



CITY OF WEST KELOWNA COMMITTEE OF THE WHOLE AGENDA

Tuesday, November 19, 2019, 3:00 P.M.

COUNCIL CHAMBERS

2760 CAMERON ROAD, WEST KELOWNA, BC

Pages

1. CALL THE COMMITTEE OF THE WHOLE TO ORDER

It is acknowledged that this meeting is being held on the traditional territory of the Syilx/Okanagan Peoples.

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

4. ADOPTION OF MINUTES

- 4.1 Minutes of the October 15, 2019 Committee of the Whole Meeting held in the City of West Kelowna Council Chambers**

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5. MAYOR AND COUNCILLOR'S REPORTS

6. PRESENTATIONS

- 6.1 Sam Samadar, Airport Director, Kelowna International Airport**

6

Kelowna International Airport Update

- 6.2 Don Nettleton, Chief Executive Officer and Christine McPhee, Director of Public Services, Okanagan Regional Library**

17

Fall 2019 Library Update

- 6.3 Mark Holland, President, Holland Planning Innovations Inc. (representing UDI) and Jennifer Dixon, Executive Director, Urban Development Institute**

Development 101

7. UNFINISHED BUSINESS

8. DIVISION REPORTS

8.1 DEVELOPMENT SERVICES

8.2 ENGINEERING / PUBLIC WORKS / PARKS

8.3 FIRE RESCUE SERVICES

8.4 CORPORATE INITIATIVES

8.5 FINANCIAL SERVICES

8.5.1 Budget 2020 Reserve Funds Overview and Update

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Information report from the Director of Financial Services/CFO

8.6 CORPORATE SERVICES / RECREATION AND CULTURE

8.7 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 November 26, 2019 at 6:00 p.m. in the City of West Kelowna Council Chambers.

The next Committee of the Whole meeting is scheduled for April 14, 2020 at 3:00 p.m. in the City of West Kelowna Council Chambers.



CITY OF WEST KELOWNA
MINUTES OF THE COMMITTEE OF THE WHOLE

Tuesday, October 15, 2019
COUNCIL CHAMBERS
2760 CAMERON ROAD, WEST KELOWNA, BC

MEMBERS PRESENT: Councillor Rick de Jong
Councillor Doug Findlater
Councillor Jason Friesen
Councillor Stephen Johnston
Councillor Carol Zanon
Councillor Jayson Zilkie (Acting Mayor)

Mayor Gord Milsom

Staff Present: Paul Gipps, CAO
Tracey Batten, Deputy CAO / Corporate Officer
Allen Fillion, Director of Engineering / Public Works
Warren Everton, Director of Finance / CFO
Sandy Webster, Director of Corporate Initiatives
Rob Hillis, Engineering Manager
Shelley Schnitzler, Legislative Services Manager
John Perrott, Economic Development and Tourism Manager
Kirsten Jones, Strategic Communications Manager
Neil Wyatt, Service Desk Technician

1. CALL THE COMMITTEE OF THE WHOLE TO ORDER

It was acknowledged that this meeting was held on the traditional territory of the Syilx/Okanagan Peoples.

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

The meeting was called to order at 3:03 p.m.

2. INTRODUCTION OF LATE ITEMS

3. ADOPTION OF AGENDA

4. ADOPTION OF MINUTES

4.1 Minutes of the September 10, 2019 Committee of the Whole Meeting held in the City of West Kelowna Council Chambers

It was moved and seconded

Resolution No. COW015/19

THAT the Minutes of the September 10, 2019 Committee of the Whole meeting be adopted.

CARRIED UNANIMOUSLY

5. MAYOR AND COUNCILLOR'S REPORTS

6. PRESENTATIONS

6.1 Melissa Tesche, General Manager, Okanagan-Kootenay Sterile Insect Release Program

2019 Update

6.2 Mike Overend, Director of Sustainability, Thompson Okanagan Tourism Association

Thompson Okanagan Biosphere Initiative

6.3 Rafael Villarreal, STPCO Administrator, Jerry Dombowsky, Programs and Transit Manager, and Stephen Power, Lead Consultant Regional Transportation Plan, HDR

Let's Talk Transportation! Engagement Summary

7. UNFINISHED BUSINESS

8. DIVISION REPORTS

8.1 DEVELOPMENT SERVICES

8.2 ENGINEERING / PUBLIC WORKS / PARKS

8.3 FIRE RESCUE SERVICES

8.4 CORPORATE INITIATIVES

8.5 FINANCIAL SERVICES

8.6 CORPORATE SERVICES / RECREATION AND CULTURE

8.7 CHIEF ADMINISTRATIVE OFFICER

9. CORRESPONDENCE AND INFORMATION ITEMS

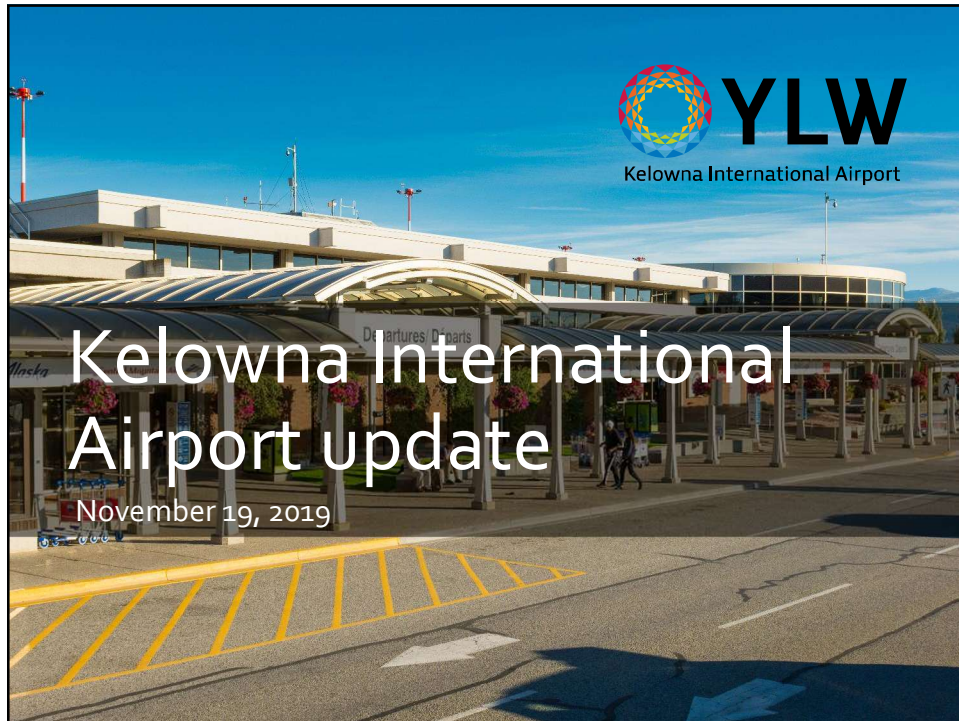
10. NOTICE OF MOTION

11. ADJOURNMENT OF THE COMMITTEE OF THE WHOLE

The meeting adjourned at 5:01 p.m.

ACTING MAYOR

LEGISLATIVE SERVICES MANAGER





YLW

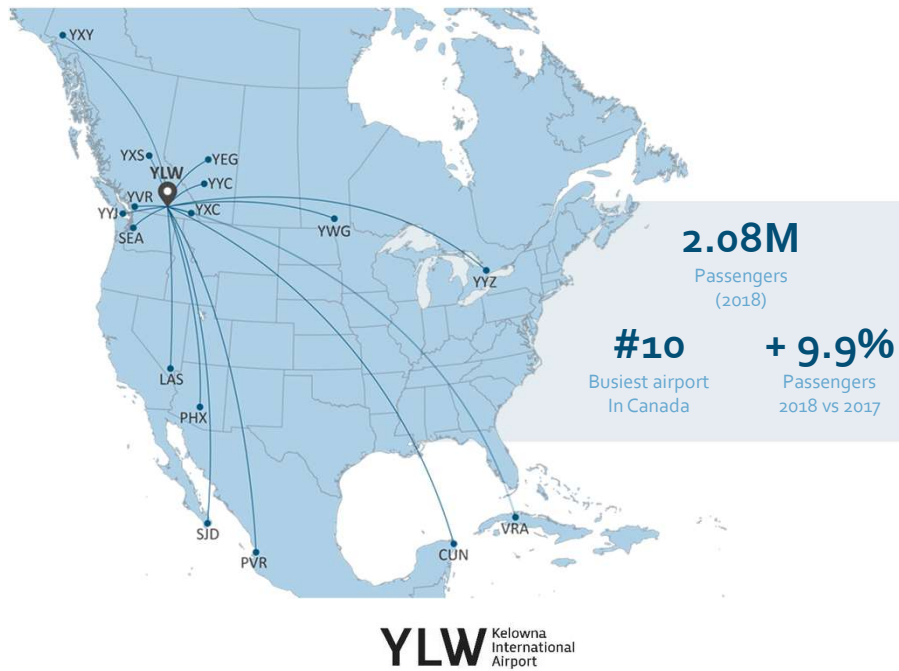
Kelowna International Airport



2 MILLION PASSENGERS

10th busiest airport in Canada

YLW Kelowna International Airport



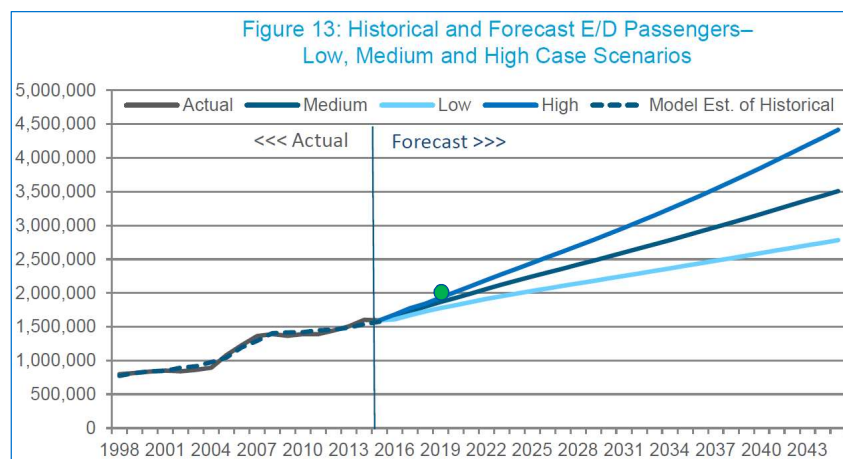
2019 Passengers Year to Date

Date	Monthly	YTD
Jan. 2019	181,729	181,729
Feb. 2019	179,039	360,768
Mar. 2019	193,715	554,483
Apr. 2019	155,532	710,015
May 2019	155,259	865,274
June 2019	160,894	1,026,168
July 2019	178,727	1,204,895
Aug. 2019	183,191	1,388,086
Sept. 2019	158,535	1,542,482
Oct. 2019	162,136	1,705,079



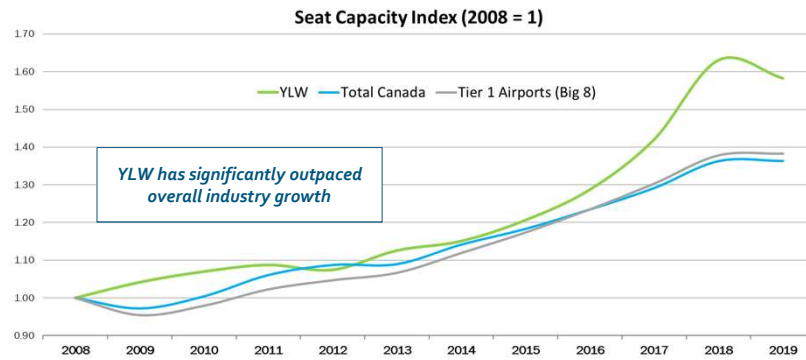
YLW Kelowna International Airport

2045 Master Plan Forecast



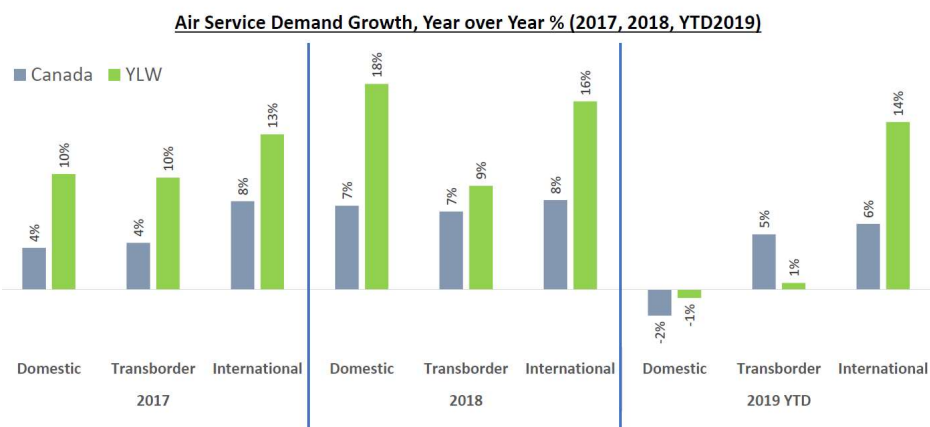
YLW Kelowna International Airport

Seat Capacity - outpacing overall industry



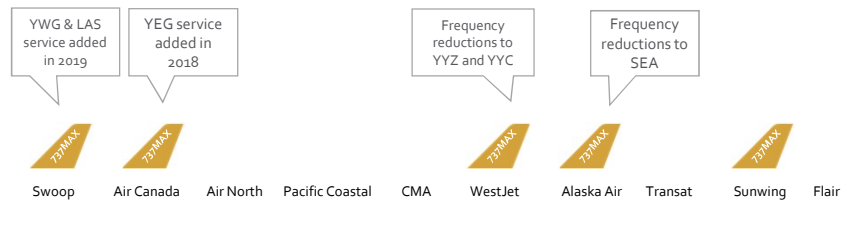
YLW Kelowna International Airport

Air service demand



YLW Kelowna International Airport

2019 seat growth comes from Swoop and Air Canada



YLW Kelowna International Airport

Ultra-low cost carriers

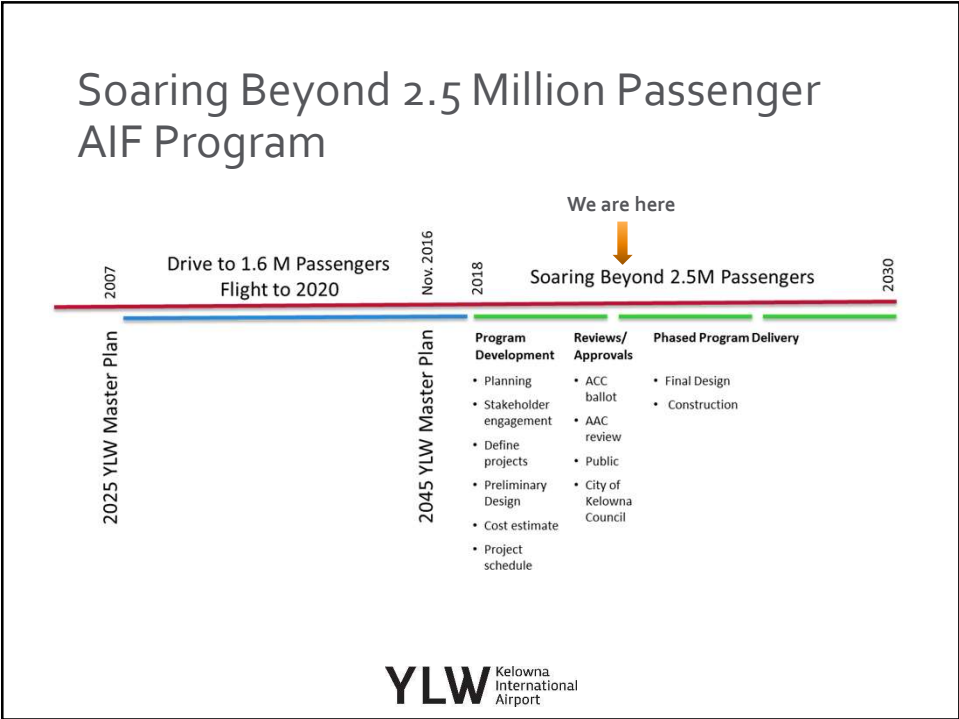
Swoop

flair airlines

jetlines


enerjet

YLW Kelowna International Airport



Soaring Beyond 2.5 Million Passengers

Project	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Terminal Expansion - Phase 1										
Terminal Expansion - North Bridge										
Apron Expansion										
Self-serve Baggage Drop										
Runway End Safety Area										
Combined Operations Building										
CUTE/CUSS										
Terminal Expansion - Phase 2										
Loading Bridges										
Airside Lighting and Supporting Infrastructure										
Airside Pavement Rehabilitation										
Airside Equipment										
Total	\$219.9 million									

Legend
 Design
 Construction

YLW Kelowna
International
Airport

Soaring Beyond 2.5M Passenger AIF Program

- ▶ Current infrastructure
 - ▶ Reaching operational capacity
 - ▶ Significant rehabilitation required



Departures



Pre-board screening



Arrivals

YLW Kelowna
International
Airport

Soaring Beyond 2.5 Million Passengers

CURRENT PHASES IN DESIGN:

PHASE 1 Expand Departures Holdroom and Pre-board Screening to the south of the existing terminal.

PHASE NORTH Reconfigure the Airside Corridor at the north end.

PHASE 2 Relocate Domestic Arrivals to the south end of the terminal. Renovate the existing Arrivals area to accommodate a larger International Arrivals area and CBSA Facility.

FUTURE PHASES:

PHASE 3 Renovate and expand the existing Departures Holdroom to the north.

PHASE 4 Relocate the International Arrivals area and CBSA Facility to the south of the terminal.



YLV Kelowna
International
Airport

Soaring Beyond 2.5 Million Passengers

► Terminal Expansion – Phase 1

- 2020 – commencement of construction
- 2023 – completion of construction
- Improve passenger experience:
 - Departures lounge – increase operational capacity
 - Pre-board screening – reduction in wait times
 - Wayfinding – first step in elimination of airside corridor
 - Walking distances – first step in reduction
 - Food and beverage – greater selection

YLV Kelowna
International
Airport

Terminal Expansion – Phase 1



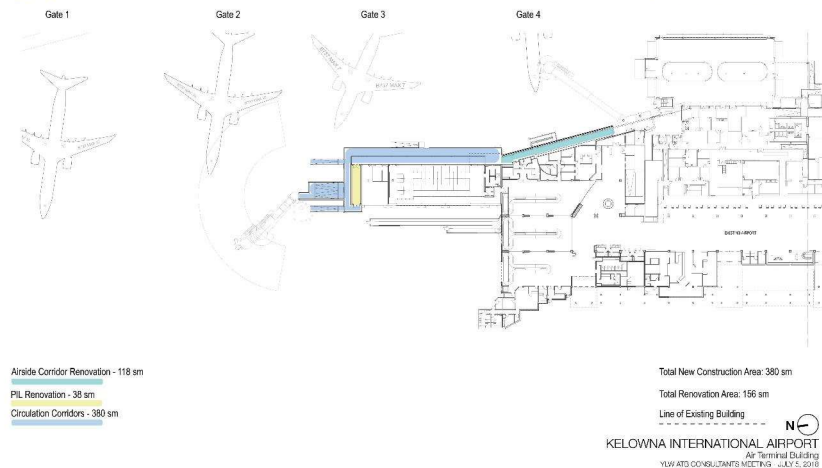
Terminal Expansion – Phase 1



Soaring Beyond 2.5 Million Passengers

► Terminal Expansion – North Bridge

01 ATB - PHASE NORTH Main Floor Plan - North End



Soaring Beyond 2.5 Million Passengers

► Terminal Expansion – North Bridge

- 2020 – commencement of construction
- 2021 – completion of construction

► Improved passenger flow:

- Better accommodate simultaneous domestic and international arrivals

Soaring Beyond 2.5 Million Passengers

▶ Apron 1 Expansion – Design

- ▶ 2020 – commencement and completion of design

▶ Benefits:

- ▶ Operational constraints on Apron 1
- ▶ Would allow for the expansion of Gate 10 and addition of Gate 11 in 2021

▶ Self-serve baggage drop

- ▶ 2020 – commencement and completion of consultation



YLW Kelowna
International
Airport



Questions?

For more information, visit ylw.kelowna.ca.

Okanagan Regional Library on the Westside

The **Westbank Branch** library location has long served the West Kelowna community. In February this year, we opened ORL's newest location, **Westside Learning Lab** on Westbank First Nation land with the goal of expanding service and offerings in the westside (including surrounding fast-growing West Kelowna neighbourhoods: Lakeview Heights & West Kelowna Estates/Rose Valley).

AT OUR LOCATIONS IN THE WESTSIDE, THE COMMUNITY...

Use and borrows library materials (books, dvds, cds, magazines)

- 172,758 items checked out of the library so far this year*
 - In 2018: 225,109
 - In 2017: 236,495

Visits our space as a place to find information, learn and attend a program, meet with others and access material and technology

- 85,119 people visited the library so far this year*
 - In 2018: 106,642
 - In 2017: 111,794
- Our Westbank Branch is open 49 hours a week to the public including an evening and Saturdays.
- Our Westside Learning Lab is open 35 hours a week to the public including three evenings and Saturdays.

Attends our programs (includes story times, after-school programs, community meet-ups, classes and workshops)

- We offered 464 programs so far this year*
 - In 2018: 377
 - In 2017: 333
- 6,938 people have attended a library program so far this year*
 - In 2018: 7,131
 - In 2017: 9,171
- Every, we run Summer Reading Club for school aged children to encourage reading all summer long. This year was record breaking. 528 kids signed up for the reading challenge and 208 kids received medals for completing their reading log at the end of the summer. Total attendance at the SRC programs we ran throughout July and August was 1,441.

Uses our makerspace at the Westside Learning Lab**

- We've delivered 55 maker workshops/classes
- 204 bookings have been made of our maker stations (including our 3D printer, Cricut material cutter, audio recording booth, digital media computer) and our digitization stations

**Statistics for this year so far was calculated from Jan 1, 2019 to September 30, 2019*

***Statistics from the Learning Lab was calculated from Feb 23, 2019 to August 30, 2019*

PATRON STORIES & HIGHLIGHTS 2018-19

Community Story: The Library & Westbank United Church Community Lunch

For five months, the library visited the community lunch biweekly where we brought a selection of free (donated) books and magazines, crosswords and puzzles print-outs, and offered library card sign up. In this time, we had many interactions with the lunch guests including answering reference questions and providing readers advisory. We cultivated relationships with the guests whom some we know by name and some who would call out to us as “the library” when they saw us. We also built relationships with the volunteers and different community outreach workers who also provide services to the guests. This was a particularly meaningful outreach effort for us because we were able to extend our presence in the community by sharing a meal and being present to people who have often been overlooked or have experienced barriers or negative interactions inside our library branches. This has laid the groundwork for us in working with shelter society and Brown Road Interim Housing.

Community Story: The Library & the Westside Youth Centre

Over the summer, the library made biweekly visits to the Westside Youth Centre where we brought activities and makerspace technology to engage the teens. At our first visit, the youth refused to speak with us and shouted for others to stay away from the table we had set up. Each visit, we adjusted in order to overcome challenges and create a warm approachable presence. Our staff continued to be consistent, friendly, and engaged with what we were offering. By our fourth visit, we made a breakthrough when a few teens joined us to learn to make vinyl stickers and browsed our giveaway books. We started to establish a positive reputation with the youth and by our last summer visit, the youth coordinator contacted us to say the teens were asking when we would be back and that they had projects in mind for our maker equipment. Together with the youth, one of the projects we worked on was commemorative vinyl decals designed in memory of a local teen they knew in the community who passed away recently. Fostering a relationship and building trust with the youth at the centre was not easy or quick but was incredibly rewarding after months of regular visits.

At the Lab: Library patron pursuing 3D modeling and design as a passion and career goal

A young teen patron with a passion for creating model homes and a dream to pursue architecture, took a class at our Westside Learning Lab. He came with prior knowledge of 3D design with the application Tinkercad but needed support in how to 3D print. Our staff worked with him one-on-one during his first independent booking of the 3D Printer Station to support his understanding and lend an opinion for the settings needed. The patron said that his school had one printer but was only for use within a teacher’s course. Having access to one at the library he can freely approach was exactly what he was hoping for.

This patron returned to our library over several more visits where he was able to work independently as he mastered his skills and excitedly talked “shop” with our staff. The final product for his 3D printed architectural model turned out. This patron’s story demonstrates the value of the library in connecting our community members (of all ages) with access to technology (such as 3D printing) that sparks learning, creativity and innovation.

Comments about our Westside Learning Lab:

“I want to live here!” “This is so good for our community.” “I love this space.” “Thank you so much for the use of the Learning Lab yesterday. We were able to digitize our slides and photos. This is a very exciting community asset.”

CONSIDERATIONS FOR THE COUNCIL OF THE CITY OF WEST KELOWNA

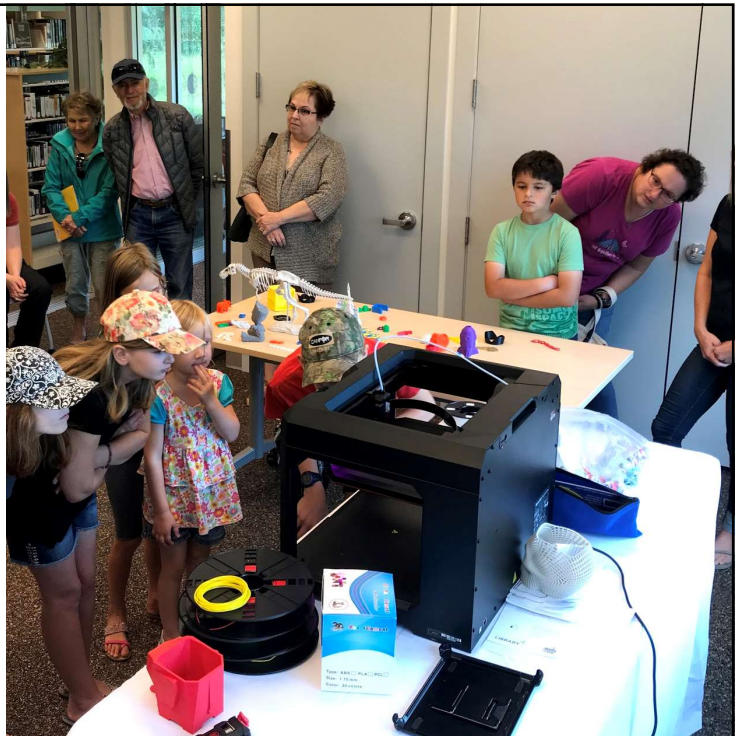
- Library staff and patrons greatly appreciate the community safety and security measures the City has put into place for Westbank center including downtown patrol and the by-law officers. Our staff can rely on downtown patrol to aid in incidents and help defuse situations.
- We are concerned about the uncertainty of an emergency winter shelter this year. Without an emergency shelter, we will likely see more challenges in the branch this cold season such as sleeping, patrons who refusing to leave during closing time, and patrons using the space inappropriately because they have nowhere else to go to meet their needs.
- Looking ahead, a goal for our library in the Westside is to continue to extend our presence and services outside of our walls – reaching community members across the city. Currently underway are library programs/outreach at the Brown Road Interim Transitional Housing facility and the West Kelowna Pathways centre. In the spring, we will explore new ways of engagement at the Westside Youth Centre and will continue to work with the Westside Seniors Network at their programs. We are also forging new connections with Mount Bouchiere Secondary and our makerspace through class visits and programs.

Fall 2019 Library Update

Presented By Don Nettleton

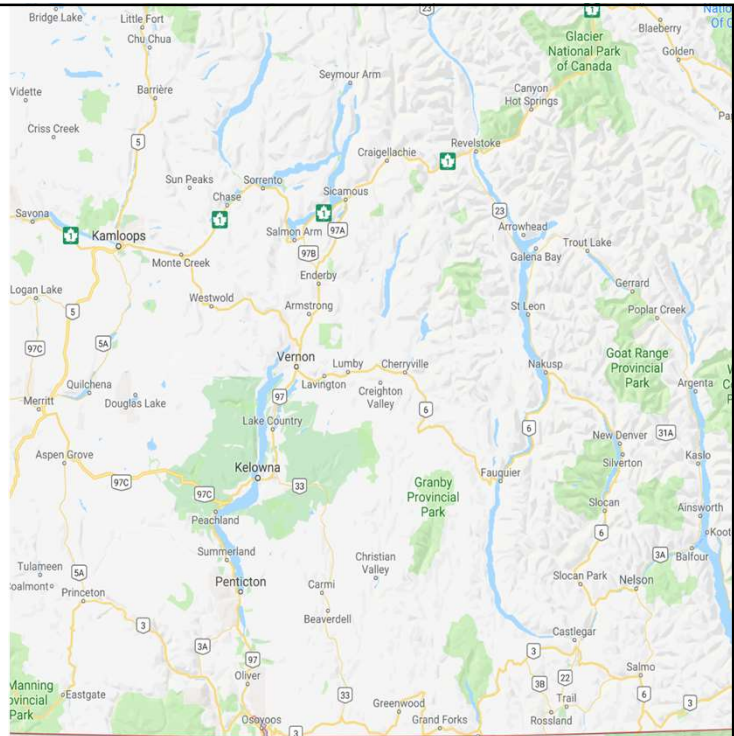
About your Library

We serve a population of
400,000 people



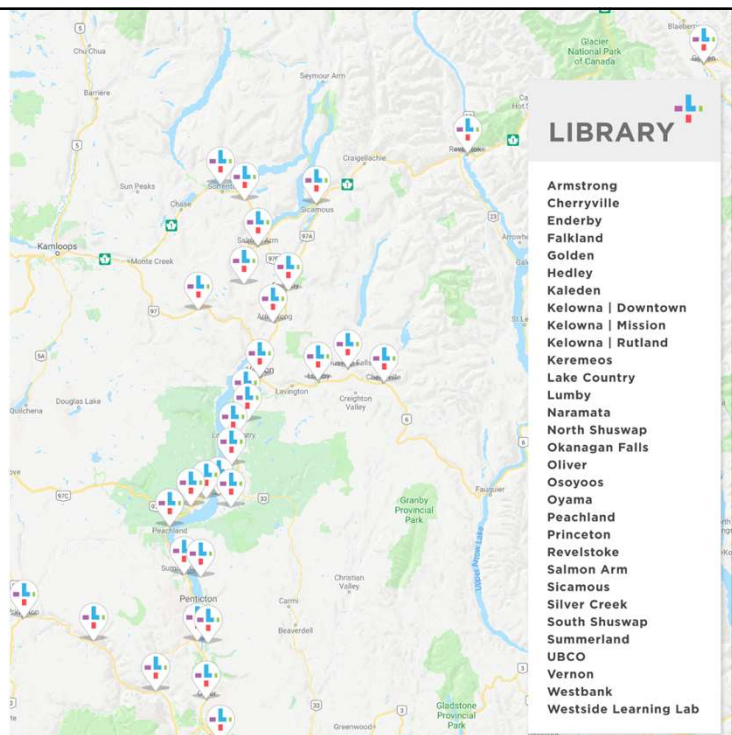
About your Library

Our geographic service area covers most of CSRD, RDNO, CORD and OSRD (from Golden in NE to Princeton in SW)



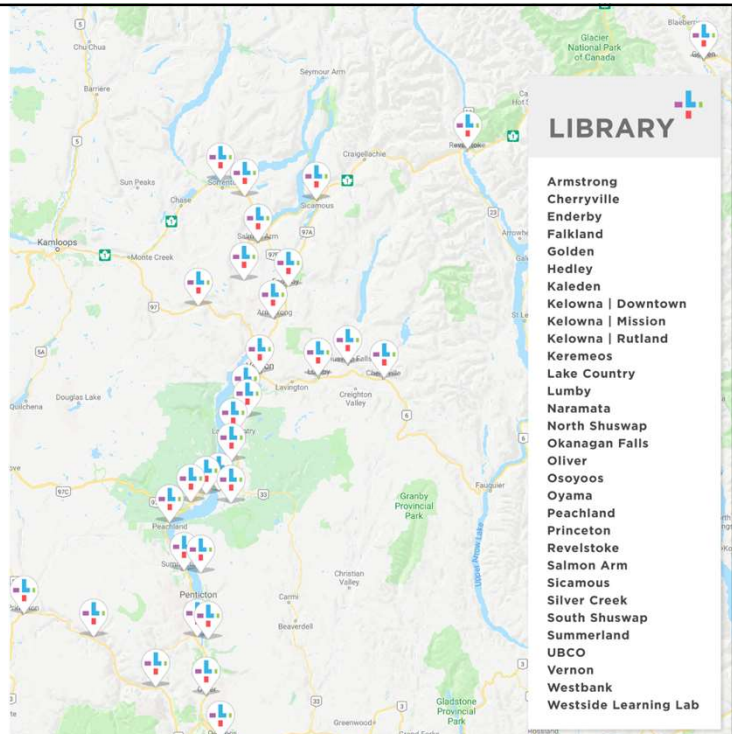
About your Library

We currently serve our customers from 31 locations and via the web



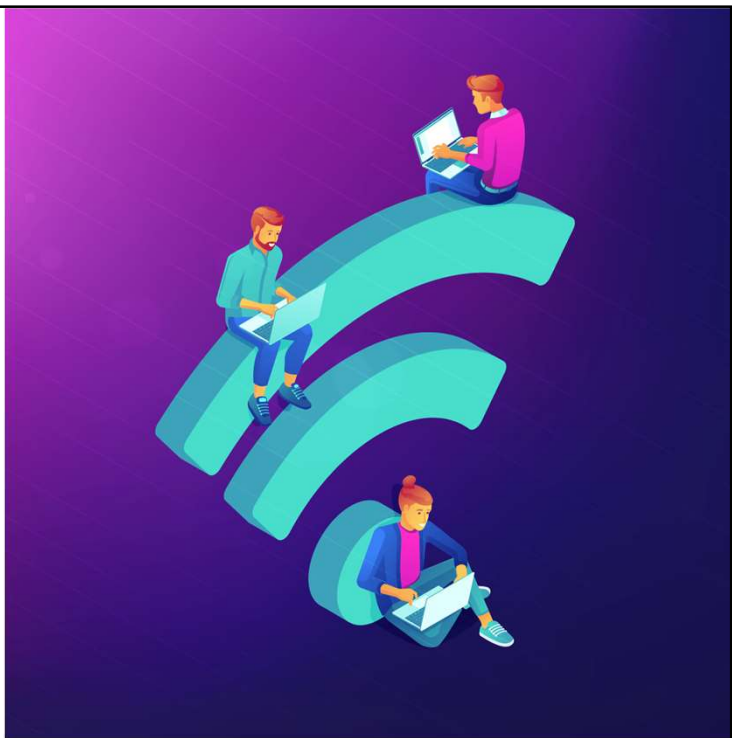
About your Library

We are governed by a 24 member Board comprised of one appointed councillor/director from each of our members



About your Library

We offer free wi-fi at all locations and about 300 public use computers



ORL TRENDS



Patrons attended
ORL programs and used
Library meeting spaces

8% increase since 2016

CIRCULATION OF MATERIALS Up 1.7% [3.5M transactions]

VISITS Up 1.3% [3.9M total visits]

MEMBERS Up 4.9% [106,344]

ORL TRENDS

519,567

ORL eBooks &
eAudio Checkouts



47%

INCREASE
SINCE
2016

2,799

Hours spent learning new
skills through Lynda.com

55% INCREASE SINCE 2016



2,796,898

Books, magazines and other
materials borrowed

740

Hours spent
learning new
languages through
Rosetta Stone

13%

INCREASE SINCE 2016



Library Programs for Adults

Language training
New citizen assistance
Literacy training
Digital literacy training
Reading clubs
Games and crafts
Other skill development
Assistance with getting employment
Government resources
And much more



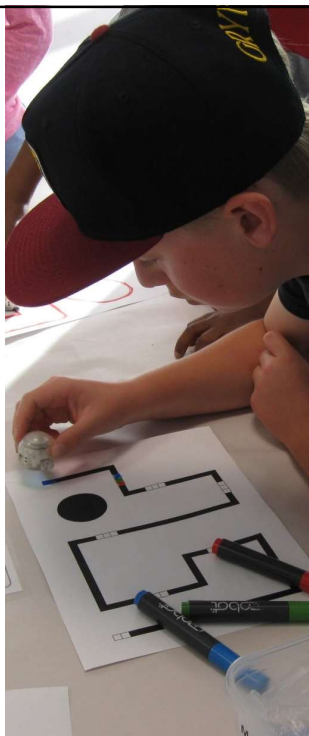
Library Programs for Children

Summer Reading Club
Storytime
Baby Storytime
ASL Storytime
Games and crafts
STEAM Activities
And much more



Digital Literacy

Digital Literacy is an increasing focus for public libraries. Most ORL branches now offer increasing programs and classes focused on technology. We also are hiring staff with specific focus on IT.



Maker Spaces

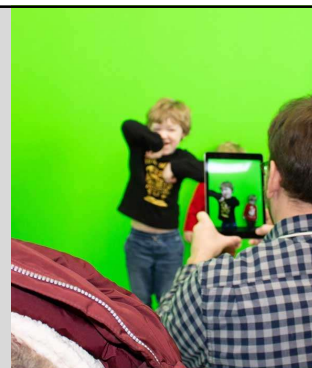
Maker spaces are opening in some of our branches, with the assistance of special donations from business and community groups.



In early 2019 we opened Westside Learning Lab on Westbank First Nation Land almost wholly focused on technology training and community programming.



Oct 2019 Golden and 2020 Revelstoke Branches will open makerspaces with assistance from Columbia Basin Trust technology grants



Summer 2019 Kelowna downtown library maker space opened



Vernon Library will also begin setting up a small makerspace

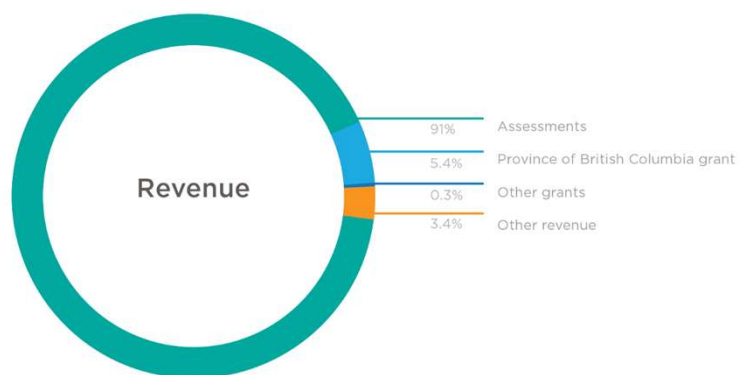




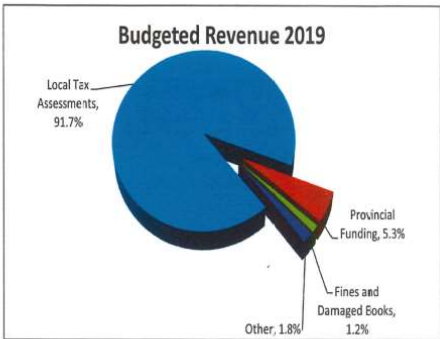
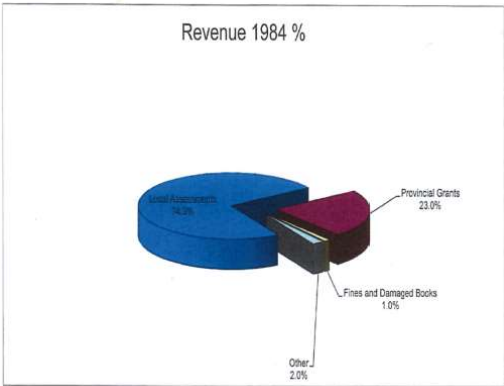
Library Funding

Current overall budget is just over \$19 million per annum

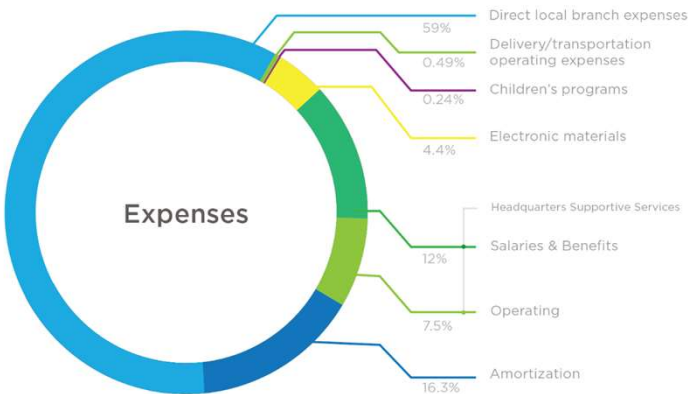
Revenue Sources



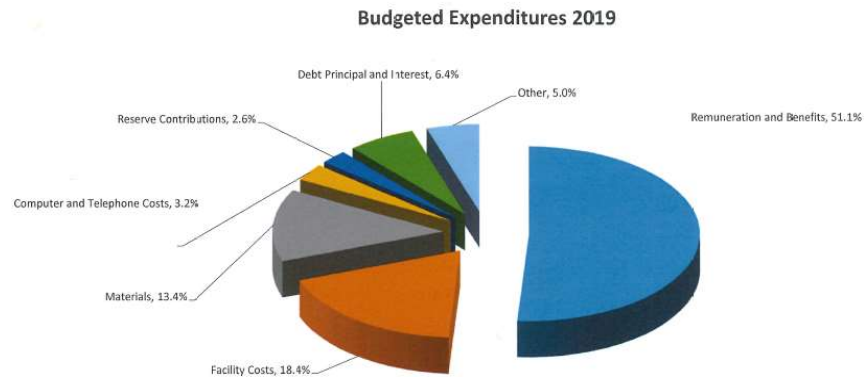
Effect of Provincial Funding Freeze



Expenses



Breakdown of approx. \$19 Million Budget



ORL'S VALUE PROPOSITION

Value and efficiency



ORL includes all facility and capital expenditures, which not all libraries show in their costs



In some areas we have managed to rise to provincial average

ORL's total local government contribution is below the provincial average



ORL is significantly below the provincial average for major expenditures such as salaries and wages per capita (as much as 30% lower)



PROVINCIAL STATISTICS REPORT – YEAR 2017

	Provincial Average of all BC Libraries	Okanagan Regional Library
Circulation per capita	11.21	8.9
Sq. metres per capita	0.05	0.049
Library materials & electronic info expenditure per capita	\$ 6.30	\$ 6.21
Total expenditure per capita	\$ 53.27	\$ 46.13
Total expenditures on salaries & benefits per capita	\$ 35.41	\$ 23.75
Total expenditures excluding facilities per capita	\$ 48.67	\$ 34.34
Local government support per capita	\$ 48.65	\$ 44.76

Budget Changes



Over recent years the ORL Board has kept annual budget changes at or below inflation rates and has focused on finding internal efficiencies to reallocate funding to new initiatives

In the past 5 years, the Library Board also implemented an internal financial redistribution to bring closer into line the library service costs in each community and the taxes received from that community. This redistribution was largely implemented using attrition and is expected to be a continuous process.

Where's the Future of our Library



Continuing programming expansion to all ages

Increased digital literacy training

Increasing digital collections and transitioning of space to provide community hubs and gathering

Developing and implementing an updated Strategic Plan

ORL TEAM

266 employees

152 part time
59 full time
55 auxiliary
29 Professional librarians
10 exempt staff

2 unions
5 non-union branches



About your local ORL Library branches



THANK YOU



Presented By Don
Nettleton



INFORMATION ONLY COUNCIL REPORT
Financial Services
For the November 19, 2019 Committee of the Whole Meeting

DATE: November 7, 2019
TO: Paul Gipps, CAO
FROM: Warren Everton, Director of Financial Services/CFO
RE: Budget 2020 Reserve Funds Overview and Update

STRATEGIC PRIORITY OBJECTIVE:

2019 Strategic Priorities identified infrastructure projects within the Community Safety Pillar. Maintaining, upgrading and replacing critical assets is an integral part of Community Safety and Reserves are the building blocks of these priorities.

BACKGROUND:

The last reserve workshop took place at the Committee of the Whole on May 21st, 2019. At that workshop Finance reported on:

- The reserve fund policy and priority ranking
- Requirement for CFO to conduct an annual review
- Maximum and minimum reserve balances
- Types of reserves held by the City
- Reserve planning and link to the Capital Budget
- The need for an Asset Management Plan (AMP)
- Audited Reserve ending balances 2018 vs projected balances 2019
- Comparison of the City's reserve balance to assets, revenues and debt levels
- Comparison of reserve balances to other medium size cities
- Comments on the overall health of critical reserves

The 2019 projects are well underway, with our eye turning to the 2020-2029 plan. This workshop is designed to take another look at the City's preparedness for the information in the 10-year capital plan.

Looking at the planning process, we find that capital planning begins first with public safety as the highest priority followed by level of service needs and then maintenance needs. Building reserves in anticipation of priorities and needs is critical to the affordability and tax burden. This is where an Asset Management Plan (AMP) is crucial to identifying, tracking and ultimately replacing

assets. Management is currently working with a local consultant to formulate the AMP and update our data. An overview of the planning process will be presented to Council at a later meeting.

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 but ultimately that process never ends. Essentially the City's plan has been to reach an equilibrium point where usage does not deplete reserves before they can be replenished for subsequent projects. The following is a table that compares some statistics of similar sized cities for the 2017 financial statement-reporting period.

2018	Vernon	Penticton	Campbell River	Mission	West Kelowna
Comparative Financials					
Financial Assets	109,408,000	102,938,162	93,176,792	114,000,691	75,181,429
LT Debt					
General	4,061,000	22,881,203	5,303,754	4,437,436	7,326,941
Water	0	6,628,056	7,044,077	0	6,795,062
Sewer	11,314,000	4,864,417	560,997	0	6,858,414
Total Debt	15,375,000	34,373,676	12,908,828	4,437,436	20,980,417
Tangible Capital Asset Total	575,083,000	322,516,179	260,436,041	471,889,230	358,887,030
Total Revenue	77,211,000	119,761,857	70,677,700	86,286,715	62,293,677
Savings					
Annual Surplus	12,181,000	9,208,340	6,046,452	9,594,463	5,152,335
Reserve total	59,965,000	63,760,518	48,105,615	64,157,680	29,966,028
DCCs	13,086,000	15,567,283	10,885,296	11,108,279	16,718,109
Total Savings	85,232,000	88,536,141	65,037,363	84,860,422	51,836,472
Ratio of Savings to Financial Assets	77.9%	86.0%	69.8%	74.4%	68.9%
Ratio of Savings to TCAs	14.8%	27.5%	25.0%	18.0%	14.4%
Ratio of Savings to Revenue	110.4%	73.9%	92.0%	98.3%	83.2%

FINANCIAL IMPLICATIONS:

In many ways, the observations and recommendations remain the same as what was presented in May. As we approach budget deliberations for 2020 it is apparent that CWK's infrastructure needs over the next ten years will stress reserves further than what has been previously projected. As the community grows and critical assets age our overall risk to level of service increases. It may be time to start looking at an infrastructure levy similar to what Vernon and Kelowna have implemented in the last few years.

REVIEWED AND APPROVED BY:

Tracey Batten, Deputy CAO/Corporate Officer
Paul Gipps, CAO

Powerpoint: Yes ☒ No ☐

Attachments:
Schedule 1 – Reserve Balances with Max & Min

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

	Balance, beginning of year	Transfer to	Transfer From	Interest	Balance, End of year	Minimum \$	Maximum \$	Minimum Level	Maximum Level
Reserves									
Capital - General	5,154,624	3,719,664	(4,570,922)	64,550	4,367,917	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
Capital - Water	3,760,686	1,927,440	(2,847,755)	42,606	2,882,977	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
Capital - Sewer	226,544	448,200	(805,768) -	1,965	(132,989)	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
Community projects (Gas Tax)	2,434,312	2,840,234	(4,382,867)	13,375	905,054			N/A	N/A
Equipment Replacement	4,145,761	1,160,000	(2,496,637)	42,137	2,851,262	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.
Fire	-	-	-	-	-	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
Future expenses	2,006,455	702,800	(1,901,971)	12,109	819,381	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
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	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
Policing	640,237	-	(138,000)	7,534	509,769	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
Property Acquisition	1,636,612	-	-	24,549	1,661,161	-		\$0	Adequate to fund Property Acquisitions as identified in Master plans or Council priorities
Recreation:	145,549	106,554	(344,000) -	1,378	(87,320)	-		\$0	Adequate to fund recreational projects outlined in the 10 year capital plan
Road Maintenance & Snow Clearing:	630,929	-	-	9,464	640,392	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".
Storm Drainage	187,958	10,302	(256,680) -	876	(59,296)	-		\$0	Adequate to fund storm drainage projects outlined in the 10 year capital plan
Total reserves	29,966,019	36,865,705	(43,250,975)	510,439	24,175,454				