



# THE CORPORATION OF THE CITY OF VERNON

## A G E N D A

### SPECIAL COMMITTEE OF THE WHOLE

Predator Ridge, 301 Village Centre Place, Vernon B.C.

THURSDAY, JANUARY 31, 2019 (9:00 am – 4:00 pm)

#### AGENDA

#### 1. CALL TO ORDER

- A. THAT the Agenda for the January 31, 2019, Special Committee of the Whole meeting be adopted as presented.

#### 2. GENERAL MATTERS

#### 3. UNFINISHED BUSINESS

#### 4. NEW BUSINESS

**WELCOME AND  
OVERVIEW OF  
PROCESS**  
(9:00 – 9:30 am)

- A. Welcome by Predator Ridge  
B. Overview of Process: Identifying Council's Strategic Priorities  
(i) Four Year Timeframe  
(ii) S.M.A.R.T.  
(iii) Action Plans and Report Cards

**COUNCILLOR  
PLATFORMS**  
(9:30 – 10:30 am)

- C. Councillor Platforms  
*(Please bring your election platform material, including identifying your "Top 5" from your platform)*

(10:30 – 10:45 am)

#### SCHEDULED BREAK

**CURRENT ISSUES**  
(10:45 – 11:15 am)

- D. Current Issues  
(i) Current Issues *(i.e. Kin Race Track, affordable housing, impacts of homelessness, etc.)*

**OVERVIEW OF  
ADMINISTRATION  
BACKGROUND (P. 3)**  
(11:15 – NOON)

- E. Overview of Administration's Background Information  
(i) Current Projects  
(ii) Potential Projects

(NOON – 12:30 pm)

#### LUNCH (TO BE PROVIDED ON SITE)

**REVERSE VISIONING**  
(12:30 – 1:30 pm)

- F. Reverse Visioning  
*(It's 2022, July..... a summer day and time to reflect what has happened over the last 4 years...)*

**IDENTIFY STRATEGIC  
PRIORITIES**  
(1:30 – 2:30 pm)

- G. Identifying Strategic Priorities
  - (i) From Vision
  - (ii) From Platforms
  - (iii) From Current Issues

(2:30 – 2:45 pm)

**SCHEDULED BREAK**

**SELECTING FINAL  
STRATEGIC  
PRIORITIES**  
(2:45 – 3:30 pm)

- H. Grouping and Weighting Exercise

**KEY PERFORMANCE  
INDICATORS**  
(3:30 – 3:45 pm)

- I. Who Will We Know We've Succeeded?  
*What are the indicators of success?*

**NEXT STEPS**  
(3:45 - 4:00 pm)

- J. Next Steps

- 5. **LEGISLATIVE MATTERS**
- 6. **COUNCIL INFORMATION UPDATES**
- 7. **G.V.A.C. / R.D.N.O. REGULAR MEETINGS**
- 8. **INFORMATION ITEMS**
- 9. **CLOSE OF MEETING**



THE CORPORATION OF THE CITY OF VERNON

**INTERNAL M E M O R A N D U M**

**TO:** W. Pearce, Chief Administrative Officer **FILE:** 0530-05  
**PC:** P. Bridal, Director, Corporate Services **DATE:** January 25, 2019  
**FROM:** K. Flick, Director, Community Infrastructure and Development  
**SUBJECT:** Council's Strategic Planning Session: Background Information

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At its Special Committee of the Whole Meeting of January 31, 2019, Council will identify its vision for its term of 2019 – 2022, including specific strategic priorities. To assist Council in its deliberations, Administration has compiled high level background information (Attachment 1) regarding ongoing projects and projects that Council may wish to consider over the course of its term. The Division Directors will provide a very brief overview of the materials at the strategic planning session.

**RECOMMENDATION**

THAT Council receive for information the memorandum titled *Council's Strategic Planning Session: Background Information* and dated January 25, 2019 from the Director, Community Infrastructure and Development.

Respectfully submitted,

Jan 27 2019 8:51 PM

X  

Kim Flick

DocuSign

Kim Flick, Director  
Community Infrastructure and Development

## Operations Services

### **Projects Underway / Required**

- Parks' Asset Management Plan
- Completion of Cemetery Master Plan
- Continuation and completion of the Phase 1 Airport Improvements (apron expansion and rehabilitation project at Airport (2019))
- High Strength Waste Treatment Facility at VVRC (Anaerobic Digester)
- Conveyance line from VVRC to Okanagan Spring Brewery
- Chemical Dosing Facility at VVRC (alum)
- VVRC and SI Asset Management Plan
- Leachate Containment at Regional Biosolids Composting Facility
- Installation of Portland Loos and replacement of existing Civic Washroom Facility
- Municipal Wastewater Regulation (MWR) registration
- Construction and commissioning of Septage Receiving Station at VVRC
- Continued Commitment to Projects identified for replacement in Asset Management plans (i.e. sanitary, roads, buildings)

### **Uncommitted Projects to be Considered for Future Years (2019-2023)**

- Pilot Woody Biomass Project
- Continue implementation of electric vehicles in City Fleet and related infrastructure (i.e. charging stations)
- Facilities Master Plan
- Program for downtown mural upkeep
- Business cases and implementation of energy efficient projects (i.e. Facilities' lighting, LED street lighting conversion)
- Implementation of improvements identified in the Cemetery Master Plan
- Long Term Operating Agreement with OKIB
- Urban Forest Master Plan
- Address drainage issues in Polson Park
- Strategy for sports' field maintenance improvement
- Secure Agreement for continued use of reclaimed water on DND lands
- Completion of Operations and Closure Plan for Hesperia Landfill
- Completion of Phase II and III identified in Airport Master Plan
- Storm Water Master Plans – update

## **Financial Services**

### **Projects Underway / Required**

- Insure financial reporting reflects all changes in legislation and public sector accounting standards. Specifically, the City will be required to create a fifth financial report – “Statement of Remeasurement Gains and Losses” and report on “Asset Retirement Obligations” starting in 2021. Asset Retirement Obligations will require some funding from the City to investigate the cost to retire those assets in productivity that will require consideration of the environment upon retirement (example: Buildings and/or infrastructure with asbestos, etc.).
- Insure financial policies of the City are current/contemporary and will allow the City to maintain financial sustainability. Specifically, the City does not have a current/contemporary Reserve Policy. This will be especially important to have done prior to the Fortis BC decision about the LLO agreement. I have been working on this project but it is incomplete to date.

### **Uncommitted Projects to be Considered for Future Years (2019-2022)**

- Continuously improve the efficiency and effectiveness of financial reporting of the City by one, investigating its current use of Enterprise Resource Programs (ERP) that records all of its financial transactions and two, determine if the current systems are the most efficient and effective software(s) available, considering affordability, that results in more timely and relevant financial reporting that is accurate and reliable. Specifically, both Finance and Human Resources (HR) are utilizing several software programs or databases that do not ‘talk’ to each other, such as payroll (Vadim) does not ‘talk’ to budgeting (Questica), financial reporting (CaseWare) does not ‘talk’ to general ledger (Vadim), accounts receivable (Tempest) does not talk to general ledger (Vadim). As well, information in one database is not available when looking in another database. Many of HR’s databases are actually sitting in Excel spreadsheets rather than in an appropriate ERP software program. There are no workflow capabilities in any our current ERP systems.

## Corporate Services

### **Projects Underway / Required**

- Reorganization/Restructure Municipal Support Services Department. The RCMP Support Services Department is undergoing reorganization/restructuring as a result of two pressures. The first is the 2018 stake holder's decision to decentralize the RCMP support services of the Integrated Vernon/North Okanagan (VNOD) RCMP Detachment. Decentralization is ongoing and significantly challenging.

The second pressure is the RCMP Operational Communication Centre's (OCC) decision to reduce service delivery to the Municipal 90/10 municipalities. This has been the subject of many discussions in 2018, some including senior Administration and the Mayor. A final service delivery decision is pending and was subject of a recent scheduled meeting with Supt Baher, VNOD OIC and the Director of BC OCC, which was cancelled without explanation.

- Complete roll out and implementation of the Electronic Records Management System
- Infrastructure Equipment Upgrades to City's Information Systems
- Information Services procedures, standards and process training for all staff

## **Recreation Services**

### **Projects Underway / Required (and arising therefrom, Uncommitted Projects to be Considered for Future Years)**

- **Childcare Facility (2019-2020):** Proceed with the Community Childcare Planning Program assessment (should the grant application be successful) and if it is determined that there is a demand for childcare spaces in Vernon.

If the assessment determines that demand exists, apply for the \$1,000,000 UBCM Childcare BC New Spaces Fund.

Should the application for the \$1,000,000 UBCM Childcare BC New Spaces Fund be successful, proceed with planning, design and construction of a new childcare facility.

- **Greater Vernon Recreation Master Plan (2019-2020):** Move forward with the High Priority Short Term recommendations from the Plan including conducting a Feasibility Study for the development of a new Recreation Complex that may include a New Aquatic Centre, Fitness Centre, Walking/Running Track, Gymnasium(s) and Programming Spaces. Study to also review and recommend what to do with existing Aquatics Centre.

Feasibility Study February 2019 – February 2020

Endorsement by Elected Officials – March 2020

Referendum – October/November 2020

- **Kin Park (2019-2020):** Work collaboratively with Parks on a Master Plan for Kin Park that will include a mixture of green space, and facilities.
- **Lakeview Pool Revitalization 2019-2021:** Apply for BC-Canada Recreation Infrastructure Grant (2019).

Proceed with Design, Bid, Build project to revitalize the pool and washroom building (2020)

Complete construction in the spring – 2021

- **2022 BC Winter Games**

Liaise and support Local Organizing Committee - 2021

Successfully host the 2022 BC Winter Games – February 2022

## Human Resources Services

### Projects Underway / Required / Desired Go Forward

- **Capacity Building:** The Corporation focuses on Capacity Building with the intent to foster a high performance learning organization. This contemporary organization will have sound technical ability, a progressive management approach, and a respectful, safe, diverse, and inclusive work environment.

Building both the human and social capital is integral to the City's investment in its human resources as it leverages and multiplies the impact of resource allocation, strengthens partnerships and loyalty, and increases overall corporate success. Evidence suggests that capacity building initiatives tend to be more effective when conceived as an ongoing strategic commitment. These capacities fall under City of Vernon's corporate strategic commitment and there are typically three types: functional, technical, and behavioural:

- **FUNCTIONAL CAPACITIES** are capacities that cut across sectors, are relevant across various levels, and are not associated with one particular sector or theme. They are the management capacities needed to formulate, implement, and review strategies, programs, and projects. The focus is on getting things done and are of key importance for any successful capacity development.
  - **TECHNICAL CAPACITIES** are those associated with particular areas of expertise and practice in specific thematic areas or sectors. The technical skills may closely relate to a sector or program focus, such as budgeting, customer service, business writing and professional communications, business training, education, or health and safety. Technical capacities tend to be acquired through more formalized instruction, study, and practical training.
  - **BEHAVIOURAL CAPACITIES** have to do with cultural shifts and changes in attitude. An important component of capacity building, especially in a multi-stakeholder context, is raising awareness in order to affect changes in the attitudes, practices, and behaviours of individuals, groups, and organizations. These changes include partnering, building alliances, and interacting in new or different ways. Behavioural capacity building can also prompt changes in strategy direction, policies, and institutional culture.
- **Talent Acquisition and Retention (Preparing the Organization):** The Corporation focuses on mitigating operational impacts (the day to day) due to vacancies and strategic readiness in a highly competitive market for skilled employees, through the development of workforce planning, HR planning, and social media frameworks focused on talent acquisition and retention.

We are preparing for a significant demographic shift and are already well into the effect of the impact and the need for resources to manage the corporate corollary. We are currently experiencing a movement of 200 – 250 individuals per year, this trend is set to increase by 25 – 35% (conservative estimation) year over year for the next 5 – 8 years. As a measure, 2018's numbers had an increase of 30% over 2017.



- **Respectful, Diverse, and Inclusive Workplace:** The Corporation cultivates and promotes a respectful, diverse, and inclusive culture that champions dignity and value through continuous learning and development, discussion of respect, diversity, and inclusion topics, and ongoing assessment on what we can do to nurture a supportive work environment.

Respect for working within a diverse and inclusive environment. Capacity building within this framework builds benefits for internal and external stakeholders by generating processes that strengthen trust and build commitment and positive relationships.

Progressive organizations in all sectors have embraced these goals, not just because it's the right thing to do, but because adoption of these important principles provides them with a competitive advantage when acquiring and retaining the best and the brightest talent. Creating a respectful, diverse, and inclusive work environment not only helps with recruitment, it supports employee retention. After all, there's no point investing in efforts to get people through the door and training them if the workplace culture discourages them from staying.

We are dedicated to leveraging every individual's perspective, passion, and background, not only to enhance the work experience of each of our employee's, but also to have a positive impact on innovation and creativity in the workplace. We want everyone to bring their most authentic self to work every day and to feel empowered to share their ideas. It is through this work and through our employee's commitment to our organization that we will foster an open and inclusive environment to service the citizens of Vernon.

A respectful workplace culture is key for talent acquisition and retention, as well as for employee health and safety.

- **Unwavering Commitment to a Safe and Healthy Work Environment:** The Corporation continues to seek and achieve the highest standard of a safe and healthy work environment. The City will deliver safety performance improvement, a strong safety culture, and increase the awareness and motivation of employees to nurture and support a commitment to personal and team health and safety.
  - To continue to ensure that every employee goes home safe and healthy every day.
  - To ACTIVATE Health and Wellness and embed a culture that is health and safety focused.
  - To establish a baseline for our occupational health and safety department using the GUARDING MINDS anonymous survey to establish a baseline of data to develop a health and wellness program that is customized for our employees.
  - To continue a successful audit of the Certificate of Recognition (COR) designations, which provide rebates to the corporation for reinvestment into the safety programming.
  - To realize a decrease both direct (costs of medical treatment) and indirect (loss of morale, loss of work time, damage to equipment) costs.

## **Vernon Fire and Rescue Services**

### **Background/Context**

The projects outlined below are key enablers for achieving the goals established in the Vernon Fire Rescue Services Eight Year Strategic Plan. In 2017, Council endorsed the plan and established base funding for an equipment reserve and ongoing wildland urban interface fuels management. As well underfunded operational lines such as Personal Protective Equipment and Vernon Volunteer Firefighters Association (VVFA) manpower were adjusted to reflect the need of the service.

The plan also called for establishing a fleet replacement reserve. Council (2017) decided not to fund the reserve and instead to provide one time funding for a new fire engine and ladder truck. The funding of the fire engine depleted a pre-existing reserve. The ladder has been funded from the gas reserve. This decision addressed some of the immediate apparatus needs and has decreased the annual reserve contribution required. It is now necessary to establish base funding of a reserve to enable ongoing fleet replacement.

Fire Services has amended the initial fleet replacement plan outlined in the Eight Year Strategic Plan with a focus to minimize the number of apparatus required and to stretch out fleet replacement to the extent possible, without creating liabilities for the corporation. When considering the fire services fleet plan it is important to consider the needs to provide reliable, safe, contemporary service and to also support the communities Fire Underwriters Survey (FUS) ratings, which if left unaddressed could result in higher fire insurance premiums for the community.

In 2017, an overweight (illegal) wildfire unit and a thirty three (33) year old water tender which was in poor repair were removed from service and have not been replaced. With the purchase of the new engine we will be able to remove the road rescue vehicle which is past "end of life" by using the new engine to perform a dual role as an engine/rescue.

There is a need to replace the wildland unit and add a sprinkler protection unit to the fleet at the earliest opportunity. Currently the service has limited wildland capabilities and Wildland Urban Interface (WUI) fires represent a significant risk to the community.

To address the need for a fleet reserve it would be advisable to begin to fund a reserve with carry over amounts that may exist within the division at year end, until a base funded contribution can be established.

### **Projects Underway / Required / Further to the VFRS Strategic Plan**

- Projects begun in 2018, completion in 2019:
  - Engine \$700,000 funded from Fire Equipment Reserve
  - Ladder \$1.4 million funded from BC Gas Lease Legacy fund

- Projects 2019 to 2022:
  - 2019 modernization of the fire prevention program funded from fire equipment reserve
    - Fire extinguisher training prop \$7,000
    - Work process and system improvements \$15,000
  - ❖ 2020 establish fleet reserve in the magnitude of \$250,000 not funded
  - ❖ 2020 hire two (2) career fire fighters \$192,805 not funded
  - ❖ 2021 hire two (2) career fire fighters \$197,669 not funded
  - ❖ Design and installation of an exhaust capture system for Station #3 was planned for 2019. This project is a one-time project and not funded. It is budgeted at \$60,000. Completion of this project has been postponed until the station is fully operational. When apparatus are regularly operating out of the station installation of an exhaust system will be a mandatory Occupational Health and Safety requirement.
  - 2021 FUS review \$40,000 funded from fire equipment reserve
  - 2021 portable/mobile radio system cyclical replacement \$115,000 funded from the fire equipment reserve
  - 2022 Regional Class B firefighting foam program \$200,000 funded from the fire equipment reserve
  - Total of yet to be funded base needs between 2019 and 2022 is approximately \$640,474. Total one time project funding \$60,000
- Provide the support and resources identified in Vernon Fire Rescue Services Eight (8) Year Strategic Plan 2018-2025, over the term of this Council, to enable the implementation of the strategies, goals and objectives which move VFRS forward in providing services which are in line with Occupational Health & Safety requirements, industry standards and best practices.
  - Objective 1: Establish a fire services fleet reserve by 2020, with base funding in the magnitude of \$250,000, increasing by 1.9% annually enabling the implementation of VFRS Fleet Replacement Plan.
  - Objective 2: Approve two (2) new FTE's and add base funding in the magnitude of \$192,805 for career firefighters in 2020 enabling Fire Services to control overtime cost and provide more consistent service coverage.
  - Objective 3: Approve two (2) new FTE's and add base funding in the magnitude of \$192,805 for career firefighters in 2021 enabling Fire Service to control overtime cost and provide more consistent service coverage.
  - Objective 4: Fund a one time project, in the magnitude of \$60,000 for an exhaust capture system for Fire Hall 3, as required by Occupational Health & Safety for operational fire stations, once the station can be utilized on a regular bases.
  - Objective 5: Support Fire Services in the implementation of the already funded and endorsed objectives identified in the Eight (8) Year Strategic Plan during the term of this Council. These include but are not limited to modernization of the fire prevention program, completion of a Fire Writers

- Survey (FUS) review, portable/mobile radio system cyclic replacement, and implementation of a Regional Class B Fire Fighting Foam program.
- Objective 6: Provide additional funding to increase staffing levels during periods of high wildland urban interface (WUI) risk, on a case by case bases, as recommended by the Fire Chief.
  - As required by legislation, throughout the term of Council, to support the ongoing provision of a contemporary Emergency Management program which includes Emergency Support Services.
    - Objective 1: Mayor and Council will participate in an Elected Official Training Workshop in the first year of their term to become familiar with roles and responsibilities during a significant emergency or disaster within the community.
    - Objective 2: City divisions will build capacity within their divisions to support Emergency Operations Center (EOC) activation, to work cooperatively towards emergency mitigation, recovery, and response.
    - Objective 3: City divisions will maintain capacity within their groups to support a prolonged EOC activation.

## **Community Infrastructure and Development Services**

### **Projects Underway / Required**

- Address existing and pending drainage issues (e.g. drainage studies, risk and threat assessments related to water, floodplain bylaw, OCP amendments)
- Development and RDNO Water Bylaw: resolve issues impeding development
- Okanagan Landing sewer expansion program implementation
- Climate Action Plan (through the Climate Action Task Force)
- DCC Bylaw update
- AirBnB policy/bylaw
- Okanagan Rail Trail promotion (e.g. marketing, trail connections)
- Civic Arena Park Consultation and Construction (2019-2020)
- Transit Expansion Planning (2020)
- Housing Needs Assessment (2022) (required for next Official Community Plan review)
- MRDT Renewal and Five Year Strategic Plan (2022)
- CEDI Program Implementation
- Zoning Bylaw #5000 Update (e.g. several housekeeping and relatively minor updates)
- Revitalization Tax Exemption Program review
- Cannabis retail sales business licenses (2019)
- Expanding scope of on-line development applications and on-line customer tracking of applications
- Complete review of impediments to secondary suites and tiny homes
- Complete priority lake access improvements

### **Uncommitted Projects to be Considered for Future Years (2019-2022)**

- Economic Development Strategy
- Polson Park Master Plan
- Update of The Rise Neighbourhood Plan
- Implementation of new Affordable/Attainable Housing Strategy
- Update Parks Master Plan (including comprehensive dog-friendly strategy)
- Review of City's ALR lands for Regional Growth Strategy Review
- Develop one lake access per year