



THE CORPORATION OF THE CITY OF VERNON

A G E N D A

“To deliver effective and efficient local government services that benefit our citizens, our businesses, our environment and our future”

**SPECIAL OPEN MEETING
CITY HALL COUNCIL CHAMBER
MONDAY, JUNE 21, 2021
11:45 AM ARRIVAL (Lunch Served)
12:00 NOON – 4:00 PM (As required)**

*Pursuant to Provincial Health Officer’s Order, “Gathering and Events – June 15, 2021”, members of the public are **prohibited** from attending Council meetings in-person until such time as the order “Gathering and Events – June 15, 2021” is rescinded or amended;*

Council meetings are live-streamed and video-recorded and may be accessed at <https://www.vernon.ca/council-video>. Recordings are made available on the City of Vernon website by noon on the day following the meeting.

1. CALL TO ORDER

- A. THAT the Agenda for the June 21, 2021 Special Regular meeting be adopted as presented.

2. GENERAL MATTERS

INTRODUCTION

- A. Will Pearce, CAO, will provide an overview of the afternoon:
- to review progress on 2019 – 2022 Strategic Plan
 - to set 2022 priorities within the Council approved Strategic Plan
 - to review 2021 Budget Variances to date
 - to set 2022 Operating budget targets (base), including 2022 Infrastructure Renewal Program
 - other items as determined by Council

COUNCIL STRATEGIC PLAN – ACTION PLAN 2021 UPDATE (0530-05) (P. 3)

- B. The Director, Community Infrastructure and Development will provide Members of Council with an overview of the Council Strategic Plan 2019 – 2022 to date.

THAT Council direct Administration to report of the progress of Action Plan items and prepare a draft Action Plan 2022 for Council’s consideration for the Regular Meeting of September 27, 2021 as outlined in the memo titled Council Strategic Plan – Action Plan 2021 Update dated June 15, 2021 and respectfully submitted by the Director, Community Infrastructure and Development.

**MAY 31, 2021 BUDGET
TO ACTUAL VARIANCE
RESULTS
(1830-02 2021)
(P. 32)**

- C. The Director, Financial Services will provide an update on the status of the 2021 Budget Variances as of May 31, 2021.

THAT Council receive the internal memorandum dated June 1, 2021 and titled “May 31, 2021 Budget to Actual Variance Results” as provided by the Director, Financial Services.

**2022 BUDGET
CHALLENGES REVIEW
(1830-02 2021)
(P. 36)**

- D. The Director, Financial Services and the Chief Administrative Officer will facilitate a Council discussion on 2022 Operating Budget targets for budget development.

THAT Council receive the internal memorandum dated June 15, 2021 and titled “2022 Budget Challenges Review” as provided by the Director, Financial Services;

AND FURTHER, that Council direct Administration to submit a 2022 Operating Budget to be within a 2% tax revenue increase (or as set by Council), excepting Recreation Services;

AND FURTHER, that Council direct Administration to include within the 2022 Operating budget the following (service level increases OR service level decreases) to be over and above the base budget and in addition to (or reduction to) the 2% tax revenue increase (or as set by Council);

AND FURTHER, that Council direct Administration to continue the Infrastructure Renewal Program at the yearly incremental commitment of 1.9% and direct Administration to budget for expenditures of new revenues in the 2022 Capital budget for Council consideration.

3. UNFINISHED BUSINESS

**2900 BLOCK 30TH
AVENUE CLOSURE
COST ESTIMATE**

- A. Report to be circulated on June 18, 2021

4. CLOSE OF MEETING



THE CORPORATION OF THE CITY OF VERNON

INTERNAL M E M O R A N D U M

TO: Will Pearce, CAO **FILE:** 0530-05
PC: Keri-Ann Austin, Manager, Legislative Services **DATE:** June 15, 2021
FROM: Kim Flick, Director, Community Infrastructure and Development
SUBJECT: COUNCIL STRATEGIC PLAN - ACTION PLAN 2021 UPDATE

Council adopted its Strategic Plan 2019 – 2022 at its Regular Meeting of May 13, 2019. The Strategic Plan identifies Council's priorities for the four year term of Council which will guide Administration's work program and associated budgeting. Subsequently, Council endorsed Action Plans for 2019, 2020 and 2021. At its Regular Meeting of March 22, 2021, Council received a comprehensive update of the Strategic Plan (Attachment 1). The next comprehensive update is planned for March 2022.


To supplement the March 22, 2021 update, attached is an update of the Action Plan 2021 items (Attachment 2).

Administration typically seeks Council direction for its priorities for the next year so the Action Plan can be developed. As 2022 is the final year of the Council term, it is the last opportunity for Administration to complete the Council objectives established in 2019. As such, it is recommended that Council not add any additional action items. Should Council concur, Administration would report in advance of the 2022 Budget Meetings on the progress of outstanding Action Plan items and present the draft Action Plan 2022 for Council's consideration in September. This will coincide with Administration reports on potential staffing issues/requests.

RECOMMENDATION:

THAT Council direct Administration to report on the progress of Action Plan items and prepare a draft Action Plan 2022 for Council's consideration for the Regular Meeting of September 27, 2021 as outlined in the memo titled *Council Strategic Plan - Action Plan 2021 Update* dated June 15, 2021 and respectfully submitted by the Director, Community Infrastructure and Development.

Respectfully submitted:

Jun 17 2021 10:07 AM

X Kim Flick DocuSign

Kim Flick, Director
Community Infrastructure and Development

Attachment 1 – Update of the Council Strategic Plan March 2021 Update

Attachment 2 – Action Plan 2021 Update

G:\0100-0699 ADMINISTRATION\0530 COUNCIL - GENERAL\05 Strategic Vision - Goals and Objectives\2021\2021 March Strat Update\210311 KF Memo re 2020 Strat Update.doc

ACTIVATE LIFE



CITY OF
Vernon

CITY HALL

COUNCIL'S STRATEGIC PLAN

2019 – 2022

UPDATE — MARCH 2021

CITY'S MISSION STATEMENT

To deliver effective and efficient, local government services that benefit our citizens, our businesses, our environment and our future.



VERNON CITY COUNCIL 2019 – 2022

Front row: Kari Gares, Victor Cumming (Mayor), Dalvir Nahal

Back row: Scott Anderson, Brian Quiring, Akbal Mund, Kelly Fehr

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CONTEXT: March 2021

On March 11, 2020 the World Health Organization declared a pandemic due to COVID 19. In order to contain the spread of the virus, restrictions were put in place. These restrictions have had significant impacts on the global - and local - economy. On May 6, 2020, the Province of BC released the BC Restart Plan. The plan provides a phased approach to the reopening of BC's economy.

Throughout the pandemic, the City has remained open for business, one of the few municipalities in the province to do so. With the exception of

closing recreation facilities, the City maintained operations to support the local economy and provide services to our citizens. Safe operating plans have been developed which address WorkSafe guidelines and PHO orders for all work areas and are posted in public view. Throughout this, significant staff resources have been deployed to respond to the pandemic and ensure provincial health orders and guidance are being met to ensure public safety.

The City has been supporting businesses throughout the BC Restart process with a goal of being responsive, nimble and quick. Administration undertook a survey of businesses mid-2020 to identify local needs in light of the pandemic restrictions. Council approved the use of on-street parking spaces and sidewalk areas without a fee or application process, and established 10 minute pick up zones in the downtown.

While development in 2020 started off strong, the initial pandemic lockdown in March significantly impacted building activity for a short time, though it did rebound later in the year. Building permits reached \$104.2 million, down from \$127 million in 2019. Residential starts were down in 2020 at 331 units. The vacancy rate fell from 1.9% to 1.0% in 2020. January and February 2021 have started out very strong and there is every indication that this activity will continue throughout the year.

The City's core operating budget has been held to a 1.8% or less increase since 2012. This does not include new services directed by Council or the Infrastructure Levy. The City's asset management plan directs renewal projects, and significant capital works in 2020 included the last phase of the 29th/30th Street renewal and the high strength waste conveyance line to the Vernon Water Reclamation Centre. Staff turnover and vacancies have hampered service delivery in some areas, though vacancies were down to 12 corporate wide at the end of 2020 (with the exception of Recreation staff laid off due to the pandemic and closure of most recreation facilities during 2020).

Spring flooding and wildfires continue to impact Vernon along with other municipalities in the Okanagan Valley. The City secured grant funding to complete flood mapping throughout the entire city, in an effort to reduce flood events along the creeks that run through the community. The Climate Action Advisory Committee was struck by Council in 2018 to develop a Climate Action Plan. After two years of community engagement and several background studies, Council approved the draft Climate Action Plan in principle in December 2020.

Council endorsed Action Plans for 2019 and 2020 to implement the Strategic Plan. This document provides an update focusing on the status of the 2020 Action Plan. In addition, the metrics identified by Council to help track the implementation of the plan have been provided for 2020 as a whole.

At Council's Special Meeting of June 21, 2021, Administration will be seeking Council's direction on the development of an Action Plan for 2022 and overall Budget 2022 guidance, which will inform the development of the budget for Council's consideration in November. An update on the progress of the 2021 Action Plan will be presented at that meeting for Council's information.

SUMMARY of Strategic Priorities, Actions and Measures of Success

The following table summarizes all the required actions identified in the Strategic Plan.

Strategic Priority Area	Actions Required to Achieve Vision	How We Measure Success
Recreation, Parks & Open Space (page 7)	<ul style="list-style-type: none"> • Complete Recreation Feasibility Study • Commence construction of priority recreation facilities at Kin Park • Complete Polson Park Master Plan • Commence priority Polson Park projects • Develop a strategy for acquisition of mountaintop parks • Develop a minimum of one lake access site per year 	<ul style="list-style-type: none"> • Annual investment in Kin Park and Polson Park • Acquisition of an off-leash dog park • Acquisition of natural park areas on mountaintops in acres • Number of lake access sites developed annually
Affordable & Attainable Housing (page 9)	<ul style="list-style-type: none"> • Develop a City Housing First Strategy • Continue to partner with BC Housing, not-for-profits and the development community on affordable housing, including the use of City-owned land • Review and streamline residential development approval process • Complete a Housing Needs Assessment to inform the Affordable and Attainable Housing Implementation Strategy and the next Official Community Plan review 	<ul style="list-style-type: none"> • Increased vacancy rate • Number of new units by type and neighbourhood • % of all homes within 500 m of active transportation, services and parks • Time to process a single family building permit and a multi family development permit
Vibrant Downtown (page 11)	<ul style="list-style-type: none"> • Identify incentives to encourage redevelopment and upgrades to existing buildings • Increase events and amenities in the Downtown • Investigate the potential closure of 30th Avenue to vehicular traffic from 29th Street to 35th Street • Create parking for the Okanagan Rail Trail in the redevelopment of the Civic Arena site • Support economic development initiatives that attract skilled labour to the area • Identify and implement actions to address drug use, vagrancy and safety concerns, the role of Bylaw Services & increased RCMP presence • Evaluate and seek Council direction on the impact of retail cannabis stores Downtown • Promote the Okanagan Rail Trail through marketing, trail connections and other initiatives • Support the Folks on Spokes program and other clean up initiatives in the Downtown core 	<ul style="list-style-type: none"> • Annual investment in public events and amenities and event attendance • Private investment in new development and building upgrades • Number of calls for Bylaw Services • Number of new housing units in the City Centre, by type and value

continued on page 6 ➡

Strategic Priority Area	Actions Required to Achieve Vision	How We Measure Success
Organization Priorities <i>(page 14)</i>	<ul style="list-style-type: none"> • Increase public participation in the development of strategies and plans • Investigate new approaches to engage citizens (e.g. on-line platforms) • Investigate opportunities to enhance the transparency of decision making • Review application processes to ensure they are efficient as possible • Implement more on-line application types • Develop a learning and development framework and coaching and mentoring programs for the organization • Support continued implementation of health and wellness initiatives • Investigate options to provide additional space for the RCMP • Prioritize staff recruitment 	<ul style="list-style-type: none"> • Number of people engaged in public participation annually • Number of processes reviewed annually • Number of new on-line applications annually and number received annually • Number of learning and development opportunities provided to/accessed by staff • Number of staff vacancies
Regional Relationships <i>(page 18)</i>	<ul style="list-style-type: none"> • Continue and build upon CEDI partnership with OKIB • Improve communication/consultation with RDNO • Work with RDNO on the acquisition of natural parkland in the city • Obtain RDNO approval to consult with City staff on In Camera issues at RDNO 	<ul style="list-style-type: none"> • Number of activities between the City and OKIB annually • Acquisition of natural parkland in the City of Vernon by RDNO, in acres
Other Sustainability Priorities <i>(page 20)</i>	<ul style="list-style-type: none"> • Investigate methods to increase recycling & alternatives to recycling, including an organics diversion plan • Support the provision of affordable childcare • Promote transit oriented mixed use development • Adopt a Climate Action Plan • Encourage initiatives to support green buildings, including the BC Energy Step Code • Update the Landscaping Standards Bylaw to require sustainable and Fire Smart landscaping • Identify ways to foster innovation in technology and manufacturing (business retention and expansion) • Continue to implement Fire Smart principles in the wildfire interface area and improve communication with residents throughout the year, in addition to emergency events • Review and implement the Fire and Rescue Services Strategic Plan • Undertake drainage studies, risk and threat assessments and related bylaw amendments • Continued commitment to the development and implementation of asset management plans • During the next review of the Master Transportation Plan, revisit the highway bypass and explore alternatives to transit in low density areas • Support the extension of water along Eastside Road 	<ul style="list-style-type: none"> • Number of new residential units within walking distance of a transit stop • Number of businesses in the technology and manufacturing sectors • Tonnage of organics diverted from the landfill, annually • Number of childcare spaces in the community, by age group • Tonnage of GHGe emitted annually, corporately and community-wide • Number of acres treated to reduce fuel load (wildlands/City lands)



Recreation, Parks and Natural Spaces

VISION 2022

The comprehensive plan for the Kin Park lands is completed, informed by the Recreation Master Plan feasibility study and public participation. New recreation facilities are under development on the site. A new fenced off-leash dog park has just opened. The Polson Park Master Plan is complete and improvements are underway to better showcase the jewel of the Vernon urban parks system to the many residents and visitors that use the park and as a connection to the Okanagan Rail Trail. New natural area parks are being acquired at Turtle Mountain, Adventure Bay, the Foothills and the Commonage, supported by our regional partners where possible.

WHAT DID WE DO IN 2019?

- Released RFP to acquire a consultant to conduct the Active Living feasibility study and conduct public consultation to determine what specific recreation facilities the community wants and can afford
- Completed fencing of Marshall Field off leash area
- Worked with parties on the potential for new parkland
- Adopted Parks DCC Bylaw
- Completed the demolition of Kin Race Track buildings/area
- Applied for BC-Canada Recreation Infrastructure Grant for Lakeview Pool revitalization
- Completed priority lake access improvements at Beachcomber Bay Road

WHAT DID WE DO IN 2020?

- Designed the planning process for Kin Race Track Lands
- Completed public engagement as part of the Active Living Centre feasibility study process and release the draft results to the Greater Vernon elected officials and the public
- Revised the draft after receiving feedback and provide the elected officials and the public with a final report including a preferred option in the spring for the Active Living Centre
- Worked with parties on the potential for new parkland
- Identified lake access to be improved in 2021 through the Budget 2021 process (capital funding supported in budget process with Site #1 identified at Council's Regular Meeting of January 5, 2021)
- Plan for new fenced off leash park

WHAT ARE WE STILL WORKING ON?

- Consider residential component to development of the Kin Race Track Lands site
- Complete priority lake access improvements at 8797 Okanagan Landing Road
- Seek Council approval in principle for next three lake access sites
- Develop planning process to update Polson Park Master Plan, for implementation late 2020/early 2021
- Involvement of OKIB in development of Polson Park Master Plan
- Ensure Dog Control bylaw can be implemented through contract with RDNO

WHAT DO WE STILL HAVE TO GET TO?

- Conduct the planning process for Kin Race Track Lands incorporating the results of the Recreation Feasibility Study
- Purchase Event Deck dry floor for Kal Tire Place North that can be used for trade shows and events and as a sub floor beneath a sport flooring system for dry floor sporting events

- Consultation, planning and funding required for Kin Race Track Lands prior to construction
- Complete Canadian Lakeview Estates upgrades, Pottery Ravine Park improvements, DND Washroom Renovations, Whitecourt to Foothills Place Trail Connections, Civic Park
- Purchase of park land as appropriate
- Dependent on the outcome of the BC-Canada Recreation Infrastructure Grant application, undertake Lakeview Pool revitalization with design work in the spring and begin project with demolition and site prep work in fall
- Involve Electoral Areas B and C in drainage improvement studies and works where impacts are cross boundary
- Continue to implement the recommendations in the Recreation Master Plan
- Request approval of the preferred option for the Active Living Centre by resolution from all Greater Vernon partners (the City of Vernon, the District of Coldstream and Electoral Areas B & C)
- Conduct a public information campaign and working in conjunction with the Regional District hold a referendum on the funding and construction of a new multi purpose Active Living Centre and the renovation and enhancement of the existing Vernon Aquatic Centre in the fall

HOW DO WE MEASURE SUCCESS?



Annual (capital)
investment in Kin
Park and Polson Park

\$3,000 (2018)
\$5,000 (2020)



New off-leash
dog parks

1 (2019)
0 (2020)



Acquisition of
mountaintop natural
park area in acres

5.8 (2019)
0 (2020)



Number of lake
access sites
developed annually

2 (2018)
1 (2019)
0 (2020)



Affordable and Attainable Housing

VISION

Finding affordable and attainable housing has gotten easier. The vacancy rate is up and there are new housing options available across the continuum. The City has partnered with BC Housing, local not-for-profits and the development community on new affordable rental units on City-owned land. A streamlined residential development approval process is helping private developers deliver new units more efficiently. New family housing options are provided close to services and active transportation routes, and upscale options are under development in the Downtown.

WHAT DID WE DO IN 2019?

- Commenced short term rentals policy/bylaw consultation
- Investigated and pursued opportunities for affordable/attainable housing partnerships, as appropriate
- Identified any available parcels of land in advance of the Spring 2020 BC Housing call for funding
- Completed Lease and Housing Agreement for 4005 Pleasant Valley Road in partnership with BC Housing and Vernon Land Trust
- Participated in provincial review of development requirements
- Worked with RDNO to oversee regional housing assessment

WHAT DID WE DO IN 2020?

- Worked with RDNO on a Regional Housing Strategy to ensure City needs are reflected
- In conjunction with Social Planning Council, investigated potential City owned lands for affordable housing
- Worked with BC Housing and other agencies on project development
- Investigated and pursue opportunities for affordable/attainable housing partnerships, as appropriate

WHAT ARE WE STILL WORKING ON?

- Began development process review and assessment of the residential development approval process and identify areas to streamline
- Develop short term rentals policy/bylaw for Council's consideration
- Complete review of impediments to secondary suites, tiny homes and carriage homes

WHAT DO WE STILL HAVE TO GET TO?

- Continue to proactively identify lands to develop affordable housing
- Investigate and pursue opportunities for affordable/attainable housing partnerships, as appropriate

- Work with BC Housing and other agencies on project development
- Complete development process review and implementation, including assessment of residential development approval process and areas to streamline
- Develop public materials to increase awareness of development processes and timelines
- Integrate outcomes of housing needs assessment into Housing Strategy Implementation Plan
- Adopt Housing Strategy Implementation Plan and implement priorities
- Attainable Housing Implementation Strategy and the next Official Community Plan review

HOW DO WE MEASURE SUCCESS?



Increased vacancy rate

1.5% (2018)
1.9% (2019)
1% (2020)



Active Transportation

n/a (2018)
87 (2019)
88 (2020)



Services

n/a (2018)
21 (2019)
24 (2020)



Parks

n/a (2018)
84 (2019)
84 (2020)

% of all homes within 500m of:



	2018		2019		2020	
	Single Family	Multi Family	Single Family	Multi Family	Single Family	Multi Family
Number of new units, by type and neighbourhood						
City Centre	1	8	0	0	0	7
Neighbourhood District	53	215	42	280	46	180
Hillside Residential and Agricultural District	102	73	78	51	56	41
Time to process a building/development permit (weeks)	n/a	n/a	3.99	12.5	3.65	16.5



Vibrant Downtown

VISION 2022

The Downtown is bustling with shoppers and employees enjoying the many outdoor patios, events and amenities. The new multi family units in the City Centre have increased the number of residents in the area, including families and affluent residents. Crime has been trending down and the streets are free from litter and unwanted graffiti. New mixed use development is complemented by the investment business owners have taken in their buildings, all contributing to a vibrant Downtown. Fully connected into the Okanagan Rail Trail, the Downtown has seen a surge of new tourists enjoying our many restaurants, stores and amenities.

WHAT DID WE DO IN 2019?

- Continued to promote infill and redevelopment opportunities in the City Centre
- Provided Council update on the Revitalization Tax Exemption and continued program
- Continued investment in City Centre capital projects
- Successful application to Destination BC for Okanagan Rail Trail promotion in partnership with ORTC, TOTA and Tourism Kelowna
- Installed new downtown public washroom
- Replacement of existing public washrooms at the Transit Exchange
- Increased visibility of Bylaw and RCMP with joint patrols on foot and bike
- Business outreach through DVA and Chamber to provide "Who to call information"
- Provided off hours sharps pickup when needed
- Monitored Folks on Spokes program
- Continued to find locations for sharps drop boxes on COV buildings and properties to expand coverage and support the Folks on Spokes and Street Clinic weekly clean ups
- Collaborated with the Province's Community Safety Unit (CSU) to direct enforcement toward unlicensed cannabis retailers and monitor licensed stores for compliance
- Supported Anti-Tag team program with compliance letters and enforcement when necessary
- Investigated alternative aggregate products for grit application during snow and ice control season to reduce dust and air quality issues in the downtown
- Worked with Canada Day Society to limit liability and enable safe fireworks display
- Increased DVA Maintenance Funding
- Worked with DVA to enhance the downtown with new parking signage, planters at 29th street parking lot, etc.
- Completed annual mural maintenance including cleaning and protective coatings as required
- Collected on and off-street parking data over the summer
- Participated in Rural and Northern Immigration Pilot Program (RNIP) to attract skilled workers to Vernon (three year program launches January 2020)
- Hosted Emergency Vehicle Technician Association British Columbia conference (third consecutive year)

WHAT DID WE DO IN 2020?

- 32nd Ave rehabilitation including improved street lights, sidewalks and road
- Continued outreach to businesses and residents to address concerns
- New Okanagan Rail Trail website launched through ORTC. Additional Rail Trail promotion included in Tourism Vernon 2020 Marketing Plan
- Continued collaboration with service providers to connect clients to available services
- Promoted new City DCC Bylaw and working to minimize increases in RDNO Water DCC Bylaw rates
- Expanded joint patrols with RCMP in hot spots and parks close to downtown core and the BIA
- Continued funding of Folks on Spokes based on a measured success of pilot project through community feedback
- Continued with Revitalization Tax Exemption
- Continued to participate in Rural and Northern Immigration Pilot Program (RNIP) to attract skilled workers to Vernon
- Met with Downtown Vernon Association and business owners to discuss opportunity of closing 30th Avenue to vehicular traffic
- Purchased new sweeper to focus on removal of surface dust particles and improve air quality as well as providing higher level of service for street sweeping in the downtown (delivery April 2021)

- Implement improved aggregate products for winter maintenance to reduce dust and improve air quality
- Increase funding for Bylaw's part time Seasonal Enforcement Unit (.5 position) from 4 hours per day to 7 hours per day to enable additional service delivery hours Saturdays to Tuesdays

WHAT ARE WE STILL WORKING ON?

- Continue road and utility upgrade projects radiating from the downtown core including 30th Street to improve and relieve traffic in the downtown
- Identify potential parking lot locations based on parking congestion
- Civic Arena Park consultation and planning (explore parking for the Civic Arena park as a shared use parking lot that serves the park, Visitor Information Centre and the Okanagan Rail Trail)
- Begin construction of Civic Arena Park; tender parking lot work with the 29th/30th St Transportation Corridor Project to save time and money
- Study the feasibility of removing snow in the downtown core using the new sidewalk machine with a high chute snow blower
- CCTV inspect sanitary and storm mains in the downtown including all service lines/catch basin leads to assist with asset management plan



WHAT DO WE STILL HAVE TO GET TO?

- Continue to promote infill and redevelopment opportunities in the City Centre
- Explore other incentive opportunities to encourage building upgrades (e.g. façade improvement grants)
- Increase promotion of Folks on Spokes program through traditional and social media channels
- Host 2024 Fire Chiefs Association conference
- Continued funding of Anti-Tag Team based on a measured success of pilot project through business feedback and reduced visual impact
- Continue collaboration efforts with BC Hydro to identify opportunities to underground overhead wires
- Trial closure of 30th Avenue to vehicular traffic for a period of at least a week

HOW DO WE MEASURE SUCCESS?



Annual investment in Downtown public events and amenities

n/a (2018)
\$119,150 (2019)
\$8,578 (2020)



Annual attendance at Downtown public events

n/a (2018)
30,900 (2019)
4,050 (2020)



Private investment in new development and building upgrades

n/a (2018)
\$1.32M (2019)
\$4.3M (2020)



Number of calls for Bylaw Services in the Downtown

1,494 (2018)
1,235 (2019)
924 (2020)



Number of calls for RCMP in the Downtown

6,810 (2018)
7,330 (2019)
6,274 (2020)



Number of new housing units in the City Centre, by type and value

9 (2018)
n/a (2019)
7 (\$1.19M) (2020)

Organization Priorities

VISION 2022

The City of Vernon is a customer focused organization. Decision making is increasingly transparent and accountable through the use of various tools, including those on-line. Citizens are offered lots of opportunity for participation in the development of strategies and plans. Application processes have been reviewed and streamlined where possible, including the increased use of on-line applications. Staff vacancies are at a minimum and learning and development are fostered across the organization to ensure that we have a capable and contemporary workforce.

WHAT DID WE DO IN 2019?

- Constructed and commissioned the septage receiving station at VWRC
- Implemented the 2019 Capital Projects
- Engaged the public with the Budget survey in May, as directed by Council
- Expanded use of EFT payments, eHOG applications, PAWS payments and Utility auto-debits
- Investigated eTax (electronic mailing of property tax notice)
- Council held a Town Hall Meeting on June 4, 2019
- Added video of COW Meetings and Public Hearings
- Initiated a one year radio advertising pilot on Beach Radio
- Launched the Vernon Connect app
- Participated in the Provincial review of the development approval processes
- Completed the DCC Bylaw update, lowering DCCs across the city
- Updated the Mobile Vending Policy
- Implemented new ways of engaging community members for the development of the Climate Action Plan
- Included staff from all Divisions in the Climate Action planning process
- Emergency Program and Emergency Operations Center training was ongoing throughout the organization
- Posted the Vernon Fire Rescue Services Eight Year Strategic Plan 2018 - 2025 on the website
- VFRS developed shared core values, mission, vision and a philosophy of operations reflective of the City mission statement and the management team participated in training to communicate more effectively
- VFRS provided "Project All In" and a presentation for members regarding mental health and building resiliency
- Constructed sidewalks and multi-use paths and install additional bike parking
- Developed and launched the City of Vernon Learning and Development Framework
- Allocated and refined resources to manage high volume requirements related to talent acquisition
- Conducted a corporate Values Workshop
- Attracted, engaged and retained talent from different backgrounds, age groups, genders, and nationalities
- Developed a mentoring program
- Undertook capacity building around employee development to recognize and support diversity in leadership roles
- Surveyed and performed a gap analysis on strategic (capacity) development and leadership at the senior management, management and supervisory levels

- Developed the Module Three Strategic Capacity and Leadership Development Program
- Conducted the annual review of Bullying and Harassment Policy and bi-annual review of Fit for Work Policy
- Held a Day of Mourning Event
- Held an Employee Wellness Fair
- Implemented Return to Work/ Stay at Work and Employee Care Coordination
- Conducted a cyber security review
- Upgraded the City's information systems infrastructure equipment
- Investigated options to replace the City's HR/Payroll systems and ERP (Financials)
- Electronic Records Management (ERMS): Recreation and Operations Divisions templates built and launched
- Summer grant workers scanned and secured 10 full shelving units of permanent property file records into ERMS
- Updated financial policies to reflect contemporary practices (Reserve Management Policy and Purchasing Policy)
- Ensured financial reporting meets all new legislative and public sector accounting standards
- Introduction of the provincial Mobile Response Team (MRT) Training to City staff for outreach and short term psychosocial support education
- Reviewed Corporate and RCMP space needs (North Okanagan Traffic terminating lease of December 31, 2019 in the annex area of City Hall), expanding space for RCMP and City staff

WHAT DID WE DO IN 2020?

- Hired a Land Agent to assist the Real Estate Department to negotiate and secure statutory rights of way and road dedications to support capital, drainage and sewer projects
- Draw down treated water holding reservoir
- Budget survey conducted in September, as directed by Council
- Pilot project completed to implement electronic mailing of property tax notices
- Created informational videos for public to explain MyCity and Utility billing
- Investigated Tempest for e-billing business license renewals
- Utilized engagevernon.ca for large planning processes and small "check ins" with the community
- Hired two full time career firefighters
- Revised VFRS auxiliary application process for online applications
- Conducted a hiring intake for paid-per-call members
- Conducted public engagement for Civic Arena Park
- Activated Mental Wellness Initiative using the Guarding Minds survey to establish benchmarks/programming guidelines
- Developed a coaching program
- Hired IS Security Technician
- VFRS formalized programs for breathing air, PPE, confined space rescue, hazardous materials response, decontamination, etc. in line with industry best practices and safety standards
- Addressed gaps in WSBC coverage for ESS volunteers
- Developed a stakeholder engagement template to help Capital project managers engage citizens more effectively and not just "after the fact" to inform them
- Implemented Capital Strategic Communications Plan, identifying key external stakeholders, objectives and tactics to build relationships and identify opportunities for collaboration and public participation



- Implemented project management principles and methodology to procurement of capital projects
- Hired a Drainage Engineer
- Hired Exempt Assistant Manager - Protective Services to assist manager with staffing, scheduling, budget, investigation, service delivery, work with community partners
- The Vernon Emergency Program Support Committee is providing direct feedback and information exchange from public stakeholder groups to the Vernon Emergency Program
- Emergency Program and Emergency Operations Centre training is ongoing throughout the organization
- Empowered local residents with the ability to accept or reject sewer projects in the Okanagan Landing area
- Provision of space determined in vacated NOTS area in City Hall for municipal staff and COV RCMP
- Development of a City of Vernon Train the Trainer Workshop
- Completed corporate call for mentors/mentees to test the City of Vernon Mentoring Program Framework
- Developed a coaching program
- Priority on Return to Work/ Stay at Work and Employee Care Coordination
- Carry out “lunch & learn” sessions put on by staff, local consultants and webinars
- Delivery of Managing Yourself to Manage Your Time
- Continue with the provincial Mobile Response Team (MRT) Training to City staff for outreach and short term psychosocial support education
- Annual review of Bullying and Harassment Policy

WHAT ARE WE STILL WORKING ON?

- Construction and commissioning of high strength waste treatment facility at VWRC (anaerobic digester)
- Conveyance line from VWRC to Okanagan Spring Brewery
- Continue to include staff in Climate Action Planning process
- Review development processes and assess residential development approval process and identify areas to streamline
- Develop public materials to increase awareness of development processes and timelines
- Develop an online calendar for mobile vendors
- Ensure appropriate resource allocation and that adequate staffing is in place and available to manage and deal with high volume/gap requirements
- Support initiatives with increased internal communication campaign
- Create Financial Competency Framework to guide staff training in City financial systems
- Update financial policies to reflect contemporary practices: Reserve Management Policy, Purchasing Policy and Investment Policy
- Ensure financial reporting meets all new legislative and public sector accounting standards
- The Learning and Development Framework has been launched and HR is working on the four core objectives that foster capacity building: talent acquisition and retention; respectful, diverse, and inclusive workplace; and an unwavering commitment to a safe and healthy work environment

- Refine and/or redefine a City of Vernon Employee Recognition Program
- Development of a City of Vernon Employee Retention Framework
- Complete roll out and implementation of the Electronic Records Management System (Fire Services is next scheduled)

WHAT DO WE STILL HAVE TO GET TO?

- Registration with Municipal Wastewater Regulations (MWR)
- Use engagevernon.ca for the flood mapping study
- Public engagement for Kin Park and Polson Park
- Zoning Bylaw #5000 Update (e.g. several housekeeping and relatively minor updates)
- Develop internal communication framework to support learning and development activities and promote opportunities for staff
- Development and delivery of Public Speaking and Presentation Workshop
- Create staff training workshops utilizing Financial Competency Framework
- Delivery of HR Literacy (fundamentals) Program
- City of Vernon Values follow-up and launch
- Recommitment to City of Vernon Performance Leadership Planning Process
- Development and Delivery of City of Vernon Module Three Strategic Capacity and Leadership Development Program
- Develop a City of Vernon Talent Acquisition and Retention Framework

- Develop partnerships with Mercer to apply to WorkSafe BC for funding to research, develop, and design a multi-dimensional ACTIVATE wellness program, specific to City of Vernon requirements. This is a unique and innovative partnership opportunity to address and capture City of Vernon specific needs using the City of Vernon ACTIVATE Guarding Minds (R) Survey data along with trending research to compliment this approach
- Launch revised and refined City of Vernon Employee Recognition Program
- City of Vernon Annual Day of Mourning Recognition Event
- City of Vernon Annual Employee Wellness Fair
- Provide funding for RCMP to accommodate additional resources to provide for the decrease in service of SE District Operational
- Communication Centre for taking 'calls' as Vernon Detachment will be responsible for 24 hours per day call taking and file creation.
- Review and implement new sewer rates
- Implementation of pilot project for biomass planting to provide for sustainable feedstock for Regional Biosolids Composting Facility

HOW DO WE MEASURE SUCCESS?

(data not available for 2018)



Number of people engaged in public participation annually

15,728 (2019)
3,634 (2020)



Number of processes reviewed annually

22 (2019)
99 (2020)



Number of staff vacancies (as of December 31)

13 (2019)
12 (2020)



Number of learning and development opportunities:

Provided to staff by City or City staff

109 (2019)
141 (2020)

Accessed by staff

1,522 (2019)
1,305 (2020)



Number of new on-line applications annually

1 (2019) **5** (2020)

Number of on-line applications received annually

6,183 (2019) **16,087** (2020)



Regional Relationships

VISION 2022

Vernon residents believe their voice is better reflected in decisions by the Regional District of North Okanagan (RDNO) Board. Water issues are resolved to everyone's satisfaction and progress is made on issues of mutual concern. The new Cultural Centre is under construction in the Downtown. Productive relationships support the acquisition of major natural areas. The City and the Okanagan Indian Band are continuing to build on the relationship established through the Community Economic Development Initiative.

WHAT DID WE DO IN 2019?

- Continued the Community Economic Development Initiative (CEDI) Partnership with OKIB
- Held CEDI Workshop #4 on June 6 and 7, 2019
- Held CEDI monthly working group meetings
- Participated in the regional Emergency Program Coordinators meetings
- Met regularly with RDNO staff and participated in joint working groups
- Continued open and effective communication with RDNO regarding operation and maintenance of the water distribution infrastructure within the City and Electoral Areas B and C
- Connected with RDNO around opportunities to acquire natural parkland in the City as they arise
- Resolution of RDNO Board (May 22, 2019) permits members to share In Camera Items from RDNO and GVAC at respective jurisdictions at In Camera meetings

WHAT DID WE DO IN 2020?

- C2C Meeting with OKIB (virtual)
- Continuation of the CEDI partnership with OKIB until completion in mid 2020
- CEDI monthly working group meetings
- Meet regularly with RDNO staff and participate in joint working groups
- Continued open and effective communication with RDNO regarding operation and maintenance of the water distribution infrastructure within the City and Electoral Areas B and C

WHAT ARE WE STILL WORKING ON?

- Work with BX/ Swan Lake Fire Rescue and Coldstream Fire Rescue to develop “Automatic Aid” in areas where another’s resources are located to better serve the area
- Hosted ESS capacity building conference
- Involve a cultural monitor in construction projects to identify objects of cultural and archaeological significance
- Share the Capital Plan with OKIB and RDNO
- Consult with OKIB on the BX Creek project
- Look into naming opportunities of streets and creeks that incorporate First Nations history and culture
- Address outstanding issues related to water meter location, development charges and pending Water DCC Bylaw rate increases
- Connect with RDNO around opportunities to acquire natural parkland in the City as they arise

WHAT DO WE STILL HAVE TO GET TO?

- Host Emergency Program Regional Seasonal Workshop
- Support amalgamation study if brought forward

HOW DO WE MEASURE SUCCESS?



Number of activities between the City and OKIB annually

21 (2018)

19 (2019)

13 (2020)



Acquisition of natural parkland in the City of Vernon by RDNO, in acres

0 (2018)

0 (2019)

0 (2020)

Other Sustainability Priorities

VISION 2022

Vernon is promoting best practices in sustainable infrastructure, agriculture and landscaping, including updated bylaw standards. Fire Smart principles are utilized more widely in the city, reducing our risk of wildfires. Water is being extended down Eastside Road to better protect against fire in this area. Vernon residents have been trying out a pilot organics diversion plan while recycling options have been expanded. New childcare spaces are making it easier for families to find affordable options to meet their needs. Transit oriented mixed use development is putting more households within walking distance of a transit stop. New jobs are being created, particularly in the technology and manufacturing sectors locally and regionally, to help diversify our employment base.

WHAT DID WE DO IN 2019?

- Secured provincial grant to look at establishing additional childcare facility
- Partnered with Community Futures on a feasibility study and business plan for an Innovation Centre
- Piloted community organics bins, assessed success and reviewed options to expand the program
- Purchased second all electric vehicle
- Added electric bikes to the City fleet
- Updated DCC Bylaw to further encourage growth in City Centre and Neighborhood Districts
- Implemented Sustainability events program, including sponsoring a workshop(s) for Step Code and Air Tightness
- Implemented Sustainability Grants Program
- Investigated methods of increasing boulevard and roadside recycling options
- Implemented the Okanagan Landing sewer expansion program
- Continued implementation of OCP growth strategy to prevent sprawl
- Increased the use of lining technology/ trenchless technology for sanitary laterals to reduce the GHG from the large equipment used in the excavations and restorative works
- Completed the design of a dedicated anaerobic treatment process to deal specifically with high strength waste at the VWRC
- Constructed alum chemical dosing building at the VWRC to ensure permit compliance for treated effluent discharged to Okanagan Lake, should the need arise
- VWRC participated in the BC Hydro Strategic Energy Cohort to identify potential energy savings
- Completed design and installation of the boiler replacement in City Hall, which supplies heat to City Hall, RCMP, Fire Hall #1 and Museum (switching to high efficiency will reduce our natural gas consumption)

- Completed Cemetery Master Plan
- Provided Fire Smart training for two managers
- Held stakeholder meeting, door-to door information, and media release regarding a prescribed burn in the Foothill
- Provided “The Era of Mega Fires” presentation to Council, the public and Fire Services personnel to increase awareness
- Provided regular fire safety messaging through the website and PSAs
- Conducted FireSmart Community Champions Workshop and facilitated FireSmart community registration programs
- Integrated FireSmart community sessions into Sustainability Events and Climate Action Planning
- Vernon Emergency Program Support provided feedback and information exchange from public stakeholder groups to the Vernon Emergency Program
- Inspected and completed FireSmart work adjacent to cemetery maintenance building and storage area
- Integrated FireSmart principles into landscape bylaw update
- Fire, Planning and Operations collaborated regarding implementation of Fire Smart to City lands and buildings
- Removed dead cedars and trimmed others in line with Fire Smart at Stations 1 and 2
- Modernized the fire prevention program with updated process and electronic inspection tools
- Utilized new technology to provide safe and environmentally friendly fire extinguisher training
- Purchased fire/rescue engine and ladder truck and removed end of life engine, rescue, and ladder from service
- Removed creek bedload material from BX Creek at intake (Star Road)
- Upgraded the City fleet’s GPS system with a focus on the ability to monitor idle emissions, route planning and vehicle usage to reduce fuel consumption

WHAT DID WE DO IN 2020?

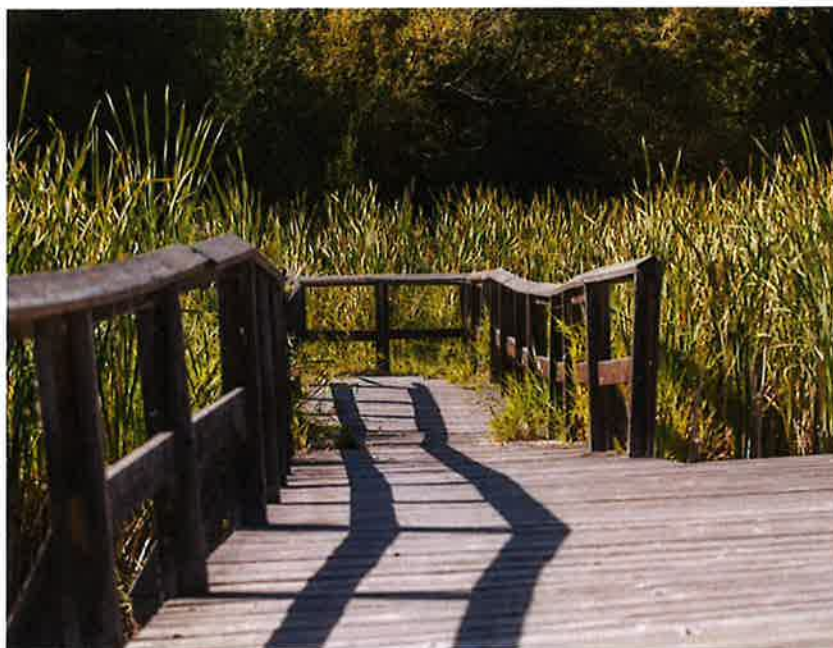
- Completed needs analysis for childcare centre
- Applied for two \$3 million provincial grants for child care centres
- Phase 2 of Compost Pilot
- Explored other opportunities for regional organics diversion, including with RDNO to provide community organics collection program
- Conducted detailed review of hazards related to climate change as well as planning to address hazards as part of Climate Action Plan



- Removed creek bedload material from Pleasant Valley Road and 48th Avenue sediment basins
- Established fleet reserve base funding
- Implemented the Sustainability events program, including support development community in transition to Step Code and the Sustainability Grants Program
- Completed the design and construction of a dedicated anaerobic treatment process to deal specifically with high strength waste at the VWRP
- Obtained better data on roads for asset management
- Application made for Forest Enhancement Grant funding to address City owned lands WUI fuel loads and leverage the project to encourage Provincial (Ellison Park), private land owners, and stratas to address the wildfire risk at the far end of Eastside Road
- Developed year-round FireSmart messaging campaigns for social and traditional media channels
- Hired two career fire fighters
- Hired a Drainage Engineer
- Okanagan Landing sewer expansion program implementation
- Seek to treat MOTI lands adjacent to Eastside Road to decrease the likelihood of a road blockage due to downed power lines or trees during a wildfire
- Leachate Containment at Regional Bio solids Composting Facility

WHAT ARE WE STILL WORKING ON?

- Development of Climate Action Plan
- Implement the Step Code for housing into the Building Bylaw



- Update Landscape Standards Bylaw
- Complete drainage studies for south slope catchment area, Tassie Creek, Smith Road
- Complete risk and threat assessment of Vernon Creek (grant funding secured)
- Complete Flood Risk Study with maps to set the basis for future bylaws
- Study the impacts of flooding and drainage and plan for it
- Explore community wide composting program
- Update the 2014 Transit Future Plan Work with BC Transit and regional partners including reviewing density and changes to travel patterns after the anticipated changes in ride sharing/taxi licensing
- Continued implementation of OCP growth strategy to prevent sprawl
- Increase the use of lining technology/ trenchless technology for sanitary laterals to reduce the GHG from the large equipment used in the excavations and restorative works
- CARIP grant application to address WUI fuel treatment of City owned lands at Predator ridge
- FireSmart community sessions integrated into Sustainability Events and Climate Action Plan
- Review Tree Protection Bylaw #4152 to better encourage FireSmart practices
- Provide auto extrication equipment
- Purchase Command (Squad 701), forestry/brush (WUI) truck and sprinkler protection unit

WHAT DO WE STILL HAVE TO GET TO?

- Complete implementation of updated Landscaping Standards Bylaw
- Undertake study of Okanagan Lake Shore North drainage area
- Implement findings of Tassie Creek study, Okanagan Lake South Shore Study and Smith Creek Study
- Municipal Wastewater Regulation (MWR) registration

HOW DO WE MEASURE SUCCESS?



Number of new residential units within walking distance of a transit stop

n/a (2018)

132 (2019)

204 (2020)



Hours of transit service annually

48,100 (2018)

48,500 (2019)

48,000 (2020)



Number of businesses in the technology and manufacturing sectors

116 (2018)

105 (2019)

109 (2020)



Metres of new sidewalk

1,505 (2018)

740 (2019)

447 (2020)

Metres of new multi-use path

735 (2018)

815 (2019)

2,310 (2020)



Number of childcare spaces in the community, by age group

	2019	2020
Birth - 36 months	112	112
36 months - School Age	342	342
Licensed Pre-school	286	270
School Age	466	484
Multi-Age	64	64
Family Child Care	133	134
In-Home Multi-Age	8	8
Total	1,411	1,412



Tonnage diverted from the landfill, annually:

Recycling from single family homes

1,417 (2018)

1,206 (2019)

1,498 (2020)

Organics

n/a (2018)

105,233 kg (2019)

142,202 kg (2020)

Tonnage of GHGe emitted annually

Corporate

3,639 (2018)

-- (2019)

-- (2020)



Community
(only available every five years)

309,407 (2019)

Attachment #2 Action Plan 2021 Update

Recreation, Parks and Natural Spaces

What are we still working on?

- Conduct public participation and work toward referendum for Active Living Centre in the fall of 2022
- Continue to implement the Recreation Master Plan
- Purchase of park land as appropriate
- Complete construction of Civic Arena park
- Complete priority lake access improvements at 8797 Okanagan Landing Road
- Ensure Dog Control bylaw can be implemented in contract with RDNO

What do we still have to get to?

- Conduct planning process for Kin Race Track Lands incorporating results of the Recreation Feasibility Study (consider residential component on the site)
- Purchase a sport flooring system for Kal Tire Place and Kal Tire Place North that can be used to host dry floor sporting events (2022)
- Develop planning process to update Polson Park Master Plan, for implementation late 2020/early 2021
- Conduct public engagement for Polson Park
- Plan for new fenced off leash dog park

Affordable and Attainable Housing

What have we completed?

- Work with RDNO on a Regional Housing Strategy to ensure City needs are reflected
- Assess residential development approval process and identify areas to streamline
- Complete review of impediments to secondary suites, tiny homes and carriage homes

What are we still working on?

- Continue to proactively identify lands to develop affordable housing
- Work with BC Housing and other agencies on project development
- Complete development process review and implementation
- Develop short term rentals policy/bylaw for Council's consideration
- Investigate and pursue opportunities for affordable/attainable housing partnerships, as appropriate
- Develop public materials to increase awareness of development processes and timelines
- Integrate outcomes of housing needs assessment into Housing Strategy Implementation Plan

What do we still have to get to?

- Adopt Housing Strategy Implementation Plan
- Implement Housing Strategy Implementation Plan priorities

Vibrant Downtown

What have we completed?

- Submit a Service Level Adjustment for the 2021 Budget for funding to continue the Folks on Spokes program
- Submit a Service Level Adjustment for the 2021 Budget for funding to continue the Anti-Tag Team program
- Submit a Service Level Adjustment for the 2021 Budget for funding to continue the weekly clean up initiative by service providers in the downtown
- Increase funding for Bylaw's part time Seasonal Enforcement Unit (.5 position) from 4 hours per day to 7 hours per day to enable additional service delivery hours Saturdays to Tuesdays
- Promote Okanagan Rail Trail in Tourism Vernon 2020 Marketing Plan

- Continue funding of Folks on Spokes based on a measured success of pilot project through community feedback
- Continued funding of Anti-Tag Team based on a measured success of pilot project through business feedback and reduced visual impact

What are we still working on?

- Continue to provide support for the new Innovation Centre which opened downtown in Summer 2020
- Upgrading of the parking lot at the downtown transit exchange to include new electric vehicle charging, landscaping, paving and amenity space
- Trial closure of 30th Avenue to vehicular traffic for a period of at least a week
- Identify potential parking lot locations based on parking congestion
- Continued outreach to businesses and residents to address concerns in the downtown
- Continue to participate in Rural and Northern Immigration Pilot Program (RNIP) to attract skilled workers to Vernon
- Increase promotion of Folks on Spokes program through traditional/social media channels

What do we still have to get to?

- Explore other incentive opportunities to encourage building upgrades (e.g. façade improvement grants)

Organization Priorities

What have we completed?

- Refine/redefine and launch Vernon Employee Recognition Program
- City of Vernon Values follow-up and launch

What are we still working on?

- Identify and implement new on-line applications, where possible
- Develop and deliver Public Speaking & Presentation Workshop
- Develop a Train the Trainer Workshop
- Develop a coaching program
- Develop and deliver Module Three Strategic Capacity and Leadership Development Program
- Support the above initiatives with increased internal communication campaign
- Develop a City of Vernon Talent Acquisition and Retention Framework
- Develop partnerships with Mercer to apply to WorkSafe BC for funding to research, develop, and design a multi-dimensional ACTIVATE wellness program, specific to City of Vernon employee requirements to address and capture specific needs using the City of Vernon ACTIVATE Guarding Minds (R) Survey data
- Develop public engagement and communication toolkit (based on IAP2 principles)
- Hire two career fire fighters in 2021 as per Vernon Fire and Rescue Services (VFRS) Eight Year Strategic Plan and complete the hiring strategy begun with the hire of two career firefighters in 2020

What do we still have to get to?

- Review City of Vernon owned media channels and determine areas for improvement to increase public participation in the development of strategies and plans
- Develop an online calendar for mobile vendors
- Zoning Bylaw #5000 Update (e.g. several housekeeping and relatively minor updates)
- Implementation of pilot project for biomass planting to provide for sustainable feedstock for Regional Biosolids Composting Facility

Regional Relationships

What are we still working on?

- Look into naming opportunities of streets and creeks that incorporate First Nations history and culture
- Involve Electoral Areas B & C in drainage studies and works where impacts are cross boundary

- Connect with RDNO around opportunities to acquire natural parkland in the City as they arise

What do we still have to get to?

- Address pending Water DCC Bylaw rate increases
- Involvement of OKIB in development of Polson Park Master Plan
- Support amalgamation study if brought forward by the District of Coldstream and / or Regional District of North Okanagan

Other Sustainability Priorities

What have we completed?

- Apply for 2021 CRI FireSmart grant funding to continue Eastside Road and other projects (grant was successful)
- Hire two career firefighters in 2021 (new ongoing funds)

What are we still working on?

- Support the extension of sanitary sewer servicing to the Okanagan Landing area using the municipal fee model, as approved by Council
- Complete the Lower BX Creek and Vernon Creek detailed flood mapping, risk analysis and mitigation
- Present a drainage and water resources policy and bylaws gap analysis report to Council
- Work with the development community on the roll out of the Step Code
- Update the 2014 Transit Future Plan Work with BC Transit and regional partners including reviewing density and changes to travel patterns after the anticipated changes in ride sharing/taxi licensing (expected in 2021)
- Coordinate buy local program in conjunction with Greater Vernon Chamber of Commerce, Downtown Vernon Association and other community economic development agencies
- Explore opportunities to showcase local businesses within planned City of Vernon Community E-news
- Implement recommendations from the waste management practices review
- Begin work on the Parks Asset Management Plan
- Incorporate the latest road data collection and assessment into a modernized pavement management system
- Explore community wide composting program
- Explore other opportunities for regional organics diversion, including with RDNO to provide community organics collection program
- Municipal Wastewater Regulation (MWR) registration
- Undertake study of Okanagan Lake Shore North drainage area
- Construction and commissioning of high strength waste facility at VWRC (anaerobic digester)
- Continue developing and implementing year-round FireSmart messaging for traditional and contemporary media channels
- Grow the number of local FireSmart boards (and assessments for them to prioritize neighbourhood level FireSmart work)
- Continue to implement 2020 Community Resiliency Investment (CRI) FireSmart grant projects
- Continue to champion connecting City fuel management projects with those of others to achieve landscape level treatments
- Implement City of Vernon lands fuels treatment program
- Implement the VFRS Strategic Plan 2021:
 - Replace radios & hazardous materials equipment (reserve funded)
 - Increase service level from Predator Ridge Fire Station:
 - Exterior operations (limited scope)
 - Live-in program
- Train staff on the implementation of the landscape bylaw with FireSmart principles
- Review Tree Protection Bylaw #4152 to better encourage FireSmart practices

What do we still have to get to?

- Implement the VFRS Strategic Plan 2021:
 - Fund fleet reserve (new ongoing funds)
 - Install an exhaust capture system at Predator Ridge Fire Station (one time funding)
 - External service review in preparation for Fire Underwriters Survey (one time funding)
- Update and implement the Landscaping Standards Bylaw
- Research options and funding for a building retrofit program, including a Budget 2022 request if necessary
- Address Wildland-Urban Interface (WUI) fuel treatment of City owned lands at Predator Ridge
- Implement findings of Tassie Creek study, Okanagan Lake South Shore Study and Smith Creek Study



THE CORPORATION OF THE CITY OF VERNON

INTERNAL M E M O R A N D U M

TO: Will Pearce, CAO **FILE:** 1830-02 (2021)

PC: Mayor and Council **DATE:** June 11, 2021

FROM: Debra Law, Director, Financial Services

SUBJECT: MAY 31, 2021 BUDGET TO ACTUAL VARIANCE RESULTS

The May 31, 2021 summary of 2021 net results titled "Summary of Amended Budget vs Year-to-Date Actuals" is attached for Council's information (Attachment 1). The net results reported does not include the Capital Infrastructure program. The "Net Revenues over Expenditures" reported at the bottom of the column titled "2021 Budget" of \$5.167 million represents the amount of taxation dedicated to the Capital Infrastructure program.

Overall budgeted operating revenues total \$107.0 million, actual year to date revenues total \$58.6 million, both including \$44.7 million in taxation revenues. The largest difference between budget and actual year-to-date revenues is related to Recreation Services. The budget assumed an earlier "opening" would be directed by the Province. Administration continues to monitor expenses to insure the net year end results do not exceed budget. Other significant differences between budget and actual year-to-date results are related to the timing of receiving revenues and recording expenditures as described below.

Budgeted transfers from reserves that fund one-time projects total \$18.5 million and are mostly recorded at year end as projects are completed. The biggest project funded by a transfer from reserve is the Anaerobic Treatment Facility with a May 2020 budget of \$7.5 million (total budget equals \$12.76 million).

Budgeted grants from senior levels of government total \$9.4 million and are recorded as received or as claimed in relation to the applicable projects. The CWF Gas Tax grant payment of \$1.7M is expected in the summer, then it is transferred to a reserve for future projects (net zero budget result). The annual public transit budget includes a grant of \$1.6 million from the Province. For 2021 there is an additional grant provided of \$468 thousand. This grant is recorded as each transit invoice is recorded, usually a month later than the period of the expenditure.

Sewer fees, garbage fees and water contract fee budgets total \$14.9 million. These fees are all billed quarterly and currently show just one-quarter of the year's actual fees. The remaining fees for services are recorded as services are provided. There is \$1.1 million of fees budgeted for Recreation Services that is received from the RDNO in August each year.

Overall budgeted operating expenses total \$102.0 million and actual year-to-date expenditures total \$27.1 million. The pro-rated budget would suggest \$42.5 million is spent to date. There are expense amounts that will remain unspent and expense amounts that will occur later in the year.

Budgeted labour (pro-rated for 5 months) totals \$14.5 million, whereas actual labour costs total \$12.5 million. Most of this difference is due to vacant positions and will remain unspent for the year. The City budgeted for firefighter increases that will not be paid until there is a contract settlement. Unspent firefighter salaries will be transferred to a reserve at the end of the year for future payment.

Budgeted contracts totalling \$26.5 million includes the RCMP contract at \$10.3 million and the BC Transit contract at \$5.8 million. The RCMP contract is recorded quarterly. Currently the RCMP budget includes cumulative increases totalling 10.0% (2.5% annually) for members that will not be paid until their contract is settled. Any unpaid amounts related to the final contract settlement will be accrued at year end. The BC Transit contract is recorded monthly, usually these invoices are recorded at least one month later than when the expenses are incurred.

There are \$18.6 million worth of projects included in the operational budget. The biggest project is the Anaerobic Treatment Facility with a May 2020 of \$7.5 million (total budget equals \$12.76 million). Aside from the Automated Garbage Collection bins budget at \$1.4 million, remaining projects are all under \$1.0 million each.

Total budget for a variety of utilities is \$3.8 million with actuals recorded of \$1.0 million – these are often recorded one month later than the expense is incurred. Goods and supplies with a total budget of \$8.0 million have recorded actuals just under the pro-rated budget at \$3.0 million. Insurance and internal charges budgeted at \$3.5 million have been fully recorded.

Assuming the Province's staged re-opening plan proceeds as scheduled, Administration will monitor Recreation Services revenues and expenditures by reporting to Council in both reporting periods - quarter two (after June 30, 2021) and quarter three (after September 30, 2021). Based on the attached May 31, 2021 report titled "Summary of Amended Budget vs YTD Actuals", including the detailed comments and the report provided above, Administration believes that the year-end results for 2021 will be within the authorized budget.

RECOMMENDATION:

THAT Council receive the internal memorandum dated June 11, 2021 and titled "May 31, 2021 Budget to Actual Variance Results" as provided by the Director, Financial Services.

Respectfully submitted,



Attachment – Schedule 1. Summary of Amended Budget vs YTD Actuals

Summary of Amended Budget vs YTD Actuals
Differences are [2021 Amended Budget (A) to 2021 YTD Actuals (B) = C]
and [2021 YTD Actuals (B) to 2020 YTD Actuals (D) = E]
As of May 31, 2021 [*5 of 12 months]

	A	A1	B	C = A1-B		D	E = B-D	
	2021 Budget	Pro-rated Budget*	2021 YTD	Pro-rated Difference	Comments	2020 YTD	Y2Y Diff	Comments
Revenues								
Administration	(1,000)	(417)	0	(417)		0	0	
Community Development	(2,810,569)	(1,171,070)	(1,062,283)	(108,787)	Engineering services to other govts not billed \$48K - related expenditure not spent: Transfers from reserves for projects recorded at year end.	(891,773)	(170,510)	Business license revenue up \$45K; Building permit revenue up \$161K; 2019 revenue reported \$966K.
Tourism	(1,100,074)	(458,364)	(442,850)	(15,514)		(106,364)	(336,486)	MRDT revenues up \$102K; UBCM grant up \$87K; Marketing Revenue up \$26K; Internal Revenue recorded \$123K; 2019 revenue reported \$257K.
Transit	(3,742,853)	(1,559,522)	(1,099,535)	(459,987)	3 of 5 months Conventional and 4 of 5 months Custom recorded (pro-rated difference \$414K).	(853,601)	(245,934)	2021 - One less month of custom billing processed; Provincial subsidies up \$200K; Admissions & tickets up \$65K; 2019 revenue reported \$730K.
Corporate Services	(2,893,120)	(1,205,467)	(957,840)	(247,627)	Parking fees down (pro-rated difference \$94K; Fine revenue down \$39K; Transfers from reserves for projects recorded at year end.	(552,812)	(405,028)	Parking fees up \$78K; Fine revenue up \$84K; Internal revenue recorded \$266K; 2019 revenue reported \$478K.
RCMP Municipal Support	(488,725)	(203,635)	(71,237)	(132,398)	Property rental revenue not recorded \$83K; Keep of prisoner revenue up \$32K.	(109,871)	38,634	2020 KOP revenues not received until later in year.
Financial Services - General	(8,220,888)	(3,425,370)	(1,795,367)	(1,630,003)	Grants in Lieu, Utility tax, CWF Gas Tax, Fortis franchise fee received annually (pro-rated difference \$1.5M); Transfers from reserves not recorded \$269K.	(1,329,564)	(465,803)	Internal revenues recorded \$965K; Pickleball grant flow-through \$160K; Gaming grant down \$342 ; Return on investment down \$323K ; 2019 revenue reported \$2.5M (\$916K Fortis lease payment).
Financial Services - Sewer	(9,343,677)	(3,893,199)	(2,308,039)	(1,585,160)	Only 1/4 of revenue recorded from sewer rates (billed quarterly).	(2,295,459)	(12,580)	
Financial Services - Taxation	(44,740,105)	(44,740,105)	(44,731,133)	(8,972)	Total budget not pro-rated.	(43,101,270)	(1,629,863)	Taxation billed annually in May and not pro-rated; year to year difference reflects increase in taxation as authorized by Council.
Fire Rescue Services	(1,046,298)	(435,958)	146,629	(582,587)	Grants for projects accrued in 2020 not received (\$190K); FTC program cancelled after budget approved (\$285K); Transfers from reserves recorded at year end (\$336K).	34,478	112,151	Grants for projects accrued in 2020 not received (\$190K).
Human Resources	(204,896)	(85,373)	(152,818)	67,445	COR grant funding received annually (\$65K).	(43,930)	(108,888)	2020 carryover project funding recorded (\$104K).
Operations - General	(10,224,837)	(4,260,349)	(3,372,736)	(887,613)	Airport COVID Restart grant received (\$360K); Surface Parking lot revenues (exceed pro-rated budget \$50K); Transfers from reserves for one-time projects recorded at year end (\$3.3M).	(1,672,894)	(1,699,842)	Common service allocation recorded (\$877K); Airport COVID Restart grant received (\$360K); AV gas sales up (\$64K) ; Daily parking lot fees up (\$43K); Garbage user fees up (\$25K) ; Transfer from carryover reserve for one time project (\$147K).
Parks	(662,263)	(275,943)	(181,618)	(94,325)	Booking Admin fees expected to increase as PHO orders relax (pro-rated under \$28K); RDNO contribution recorded at year end (\$27K); Transfers from reserves recorded at year end (\$157K).	(101,166)	(80,452)	2020 carryover project funding recorded (\$40K); Cemetery revenue increase (\$31K).
Utilities	(12,925,328)	(5,385,553)	(1,102,239)	(4,283,314)	Storm connection fees over pro-rated budget (\$34K); Water contract fees billed quarterly (pro-rated difference \$702K); Transfers from reserves for projects recorded at year end (\$7.9M).	(964,498)	(137,741)	Storm and sewer connection fee increase (\$93K); Water contract revenue increase (\$125K); High strength waste revenue decrease (\$40K); Septic service dumping fees decrease (\$41K).
RCMP Contract	(499,586)	(208,161)	0	(208,161)	2021 Traffic fine revenue not received yet (\$500K).	(354,063)	354,063	2020 Traffic fine revenue received (\$354K).

Summary of Amended Budget vs YTD Actuals
Differences are [2021 Amended Budget (A) to 2021 YTD Actuals (B) = C]
and [2021 YTD Actuals (B) to 2020 YTD Actuals (D) = E]
As of May 31, 2021 [*5 of 12 months]

	A	A1	B	C = A1-B		D	E = B-D	
	2021 Budget	Pro-rated Budget*	2021 YTD	Pro-rated Difference	Comments	2020 YTD	Y2Y Diff	Comments
Recreation Contract	(8,176,189)	(3,406,745)	(1,480,113)	(1,926,632)	Anticipate revenues to increase as PHO orders relax.	(1,408,521)	(71,592)	Monthly 2021 revenues exceed 2020 revenues starting April (\$25K) and May (\$110K).
Laker's Clubhouse	(6,267)	(2,611)	(30)	(2,581)		(2,036)	2,006	
	(107,086,675)	(70,717,843)	(58,611,209)	(12,106,634)		(53,753,344)	(4,857,865)	
Expenditures								
Administration	891,695	371,540	357,048	14,492		343,638	13,410	
Community Development	5,259,982	2,191,659	1,600,502	591,157	Unspent labour (pro-rated \$481K); Remaining difference spread throughout object types.	1,515,117	85,385	Labour decrease (\$75K); Projects decrease (\$83); Contracts increase (\$124K); Internal transfer recorded in 2021 (\$122K).
Tourism	1,100,074	458,364	222,155	236,209	Unspent labour (pro-rated \$65K); Contract costs under (\$125K).	429,226	(207,071)	Labour decrease (\$76K), contract decrease (\$111K).
Transit	5,817,577	2,423,990	1,436,980	987,010	3 of 5 months Conventional and 4 of 5 months Custom recorded (pro-rated difference \$987K).	1,351,257	85,723	2021 - One less month of custom billing processed (2020 - \$110K).
Corporate Services	5,981,804	2,492,418	1,663,042	829,376	Unspent labour (pro-rated \$217K); Contract costs under (\$76K); Projects not complete (pro-rated \$347K); Transfers to reserves (pro-rated \$171K).	1,614,172	48,870	Labour increase (\$48K).
RCMP Municipal Support	2,384,656	993,607	862,691	130,916	Unspent labour (pro-rated \$113K).	893,559	(30,868)	Labour decrease (\$35K).
Financial Services - General	5,578,416	2,324,340	1,471,413	852,927	Transfers to reserves not done (pro-rated \$886K).	2,027,286	(555,873)	2020 COVID grant to residential property owners (\$907K); Debt servicing cost decrease (\$49K); 2021 liability insurance recorded (\$259K); 2021 Pickleball grant (\$160K).
Financial Services - Sewer	3,274,001	1,364,167	381,836	982,331	Transfer to reserve done at year end (pro-rated \$931K); Debt paid semi-annually (pro-rated \$242K); Internal transfer recorded in total (\$67K).	300,104	81,732	Debt servicing decrease (\$65K).
Fire Rescue Services	7,883,812	3,284,922	2,614,037	670,885	Unspent labour (pro-rated \$411K); FTC budget (pro-rated \$120K); Projects not complete (\$114K).	2,524,465	89,572	Projects actuals increase (\$95K).
Human Resources	1,918,604	799,418	577,360	222,058	Unspent labour (pro-rated \$65K); Contracts not spent (pro-rated \$90K).	558,244	19,116	
Operations - General	17,255,337	7,189,724	5,144,863	2,044,861	Unspent contracts (pro-rated \$789K); Projects incomplete (pro-rated \$1,568K).	4,086,833	1,058,030	Project increase (\$233K); Internal charge increase (\$224K); 2021 Insurance recorded (\$592K).
Parks	4,157,449	1,732,270	1,198,007	534,263	Unspent labour (pro-rated \$85K); Unspent contracts (pro-rated \$272K); Unspent Utilities (pro-rated \$158K).	1,084,550	113,457	2021 Internal charge already recorded (\$97K).
Utilities	19,286,605	8,036,085	4,916,662	3,119,423	Projects incomplete (pro-rated \$3.4M).	3,495,085	1,421,597	2021 Internal charges recorded (\$1,553K).
RCMP Contract	10,425,327	4,343,886	2,279,718	2,064,168	Billed quarterly (pro-rated \$2.0M).	0	2,279,718	2020 first quarter invoice recorded June 2020 (\$2.4M).
Recreation Contract	10,664,845	4,443,685	2,408,177	2,035,508	Unspent labour (pro-rated \$178K); Utilities difference (\$180K); Fleet charges not recorded (\$27K); Projects incomplete (pro-rated \$1,532).	2,158,735	249,442	Labour increase (\$136K); Projects difference (\$163K).
Laker's Clubhouse	39,346	16,394	6,943	9,451		8,937	(1,994)	
	101,919,530	42,466,471	27,141,434	15,325,037		22,391,188	4,750,246	
Net Revenues over Expenditures	(5,167,145)	(28,251,372)	(31,469,775)	3,218,403		(31,362,156)	(107,619)	



THE CORPORATION OF THE CITY OF VERNON

INTERNAL M E M O R A N D U M

TO: Will Pearce, CAO **FILE:** 1830-02 (2021)

PC: Mayor and Council **DATE:** June 15, 2021

FROM: Debra Law, Director, Financial Services

SUBJECT: **2022 BUDGET CHALLENGES REVIEW**

The 2022 budget preparations present several challenges for Administration and Council. The focus of this memo is on those items that we are aware of and are preparing to mitigate the resulting impacts.

The RCMP contract represents the largest expenditure funded by taxation at \$9.9 million. To date the RCMP contract includes increases from 2017 onwards for compensation of the RCMP members at 2.5% annually. The City has already accrued \$1.7 million to pay retroactive increases up to 2020. The 2021 budget includes another 2.5% increase that will be accrued if their new collective agreement is not in place by year end. This represents a total increase of 12.5% already embedded in the 2021 budget. Any increase in excess of this amount will require additional taxation revenues.

As of December 31, 2019, the contract with IAFF Local 1517 expired. The City has budgeted for a potential annual increase for firefighters at 2.5% annually. Each year contract negotiations continue, the unspent amount of these labour costs is transferred to a salary reserve for future payment. The existing CUPE 626 contract provides for annual increase of 2% annually for those unionized staff. Management and exempt staff receive annual CPI increases as per Council policy.

Recreation Services continues to be challenged by the length of the COVID-19 pandemic and related Public Health Officer orders. This has resulted in a significant decline in revenues, resulting in layoffs and other cost cutting measures to insure the actual net results do not exceed the net budget. Optimistically, it is anticipated the Province will no longer have restrictions on the public to participate in recreation activities in 2022.

The Operations Division has the second highest budget funded by taxation at \$6.7 million. It is usually impacted by higher operational costs related to annual work on capital infrastructure. The 2021 budget indicates the operational impact of capital works for 2022 onwards will be \$96 thousand. This amount will be

added to the operating budgets within this Division for 2022 as an item in addition to the increase authorized by Council below (no service level increase request).

All managers at the City spend only those amounts given authority to them by Council during budget deliberations. Any requirement to exceed those limits are brought to Council's attention with a request for authority to spend beyond approved budgets and a related funding source. Increases in levels of service requested each year must have the following criteria:

1. Health and safety issue,
2. Imminent infrastructure failure,
3. Previous approval by Council to consider item during budget deliberations.

Several managers have indicated their desire to add staff to their departments in 2022. Some of these requests come from existing strategic plans already endorsed by Council. However, each of these managers will bring a plan forward to Council by September 30, 2021 to receive authorization to submit a service level increase request in the 2022 budget.

The 2022 Capital budget will be challenged with limited funding sources for various reasons. Due to the Public Health Orders for the pandemic there was no casino revenues for the last three quarters of 2020. In 2021 it is likely that there will be zero monies from casino revenues for at least the first three quarters of the year. Land purchases for parks that are often funded by Land Sale reserves have utilized RDNO Parks DCCs for those purchases. If the federal government passes its latest budget there may be another \$1.7 million available of gas tax reserves. On top of this, Canada's inflation rate is climbing and costs are increasing to build new projects. An updated schedule titled "Reserve Accounts Continuity Projections" includes all budget amendments up to the June 14, 2021 Council meeting is provided for information (Attachment 1).

For the 2021 budget, Administration requested an operating increase of 2.0% overall, plus the continuation of the 1.9% tax levy for the capital program. Council chose to defer the 1.9% infrastructure levy for 2021 and directed Administration, by resolution, to include the levy in 2022 and 2023. Administration is requesting at least a 2.0% operating increase for the 2022 budget, with all service level increases (or decreases) being considered outside of this request. A 2.0% operating increase represents a nominal amount that will provide for the same level of services existing in 2021. If a decrease in this amount is desired by Council, Administration requests that specific levels of service will need to be identified for reduction.

RECOMMENDATION:

THAT Council receive the internal memorandum dated June 15, 2021 and titled "2022 Budget Challenges Review" as provided by the Director, Financial Services;

AND FURTHER, that Council direct Administration to submit a 2022 Operating Budget to be within a 2% tax revenue increase (or as set by Council), excepting Recreation Services;

AND FURTHER, that Council direct Administration to include within the 2022 Operating budget the following (service level increases OR service level decreases) to be over and above the base budget and in addition to (or reduction to) the 2% tax revenue increase (or as set by Council);

AND FURTHER, that Council direct Administration to continue the Infrastructure Renewal Program at the yearly incremental commitment of 1.9% and direct Administration to budget for expenditures of new revenues in the 2022 Capital budget for Council consideration.

Respectfully submitted,



Attachment – Reserve Accounts Continuity Projections

RESERVE ACCOUNTS CONTINUITY PROJECTIONS

Attachment 1

			2021 APPROVED BUDGET					
	RESERVE	2020 TO	OPERATING		CAPITAL	PROJECTED	2021 BAs	PROJECTED
	BALANCES	2021	TRANSFERS	TRANSFERS	TRANSFERS	BALANCE	AND JVs TO	BALANCE
	DEC 31/20	COs & JVs	OUT	IN	OUT	DEC 31/21	JUN 14/21	DEC 31/21
OPERATING GROUP								
Abandoned Camp Reserve	27,026					27,026		27,026
Emergency Planning	24,004					24,004		24,004
Mural Maintenance	97,366		(10,000)	10,000		97,366		97,366
Arts and Culture	20,982					20,982		20,982
	169,378	-	(10,000)	10,000	-	169,378	-	169,378
TAX EQUALIZATION GROUP								
Insurance Deductible	585,084					585,084		585,084
Snow Removal	38,652					38,652		38,652
Development Excess Revenue	2,105,754	(134,613)	(244,287)			1,726,854	(146,000)	1,580,854
RCMP Contingency	3,133,508	(7,600)				3,125,908		3,125,908
Election	50,287			25,000		75,287		75,287
Legal Fees	200,000					200,000		200,000
Salary	230,680					230,680		230,680
	6,343,965	(142,213)	(244,287)	25,000	-	5,982,465	(146,000)	5,836,465
CAPITAL GROUP								
Data Processing	1,254,684			211,000		1,465,684		1,465,684
Civic Buildings	247,542			34,407		281,949		281,949
Casino Grant	5,091,063	(4,102,992)			(200,000)	788,071	(40,000)	748,071
Vehicles & Equipment	1,859,568	(510,000)	(655,000)	578,135		1,272,703	(20,339)	1,252,364
Fire Apparatus Reserve	227,083	(116,840)				110,243		110,243
Fire Equipment Reserve	295,178		(115,000)	98,345		278,523		278,523
Infrastructure Reserve	1,173,633	(2,014,530)			(265,000)	(1,105,897)		(1,105,897)
IS Equipment Reserve	616,941	(111,733)	(292,600)	338,048		550,656	700	551,356
Fortis BC Gas LILO Bylaw	102,996	(102,935)				61		61
RCMP Building Reserve	171,504					171,504		171,504
Ice Plant Equipment	75,600			10,800		86,400		86,400
FTC Fac Improvement	22,452			28,186		50,638		50,638
Hesperia Landfill Reserve	378,141	(120,000)		88,117		346,258		346,258
Recreation IT Equipment	33,998		(6,754)			27,244		27,244
Rec Vehicle & Equipment	426,434					426,434		426,434
CWF Gas Tax	3,526,755	(797,538)		1,745,121	(3,300,975)	1,173,363	(180,000)	993,363
	15,996,615	(8,369,611)	(1,069,354)	3,132,159	(3,765,975)	5,923,834	(239,639)	5,684,195
SPECIAL PURPOSE & LEGACY GROUP								
Affordable Housing	492,592	(14,650)		75,000		552,942		552,942
Emergency Response	27,526					27,526		27,526
Transit Expansion	1,402,488					1,402,488		1,402,488
Hotel Tax	583,761		(50,000)			533,761	(200,000)	333,761
Climate Action Revolving Fund	1,202,500	(97,899)		95,000		1,199,601		1,199,601
Ammonia Chloride Reserve	62,267		(1,200)			61,067		61,067
Fortis BC Gas Lease Legacy	13,561,966	(486,929)	(145,000)			12,930,037		12,930,037
Parks Reserve	191,396				(112,800)	78,596	(45,000)	33,596
COVID-19 Safe Restart grant Balance	2,102,854					2,102,854		2,102,854
Unexpended Uncommitted Balance	2,050,706	(222,319)	(109,000)			1,719,387	(1,426,122)	293,265
	21,678,056	(821,797)	(305,200)	170,000	(112,800)	20,608,259	(1,671,122)	18,937,137
BUDGET CARRYOVERS								
Budget Carry-Over General	6,147,435	(6,143,480)				3,955		3,955
Heritage Program	47,538					47,538		47,538
Special Projects	32,931					32,931		32,931
	6,227,904	(6,143,480)	-	-	-	84,424	-	84,424
TOTAL GENERAL RESERVES								
	50,415,918	(15,477,101)	(1,628,841)	3,337,159	(3,878,775)	32,768,360	(2,056,761)	30,711,599

RESERVE ACCOUNTS CONTINUITY PROJECTIONS

Attachment 1

	RESERVE BALANCES DEC 31/20	2020 TO 2021 COs & JVs	2021 APPROVED BUDGET			PROJECTED BALANCE DEC 31/21	2021 BAs AND JVs TO JUN 14/21	PROJECTED BALANCE DEC 31/21
			OPERATING TRANSFERS OUT	TRANSFERS IN	CAPITAL TRANSFERS OUT			
SEWER								
MFA Refund Reserve - Sewer	1,420,650	(300,000)			(350,000)	770,650	(770,650)	(0)
Sewer General	20,166,022	(10,371,490)	(345,000)	2,215,697	(3,489,500)	8,175,729	(2,555,539)	5,620,190
RDNO Dump Site	50,133					50,133		50,133
Septage Facility	790,538					790,538	(85,000)	705,538
	22,427,343	(10,671,490)	(345,000)	2,215,697	(3,839,500)	9,787,050	(3,411,189)	6,375,861
TOTAL GENERAL & SEWER RESERVES								
	72,843,261	(26,148,591)	(1,973,841)	5,552,856	(7,718,275)	42,555,410	(5,467,950)	37,087,460
STATUTORY RESERVES & DEFERRED REVENUE								
Highway Access to Water	656,372	(54,500)				601,872		601,872
Land Sale	445,338					445,338		445,338
Local Improvement	901,151				(664,000)	237,151	100,000	337,151
Parkland	269,295					269,295		269,295
Works Contribution/Sidewalk Gifting	1,963,289					1,963,289		1,963,289
Rec Facility Major Maint	1,908,047	(1,075,650)	(163,000)			669,397	(300,000)	369,397
Rec Facility Operating	1,126,133	(38,779)	(362,594)			724,760		724,760
DCC Roads	5,778,778	(638,085)			(3,366,000)	1,774,693		1,774,693
DCC Storm	2,311,669	(466,141)			(265,000)	1,580,528	(100,000)	1,480,528
DCC Sewer Collection	1,154,437	(703,381)			(265,000)	186,056		186,056
DCC Sewer Treatment	1,554,529		(256,647)			1,297,882		1,297,882
DCC Sewer Disposal	2,501,720					2,501,720		2,501,720
DCC Parks	398,824					398,824		398,824
	20,969,582	(2,976,536)	(782,241)	-	(4,560,000)	12,650,805	(300,000)	12,350,805
TOTAL RESERVES - & DEFERRED REVENUES								
	93,812,843	(29,125,127)	(2,756,082)	5,552,856	(12,278,275)	55,206,215	(5,767,950)	49,438,265
DCC Parks (held by RDNO)	6,702,751	(3,112,508)			(738,000)	2,852,243		2,852,243