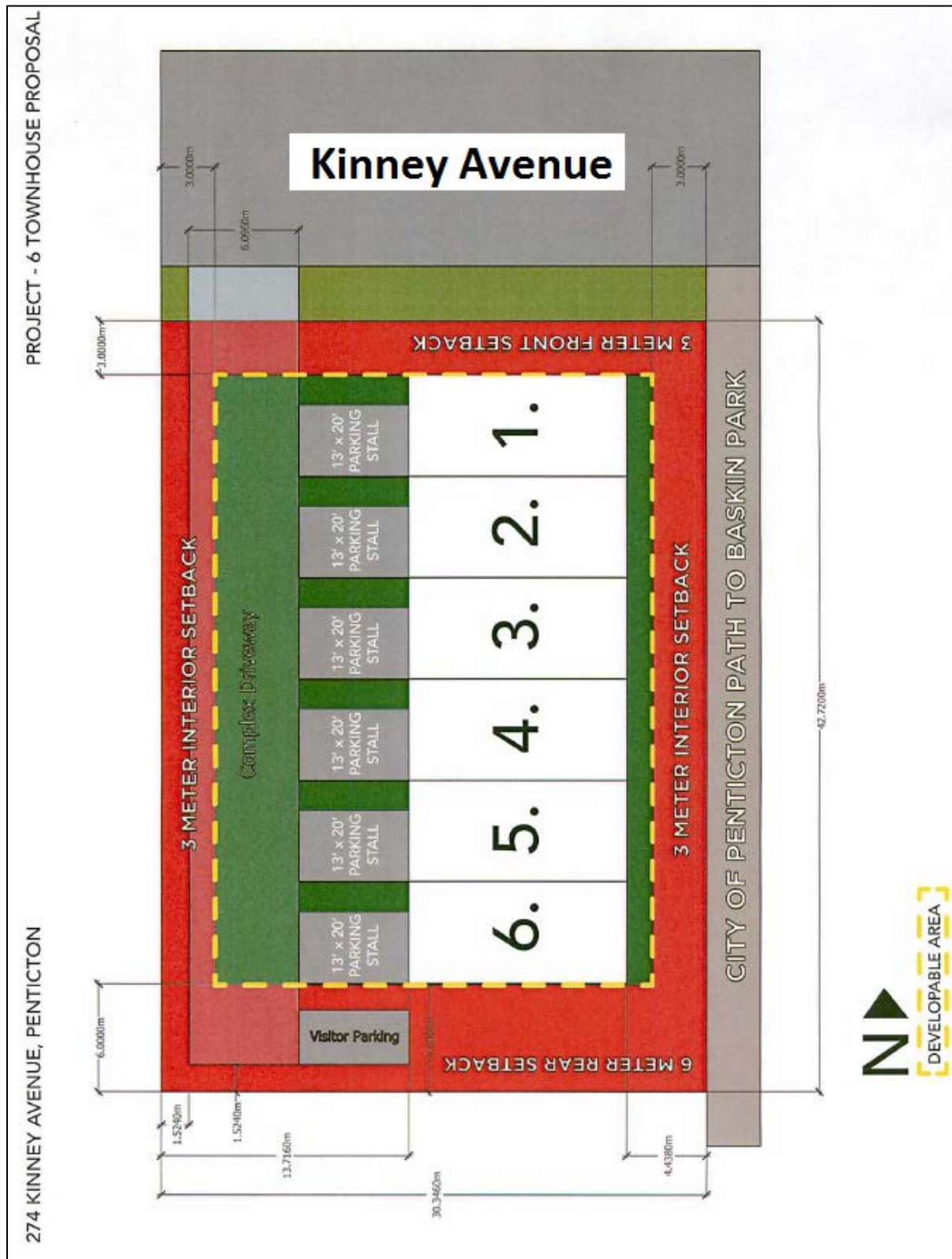


Figure 8: Conceptual Site Plan

Attachment F – Conceptual Rendering

Conce



Figure 9: Conceptual Rendering

Attachment G – Conceptual Floor Plans

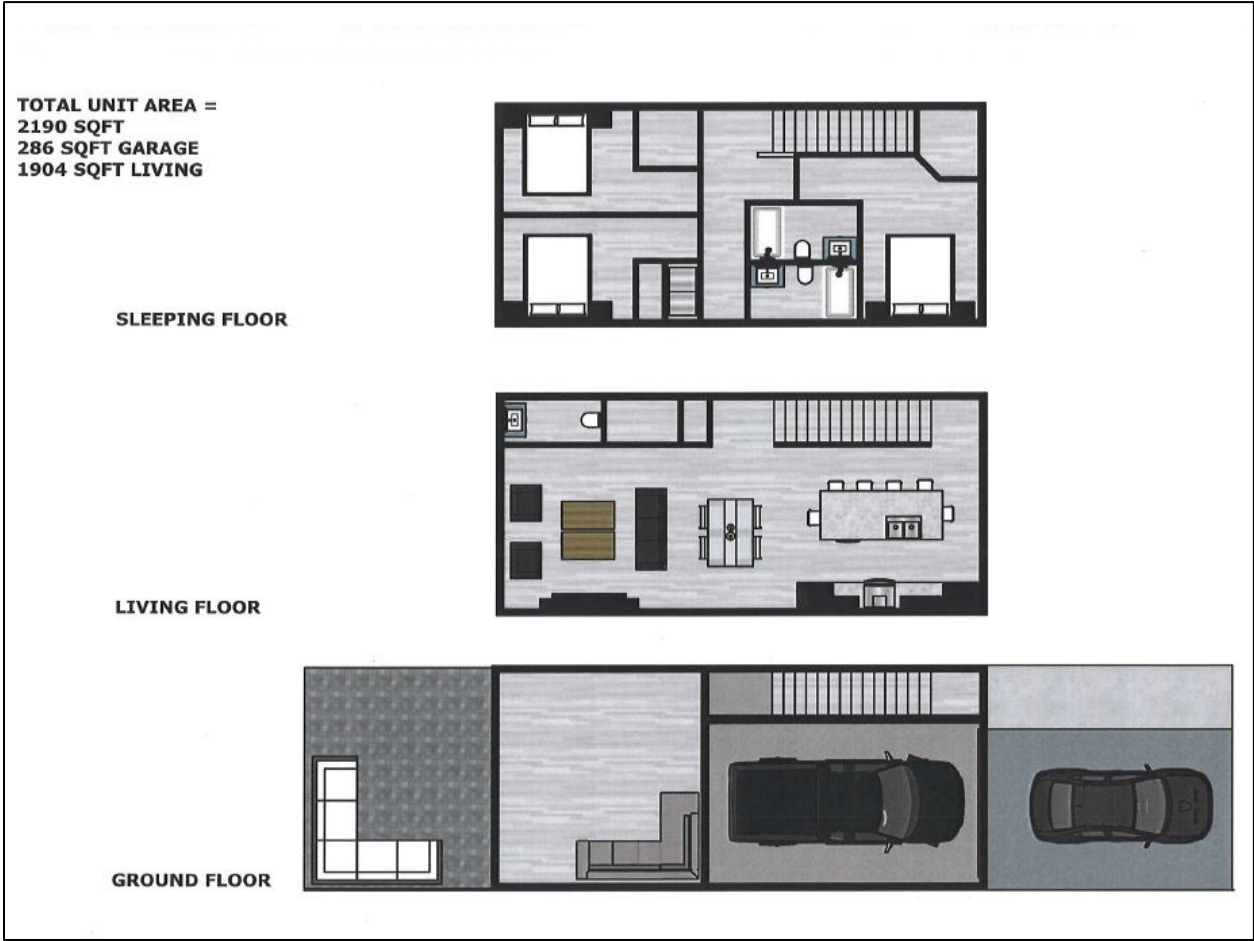


Figure 10: Floor Plans

Attachment H- Letter of Intent

Mayor, Members of Council and City Staff

171 Main Street Penticton, BC

V2A 5A9

Re: 274 Kinney Avenue, Penticton, BC V2A 3P3

Please accept this as a letter of intent regarding 274 Kinney Avenue. We have owned the property for approximately 15 years and have always rented the house. It is now in a condition that would require new flooring, new kitchen and bathrooms and other renovations to bring it up to an acceptable standard. The purpose of the rezoning application is to allow construction of up to six townhouses on the 1/3rd acre site. It is proposed to build three-bedroom, two-bathroom townhouses each with a garage and one additional parking stall. This fills a need for medium priced family housing in an area that is one half of a block from a school and parks and 1.5 blocks from Cherry Lane Mall. With zoning approval, it is proposed to obtain a building permit in 2018 and begin construction in the Fall of 2018 or Spring of 2019. Please note that this property has a vacant city lot on the south boundary and a public walkway on the east boundary and construction of townhouses in this neighborhood is completely consistent with the intent of the community plan and will fit in with other multi family projects on the same block.

Thank you for your consideration to this rezoning request.

Len Fox, P.Eng

250.490.7662

len@pentictonproperties.com

Figure 11: Letter of Intent

Bylaw No. 2018-14

A Bylaw to Amend Zoning Bylaw 2017-08

WHEREAS the Council of the City of Penticton has adopted a Zoning Bylaw pursuant the Local Government Act;

AND WHEREAS the Council of the City of Penticton wishes to amend Zoning Bylaw 2017-08;

NOW THEREFORE BE IT RESOLVED that the Municipal Council of the City of Penticton, in open meeting assembled, hereby ENACTS AS FOLLOWS:

1. Title:

This bylaw may be cited for all purposes as "Zoning Amendment Bylaw No. 2018-14".

2. Amendment:

2.1 Zoning Bylaw 2017-08 is hereby amended as follows:

Rezone Lot 101A, District Lot 116, Similkameen Division Yale District, Plan 333, Except Plan 24855, located at 274 Kinney Avenue from R2 (Small Lot Residential) to RM2 (Low Density Multiple Housing).

2.2 Schedule 'A' attached hereto forms part of this bylaw.

READ A FIRST time this day of , 2018
A PUBLIC HEARING was held this day of , 2018
READ A SECOND time this day of , 2018
READ A THIRD time this day of , 2018
RECEIVED the approval of the day of , 2018
Ministry of Transportation on the
ADOPTED this day of , 2018

Notice of intention to proceed with this bylaw was published on the day of , 2018 and the day of , 2018 in the Penticton Western newspaper, pursuant to Section 94 of the Community Charter.

Approved pursuant to section 52(3)(a) of the Transportation Act
this day of , 2018
for Minister of Transportation & Infrastructure

Andrew Jakubeit, Mayor

Dana Schmidt, Corporate Officer

Date: March 6, 2018
To: Peter Weeber, Chief Administrative Officer
From: Laurie Darcus, Director of Corporate Services
Subject: **Business Arising Item 16.1 – 199 Ellis Street**

File No: 0110-01

Executive Summary

The City received an unsolicited proposal to purchase municipally owned land located at 199 Ellis Street for development. Under the City's Land Disposition Policy (Attachment A), any unsolicited offers must be evaluated based on specific criteria identified in the policy to determine whether the proposal meets the criteria to be considered for direct disposition. Staff prepared an analysis and determined that not all criteria had been met to accept this unsolicited offer and Council directed staff to issue an Expression of Interest (EOI) to determine if there is other interest in this property. An Expression of Interest does not commit Council to accepting any offer and Council may choose to not sell this property.

Background

Council adopted the Land Disposition Policy on February 6, 2018 which defines how the City will dispose of any City owned property, under what conditions it will dispose of property and how dispositions will be evaluated. Specifically within the policy, an unsolicited proposal to purchase City owned land is to be reviewed to determine if the offer meets the needs of the community and provides unique benefits. Staff reviewed the unsolicited proposal for 199 Ellis Street and determined that it did not meet all of the criteria listed under Appendix A of the Policy. Because of the confidential nature of the proposal, the proposal and staff recommendation was presented to Council in a Closed Meeting where Council then passed a motion directing staff to issue a public EOI to test the market and determine if there are other interested parties. The original proponent will be invited to submit a proposal and may choose to re-submit their original proposal or a modified proposal.

Upon receipt of submissions to the EOI call, there will be an evaluation of all submissions based on criteria established in the EOI. The rankings will be presented to Council and at that time Council may decide to direct staff to enter into a process of negotiations and/or disposition of the property with one of the proponents, to engage in public consultation, or determine that the property will not be disposed of (sold) at this time.

Attachments

Attachment A – Land Disposition Policy

Approval date: February 6, 2018

Resolution No.: 47/2018

Subject: City Land Disposition

Goal

To establish a fair, consistent and competitive process to manage the disposal of City owned lands. This policy will also serve to protect the community's interests while providing certainty to potential purchasers or lessees through established practice.

Legislative Authority

As required by Section 26 of the *Community Charter* the City is required to advertise its intent to dispose of property. Although this is the minimum requirement, the policy intends to go well beyond the legislative requirements and engage the community on potential properties that will be disposed.

Scope

This policy applies to any city owned real property considered for sale or lease greater than 5 years; with the following exceptions:

- Land zoned for park purposes;
- Dedicated parkland;
- Encroachments;
- Rights of way or Easements;
- Non-buildable properties;
- Properties acquired by non-profit organizations;
- Land with a restrictive grant, trust or covenant.

Policy

Determining Properties for Sale and Method of Disposal

Every two years or more frequently if necessary, Council, with recommendation from staff, will consider the disposal of city owned lands, taking into account:

- Future needs of the City;
- Economic climate and current market values;
- Needs and priorities of the community.

A list and map of potential non-core lands will be created and circulated through city departments for review and comment before providing an in-camera report to Council, which includes: properties not excluded through department vetting; recommendations; and in-house valuations.

Having evaluated the recommendations, Council will determine which properties move forward in the public engagement process.

Based on public engagement, a report will be prepared for consideration by committees with related interests.

E.g.: Downtown Commercial Property – committees such as Community Revitalization, Development Services, and Economic Development.

The committees will provide recommendations related to retaining or disposing of the properties and preferred potential uses.

In an open meeting Council, upon consideration of public engagement results and committee recommendations, may direct staff to:

- Rezone the property prior to disposal and/or;
- Proceed with a Request for Proposal (RFP);
- Proceed with an Expression of Interest (EOI);
- List the property for sale privately or with a Realtor;
- Retain the property.

If Council elects to dispose of the property, the City will publish notice (in consecutive weeks in a newspaper) of the proposed acquisition opportunity in accordance with the requirements of the *Community Charter*. The notice will describe the property, the nature and, if applicable, the term of the proposed disposition (for example, a purchase or a 30-year lease) and the process by which the property may be acquired.

Council meetings respecting evaluations and negotiations following an RFP, EOI, or listing will be held in-camera (where council is of the view that disclosure could reasonably be expected to harm the City's or proponent's interests). A public summary of the process and evaluations will be provided once the City is satisfied that no financial harm will come to the City or proponent due to the disclosure.

Unsolicited Offers for City Property

On occasion, the City receives unsolicited offers and expressions of interest for real property. Based on the initial expression of interest, (which at a minimum must include the location, purchase price and the proposed use) all departments that could potentially be impacted by the potential disposal of the land will vet the proposal to determine if there are issues with disposal of the property or the proposal. If a proposal is deemed non-viable based on Staff vetting, the request will be declined at the staff level. Staff will advise the proponent of any viable alternative parcels and provide alternative processes that could be followed. Should the proponent not be satisfied with the staff decision the proponent may appeal the Staff decision to the CAO and if not satisfactorily resolved by the CAO, through an appeal to Council.

The proponent of an initial proposal that passes the initial vetting without objection will be provided with the Assessment Criteria (Attachment A) and invited to provide a formal written proposal which must:

- clearly outline the offer, proposal and intended use;
- demonstrate how the proposed development will comply with the Official Community Plan, Zoning Bylaw and how the proposal meets the specific points of the Assessment Criteria;
- outline the projected economic impact and/or benefits to the community;
- high-level concept drawings including at a minimum:
 - a site plan showing the location of the development on the parcel of land;
 - conceptual renderings of the proposed development;
- a detailed timeline for the development to occur, including any phasing required;
- staff may require additional information, depending on the location and impact on adjacent uses.

Upon receipt of a completed formal proposal, staff will complete a Council report, which will evaluate the proposal, provide market value estimate, evaluate the Assessment Criteria, and provide recommendations.

An open competitive process will be the standard approach for disposing of property. Staff will only recommend deviation from the competitive process if using the Assessment Criteria the proposal demonstrates unique and significant benefits that could not be provided by any other proponent.

The ultimate determination to proceed differently than a competitive process is at Council's discretion. Council may support the disposal of the specific property through a competitive process and the initial proponent will be invited to participate.

If the proposal delivers significant benefits that could not be provided by any other proponent and Council elects to proceed without a competitive process, Council may authorize staff to negotiate with the proponent. Once initial negotiations are complete, Council may choose to proceed with a public engagement process (the proponent will be required to participate), the results of which will be provided to applicable committees.

Following successful staff negotiations, and any engagement process and committee recommendations, the proposal will be brought back to Council for consideration as to whether to decline the proposal, direct staff to conduct further negotiations or authorize the City to enter into a contract of purchase and sale based on the initial negotiations.

Before the City enters into a contract of purchase and sale with the proponent, the City will publish notice (including in consecutive weeks in a newspaper) of the intended disposition in accordance with the requirements of the *Community Charter*. The notice must identify the property, the purchaser, the purchase price and the nature and term of the proposed disposition (for example a purchase or a 30-year lease). Following publication of the required notices, the City may execute the contract of purchase and sale.

Cost and Timelines of the Process for Unsolicited Offers

Costs for the proponent to prepare and provide the City with the necessary information related to this process shall be borne by the proponent. The proponent will also be required to pay any costs of estimating the market value of the property.

The City will expedite the review and approval of a proposal in a timely and efficient manner.

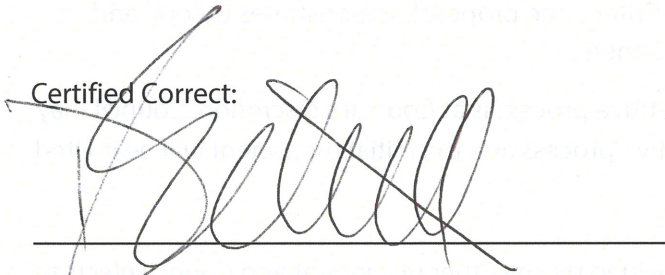
Appendix A: Proposal Assessment Criteria for Unsolicited Requests to Purchase City Owned Lands

Appendix B: Responsibilities

Previous Revisions

Revision date	Author
Land Sale 1998 (Res 793/1998)	

Certified Correct:



Corporate Officer

Appendix A:

Proposal Assessment Criteria for Unsolicited Requests to Purchase City Owned Lands

The Assessment Criteria shall ensure that:

- Clear desirable benefits are identified that directly address a clearly defined objective or Community need;
- The request reflects Council priorities;
- The request reflects the values and will of the Community as understood by the City;
- The purchase price (including any non-monetary consideration to be provided to the City) reflects estimated market value.

Demonstration of unique benefits:

- The proposal can only be delivered by the proponent, and possesses something that no other competitor can provide; i.e. the proponent owns adjacent property, possesses proprietary rights, etc.;
- Attributes, which may not necessarily stand alone as unique but, when combined, create a “unique” proposal. This may include innovative ideas, including financial arrangements or a unique ability to deliver a strategic outcome;
- The proposal delivers economic benefit for the City that would provide financial benefits/savings that would not otherwise be achieved;
- The request will deliver improved infrastructure and/or services to the Community;
- There is a demand for outcomes from the proposal.

Demonstration of City objectives:

- The proposed use of the land aligns with Council’s Priorities;
- The proposal will not conflict with identified potential uses for the surrounding properties;
- The proposal aligns with Council’s Vision for the City’s development and identified planning outcomes (OCP - public facilities, key services, short and long term accommodation commercial facilities, industrial facilities, open space, etc.);
- Alignment with the City’s Economic Development Strategy;
- Evidence of long term economic benefits to the Community;
- Provision of other investment opportunities;
- Evidence of local job creation (short term and long term);
- Consideration of any significant natural or environmental features;
- Consideration of any cultural significance;
- Identify and quantify risks for the City and community.

Appendix B:

Responsibilities

LAND: The Land Administrator shall be the initial contact for proponents and be the facilitator for progressing the proposal through the process.

FINANCE: Assist in any necessary financial analysis.

DEVELOPMENT SERVICES: To determine alignment to the OCP, Zoning Bylaw and the City's development priorities as well as economic development priorities.

INFRASTRUCTURE: Public Works, Parks, Engineering, Facilities to identify any operational needs, issues or potential future requirements for the property.

PROCUREMENT: To oversee RFP and EOI requests processes.