



## **CITY OF WEST KELOWNA COMMITTEE OF THE WHOLE AGENDA**

Tuesday, May 21, 2019, 3:00 P.M.  
COUNCIL CHAMBERS  
2760 CAMERON ROAD, WEST KELOWNA, BC

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### **Pages**

#### **1. CALL THE COMMITTEE OF THE WHOLE TO ORDER**

This meeting is open to the public and all representations to Council form part of the public record. This meeting is being webcast live and will be archived on the City's website.

#### **2. INTRODUCTION OF LATE ITEMS**

#### **3. ADOPTION OF AGENDA**

Recommended Motion:

**THAT** the agenda be adopted as presented.

#### **4. ADOPTION OF MINUTES**

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#### **5. MAYOR AND COUNCILLOR'S REPORTS**

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Request for Council Resolution to Support MP Dan Albas' Private Members Bill

#### **6. PRESENTATIONS**

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Recycling Contamination Reduction

6.2 Anna Warwick Sears, PhD, Executive Director, Okanagan Basin Water Board 27

2019 Overview

#### **7. UNFINISHED BUSINESS**

#### **8. DIVISION REPORTS**

8.1 ENGINEERING AND PUBLIC WORKS

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Recommended Motion:

**THAT** Council award the purchase of a 2019 Vactor truck to Vimar Equipment for the base price of \$446,541 (approved 2019 capital expense C2019-0017) with options not to exceed the budget amount of \$600,000.

**8.2 FINANCE, ADMINISTRATIVE AND PROTECTIVE SERVICES**

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Information Report from the CFO

**8.3 DEVELOPMENT SERVICES**

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Information Report from the GM of Development Services

**8.4 CHIEF ADMINISTRATIVE OFFICER**

**9. CORRESPONDENCE AND INFORMATION ITEMS**

**10. NOTICE OF MOTION**

**11. ADJOURNMENT OF THE COMMITTEE OF THE WHOLE**

The next Council meeting is scheduled for 6:00 p.m., Tuesday, May 28, 2019.



**CITY OF WEST KELOWNA**  
**MINUTES OF THE COMMITTEE OF THE WHOLE**

Tuesday, April 16, 2019  
COUNCIL CHAMBERS  
2760 CAMERON ROAD, WEST KELOWNA, BC

MEMBERS PRESENT: Mayor Gord Milsom  
Councillor Rick de Jong  
Councillor Doug Findlater  
Councillor Jason Friesen  
Councillor Stephen Johnston

MEMBERS ABSENT: Councillor Carol Zanon  
Councillor Jayson Zilkie

Staff Present: Jim Zaffino, CAO  
Tracey Batten, Deputy CAO  
Nancy Henderson, GM of Development Services  
Allen Fillion, GM of Engineering and Public Works  
Warren Everton, CFO  
Jason Brolund, Fire Chief  
Kyle Reese, Roads and Drainage Supervisor  
Brandon Mayne, Help Desk Assistant

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**1. CALL THE COMMITTEE OF THE WHOLE TO ORDER**

This meeting was open to the public and all representations to Council form part of the public record. This meeting was webcast live and will be archived on the City's website.

The meeting was called to order at 3:00 p.m.

**2. INTRODUCTION OF LATE ITEMS**

**3. ADOPTION OF AGENDA**

Resolution No. COW002/19

It was moved and seconded

**THAT** the agenda be adopted.

CARRIED UNANIMOUSLY

**4. ADOPTION OF MINUTES**

**4.1 Minutes of the Committee of the Whole meeting held Thursday, February 28, 2019**

Resolution No. COW003/19

It was moved and seconded

**THAT** the Minutes of the Committee of the Whole Meeting held February 28, 2019 at the City of West Kelowna Council Chambers be adopted.

CARRIED UNANIMOUSLY

**5. MAYOR AND COUNCILLOR'S REPORTS**

**6. PRESENTATIONS**

**6.1 Sue Foster, Project Manager, and Sabrina Locicero, Stakeholder Engagement, BC Hydro**

Ms. Foster and Ms. Locicero provided Council with an update on the BC Hydro Westbank Substation Upgrade Project.

**6.2 Sue Foster, Project Manager, and Sabrina Locicero, Stakeholder Engagement, BC Hydro**

Ms. Foster and Ms. Locicero provided Council with an update on the West Kelowna Transmission Project.

The meeting recessed at 4:23 p.m.

The meeting reconvened at 4:31 p.m.

**6.3 Mariah VanZerr, Regional Transportation Plan Project Manager, Jerry Dombowsky, Transit and Program Delivery Manager, Sustainable Transportation Partnership of the Central Okanagan (STPCO), and Stephen Power, HDR**

Ms. Van Zerr, Mr. Dombowsky and Mr. Power provided Council with an update on STPCO update and conducted a Regional Transportation Plan Options Development Workshop.

**6.4 Heather Robertson, Project Manager, and Bryan Petzold, Senior Transportation Specialist, Associated Engineering**

CWK Roads and Drainage Supervisor, Ms. Robertson and Mr. Petzold provided Council with a CWK Road Maintenance Policy and Contract Review presentation.

**6.5 Mike Wilding, Lakeview Heights Community Association**

Mr. Wilding provided Council with a presentation on a Community Park for Lakeview Heights.



- 7. UNFINISHED BUSINESS
- 8. DIVISION REPORTS
  - 8.1 DEVELOPMENT SERVICES
  - 8.2 ENGINEERING AND PUBLIC WORKS
  - 8.3 FINANCE, ADMINISTRATIVE AND PROTECTIVE SERVICES
  - 8.4 CHIEF ADMINISTRATIVE OFFICER
- 9. CORRESPONDENCE AND INFORMATION ITEMS
- 10. NOTICE OF MOTION
- 11. ADJOURNMENT OF THE COMMITTEE OF THE WHOLE

The next Council meeting is scheduled for Tuesday, April 23, 2019 at 6:00 p.m. in the City of West Kelowna Council Chambers.

The meeting adjourned at 6:56 p.m.

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COUNCILLOR

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DEPUTY CAO

First Session, Forty-second Parliament,  
64-65-66-67-68 Elizabeth II, 2015-2016-2017-2018-2019

HOUSE OF COMMONS OF CANADA

## BILL C-447

An Act to amend the Criminal Code  
(aggravating circumstance — evacuation  
order or emergency)

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FIRST READING, MAY 13, 2019

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Première session, quarante-deuxième législature,  
64-65-66-67-68 Elizabeth II, 2015-2016-2017-2018-2019

CHAMBRE DES COMMUNES DU CANADA

## PROJET DE LOI C-447

Loi modifiant le Code criminel (circonstance  
aggravante — ordre d'évacuation ou  
situation d'urgence)

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PREMIÈRE LECTURE LE 13 MAI 2019

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MR. ALBAS

M. ALBAS

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## SUMMARY

This enactment amends the *Criminal Code* to provide that taking advantage of the fact that a place is under an evacuation order or is experiencing a natural disaster or emergency is to be considered an aggravating circumstance for sentencing purposes.

## SOMMAIRE

Le texte modifie le *Code criminel* afin de prévoir que, aux fins de la détermination de la peine, est considéré comme une circonstance aggravante le fait de tirer indûment parti du fait qu'un endroit est visé par un ordre d'évacuation ou est touché par une catastrophe naturelle ou une autre situation d'urgence.

## BILL C-447

An Act to amend the Criminal Code (aggravating circumstance — evacuation order or emergency)

Her Majesty, by and with the advice and consent of the Senate and House of Commons of Canada, enacts as follows:

R.S., c. C-46

### Criminal Code

**1 Paragraph 718.2(a) of the *Criminal Code* is amended by adding the following after subparagraph (iii.1):** 5

**(iii.2)** evidence that the offender, in committing the offence, took advantage of the fact that the place where the offence was committed was under a lawful evacuation order or was experiencing a natural disaster or other emergency, 10

## PROJET DE LOI C-447

Loi modifiant le Code criminel (circonstance aggravante — ordre d'évacuation ou situation d'urgence)

Sa Majesté, sur l'avis et avec le consentement du Sénat et de la Chambre des communes du Canada, édicte :

L.R., ch. C-46

### Code criminel

**1 L'alinéa 718.2a) du *Code criminel* est modifié par adjonction, après le sous-alinéa (iii.1), de ce qui suit :** 5

**(iii.2)** que l'infraction perpétrée par le délinquant a été commise à un endroit qui était visé par un ordre d'évacuation autorisé par la loi ou qui était touché par une catastrophe naturelle ou une autre situation d'urgence et que le délinquant en a indûment tiré parti, 10

# Recycling Contamination Reduction

May 21, 2019

# Background

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- Province added Packaging and Printed Paper (PPP) to Recycling Reg. (Environmental Management Act) in 2010
  - Multi Material BC formed in 2011 - now Recycle BC
  - Stewardship organization to represent industry
- Province approved stewardship plan in 2013
- RDCO and member municipalities signed agreements (2018-2023) with Recycle BC to collect recycling on their behalf and receive financial incentives

# Background

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- As a collector each municipality receives a per household financial incentive
- RDCO also receives education and service administration top ups, in addition to depot top ups
- RDCO does day to day contract administration including education
- Recycling part of the regional curbside collection program

# Why we stayed with Recycle BC

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- Current investment/infrastructure in the cart system
- Cart system is clean, efficient, user friendly and supported by residents (98% of households are satisfied or very satisfied)
- Residents are familiar with existing system, sorting rules and carts match the other waste streams
- Financial incentives continue to be received from Recycle BC to support curbside collection

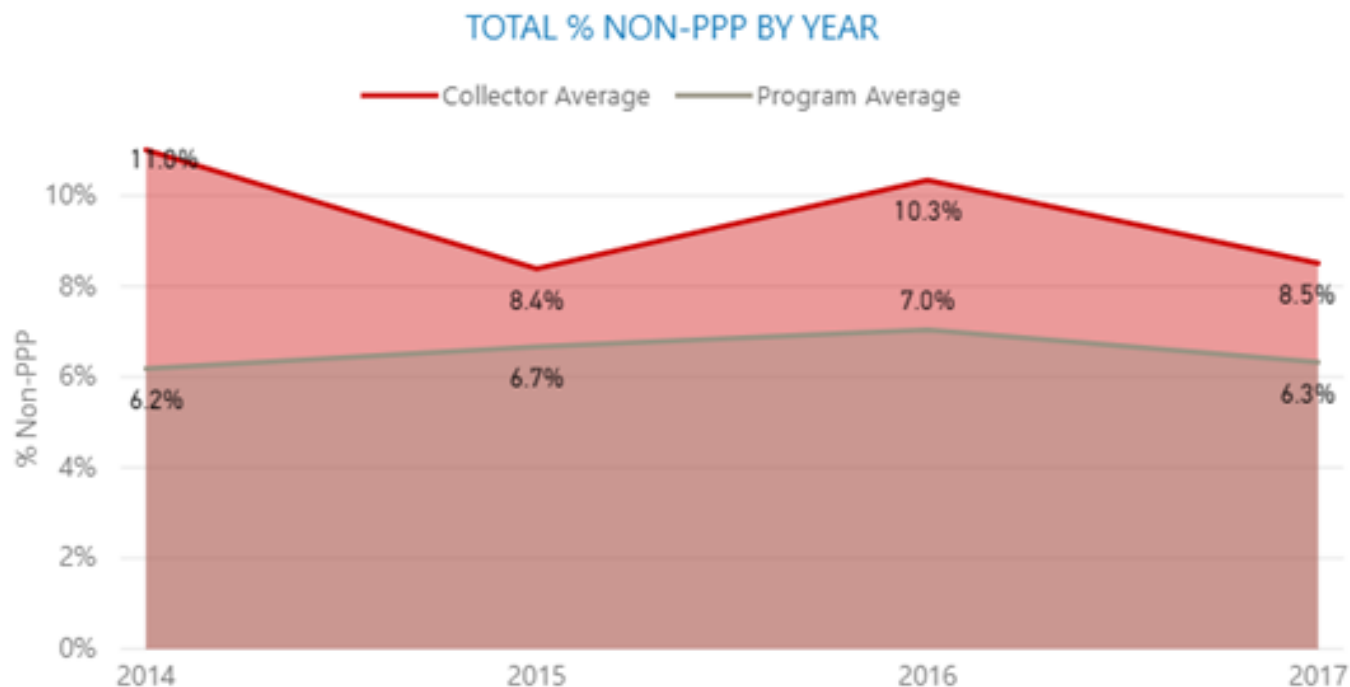


# Curbside Contamination

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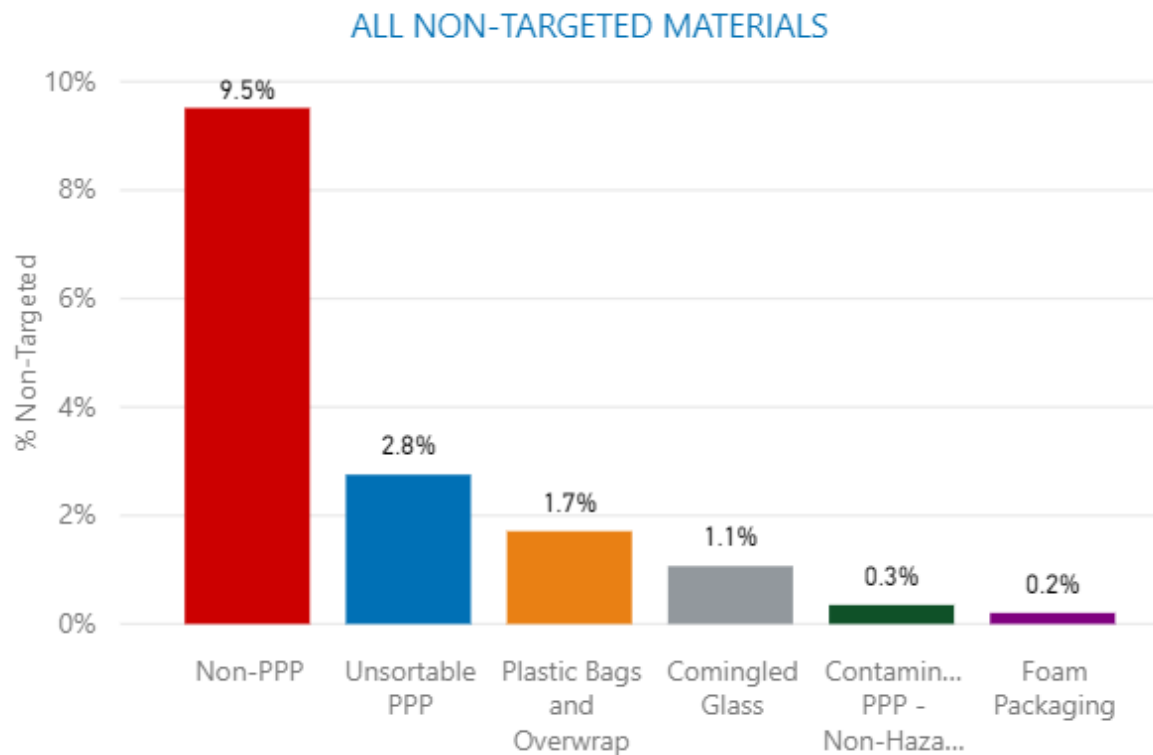
- ▶ Financial incentives are provided to offset the cost of recycling program
- ▶ Obligated to ensure clean loads of recyclables
- ▶ Contaminated loads can be fined
- ▶ Plan developed for 2019 with focus to reduce contamination
  - Non-PPP material
  - Plastic bags and flexible plastics

# Recycling Contamination



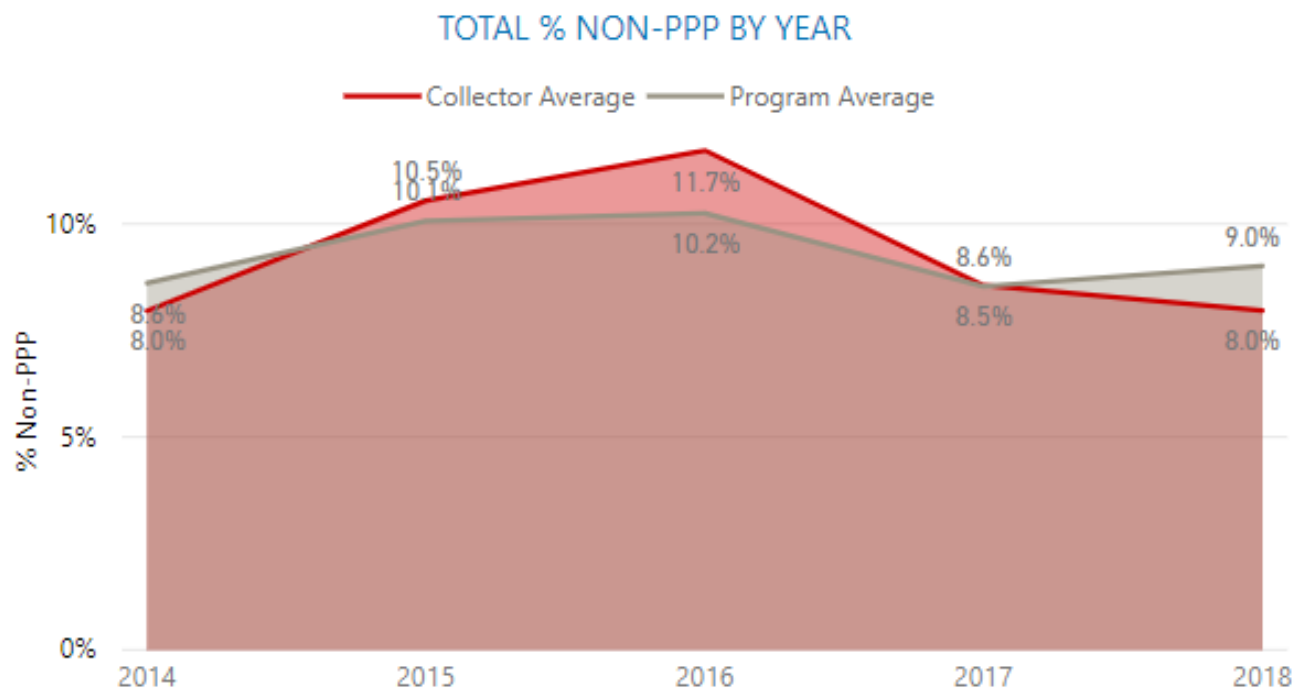
West Kelowna (March 2018)

# Recycling Contamination



West Kelowna (average 2014-2017)

# Recycling Contamination



Kelowna (September 2018)

# Contamination Reduction Plan

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- ▶ \$30,000 plus staff allocated to the program this year
- ▶ Material Focus
  - Non-PPP (garbage, books)
  - Plastic bags
  - Flexible plastics
- ▶ Approach
  - Monitoring and Enforcement
  - Promotion and Education

# Contamination Reduction Plan

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- ▶ Monitoring and Enforcement
  - Cart monitoring – 18,000 to 21,000
  - Targeted areas
  - RFID system (truck mounted cameras)
- ▶ Promotion and Education
  - Cart sticker pilot
  - Be Cart Smart campaign
  - Community education

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## ► Questions?

# Financial Considerations - Incentives

Curbside collection financial incentives provided by Recycle BC		
Single-stream – curbside PPP excluding glass		
>2 HH/ha	\$32.00/HH/yr	n/a
0.2 to 2 HH/ha	\$35.40/HH/yr	CoK (1.33), WK (0.66), P (1.32), LC (0.25)
<0.2 HH/ha	\$37.40/HH/yr	RDCO electoral areas (0.01)
Current contract costs for curbside recycling collection		
Cost per household (all areas)	\$22.56/HH/yr	

## Notes:

1. Contract costs based on recycling collection representing 26% of scheduled collections.
2. Current contract costs include collection service, cart maintenance, and RFID/camera technology.
3. Current contract costs do not include the cost of the cart.
4. Contract costs are for the new curbside contract starting October 1, 2019



# Financial Considerations - Revenue

## Revenue projections from curbside collection financial incentives

Municipality	# households	Incentive	Projected revenue (annually)
Kelowna	38,954	\$35.40/HH	\$1,378,972
West Kelowna	11,204	\$35.40/HH	\$396,622
Lake Country	4,880	\$35.40/HH	\$172,752
Peachland	2,505	\$35.40/HH	\$88,667
Electoral Areas	1,687	\$37.40/HH	\$63,094
<b>TOTAL</b>	<b>59,230</b>		<b>2,100,107</b>

### Notes:

Based on January 2019 household counts

Electoral Areas only represents those on curbside collection

# Financial Considerations – Service Level Failure

## Service Level Failure (over 3% contamination) – max of 24 loads/year

	Last Agreement	Current Agreement
<b>Kelowna (&gt;25,000 HH)</b>	\$5,000/load	\$5,000/load year 1, \$10,000/load year 2, \$15,000/load year 3, \$20,000/load subsequent years
<b>West Kelowna</b>	\$5,000/load	\$5,000/load
<b>Lake Country</b>	\$2,500/load	\$2,500/load
<b>Peachland</b>	\$1,250/load	\$2,500/load*
<b>RDCO</b>	\$1,250/load	\$1,250/load

Note: Penalty is based on household count and Peachland moved up a category from under 2500 to over 2500 households.

# Financial Considerations – Admin Top Up

## Resident Education and Service Administration Top Up (Received by RDCO)

	Last Rate	Current Rate	Projected Revenue (annually)
Education Top Up	\$0.75/HH/yr	\$0.75/HH/yr	\$44,423
Service Admin Top Up	\$2.50/HH/yr	\$1.75/HH/yr	\$103,653
Depot Top Up (access to curbside)	\$0.75/HH/yr	\$0.25/HH/yr	\$14,808

# Depot Collection Financial Incentives

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- Currently the RDCO funds two regional recycling depots (West Kelowna and Glenmore Landfill)
- RDCO also runs two transfer stations in Electoral Area West (Trader's Cove and North Westside) which include recycling services supported by Recycle BC incentives

# Depot Collection Financial Incentives

Depot Collection Financial Incentive		
Material	Last Rate (\$/tonne)	Current Rate (\$/tonne)
Film (plastic bags)	\$175	\$500
Styrofoam	\$175	\$800
Glass	\$80	\$90
Mixed Paper & Cardboard	\$60/\$80*	\$60/\$80*
Containers (plastics, tin, cartons)	\$90/\$120*	\$90/\$130*
Other Flexible Packaging (new Jan 2019)	N/A	\$90/\$130*

Note: rates for depots without curbside collection (i.e. Trader's Cove, North Westside Transfer Stations)

# Depot Collection Financial Incentives

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Projected Revenue Depots (annually)	
Material Collected - Regional Depots	\$71,222
Material Collected - Transfer Station Depots	\$10,452
Resident Education Top Up	\$892.50
Service Admin Top Up	\$2,082.50
Total	\$84,649

## Notes:

Based on 1190 transfer station users (Q1 2018 stats)

Based on 2017 depot tonnage

A photograph of a person's hands cupping water over a body of water. The hands are positioned in the center, with fingers slightly curled to hold the water. The background shows a calm body of water with gentle ripples. The lighting is soft, suggesting a bright day.

Anna Warwick Sears, PhD  
Executive Director

## Okanagan Basin Water Board 2019 Overview

### OBWB Purpose and Vision

- *Providing leadership to protect and enhance the quality of life in the Okanagan through sustainable water management.*
- *The Vision of the OBWB is for the valley to have clean and healthy water in perpetuity, meeting the needs of natural ecosystems, residents and agriculture – now and in the future*

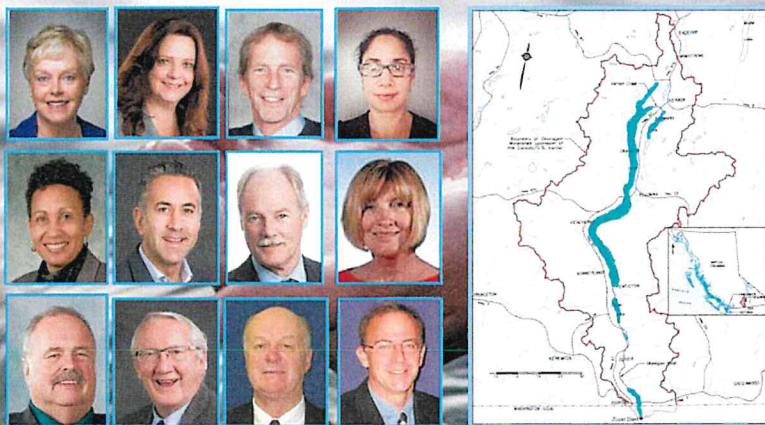


## Mandate 1970 – present

- Define problems and priorities
- Communicate and Coordinate
- Present recommendations
- Organize and receive proposals
- Participate financially in projects on behalf of local governments



## Okanagan Basin Water Board



Established 1970





**Structured for sharing resources**

- Pool valley-wide funding for activities
- Receive grants from senior governments: \$1.4 M      2018
- Provide grants to local partners: \$300 K + \$1.65 M      2018
- Assist local governments to get external grants: \$745 K      2018
- Create a platform for joint initiatives

## 49 Years, Three Programs

- Sewage Facilities Assistance
  - *Grants to local governments*
- Watermilfoil control
  - *Valley-wide, year-round*
- Water Management Program
  - *Grants, Collaboration & Coordination*
  - *Water Science and data*
  - *Policy and planning*
  - *Communications*
  - *Advocacy*

## Sewage Facilities Assistance

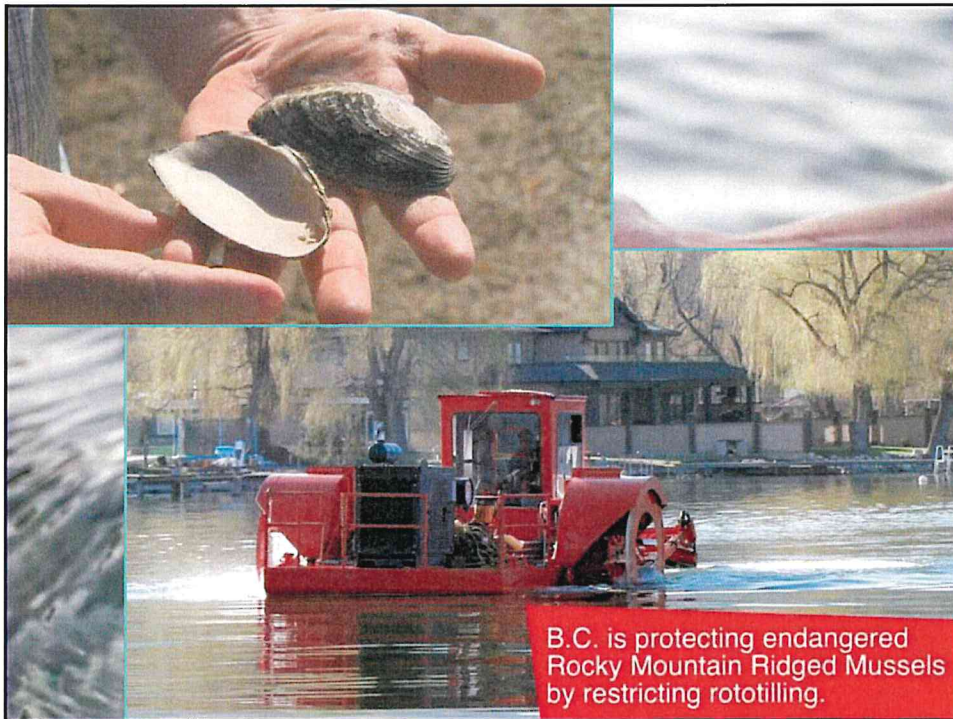


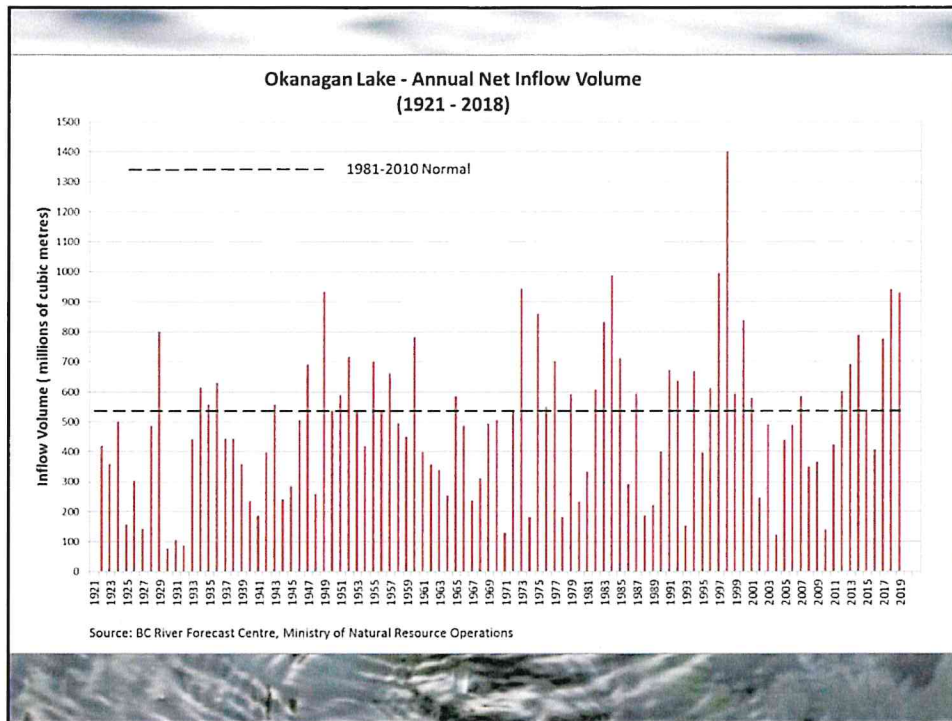


## Watermilfoil: a long haul

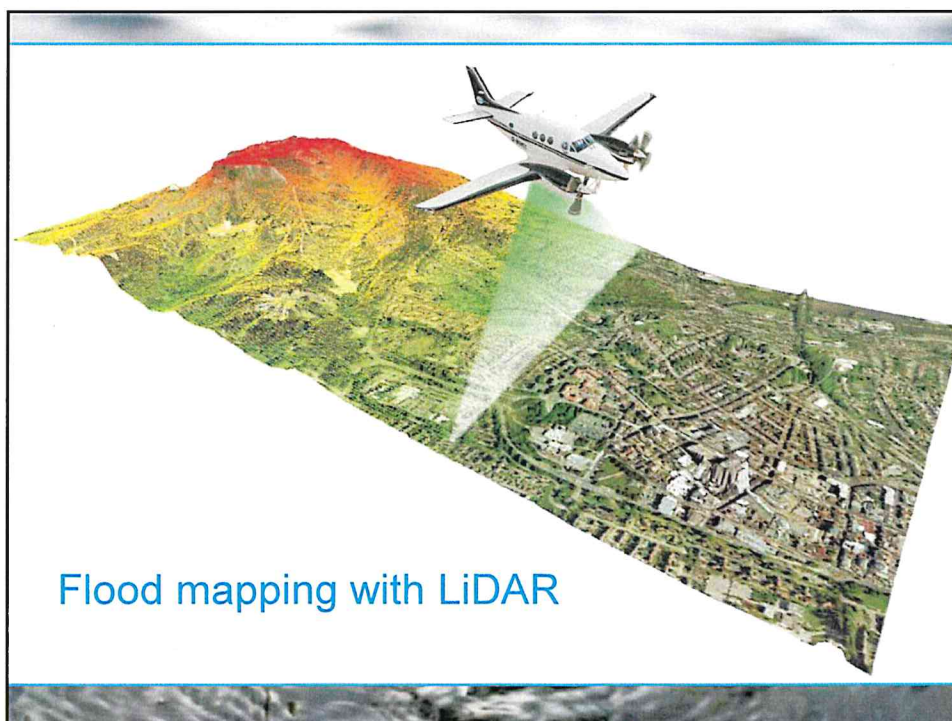


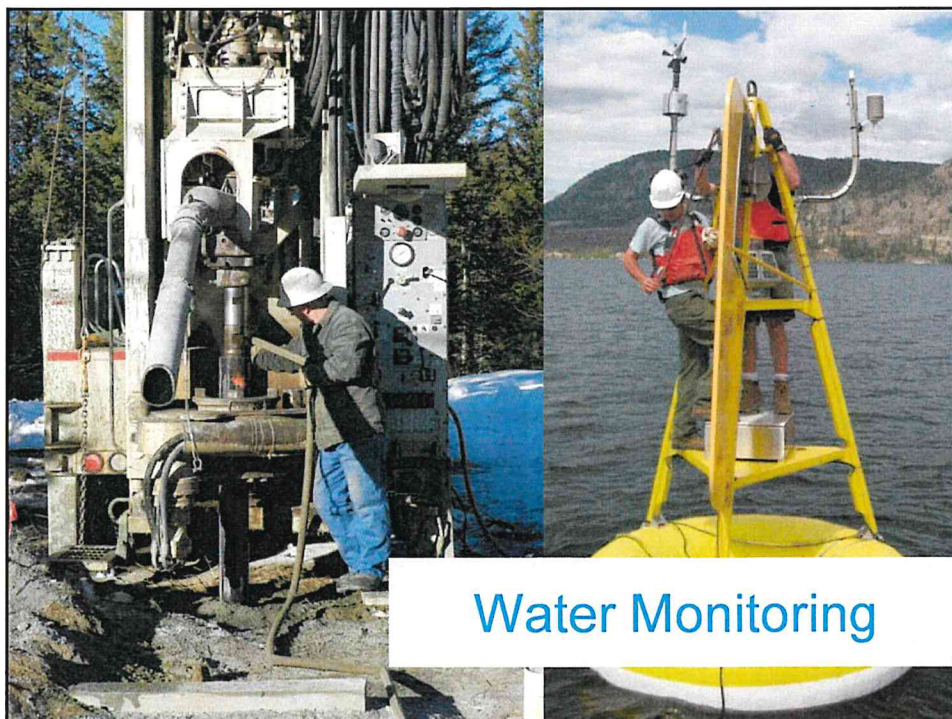
Issues: access & permitting...













## Environmental Flow Needs



HOME MUSSELS RISKS PREVENTION PARTNERS MORE INFO IN THE NEWS

# DON'T MOVE A MUSSEL

SPEAK OUT!

SPREAD THE MESSAGE, **NOT** THE MUSSEL.

waterwise  
One policy. One water.

TAKE ACTION  
CLEAN. DRAIN. DON'T.

A photograph of a beach scene with people walking and sitting. Overlaid on the image are several red circular icons with white symbols: a suitcase, a house, a fish, a dollar sign, a person, a fish, a house, a fish, a dollar sign, a person, a fish, a house, a fish, a dollar sign, a person. These icons represent different types of mussels and their impact on the environment and economy.



## Strengths

- *Many diverse partners and supporters*
- *Joint capacity is greater than individual capacities*
- *OBWB creates a communication hub: bridges levels of government and other partners*
- *Valley-wide strategic planning*
- *Integrated projects give highest value*
- *Long-term, steady efforts bring big results*

Thank You!





COMMITTEE OF THE WHOLE REPORT  
Engineering and Public Works.  
For the May 21, 2019 COW Meeting

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DATE: May 15, 2019  
TO: Jim Zaffino, CAO  
FROM: Stacey Harding, Parks and Fleet Operations Manager  
RE: Vactor Truck Purchase

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RECOMMENDED MOTION:

**THAT** Council award the purchase of a 2019 Vactor truck to Vimar Equipment for the base price of \$446,541 (Approved 2019 capital expense C2019-0017) with options not to exceed the budgeted amount of \$600,000.

RATIONALE:

Of the three submissions received, the Vimar Equipment submission scored the highest and represented the best value.

BACKGROUND:

A detailed business case presented to Council supported a capital request to purchase a City owned Vactor truck. A Vactor truck is used to clean out catch basins, sewer and storm pipes as well as hydro excavating. The business case verified that City ownership vs contracting out was a better value. Council gave early approval for the purchase in January of 2019.

Communication with our colleagues in Penticton indicated they too were in the market to acquire a similar unit. Further discussions included the possibility of a joint purchase of two units in the hopes of realizing better value for both Cities. (Note: Through a request for information with the Provincial Fleet Managers Associations, it is believed this type of high valued, equipment purchase is the first of its kind in the province.)

A joint Request for Proposal was issued with a closing date in early May. Of the three submissions received, only two met the specifications. The two proposals were evaluated using a set of criteria that produces a final score that indicates best value. Criteria considerations include the proponent's references, ability to provide the product, functionality, service, price and warranty.

Build out of these units is approximately 10 months. The City should expect delivery date in early 2020.

## Vactor Truck Scoring Results

Proponent	Evaluation Score
Vimar	96.33
Rollins	76.00
Kendricks	29.39

Vimar Vactor products are largely recognized as the industry standard for reliability, parts, service and functionality. The review team is confident that the Vimar product will give our fleet a dependable and very functional unit.

### Economic Impact for City

- The initial business case determined that for the useful life of this unit considerable savings would be realized by ownership verses contracting out.
- Through a comparison of estimates, initially received for budget purposes, and the final submissions received in the joint RFP, it is estimated each City will save in the range of \$50,000 as a result of the joint purchase.

Staff are pleased with the outcome of the joint purchase and would be interested in collaborating again on future joint purchase opportunities.

### FINANCIAL IMPLICATIONS:


After examining the cost benefit analysis of additional options, this units cost will come in under the budgeted value.


### ALTERNATE MOTIONS(S):

Council direct staff otherwise.

Respectfully submitted,

  
Stacey Harding, Parks and Fleet  
Operations Manager

  
Allen Fillion, Engineering and Public Work  
General Manager

  
Warren Everton  
CFO

Approved for Agenda	
 Jim Zaffino / CAO	May 16, 2019 Date

Attachments: 1

Powerpoint: No







INFORMATION ONLY COMMITTEE OF THE WHOLE REPORT  
Finance, Administration and Protective Services  
For the May 21, 2019 Committee of the Whole Meeting

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DATE: May 8, 2019  
TO: Jim Zaffino, CAO  
FROM: Warren Everton, CFO  
RE: Reserve Funds Overview and Policy

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BACKGROUND:

Council's policy on reserve funds was last updated in 2015 and has an administration requirement for the Chief Financial Officer to conduct an annual review of the reserve fund balances. The review also is designed to allow revisions and amendments to the policy as needed from year to year.

The goals of the policy require reserves to be:

- Sufficient to support the financial health and stability of City of West Kelowna
- Consistent and supportive of the financial plan
- Conform to statutory and legal requirements

The types of reserves held by the City

- Statutory Reserves – non-discretionary, specific and established by bylaw
- Non-Statutory Capital Reserves – these reserves have been established and appropriated from surplus for a specific purpose or specific group of assets
- Operating Reserves – designed to stabilize reoccurring spikes in specific operational costs
- Unappropriated Surplus – accumulated excess revenues over expenses in reserve. These reserves are discretionary in nature

The 2019 Capital planning process has been completed with the adoption of the financial plan bylaw. The 2019 projects are confirmed and in many cases now in process. This workshop is designed to look forward to the subsequent years and take another look at the City's preparedness for the balance of the 10-year capital plan. It would be ideal if the Mayor and Council could bring their Capital Plan Binders as these documents will be referenced during the meeting.

Taking a step back to look at the planning process, we find that capital planning begins first with public safety as the highest priority. Following that building reserves in anticipation of replacement and the timing of asset end-of-life is critical. This is where an Asset Management Plan is crucial to identifying, tracking and ultimately replacing assets. Management is currently applying for a grant and engaging with a consultant to update its plan. Finally, expansion of services or new services are also important aspects of building reserves in anticipation of future needs. This reduces the reactive need for tax increases and debt financing when these projects become a reality.

Many local governments similar in size to West Kelowna have long established and well funded reserves due to the length of time they have been collecting them. West Kelowna, being an 11

year old City has not had much time to build reserves and ideally that process never ends. Ultimately a City's plan is to get to an equilibrium point where usage doesn't deplete reserves before they can be built back up for subsequent projects. The following is a table that compares some statistics of similar sized cities for the 2017 financial statement reporting period.

2017	Vernon	Penticton	Campbell River	Mission	West Kelowna
<b>Comparative Financials</b>					
<b>Financial Assets</b>	<b>111,923,000</b>	<b>104,878,827</b>	<b>83,234,327</b>	<b>105,387,127</b>	<b>75,181,429</b>
<b>LT Debt</b>					
General	6,482,000	24,744,872	5,303,754	5,056,920	7,326,941
Water	0	7,167,910	2,894,000	0	6,795,062
Sewer	12,199,000	5,260,623	637,590	0	6,858,414
<b>Total Debt</b>	<b>18,681,000</b>	<b>37,173,405</b>	<b>8,835,344</b>	<b>5,056,920</b>	<b>20,980,417</b>
<b>Tangible Capital Asset Total</b>	<b>570,690,000</b>	<b>314,408,591</b>	<b>252,433,364</b>	<b>456,643,539</b>	<b>358,887,030</b>
<b>Total Revenue</b>	<b>90,233,000</b>	<b>119,264,570</b>	<b>71,231,170</b>	<b>70,527,754</b>	<b>62,293,677</b>
<b>Savings</b>					
Annual Surplus	8,308,000	18,998,296	15,123,547	15,977,008	5,152,335
Reserve total	57,454,000	76,329,298	41,821,590	59,130,347	29,966,028
DCCs	13,167,000	14,589,967	9,556,225	11,108,279	16,718,109
<b>Total Savings</b>	<b>78,929,000</b>	<b>109,917,561</b>	<b>66,501,362</b>	<b>86,215,634</b>	<b>51,836,472</b>

## LEGISLATIVE REQUIREMENTS:

### **Establishment of reserve funds**

188 (1) A council may, by bylaw, establish a reserve fund for a specified purpose and direct that money be placed to the credit of the reserve fund.

(2) If a municipality receives money in respect of any one of the following, the council must establish a reserve fund for the applicable purpose:

(a) money received from the imposition of a development cost charge, which must be placed to the credit of a reserve fund in accordance with section 566 [use of development cost charges] of the Local Government Act;

(b) money received

(i) from the sale of park land,

(ii) under section 27 (2) (b) [disposal of park land], or

(iii) under section 510 (14) [provision of park land on subdivision] of the Local Government Act, which must be placed to the credit of a reserve fund for the purpose of acquiring park lands;

(c) money received under section 41 (1) (d) [disposal of highway property that provides access to water], which must be placed to the credit of a reserve fund in accordance with that section;

(d) money received under section 525 (2) [parking space requirements] of the Local Government Act, which must be placed to the credit of a reserve fund for the purpose of providing

(i) off-street parking spaces, or

(ii) transportation infrastructure that supports walking, bicycling, public transit or other alternative forms of transportation;

(e) except for tax sale proceeds, money received from the sale of land and improvements, which must be placed to the credit of a reserve fund for the purposes of paying any debt

remaining in relation to the property and of acquiring land, improvements and other assets of a capital nature.

### **Use of money in reserve funds**

189 (1) Subject to this section, money in a reserve fund, and interest earned on it, must be used only for the purpose for which the fund was established.

(2) If the amount to the credit of a reserve fund is greater than required for the purpose for which the fund was established, the council may, by bylaw, transfer all or part of the amount to another reserve fund.

(3) If the current municipal revenue is not sufficient for the amount required to pay compensation in respect of property expropriated or injured or to carry out works referred to in section 32 (3) [entry on land to mitigate damage], the council may, by bylaw, use money from a reserve fund to the extent required.

(4) As a restriction on subsection (2), a transfer from a reserve fund established for a capital purpose may only be made to another reserve fund established for a capital purpose.

(4.1) Despite any other enactment, if

(a) money in a reserve fund established for a capital purpose, including a reserve fund under section 566 of the Local Government Act established for a capital purpose, is not currently required for that purpose, and

(b) the municipality has another reserve fund established for a capital purpose, the municipality may use money in the first reserve fund for the purposes of the second reserve fund.

(4.2) If money from one reserve fund is used under subsection (4.1) for the purposes of another reserve fund, the municipality must repay to the first reserve fund, no later than the time when the money is needed for the purposes of that reserve fund,

(a) the amount used, and

(b) an amount equivalent to the interest that would have been earned on the amount used had it remained in the first reserve fund.

(5) As a restriction on subsections (2) and (3), a council may not transfer amounts or use money from a fund required under section 188 (2) (a) [development cost charge reserve fund] or (b) [park land acquisition reserve fund] unless the bylaw is approved by the minister.

### COUNCIL REPORT/RESOLUTION HISTORY:

Date	Report Topic/Resolution	Resolution No.
November 24, 2015	Reserve Fund Policy Approval	C423/15
December 8, 2008	Minimum Reserve Balances	COW050-09


FINANCIAL IMPLICATIONS:

Maximums and minimums for each type reserves have been established by type in Council's Reserve Fund Policy. These levels as well as the funding sources, uses and expected balances appear in Schedule 1 attached.

Respectfully submitted,



Warren Everton  
CFO



Tracey Batten  
Deputy CAO

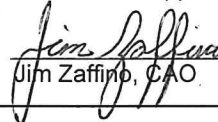
Powerpoint: ☒ Yes ☐ No

Attachments:

Schedule 1 – Reserve Balances with Max & Min

Schedule 2 – Transfers to Reserve, Capital Funding & Capital Expenses

Approved for Agenda

  
Jim Zaffino, CAO

May 16, 2018  
Date

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City of West Kelowna  
Schedule 1 - Budgeted schedule of accumulated surplus  
Period ending December 31, 2019

	Reserves				Balance, End of year	
	Balance, beginning of year	Transfer to	Transfer From	Interest	Balance, End of year	
Capital - General	5,154,624	3,719,664	(4,570,922)	64,550	4,367,917	
Capital - Water	3,760,686	1,927,440	(2,847,755)	42,606	2,882,977	
Capital - Sewer	226,544	448,200	(805,768)	1,965	(132,989)	
Community projects (Gas Tax)	2,434,312	2,840,234	(4,382,867)	13,375	905,054	
Equipment Replacement	4,145,761	1,160,000	(2,496,637)	42,137	2,851,262	
Fire	-	-	-	-	-	
Future expenses	2,006,455	702,800	(1,901,971)	12,109	819,381	
Municipal Facilities:	4,696,139	700,000	-	80,942	5,477,081	
Other:	4,300,213	25,144,511	(25,168,798)	64,139	4,340,065	
Policing	640,237	-	(138,000)	7,534	509,769	
Property Acquisition	1,636,612	-	-	24,549	1,661,161	
Recreation:	145,549	106,554	(344,000)	1,378	(87,320)	
Road Maintenance & Snow Clearing:	630,929	-	-	9,464	640,392	
Storm Drainage	187,958	10,302	(256,680)	876	(59,296)	
<b>Total reserves</b>	<b>39,738,848</b>	<b>36,865,705</b>	<b>(43,250,975)</b>	<b>510,439</b>	<b>24,175,454</b>	

	Minimum \$	Maximum \$	Minimum Level	Maximum Level
Adequate to fund capital projects identified as capital funded for the next 5 years of the 10 year capital plan	17,283,906	45,200,360	Adequate to fund capital projects identified as capital funded for the next 5 years of the 10 year capital plan	Adequate to fund all capital projects identified as capital funded in the 10 year capital plan
Adequate to fund capital projects identified as water capital funded for the next 5 years of the 10 year capital plan	7,985,424	15,585,663	Adequate to fund capital projects identified as water capital funded for the next 5 years of the 10 year capital plan	Adequate to fund all capital projects identified as water capital funded in the 10 year capital plan
Adequate to fund capital projects identified as sewer capital funded for the next 5 years of the 10 year capital plan	1,356,351	2,679,351	Adequate to fund capital projects identified as sewer capital funded for the next 5 years of the 10 year capital plan	Adequate to fund all capital projects identified as sewer capital funded in the 10 year capital plan
N/A	N/A	N/A	N/A	N/A
Minimum funds available to fund five upcoming years of vehicle and equipment replacements.	8,885,657	14,416,572	Minimum funds available to fund five upcoming years of vehicle and equipment replacements.	Funds for all scheduled replacements in the 10 year financial plan.
5% of fire operational expenditures rounded to the nearest higher \$100,000	4,370,400	874,080	5% of fire operational expenditures rounded to the nearest higher \$100,000	10% of fire operational expenditures rounded to the nearest higher \$100,000
1% of general operating fund revenues, rounded to the nearest \$100,000	500,000	1,300,000	1% of general operating fund revenues, rounded to the nearest \$100,000	2.5% of general operating fund revenues, rounded to the nearest \$100,000
Two months of regular general fund operating expenditures, rounded to the nearest higher \$100,000	7,800,000	11,700,000	Two months of regular general fund operating expenditures, rounded to the nearest higher \$100,000	Three months of regular general fund operating expenditures, rounded to the nearest higher \$100,000
10% of RCMP contract expenditures rounded to the nearest higher \$100,000	558,630	1,117,270	10% of RCMP contract expenditures rounded to the nearest higher \$100,000	20% of RCMP contract expenditures rounded to the nearest higher \$100,000
\$0	-	\$0	\$0	Adequate to fund Property Acquisitions as identified in Master plans or Council priorities
\$0	-	\$0	\$0	Adequate to fund recreational projects outlined in the 10 year capital plan
\$200,000 - required to address winter maintenance requirements in the event of a defined "Hard Winter".	200,000	400,000	\$200,000 - required to address winter maintenance requirements in the event of a defined "Hard Winter".	\$400,000 - required to address winter maintenance requirements in the event of a defined "Exceptionally Hard Winter".
\$0	-	\$0	\$0	Adequate to fund storm drainage projects outlined in the 10 year capital plan



Classification	Forecast 2019	Forecast 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028
<b>Transfer to Reserves:</b>										
Capital Infrastructure - New	3,719,664	3,998,429	4,044,207	4,349,200	4,504,210	5,159,378	5,664,740	6,270,307	7,062,731	7,818,725
Capital Infrastructure - Renewal (15% of Growth)	111,716	63,781	66,523	69,384	61,234	63,744	66,358	69,079	71,911	74,859
Equipment Replacement	600,000	600,000	900,000	900,000	900,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Universal Accessibility	-	-	-	-	-	-	-	-	-	-
Future Expenditures	702,800	447,462	525,049	763,358	1,108,276	706,410	707,973	813,164	672,198	1,375,071
Accumulated Surplus	-	-	-	-	-	-	-	-	-	-
Gas Tax	1,420,117	1,420,117	1,420,117	1,420,117	1,420,117	1,420,117	1,420,117	1,420,117	1,420,117	1,420,117
City Hall Reserve	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000
Recreation Reserve	106,554	107,116	219,540	269,540	269,540	269,540	319,540	319,540	319,540	319,540
	7,360,851	7,336,904	7,875,436	8,471,598	8,963,377	9,519,190	10,078,727	10,792,206	11,446,497	12,208,312
Available for Increase of Service Level, reduce taxes or increase reserves - 2019	139,614	141,709	143,834	145,992	148,182	150,404	152,660	154,950	157,274	159,634
Available for Increase of Service Level, reduce taxes or increase reserves - 2020		456,200	463,043	469,988	477,038	484,194	491,457	498,828	506,311	513,905
Available for Increase of Service Level, reduce taxes or increase reserves - 2021			470,252	477,306	484,465	491,732	499,108	506,595	514,194	521,906
Available for Increase of Service Level, reduce taxes or increase reserves - 2022				449,614	456,358	463,203	470,151	477,204	484,362	491,627
Available for Increase of Service Level, reduce taxes or increase reserves - 2023					541,111	549,228	557,466	565,828	574,316	582,930
Available for Increase of Service Level, reduce taxes or increase reserves - 2024						511,526	519,199	526,987	534,892	542,915
Available for Increase of Service Level, reduce taxes or increase reserves - 2025							567,540	576,053	584,694	593,464
Available for Increase of Service Level, reduce taxes or increase reserves - 2026								632,422	641,909	651,537
Available for Increase of Service Level, reduce taxes or increase reserves - 2027									584,668	550,365
Available for Increase of Service Level, reduce taxes or increase reserves - 2028										563,953
<b>TOTAL TRANSFERS</b>	\$ 7,500,466	\$ 7,934,813	\$ 8,952,564	\$ 10,014,497	\$ 11,070,530	\$ 12,169,477	\$ 13,336,309	\$ 14,731,074	\$ 16,029,115	\$ 17,380,549
Plus Fire Department Reserve	\$ 560,000	\$ 560,000	\$ 560,000	\$ 560,000	\$ 560,000	\$ 560,000	\$ 560,000	\$ 560,000	\$ 560,000	\$ 560,000
<b>Total Available to Transfer to Reserve incl. Discretionary Funds</b>	\$ 8,060,466	\$ 8,494,813	\$ 9,512,564	\$ 10,574,497	\$ 11,630,530	\$ 12,729,477	\$ 13,896,309	\$ 15,291,074	\$ 16,589,115	\$ 17,940,549
<b>Less Discretionary Funds</b>	\$ -	\$ 597,908	\$ 1,077,128	\$ 1,542,899	\$ 2,107,154	\$ 2,650,287	\$ 3,257,582	\$ 3,938,868	\$ 4,582,619	\$ 5,172,238
<b>Net Transfer to Reserve</b>	\$ 8,060,466	\$ 7,896,904	\$ 8,435,436	\$ 9,031,598	\$ 9,523,377	\$ 10,079,190	\$ 10,638,727	\$ 11,352,206	\$ 12,006,497	\$ 12,768,312

## CAPITAL FUNDING

Classification	Forecast 2019	Forecast 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028
<b>Transfers from Reserves - Capital:</b>										
Capital Infrastructure - New	4,662,518	4,325,183	6,078,486	3,875,400	2,828,606	3,856,180	5,503,699	3,222,400	9,325,847	5,582,065
Capital Infrastructure - Renewal (15% of Growth)										
Equipment Replacement	982,146	1,909,500	1,735,500	1,814,595	815,303	1,921,122	622,055	1,762,107	2,500,280	1,741,179
Water Reserves										
Future Expenditures	362,500	987,844	35,000	550,000	985,000	508,800	1,572,516	-	-	-
Accumulated Surplus										
Gas Tax (Community Works)	1,000,000	470,000	1,314,000	500,000	1,050,000	1,000,000	1,550,000	500,000	1,050,000	-
Property Acquisition Reserve										
Elections										
Community Hall/City Hall Rental Return			29,870	68,000				71,000	718,152	-
City Hall Construction				-					11,425,053	-
Recreation Reserve		135,000								
Grant										
City Yard Reserve			340,574	-						
Parks Capital				44,200						
Land Acquisition				1,740,331						
DCC - Parks					6,494	52,470	2,350,738			
DCC - Roads	144,400	271,923	55,688	-		216,600	-	216,600	1,578,200	2,250,000
DCC - Storm	17,500	2,825,496	3,147,415	150,000	-	43,750	-	-	-	9,813,135
Policing	92,000	46,000	46,000	46,000	227,500	46,000	157,500	46,000	46,000	-
Storm Sewer					46,000		46,000			46,000
Johnson-Bentley Aquatic Reserve										
Gas Tax Funding										
Lakeview Hall Reserve										
Playground Equipment										
Donations (Cash in Lieu)										
Recoverable /Donation										
Debt Proceeds			8,500,000	250,000		250,000			500,000	
<b>Total Capital Financing</b>	<b>\$ 7,241,064</b>	<b>\$ 10,970,946</b>	<b>\$ 21,282,533</b>	<b>\$ 9,038,526</b>	<b>\$ 5,958,903</b>	<b>\$ 7,894,922</b>	<b>\$ 11,802,508</b>	<b>\$ 5,818,107</b>	<b>\$ 27,143,532</b>	<b>\$ 19,432,379</b>

**City of West Kelowna 2019 - 2028 Financial Plan  
General Fund Capital Expenditures Schedule "B3"**

General Fund - Capital Expenditures	Forecast 2019	Forecast 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028
<b>General Government Services</b>										
Administration	220,000	50,000	65,000	168,000	235,000	-	-	71,000	-	-
Information Services	358,690	361,500	428,495	393,595	892,303	256,122	350,055	314,107	158,280	272,579
<b>Protective Services</b>										
R.C.M.P.	92,000	46,000	49,000	60,400	46,000	56,000	46,000	46,000	63,400	46,000
Fire	189,000	1,288,000	1,224,000	1,116,000	326,600	1,355,000	152,000	1,248,000	1,842,000	1,222,200
<b>Transportation Services</b>										
Roads & Maintenance	5,872,974	5,758,340	6,609,300	3,610,000	3,130,000	5,433,800	4,772,000	2,324,000	4,229,700	14,891,600
Street Lighting	-	-	-	-	-	-	-	-	-	-
Traffic Control Equipment	-	-	-	-	-	-	-	-	-	-
<b>Environmental Health Services</b>										
Public Health Services	-	-	-	-	-	-	-	-	-	-
Cemetery	-	-	-	-	-	-	-	-	-	-
<b>Recreation &amp; Cultural Services</b>										
Storm Sewer	-	-	-	-	-	-	-	-	-	-
Recreation	-	-	-	-	-	-	-	-	-	-
Facilities	302,500	2,798,806	11,897,737	2,816,531	1,125,000	12,000	848,946	1,800,000	20,730,152	-
Parks	205,900	668,300	1,009,001	874,000	204,000	782,000	5,633,507	15,000	120,000	3,000,000
Museum	-	-	-	-	-	-	-	-	-	-
<b>TOTAL CAPITAL EXPENDITURES</b>	<b>7,241,064</b>	<b>10,970,946</b>	<b>21,282,533</b>	<b>9,038,526</b>	<b>5,958,903</b>	<b>7,894,922</b>	<b>11,802,508</b>	<b>5,818,107</b>	<b>27,143,532</b>	<b>19,432,379</b>



INFORMATION REPORT  
Development Services  
For the May 21, 2019 COW Meeting

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DATE: May 17, 2019 File No. 6480-01  
TO: Jim Zaffino, CAO  
FROM: Nancy Henderson, GM of Development Services  
RE: Community Visioning Workshop

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PURPOSE:

The purpose of this report is to provide Council with an overview of the proposed community visioning process that will constitute Phase 1 of the Official Community Plan (OCP) Review. This report provides information regarding the intent and scope of the process, how the visioning phase will link to the future phases of the development of a revised OCP, and the proposed methodology and deliverables associated with the community visioning exercise. This report will be supplemented by a comprehensive presentation that is intended to encourage questions and discussion as well as provide additional information including:

- the benefits and common pitfalls of community visioning processes,
- beginning with the end in mind - implementing the vision,
- a review of examples of existing vision statements
- establishing a strategic framework for public engagement,
- the characteristics of effective engagement,
- considerations when selecting online engagement tools,
- the proposed methodology, financial and staffing implications,
- the draft Request for Proposals (RFP) scope and deliverables.

The Visioning presentation will be presented to Council in a workshop format and staff will incorporate Council's feedback into the scope, methodology and evaluation criteria of the RFP. The presentation will include examples and reference to similar processes.

STRATEGIC PRIORITY OBJECTIVE:

Community Visioning and Involvement is identified as a 2019 Council Priority with the goal of increasing engagement with the community and developing long-range plans that meet the needs of residents and visitors alike. The establishment of a long-range community vision is intended to guide future strategic priority considerations, master planning, and policy development and forms Phase 1 of the Official Community Plan (OCP) Review as identified in the 2019 Operational Plan. The visioning process is anticipated to involve in-depth and comprehensive community engagement to discover what the citizens of West Kelowna would like their community to be now and into the future. The estimated completion date for the visioning phase is December 2019. Phases 2-4 of the OCP review will involve policy development, additional community consultation focusing on more specific policy direction and land use planning, mapping, agency referral and the final round of consultation, with an estimated completion date of December 2020.

## LEGISLATIVE REQUIREMENTS:

There are no legislative requirements to establish a community vision, however, vision statements are typically included in an Official Community Plan. Legislative requirements for OCPs are authorized by Division 4 of the *Local Government Act* and function to describe the long-term vision of a community.

The development of the City's Vision will set the foundation for the new OCP and will involve extensive engagement with the community to set the framework for the remainder of the plan development. Phases 2-4 of the OCP development will ensure that the new vision is integrated into the legislated content as per the *Local Government Act*.

## BACKGROUND:

The City's existing Official Community Plan Bylaw No. 100 was adopted in July 2011, and was the result of a three year planning process that began in late 2008.

Despite several minor amendments, the OCP has not been reviewed comprehensively since its initial adoption in 2011. OCP's are typically reviewed every five to ten years.

### *Purpose of the Community Visioning Exercise*

The purpose of the community visioning exercise is to engage with the citizens of West Kelowna to reflect on the community's current state and to help shape a shared direction for the community's future.

Community visions tend to focus 20 or more years in the future to provide enough time to implement the numerous tasks required to achieve an aspirational future reality. The vision is intended to provide focus and clarity to the organization and should be a key consideration when determining strategic priorities, organization values, financial planning and the development of bylaws, policies and master plans.

To establish a meaningful vision that provides a clear picture of the desired future state of the community, a strategic framework must be applied. Many factors such as: parks and open space, transportation, community amenities, growth and development, climate change resilience, technology and innovation, etc., can provide community context that need to be understood to establish a meaningful vision. A significant component of the engagement process must seek a greater understanding of these components and establish their comparative importance to formulate community values.

### *Proposed Methodology for the Community Visioning Exercise*

Establishing a long-term community vision will be collaborative and based on input obtained through extensive community engagement. The process will include both active and passive forms of involvement ensuring diverse and extensive community participation.

It is intended that a digital media platform will be selected (such as MetroQuest, PlaceSpeak, Social PinPoint, Hive, etc.) for use in community engagement to ensure greater online participation in this initiative than has occurred during past community online surveys. One of the benefits to online engagement tools is that convenient participation amplifies discussions to include residents that do not typically participate in traditional methods of in-person engagement. Many of the online platforms provide numerous tools to include material to ensure informed

responses, including “gamification” and the use of interactive tools that demonstrate constraints and trade-offs, and provide real-time results.

In addition to the use of an online digital media platform, it is proposed that in-person consultation events such as “pop-up events” at community gatherings, public meetings, focus-group sessions and open houses will occur to ensure the participation of a broad cross-section of the community. As a means to ensure the community engagement represents the entire community, relevant demographic questions will be asked and results compared to census data to ensure population representation. Engagement events and targeted digital ads will be adjusted as necessary throughout the course of the project to seek participation from under-represented groups.

The proposed community engagement will be based off the spectrum of public participation developed by the International Association for Public Participation (IAP2). The spectrum of public participation helps define the community’s role in the public engagement process and is becoming the international standard for community engagement. This spectrum will be discussed further as part of the visioning workshop.

It is proposed that a consultant specializing in inclusive community engagement will be retained to ensure that a broad cross-section of the community is involved throughout the visioning process. The RFP will clearly specify that the success of the visioning will rely on the consultant’s ability to effectively engage the community in meaningful dialogue to better understand existing conditions and options for the community’s future. The consultant will be required to provide an engagement strategy that will attract truly representative demographics of West Kelowna residents to provide:

- A better understanding of what matters to the community.
- A shared long-term vision that will guide the community over the next 20-30 years.
- Establishment of clear community values, principles, and priority policy areas to focus the Official Community Plan review process to incorporate this newly established vision.

### Proposed Deliverables

In terms of deliverables, it is anticipated that the community visioning exercise and associated in-depth public engagement will result in:

- A public engagement strategy that uses innovative and technical considerations to explore the community and to shape its future through a meaningful public participation process.
- A communications plan that will include innovative ways to engage a wide cross-section of the community and stakeholders during the course of the exercise, including both active and passive forms of participation.
- Recommendations regarding the purchase and use of a digital media platform to ensure informed community input and maximum participation by a representative cross-section of the community. The digital media platform will be user-friendly and work to build and reinforce the West Kelowna commitment to increasing engagement with the community.
- A long-term vision that is memorable, aspirational and unique to West Kelowna. The vision will set the stage for the subsequent phases of the OCP (Phases 2-4) to form clear objectives and policies for landowners, developers, Council and Staff that is aligned with Council priorities and other City Master Plans and complies with all legislative requirements.
- A firm understanding of the community values and priorities to achieve the desired future vision of the community.
- The development of community surveys and data analysis to ensure the submitted feedback is representative of the entire community, adjusting the survey questions and community engagement processes as necessary.



- Summarizing the data received from the public engagement process and reporting back to the community, staff and Council to ensure an understanding of the feedback received (“What We Heard”).
- The provision of graphic design (‘community branded’) for use in the City’s public consultation (for both this project and subsequent City projects), including for the use in online engagement, in-person consultation events, community meetings and publications to display, gather and summarize data.

### Proposed Timeline

The proposed timeline for the community visioning exercise and the larger OCP review is identified in Table 1 below.

Table 1. Proposed Timeline for Community Visioning Exercise

<b>Task/Deliverable</b>	<b>Proposed Timeline</b>
Develop Request for Proposal and advertise for consultants	May/June 2019
Selection of Consultants, Initiation of Project and review of Background Materials (Council’s Strategic Priorities, existing Official Community Plan, Master Plans, etc)	July 2019
Selection of Digital Media Platform with assistance from Consultant that will be suitable to engage the entire community	July 2019
Preliminary community engagement, graphic design, community surveys, data collection, development of draft vision	August-October 2019
Check in with community re: Draft Vision	November 2019
Refinement of Draft Vision	November 2019
Council review and consideration of endorsement of Draft Community Vision	December 2019
Phases 2-4 OCP Review (additional community consultation, policy development, land use planning, mapping, agency referral)	January 2020-December 2020

### **Phase 2 to 4 Public Consultation**

In addition to the visioning engagement, additional public consultation will be required for the future phases of the OCP development. At a minimum, the *Local Government Act* requires consultation with persons, organizations and authorities that may be affected by the OCP, including the Regional District Board, Westbank First Nation, adjacent municipalities, the School Board, senior levels of Government and the Agricultural Land Commission. Should Council move forward with future readings of an Official Community Plan bylaw, a public hearing will also be required as per the *Local Government Act*, which requires that advertisements be placed in the local newspaper. Further information on the legislative requirements for consultation will form part of future reports to Council.

### COUNCIL REPORT/RESOLUTION HISTORY:

Date	Report Topic/Resolution	Resolution No.
February 26, 2019	<b>THAT</b> Council adopt the 2019-2022 Strategic Plan as presented.	C118/10

## FINANCIAL IMPLICATIONS:

The 2019 capital budget includes \$100,000 to undertake the community engagement and visioning exercise (Phase 1 of the OCP review). The funds will be used to obtain a digital media platform and retain a specialized consultant to develop and coordinate the community engagement process, preparation of community strategic survey questions, data collection, analysis of data, preparation of reports to share the findings, vision development and recommendations for Phases 2-4 of the OCP review. Phases 2-4 of the OCP review will require additional funds, to be considered as part of the 2020 budget deliberations process.

The proposed visioning process engagement will require a significant amount of staff involvement and coordination. Development Services will be taking the lead on the project with the assistance of Communications. Other staff will be involved in the facilitation of in-person engagement as needed.

Additional funds may be required to promote participation in the engagement process over and above the City's typical media channels to facilitate an adaptable media strategy to ensure high participation rates and to ensure that a broad cross-section of the community is involved throughout the process. Should additional funds be required they will be sourced from the Development Services operating budget.

### **Next Steps**

1. Staff will refine the Request for Proposal (RFP) to seek consultant services to undertake the community visioning exercise.
2. Staff will purchase an appropriate digital media platform based on additional research, fit for intended results, and consultant input.
3. Staff will present a detailed work plan and project update to Council in August 2019.

Respectfully submitted,

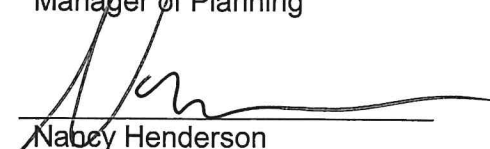
For:

Dallas Clowes  
Senior Planner

Kirsten Jones  
Communications Supervisor

Warren Everton  
Chief Financial Officer

For:   
Brent Magran  
Manager of Planning

  
Nancy Henderson  
GM Development Services

Approved for Agenda

  
Jim Zaffino, CAO

May 17, 2019  
Date

Powerpoint: ☒ Yes ☐ No