



# Annual Report for the CITY OF GRAND FORKS



As presented to City Council on June 27, 2011



City of Grand Forks  
2010 ANNUAL REPORT  
June, 2011

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AN OPEN LETTER TO THE CITIZENS OF GRAND FORKS FROM MAYOR BRIAN TAYLOR  
AND COUNCIL

June 2011

On behalf of the Council of 2008-2011, I am pleased to report on the municipal services and operations for the year ending December 31<sup>st</sup> 2010. The 2010 Annual Report gives a synopsis in a financial format including statistics and taxation information on a comparative basis.

In early 2009, Council undertook a Strategic Planning exercise to determine their focus areas for the 2008 – 2011 Council term. These focus areas included beautification, communications, infrastructure, quality of life, and economic development.

Beautification projects in 2010 were focused on pathways. The improvements to the Highway 3 gateways to the Trans Canada Trail were completed in 2010. Funded collectively under the Recreation Infrastructure Construction (RIInC) Program (federal), the LocalMotion Program (provincial), and the City's Slag Sales Revenue Reserve Fund, this project completes the neighborhood pathways connecting residents to schools, recreation facilities, South Ruckle and West End neighborhoods to the downtown core. The focal point of the project, the Darryl J. Priede Bridge (Black Train Bridge) has been restored to allow pedestrians to cross the Kettle River at a strategic point. The former CPR trestle, has been re-named in honour of Master Corporal Darryl Priede of Grand Forks, who died serving the Canadian Armed Forces in Afghanistan.

In an effort to continually improve our communication with Grand Forks citizens, the City's newsletter was re-developed and circulated to all residents of the Grand Forks valley in February, April, June, September and November in 2010, via the Gazette "Advertiser". Council made numerous efforts to simplify the newsletter, making it a more user friendly document. In partnership with the Grand Forks Gazette, the newsletter content is produced by City Staff while the layout of the publication is done by the Gazette Staff and circulated with their regular published "Advertiser". This partnership has saved the City money and Staff time.

A comprehensive infrastructure capital plan was commissioned by Council and released to the public in April, 2009. The plan identified many infrastructure deficiencies, prioritizing the list of projects for replacement over the next 10 years. The City of Grand Forks is 114 years old, and much of our infrastructure is 100 years old. The first task undertaken by Council was the replacing of the City Park Sewer Lift Station, of which construction began in 2009, and the lift station construction was finally completed in May, 2010, and includes the lift station, new public washrooms, and an outdoor stage for performing arts. The project utilized green technology with a state of the art heat exchange system, which will see the washroom facility heated with the energy from the lift station pump, allowing the washroom facility to be open to the public year round. Council is looking to undertake Asset Management Planning in 2011, which includes going to referendum at the Local General Election in November of 2011, for the authority to borrow funds to complete some these very necessary infrastructure upgrades. The Asset Management Plan is to continually upgrade the failing infrastructure over the next 20 years.

In partnership with School District 51, the City undertook a Fibre Optic Network Installation project, which was undertaken in 2010. The new fibre optic network system has been successfully connected to the City's elementary and high schools, as well as City Hall, the Fire Hall, the Public Works Yard, and Gallery 2. The state of the art fibre Optic Network project was funded by grants from the "School Connectivity Funding Program", Western Economic Diversification Program, capital funding from School District 51 as well as a capital contribution from the City of Grand Forks. The project was proposed to assist in the economic diversification of our community. Prior to the project, the City and the School district enjoyed internet speeds of 10 mg maximum. Post project speeds of 30 mg – 100 mg will be achieved. This allows for future opportunities for high speed internet businesses. Plans are underway for further connections to the fibre network, being the City's essential services, such as the wells, reservoirs, lift stations and Waste Water Treatment Facilities, as well as connection to value added services namely the weather station at Observation Mountain, the city Park Campground wireless internet service and the City Hall's Voice Over Internet Provider Telephone System.

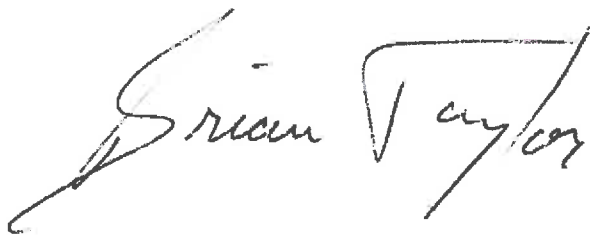


In an effort to maintain the quality of life we enjoy in Grand Forks, Council's appointed Public Safety Committee continues to work on safety issues for the community. The Committee worked hard in 2010 to identify the issue of homelessness and the immediate need for emergency shelter. The Committee was successful in 2010 in putting together a plan to open an extreme weather bed facility intended to house individuals during cold or wet weather conditions. Working with various provincial government agencies, and local organizations, the Committee's work will see the extreme weather bed facility operate on days where temperatures are low and during wet conditions in 2011 and beyond.

The Economic Development Task Force has been working on various components of an Economic Development Plan. Subsequent to presentations made by the Airport Team, the Industrial Team, the Solar Energy Team, the Arts and Culture Team, the Business Team, and the Agriculture Team, in 2009, Council has adopted numerous recommendations for a Grand Forks Economic Development Plan, which was developed in 2010, and which should be available in early 2011. The Community Transition Plan, funded by the Province of British Columbia was completed in July 2009. A Community First Agreement, was negotiated between the Province of British Columbia and the City of Grand Forks in late 2009 and finalized in 2010. The Community First Agreement intends to enshrine a relationship between the Province and the City which intends that the Province will assist the City in following through with the recommendations outlined in the Transition Plan. Much of 2010 was spent working on the various tasks outlined in the Community First Agreement. A final report to Council and the Province will be forthcoming in the summer or early fall of 2011.

Roxul Inc. and Interfor, the two major industrial employers, continued to operate on a more regular basis. Citizens continually remind us, through numerous public meetings and by one on one contacts with elected officials, to address priorities in municipal services and to keep taxation reasonable. Council strives to focus on the priorities. In 2010, major employers, mainly Interfor, Pacific Abrasives & Supply Inc., and International Reload advised Council that the threat of Kettle Valley International Railroad Abandonment would severely impact their operations and negatively impact Grand Forks Jobs. In 2010, the City hired a specialized consultant to develop a Business Case for the continued operation of the railway. The City, along with our Washington State counterparts, and indeed industry representatives, continue to work with OmniTRAX and BNSF to continue the rail service at some minimal level of service. To date the service continues albeit on a much reduced level.

Council, along with experienced staff will work with the community to achieve the direction we have set through our strategic plan for the three year term- 2009-2011. Local Government Elections will take place in November 2011, and a new term 2011-2014 will begin. We appreciate the support of the Community.



**Audited Financial Statements:**

**The Corporation of the City of Grand Forks  
2010 Annual Financial Report  
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**The Corporation of the City of Grand Forks  
Annual Financial Report  
for the year ended December 31, 2010**

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The information in this Annual Financial Report is the responsibility of management. The consolidated financial statements have been prepared in accordance with accounting principles generally accepted for British Columbia municipalities and are outlined under "Significant Accounting Policies" which appear on pages immediately following the Auditor's Report. These include some amounts based on management's best estimates and careful judgment.

Management maintains a system of internal accounting controls to provide reasonable assurance that assets are safeguarded and that transactions are authorized, recorded, and reported properly.

Berg Naqvi Lehmann, Chartered Accountants, the City's independent audit firm, has audited the accompanying financial statements. The resulting auditor's report accompanies this statement.

Council carries out its responsibility for the consolidated financial statements by meeting periodically with management and at least once annually with its independent auditor to review his activities and to discuss auditing, internal control, accounting policy, and financial reporting matters. The auditor has unrestricted access to the City operations and to Council. The audited consolidated financial statements are submitted to Council for approval. Council also reviews the recommendations of the independent auditor for improvements to controls and the actions of management to implement such recommendations.



Lynne Burch  
Chief Administrative Officer



M. I. Cecile Amott  
Chief Financial Officer

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## INDEPENDENT AUDITORS' REPORT

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To the Mayor and Council  
The Corporation of the City of Grand Forks

We have audited the accompanying consolidated financial statements of The Corporation of the City of Grand Forks, which comprise the consolidated statement of financial position as at 2010, and the consolidated statement of operations, consolidated statement of change in net debt and consolidated statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

### Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles and in accordance with Section 167 of the Community Charter of BC, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the City's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the City's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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## INDEPENDENT AUDITORS' REPORT (continued)

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To the Mayor and Council  
The Corporation of the City of Grand Forks

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of the Corporation of the City of Grand Forks as at December 31, 2010, and its financial performance and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

*Berg Naqvi Lehmann*

Chartered Accountants

April 26, 2011

Nelson, B.C.

**The Corporation of the City of Grand Forks**  
**Significant Accounting Policies**  
for the year ended December 31, 2010

**A. Basis of Presentation**

It is the City's policy to follow the accounting principles generally accepted for British Columbia municipalities and to apply such principles consistently. These Consolidated Financial Statements include the operations of the General, Water, Sewer, Electrical, Capital, and Reserve Funds. They have been prepared using guidelines issued by the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants. The financial resources and operations of the City have been consolidated for financial statement purposes and include the accounts of all the funds of the City as noted below.

Operating Funds - These funds include the sewer, water, and electrical utilities and report the principal operating activities of the City. As at December 31, 2010, the fund balances were as follows:

	2010	2009
General Revenue Fund	\$494,718	\$343,854
Water Revenue Fund	430,315	404,891
Electrical Revenue Fund	647,553	470,700
Sewer Revenue Fund	(256,279)	254,223
	1,316,307	1,473,469

Capital Funds - These funds are used to acquire capital assets. The equity in capital assets represents the difference between the net book value of the assets and remaining debt. Equity balances are reported under Policy D. Capital Assets.

Reserve Funds - These funds have been created to hold assets for specific future requirements. They are comprised of the funds shown in Schedule 10.

Reserve Funds	2,284,340	2,579,614
	\$3,600,647	\$4,053,083

**B. Revenue Recognition**

Revenue is recognized using the accrual method of accounting. Taxes and utility fees are recognized in the fiscal year to which they relate. Service revenues and grants are recognized in the period in which the City's service delivery obligations are discharged.

**C. Deferred Charges**

Payments for operating expenditures pertaining to future years are carried as deferred charges. They are recorded as expenditures when the economic benefits are realized.

**D. Capital Assets**

Tangible capital assets, comprised of capital assets and capital work-in-progress, are recorded at cost less accumulated amortization and are classified according to their functional use. Amortization is recorded on a straight-line basis over the estimated useful life of the asset commencing the year the asset is put in to service. Donated tangible are reported at fair value at the time of donation. Estimated useful lives as follows:

**The Corporation of the City of Grand Forks  
Significant Accounting Policies  
for the year ended December 31, 2010**

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**D. Capital Assets (continued)**

	Life in Years
Parks Infrastructure	
Playground Equipment	15 - 20
Washrooms, Concessions, Picnic Shelters	40 - 50
Building Structure	40 - 75
Building Improvements	10 - 40
Site Works - Asphalt, water and sewer lines etc	10 - 100
Machinery and Equipment	5 - 15
Vehicles	5 - 20
IT Infrastructure	4 - 10
Infrastructure (dependent upon component and material)	10 - 100

Equity in Capital Assets is reflected in each Capital Fund as follows:

	2010	2009
General Capital Fund	\$ 17,829,315	\$ 15,513,961
Water Capital Fund	3,347,225	3,507,353
Electrical Capital Fund	769,811	810,865
Sewer Capital Fund	3,967,571	3,072,186
	\$ 25,913,922	\$ 22,904,365

**E. Restricted Revenues and Deferred Revenues**

Receipts which are restricted by the legislation of senior governments or by agreements with external parties are deferred and reported as restricted revenues. When qualifying expenditures are incurred restricted revenues are brought into revenue at equal amounts. These revenues are shown on Schedule 7.

Revenues received in advance of expenditures which will be incurred in a later period are deferred until they are earned by being matched against those expenditures.

**F. Local Improvements**

The City records expenditures for capital assets funded by local improvement agreements as they are incurred. Revenues are recognized over the term of the local improvement agreements as they are collected.

**G. Use of Estimates**

The preparation of financial statements in accordance with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenditures during the reporting period. Actual results could differ from management's best estimates as additional information becomes available in the future.

**H. Annual Budget**

The budget figures are based on the adopted Five-Year Financial Plan for the year 2010.

**I. Property held for Resale**


Recoverable development costs for properties currently under agreement for sale expected to be completed within one year are recorded as Property Held for Resale. Proceeds of sale, net of these development costs, are recorded as Proceeds from Land Disposal.

**The Corporation of the City of Grand Forks**  
**Consolidated Statement of Financial Position**  
**as at December 31, 2010**

	<u>2010</u>	<u>2009</u>
<b>Financial Assets</b>		
Cash (Note 1)	\$5,960,590	\$5,889,430
Investment	100	-
Accounts Receivable (Note 2)	2,308,448	2,206,885
MFA Deposit (Note 3)	9,199	8,225
Inventories for Resale (Note 4)	46,710	30,205
Loan Receivable (Note 5)	225,786	-
	<u>\$8,550,834</u>	<u>\$8,134,744</u>
<b>Liabilities</b>		
Accounts Payable (Note 6)	2,154,632	2,104,224
Due to Trust	1,272	5,206
Deferred Revenues (Note 7)	1,119,172	856,385
Temporary Loan	1,537,426	-
Development Cost Charges (Schedule 7)	334,979	317,645
Restricted Revenues (Schedule 7)	109,629	1,134,687
Long Term Debt (Schedule 2) (Note 8)	1,076,485	961,587
	<u>6,333,595</u>	<u>5,379,734</u>
<b>Net Financial Assets</b>	2,217,239	2,755,010
<b>Non - Financial Assets</b>		
Inventories of Supplies	269,676	223,756
Prepaid Expenses	37,248	112,732
<b>Capital Assets (Schedule 1)</b>	<u>26,990,406</u>	<u>23,865,952</u>
<b>Accumulated Surplus</b>	<u>\$29,514,569</u>	<u>\$26,957,449</u>
<b>Represented by:</b>		
Fund Balances	3,600,647	4,053,083
Equity in Capital Assets (Note 10)	<u>25,913,922</u>	<u>22,904,365</u>
	<u>\$29,514,569</u>	<u>\$26,957,449</u>

The Accompanying Notes form an integral part of these Financial Statements. Contingencies and commitments are described in Note 11.

  
Lynne Burch  
Chief Administrative Officer

  
M. I. Coelle Arnott  
Chief Financial Officer

**The Corporation of the City of Grand Forks**  
**Consolidated Statement of Financial Activities**  
**As at December 31, 2010**

	<u>Budget</u> <u>2010</u>	<u>Actual</u> <u>2010</u>	<u>Actual</u> <u>2009</u>
<b>Revenue</b>			
Taxes (Schedule 3)	\$ 2,579,400	\$ 2,464,571	\$ 2,477,492
Sales of goods and services (Schedule 4)	5,085,600	5,344,020	5,322,483
Other revenues from own sources (Schedule 5)	494,700	492,570	557,160
Senior government grants - Operating (Schedule 6)	540,300	569,823	645,944
Senior government grants - Capital (Schedule 6)	3,100,000	2,820,472	698,554
Other restricted income - Operations Library	-	6,990	2,670
Interest income (Schedule 8)	15,200	51,891	31,177
Investment income on sinking funds (Schedule 8)	-	5,963	3,267
	<u>11,815,200</u>	<u>11,756,301</u>	<u>9,738,747</u>
<b>Expenses</b>			
General government	\$955,600	\$895,097	\$839,618
Public real estate	270,600	284,579	303,831
Protective services	427,900	402,569	490,426
Transportation services	932,650	903,835	868,263
Environmental health services	162,900	157,868	149,207
Public health and welfare	89,750	154,771	100,890
Environmental development	201,000	196,554	253,707
Recreation and cultural services	710,500	674,312	615,662
Distribution based on electrical consumption	-	-	226,391
Utility services	4,514,400	4,116,501	4,017,365
Debt interest	155,200	35,133	20,085
Amortization	1,312,500	1,433,537	1,383,741
(Gain) Loss on disposition	-	(55,573)	1,008
	<u>9,733,000</u>	<u>9,199,181</u>	<u>9,270,194</u>
<b>Annual Surplus</b>	<b>2,082,200</b>	<b>2,557,120</b>	<b>468,553</b>
Accumulated Surplus - Beginning of Year	<u>26,957,449</u>	<u>26,957,449</u>	<u>26,488,896</u>
Accumulated Surplus - End of Year	<u>\$ 29,039,649</u>	<u>\$ 29,514,569</u>	<u>\$ 26,957,449</u>

**The Corporation of the City of Grand Forks**  
**Consolidated Statement of Changes in Net Financial Assets**  
**As at December 31, 2010**

	<u>2010</u>	<u>2009</u>
<b>Cash Provided By (Used For):</b>		
<b>Operations:</b>		
Annual Surplus	\$2,557,120	\$468,553
Acquisition of Capital Assets	(4,797,666)	(1,587,708)
Amortization of Capital Assets	1,433,537	1,383,741
(Gain) Loss on sale of Capital Assets	(55,573)	1,008
Proceeds from sale of Capital Assets	295,248	32,000
	<u>(567,335)</u>	<u>297,594</u>
Net supply inventory adjustments	(45,921)	21,867
Net prepaid adjustments	75,484	(88,225)
	<u>29,564</u>	<u>(66,358)</u>
Increase (decrease) in net financial assets / net debt	(537,771)	231,235
Net financial assets - beginning of the year	2,755,010	2,523,775
Net financial assets - end of the year	<u>\$2,217,239</u>	<u>\$2,755,010</u>



**The Corporation of the City of Grand Forks**  
**Consolidated Statement of Changes in Cash Flows**  
**As at December 31, 2010**

Statement D

<b>Cash Provided By (Used For):</b>	<b><u>2010</u></b>	<b><u>2009</u></b>
<b>Operations:</b>		
Annual Surplus	\$2,557,120	\$468,553
<b>Non-cash items</b>		
Amortization	\$1,433,537	1,383,741
(Increase) Decrease in prepaid expenses	75,484	(\$88,225)
(Increase) Decrease in Supply inventories	(45,921)	\$21,867
<b>Changes to Net Financial Assets/Liabilities</b>		
(Increase) Decrease in Accounts Receivable	(101,563)	66,091
(Increase) in Long Term Receivable	(225,786)	
Decrease in Lease Deposit	-	55,000
(Increase) in MFA Deposit	(975)	(5,035)
(Increase) Decrease in Inventories for Resale	(16,505)	24,577
Increase (Decrease) in Accounts Payable	50,408	(113,398)
Increase (Decrease) in Trust payable	(3,934)	6,161
Increase in Deferred Revenues	262,787	206,477
Increase in Temporary Loan	1,537,426	-
Increase in Development Cost Charges	17,333	6,994
Increase (Decrease) in Restricted Revenues	(1,025,058)	915,570
	<u>4,514,354</u>	<u>2,948,372</u>
<b>Capital Transactions</b>		
Acquisition of Capital Assets	(4,797,666)	(1,587,709)
Proceeds from sale of Capital Assets	295,248	32,000
(Gain) Loss on sale of Capital Assets	(55,573)	1,008
	<u>(4,557,991)</u>	<u>(1,554,701)</u>
<b>Investing:</b>	(100)	-
<b>Financing:</b>		
Debt Principal Reduced	(145,914)	(71,045)
Actuarial Adjustment	(5,963)	(3,267)
Debt Issued	266,775	728,478
	<u>114,898</u>	<u>654,166</u>
<b>Increase (Decrease) In Cash</b>	<u>71,161</u>	<u>2,047,837</u>
<b>Cash - Beginning of Year</b>	<u>5,889,430</u>	<u>3,841,593</u>
<b>Cash - End of Year</b>	<u>\$5,960,590</u>	<u>\$5,889,430</u>

**The Corporation of the City of Grand Forks  
Notes to the Consolidated Financial Statements  
for the year ended December 31, 2010**

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	<u>2010</u>	<u>2009</u>
<b>1. Cash:</b>		
Cash	\$1,200	\$800
Operating and other bank accounts	1,904,665	2,403,412
Restricted bank accounts	1,150,127	942,810
Reserve fund bank accounts	2,904,598	2,542,407
	<u>\$5,960,590</u>	<u>\$5,889,430</u>
<b>2. Accounts Receivable:</b>		
Property Taxes	\$318,903	\$333,538
Other Governments	879,938	846,642
General	66,674	52,265
Utility Bills Receivable	1,042,933	974,441
	<u>\$2,308,448</u>	<u>\$2,206,885</u>

**3. Debt Reserve Fund:**

The Municipal Finance Authority of British Columbia provides capital financing for regional districts and their member municipalities. The Authority is required to establish a Debt Reserve Fund. Each regional district through its member municipalities who share in the proceeds of the debt issue is required to pay into the Debt Reserve Fund certain amounts set out in the debt agreements. The interest earned by the Fund less administrative expenses becomes an obligation to the regional districts. If at any time a regional district has insufficient funds to meet payments on its obligations, it must then use the monies to its credit within the Debt Reserve Fund. Upon maturity of a debt issue, the unused portion of the Debt Reserve Fund established for that issue will be discharged to the Municipality. The proceeds from these discharges will be credited to income in the year they are received. As at December 31, 2010 the total of the Debt Reserve Fund was:

	<u>2010</u>	<u>2009</u>
Cash deposits*	\$9,199	\$8,225
General - Demand Note	28,501	26,186
Sewer - Demand Note	6,433	9,628
	<u>\$44,133</u>	<u>\$44,038</u>

\* Only the cash portion of MFA deposits is included as a financial asset.

**4. Inventories for Resale:**

Aviation Fuel	\$23,217	\$22,543
Property Subject to Redemption	23,491	7,662
Land Held for Resale (written down in prior years)	1	1
	<u>\$46,710</u>	<u>\$30,205</u>

**5. Loan Receivable:**

The City has entered into a long term capital lease agreement with the Regional District of Kootenay Boundary in consideration of the sale of a building and lands. The term of the agreement is 12 years commencing August 1, 2010. Annual blended payments are \$27,000.

	<u>2010</u>	<u>2009</u>
Loan Receivable Balance	\$ 225,786	\$ -

**The Corporation of the City of Grand Forks  
Notes to the Consolidated Financial Statements  
for the year ended December 31, 2010**

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**6. Accounts Payable and Accrued Liabilities:**

General Trade Payables	\$532,572	\$737,845
Due to Other Governments	186,247	154,755
Contractor Holdbacks Payable	198,795	123,381
Salaries and Wages Payable	142,267	96,993
Accrued Vacation Pay	282,809	242,997
Accrued Sick and Severance - Union Employees	450,785	430,528
Accrued Sick Leave - Management	<u>322,119</u>	<u>312,737</u>
	2,115,595	2,099,235
Accrued Property Redemption	33,443	-
Accrued Interest on Fund Debt	<u>5,594</u>	<u>4,989</u>
	<u>\$2,154,632</u>	<u>\$2,104,224</u>

Employees accrue vacation credits, which are charged to operations in the year they are earned. Unused vacation is recorded as a liability. Under Article 14 of the contract between the City and the Canadian Union of Public Employees Local 4728, employees accumulate one and one half days each month of sick leave to a maximum of 150 days. Employees absent for medical reasons have wages charged against, and deducted from, sick leave accumulated. Upon retirement, any employee having accumulated sick leave is eligible to receive a cash gratuity payment. The payment amount is a percentage of accumulated leave based on years of service. Contracts between the City and members of its management team establish a sick leave bank of 1086 days for managers which provides full pay for any management employee from onset of illness until coverage commences under long term disability insurance.

**7. Deferred Revenue:**

Prepaid Taxes	\$203,628	\$169,937
Prepaid Utilities	24,440	21,097
Community Works Fund (Schedule 9)	799,719	581,597
Prepaid deposit on property subject to Redemption	17,000	18,000
Library Maintenance Fund	50,779	57,770
Other	<u>23,607</u>	<u>7,984</u>
	<u>\$1,119,172</u>	<u>\$856,385</u>

**8. Long Term Debt:**

Debt principal is reported net of Sinking Fund balances. Sinking fund earnings are combined with debt principal payments to reduce the balance of debt outstanding.

	<u>2010</u>	<u>2009</u>
MFA Debenture debt issued and outstanding: (Schedule 2)	\$837,306	\$821,410
MFA Public Body Leasing Capital Lease (Schedule 2)	<u>439,178</u>	<u>340,177</u>
	<u>\$1,076,485</u>	<u>\$961,587</u>

**The Corporation of the City of Grand Forks  
Notes to the Consolidated Financial Statements  
for the year ended December 31, 2010**

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**8. Long Term Debt: (continued)**

The following debt principal amounts are payable over the next five years:

	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Road Improvement Debentur: \$	43,311	\$ 45,044	\$ 46,845	\$ 48,719	\$ 50,868
Subdivision Debenture	3,496	3,636	3,781	3,932	4,090
Sewer Debenture	10,315	10,781	11,270	11,780	12,313
Capital Leases	<u>134,948</u>	<u>107,243</u>	<u>85,822</u>	<u>74,519</u>	<u>37,562</u>
	<u>\$ 192,070</u>	<u>\$ 166,703</u>	<u>\$ 147,718</u>	<u>\$ 138,950</u>	<u>\$ 104,633</u>

**9. Community Works Fund Agreement:**

The City has entered into a Community Works Fund Agreement administered by the Union of B.C. Municipalities as an agent for the Federal Government under the New Deal Gas Tax Transfer Agreement. Funding is provided based on population and spending of funds received and related interest is limited to approved eligible projects. Unexpended funds are reported as deferred revenue (Note 7) and must be retained until eligible projects are undertaken. Schedule 9 attached to these financial statements shows status of deferred revenue.

**10. Equity in Capital Assets:**

Equity in Capital Assets represents the total capital assets less long term debt assumed to acquire those assets. The change in Equity in Capital Assets is as follows:

	<u>2010</u>	<u>2009</u>
		<i>Restated</i>
Equity in Capital Assets - Beginning of the year	\$22,904,365	\$23,387,569
Add: Capital Expenditures	4,797,666	1,587,709
Disposition of Capital Asset at NBV	(239,676)	(33,008)
Amortization	(1,433,537)	(1,383,741)
Asset purchases funded by Debt	(266,775)	(728,478)
Reduction in Long Term Debt - Principal	145,914	71,045
- Actuarial Adjustments	5,963	<u>3,267</u>
	<u>\$25,913,922</u>	<u>\$22,904,365</u>

Equity in Capital Assets in each Capital Fund is stated on Page 2 of Significant Accounting Policies.

**11. Annual Budget**

The budget figures are based on the adopted Five- Year Financial Plan for the year 2010.

**12. Commitments and Contingencies:**

**(a) Contingent Liabilities**

(i) The City, as a member of the Regional District of Kootenay Boundary, is jointly and severally liable for the net capital liabilities of the Regional District. The loan agreements with the Municipal Finance Authority provide that if the Authority does not have sufficient funds to meet payments on its obligations it shall make payments from the Debt Reserve Fund which is in turn established by a similar Debt Reserve Fund of the City and all other borrowing

**The Corporation of the City of Grand Forks  
Notes to the Consolidated Financial Statements  
for the year ended December 31, 2010**

Page 4

**12. Commitments and Contingencies; (continued)**

participants. If the Debt Reserve Fund is deficient, the Authority's obligations become a liability of the Regional District and may become a liability of the participating municipalities.

ii) The City is currently involved in certain legal actions. Financial implications of a potential claim against the City, resulting from litigation and not covered by insurance can not be reasonably estimated. As such, such claim will be recognized in the year in which a definite obligation materializes.

**(b) Pension Liability**

The municipality and its employees contribute to the Municipal Pension Plan (Plan), a jointly trusted pension plan. The Board of Trustees, representing plan members and employers, is responsible for overseeing the management of the Plan, including investment of the assets and administration of benefits. The pension plan is a multi-employer contributory pension plan. Basic pension benefits provided are defined. The plan has about 163,000 active members and approximately 60,000 retired members. Active members include approximately 35,000 contributors from local government.

Every three years an actuarial valuation is performed to assess the financial position of the Plan and the adequacy of Plan funding. The most recent valuation as at December 31, 2009 indicated a surplus of \$1,024 million for basic pension benefits. The next valuation will be as at December 31, 2012, with results available in 2013. The actuary does not attribute portions of the surplus to individual employers. The City of Grand Forks paid \$216,276 for employer contributions to the plan in fiscal 2010.

**(c) Reciprocal Insurance Exchange Agreement**

The City is a subscribed member of the Municipal Insurance Association of British Columbia (The "Exchange") as provided by Section 3.02 of the Insurance Act of the Province of British Columbia. The main purpose of the Exchange is to pool the risks of liability so as to lessen the impact upon any subscriber. Under the Reciprocal Insurance Exchange Agreement, the City is assessed a premium and specific deductible for its claims based on population. The obligation of the City with respect to the Exchange and/or contracts and obligations entered into by the Exchange on behalf of its subscribers in connection with the Exchange are in every case several, not joint and several. The City irrevocably and unconditionally undertakes and agrees to indemnify and save harmless the other subscribers against liability losses and costs which the other subscriber may suffer.

**(d) Lease Commitments**

The City has obligations under long-term, non-cancelable operating leases for office equipment and long-term capital leases for office and public works equipment. Future minimum lease payments for each commitment for each of the five succeeding years are as follows:

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
<b>Operating Leases</b>					
Office Equipment	\$2,837	\$2,743	\$2,460	\$2,255	\$ -
<b>Capital Leases</b>					
Office Equipment	22,510	15,861	10,390	7,008	-
Public Works Equipment	120,444	95,779	78,161	68,988	37,939
	<u>\$ 145,791</u>	<u>\$ 114,382</u>	<u>\$ 91,011</u>	<u>\$ 78,231</u>	<u>\$ 37,939</u>

**The Corporation of the City of Grand Forks  
Notes to the Consolidated Financial Statements  
for the year ended December 31, 2010**

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**12. Commitments and Contingencies; (continued)**

**(e) Contractual Obligations**

The City has contracted with the Regional District of Kootenay Boundary to provide Building and Plumbing Inspection services. Under the contract the City is obliged to pay the Regional District a requisition based on various components calculated annually and the Regional District is obliged to remit all fees collected on behalf of the City.

**(f) Property Held for Development**

The City holds real property which it intends to offer for sale in the future under terms compatible with its development plans.

**13. Restricted Assets**

The City has recorded various recreational buildings and parks which are subject to contractual agreements with the Regional District of Kootenay Boundary and various user groups.

**14. Expenses by Object**

	<b>2010</b>	<b>2009</b>
Goods and services	\$ 4,724,866	\$ 4,802,891
Salary, wages and benefits	3,061,218	3,062,469
Interest and finance charges	35,133	20,085
Amortization	1,433,537	1,383,741
(Gain) loss on disposal	(55,573)	1,008
	<b>\$ 9,199,181</b>	<b>\$ 9,270,194</b>

**15. Funds held in Trust**

	<b>2010</b>	<b>2009</b>
Cemetery	\$123,916	\$117,624
Employee Assistance Program	<b>8,624</b>	<b>7,296</b>
	<b>\$132,540</b>	<b>\$124,921</b>

**16. Restatement**

Some of the figures for 2009 have been restated for comparative purposes.



**The Corporation of the City of Grand Forks**  
**Schedule of Capital Assets**  
**As at December 31, 2010**

**Schedule 1**

	<b>2010</b>			<b>2009</b>
	Historical Cost	Accumulated Amortization	Net Book Value	Restated Net Book Value
<b>General Capital Fund</b>				
Land - Infrastructure	\$ 1,374,638	\$ -	\$ 1,374,638	\$ 1,431,136
Land - Industrial Development for Resale (Note 10f)	183,607	-	183,607	183,607
Buildings	5,736,643	2,061,614	3,675,029	3,997,337
Engineering Structures	18,765,800	7,957,142	10,808,658	7,808,257
Machinery and Equipment	1,338,833	847,943	490,890	621,559
Equipment Fleet-Emergency	1,081,066	506,588	574,478	618,319
Equipment Fleet-Public Works	3,517,234	1,828,045	1,689,188	1,693,924
	31,997,819	13,201,332	18,796,487	16,354,138
<b>Waterworks Capital Fund</b>	6,888,028	3,540,803	3,347,225	3,507,353
<b>Electrical Utility Capital Fund</b>	2,221,015	1,451,204	769,811	810,865
<b>Sanitary Sewer Capital Fund</b>	7,138,264	3,061,381	4,076,883	3,193,596
	<b>\$ 48,245,125</b>	<b>\$ 21,254,720</b>	<b>\$ 26,990,406</b>	<b>\$ 23,865,952</b>

**The Corporation of the City of Grand Forks  
Long Term Debt  
for the year ended December 31, 2010**

Schedule 2

<b>A. DEBENTURES</b> (covered by Debt Reserve Fund - Note 7)				Original	Debt	Debt	Interest	Principal	Actuarial	Long Term	Interest	
<u>Date of Issue</u>	<u>Bylaw</u>	<u>Purpose</u>	<u>Maturity Dates</u>	<u>Debt</u>	<u>Outstanding</u>	<u>Advanced</u>	<u>paid in</u>	<u>Retirements</u>	<u>Adjustments</u>	<u>Debt</u>	<u>Rates</u>	
				<u>Debt</u>	<u>end of</u>	<u>during</u>	<u>2010</u>	<u>2010</u>	<u>2010</u>	<u>December 31, 2010</u>		
October 13, 2009	1863	Road System Improven	2009 - 2019	\$ 500,000	\$ 500,000	\$ -	\$ 21,255	\$ 41,645	\$ 361	\$ 457,994	4.13%	
June 28, 2010	1887	Subdivision	2010 - 2025	70,000	-	70,000	-	-	-	70,000	3.73%	
March 24, 1999	1556	Ruckle Sewer Extensio	1999 - 2019	195,944	121,410	-	6,172	6,495	5,602	108,312	4.53%	
<b>Total Debenture Debt</b>				<b>765,944</b>	<b>621,410</b>	<b>70,000</b>	<b>27,427</b>	<b>48,141</b>	<b>5,963</b>	<b>637,306</b>		
<b>B. CAPITAL LEASES AND CONDITIONAL SALES AGREEMENT TO FUND EQUIPMENT ACQUISITIONS</b>												
<i>General Capital Fund</i>												
October 2, 2009	n/a	OM Photocopiers	2009 - 2014	26,349	25,471	-	317	5,124	-	20,347	1.25%	
June 9, 2009	n/a	IBM DS3300 Storage A	2009 - 2014	23,983	21,607	-	288	4,863	-	18,944	1.25%	
October 1, 2009	n/a	544K Loader	2009 - 2014	178,145	169,513	-	1,906	34,867	-	134,646	1.25%	
April 19, 2007	n/a	CanCADD Plotter/Print	2007 - 2012	32,073	14,967	-	559	6,230	-	8,738	5.25%	
May 19, 2007	n/a	2007 Sterling with Elgit	2007 - 2012	199,785	96,562	-	3,432	38,851	-	57,712	5.00%	
September 19, 2007	n/a	Pitney Bowes Folder In	2007 - 2012	20,089	11,049	-	365	3,912	-	7,137	5.25%	
May 28, 2005	n/a	Xerox Multifunction Cop	2005 - 2010	12,500	1,006	-	512	1,006	-	-	3.25%	
November 25, 2010	n/a	2011 HR42 Terex Elect	2010 - 2015	196,775	-	196,775	328	3,121	-	193,654	2.00%	
<b>Total Capital Lease and Conditional Sales Agreement Debt</b>				<b>689,699</b>	<b>340,177</b>	<b>196,775</b>	<b>7,707</b>	<b>97,774</b>	<b>-</b>	<b>439,178</b>		
<b>Total Long Term Debt</b>				<b>\$ 1,455,643</b>	<b>\$ 961,587</b>	<b>\$ 266,776</b>	<b>\$ 35,133</b>	<b>\$ 145,914</b>	<b>\$ 5,963</b>	<b>\$ 1,076,486</b>		

**The Corporation of the City of Grand Forks  
Tax Levies  
for the year ended December 31, 2010**

	<b><u>Budget 2010</u></b>	<b><u>Actual 2010</u></b>	<b><u>Actual 2009</u></b>
General levy - municipal taxes	\$2,238,900	\$2,244,096	\$2,238,924
Flat tax - road maintenance	118,000	117,390	117,950
Special assessments and local improvements	200,800	91,831	109,013
Grants in lieu of taxes	<u>21,700</u>	<u>11,253</u>	<u>11,605</u>
<b>Total taxes for municipal purposes</b>	<b><u>2,579,400</u></b>	<b><u>2,464,571</u></b>	<b><u>2,477,492</u></b>
<b>Collections for other governments:</b>			
School District #51	1,522,908	1,522,908	1,552,543
Regional District of Kootenay Boundary	1,126,282	1,126,282	1,073,825
Regional Hospital Districts	115,655	115,655	119,995
Provincial Policing	175,387	175,387	159,128
British Columbia Assessment Authority	47,182	47,182	47,265
Municipal Finance Authority	<u>120</u>	<u>120</u>	<u>122</u>
<b>Total collections for other governments</b>	<b><u>2,987,533</u></b>	<b><u>2,987,533</u></b>	<b><u>2,952,877</u></b>
<b>Real Property, Special Assessments, Grants In Lieu</b>	<b><u><u>\$5,566,933</u></u></b>	<b><u><u>\$5,452,104</u></u></b>	<b><u><u>\$5,430,369</u></u></b>

**The Corporation of the City of Grand Forks**  
**Sales of Goods and Services**  
**for the year ended December 31, 2010**

	<u>Budget</u> <u>2010</u>	<u>Actual</u> <u>2010</u>	<u>Actual</u> <u>2009</u>
<b>General Revenue Fund:</b>			
<b>Operating</b>			
Garbage	\$162,900	\$164,625	\$149,056
Cemetery	27,400	20,914	35,762
Airport (net of cost of fuel sold)	15,400	24,555	21,146
Transportation Custom Work Orders	-	66,404	59,774
Environmental Development	2,900	2,550	40,016
Campground	-	31,650	33,455
Sundry	-	2,901	5,072
	<u>208,600</u>	<u>313,599</u>	<u>344,281</u>
<b>Reserves</b>			
Slag	-	261,193	249,961
	<u>-</u>	<u>261,193</u>	<u>249,961</u>
<b>Total General Revenue Fund</b>	<u>208,600</u>	<u>574,792</u>	<u>594,242</u>
<b>Water Revenue Fund:</b>			
User Fees	675,900	684,045	662,639
Connection Fees and Custom Work Orders	200	8,692	13,210
Penalties	4,500	4,114	4,463
	<u>680,600</u>	<u>696,852</u>	<u>680,312</u>
<b>Total Water Revenue Fund</b>	<u>680,600</u>	<u>696,852</u>	<u>680,312</u>
<b>Electrical Revenue Fund:</b>			
User Fees	3,483,500	3,333,263	3,255,870
Connection Fees and Custom Work Orders	17,900	32,208	79,301
Penalties	14,000	18,523	19,471
Pole Fees and Sundry	2,700	2,757	2,757
	<u>3,518,100</u>	<u>3,386,751</u>	<u>3,357,398</u>
<b>Total Electrical Revenue Fund</b>	<u>3,518,100</u>	<u>3,386,751</u>	<u>3,357,398</u>
<b>Sewer Revenue Fund:</b>			
User Fees	674,300	672,652	661,115
Connection Fees and Custom Work Orders	-	1,935	17,737
Penalties	4,000	3,839	4,329
Sludge Processing and Sundry	-	7,200	7,350
	<u>678,300</u>	<u>685,626</u>	<u>690,531</u>
<b>Total Sewer Revenue Fund</b>	<u>678,300</u>	<u>685,626</u>	<u>690,531</u>
<b>Total Sales of Goods and Services</b>	<u>\$5,085,600</u>	<u>\$5,344,020</u>	<u>\$5,322,483</u>

**The Corporation of the City of Grand Forks  
Other Revenue from Own Sources  
for the year ended December 31, 2010**

	<u>Budget 2010</u>	<u>Actual 2010</u>	<u>Actual 2009</u>
<b>General Revenue Fund:</b>			
<b>Operating</b>			
Building permits	\$33,000	\$24,366	\$32,859
Business licenses	31,900	32,350	32,285
Concessions and franchise	89,000	81,481	89,521
Penalties and interest on taxes	48,300	46,322	51,457
Commissions	4,500	4,896	6,327
Provincial Emergency and Fire recoveries	-	2,003	365
Rural Fire recovery	205,000	198,816	201,478
Other recoveries	-	4,468	33,418
Property rentals	83,000	94,683	95,057
	<u>494,700</u>	<u>489,385</u>	<u>542,768</u>
<b>Capital</b>			
Donations from groups or individuals	-	3,185	14,392
	<u>\$494,700</u>	<u>\$492,570</u>	<u>\$557,160</u>

**The Corporation of the City of Grand Forks  
Grants  
for the year ended December 31, 2010**

	<b><u>Budget</u></b> <b><u>2010</u></b>	<b><u>Actual</u></b> <b><u>2010</u></b>	<b><u>Actual</u></b> <b><u>2009</u></b>
<b>Operating</b>			
General - Small Communities Protection	\$505,300	\$506,815	\$505,300
General - Airshed Management	-	5,000	22,500
General - Integrated Community Sustainability	-	2,363	14,200
General - Tourism Grant	-	8,512	-
General - Community Development	-	7,500	-
General - Victim Assistance	35,000	34,226	37,112
General - Olympic Torch Relay	-	-	8,000
General - One Time Self Care Grant	-	-	700
General - Community Transition Study	-	4,218	40,782
General - Joint Emergency Preparedness Plan	-	-	13,250
General - Solar Energy	-	1,190	4,100
<b>Total Operating Grants</b>	<b>\$ 540,300</b>	<b>\$569,823</b>	<b>\$645,944</b>
<b>Capital</b>			
General - Job Opportunity Fund	\$ -	\$ -	\$ 209,654
General - Cycling Infrastructure Partnership Program	-	-	(2,572)
General - Western Economic Diversification	400,000	363,929	-
General - Province of BC	125,000	310,117	-
General - Local Motion	712,000	635,924	-
General - Granby Dike Reinforcement	-	-	17,186
General - Recreational Infrastructure	712,000	635,923	-
General - Trees for Tomorrow	-	-	43,750
General - Innovative Clean Energy Grant	561,000	466,666	200,000
General - Community Tourism	-	-	30,535
Sewer - Lift Station Infrastructure Grant	590,000	407,913	200,000
<b>Total Capital Grants</b>	<b>\$ 3,100,000</b>	<b>\$2,820,472</b>	<b>\$698,554</b>



**The Corporation of the City of Grand Forks**  
**Continuity Schedule of Development Cost Charges and Restricted Revenues**  
**for the year ended December 31, 2010**

	<u>Balance</u> <u>December 31, 2009</u>	<u>Interest</u> <u>Earned</u>	<u>Collections</u>	<u>Expenditures</u>	<u>Balance</u> <u>December 31, 2010</u>
Development Cost Charges					
Water	\$ 88,645	\$ 833	\$ 7,305	\$ -	\$ 96,783
Sewer	229,000	2,064	7,131	-	238,195
<b>Total Development Cost Charges</b>	<b>\$ 317,645</b>	<b>\$ 2,897</b>	<b>\$ 14,436</b>	<b>\$ -</b>	<b>\$ 334,979</b>
Special Museum Relocation	\$ 28,569	\$ 33	\$ -	\$ 28,602	\$ -
RDKB Community Centre Operations	12,147	-	-	-	12,147
Community Transition	4,218	-	-	4,218	-
Solar Days	-	-	2,500	1,190	1,310
Aquifer	2,072	-	-	-	2,072
Victim Assistance Program	7,550	-	35,420	34,226	8,744
Localmotion	712,000	9,280	-	635,924	85,356
Small Communities	368,131	-	138,684	506,815	-
<b>Total Restricted Revenues</b>	<b>\$ 1,134,687</b>	<b>\$ 9,314</b>	<b>\$ 176,604</b>	<b>\$ 1,210,975</b>	<b>\$ 109,629</b>

**The Corporation of the City of Grand Forks  
Interest and Investment Income  
for the year ended December 31, 2010**

	<u>Budget 2010</u>	<u>Actual 2010</u>	<u>Actual 2009</u>
<b>Income from sources requiring restriction or deferment</b>			
Reserves:			
Capital Reserve	\$ -	\$ 2,472	\$ 967
Equipment Reserve	-	3,786	2,238
Tax Land Sale Reserve	-	518	406
Cash in Lieu of Parking Reserve	-	144	113
Land Sales Reserve	-	9,788	2,071
Slag Sales Reserve	-	14,237	7,739
	<u>-</u>	<u>30,945</u>	<u>13,534</u>
<b>Income available for general use</b>			
Cemetery Account	1,000	1,067	813
General Account	14,200	19,879	16,830
	<u>15,200</u>	<u>20,946</u>	<u>17,643</u>
	<u>\$15,200</u>	<u>\$51,891</u>	<u>\$31,177</u>
<b>Investment income on sinking funds</b>			
Sewer Fund (applied against debenture debt)	<u>\$0</u>	<u>\$5,963</u>	<u>\$3,267</u>

**The Corporation of the City of Grand Forks**  
**Continuity Schedule of Community Works Fund (Federal Gas Tax New Deal Transfers)**  
**for the year ended December 31, 2010**

Schedule 9

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	<u>Balance December 31, 2009</u>	<u>Transfers In Current Year</u>	<u>Interest Earned on Unexpended</u>	<u>Expenditures</u>	<u>Balance December 31, 2010</u>
Community Works Fund Transfers	<u>\$581,597</u>	<u>\$212,717</u>	<u>\$5,405</u>	<u>\$ -</u>	<u>\$799,719</u>

**The Corporation of the City of Grand Forks**  
**Continuity Schedule of Reserves**  
**for the year ended December 31, 2010**

	<u>Balance</u> <u>December 31, 2009</u>	<u>Interest</u> <u>Earned</u>	<u>Transfer from</u> <u>Operating Funds</u>	<u>Sales</u>	<u>Appropriations</u>	<u>Balance</u> <u>December 31, 2010</u>
Equipment Replacement Reserve	\$ 423,662	\$ 3,786	\$ 73,711	\$ -	\$ 3,959	\$ 497,201
Land Sale Reserve	338,296	9,788	-	50,019	(4,815)	402,918
Tax Sale Lands Reserve	58,733	518	-	-	-	59,251
Cash-In-Lieu of Parking Reserve	16,304	144	-	-	-	16,447
Slag Sale Reserve	1,466,304	14,237	-	261,193	712,000	1,029,734
Capital Reserve	276,316	2,472	-	-	-	278,788
	<u>\$ 2,579,614</u>	<u>\$ 30,945</u>	<u>\$ 73,711</u>	<u>\$ 311,212</u>	<u>\$ 711,144</u>	<u>\$ 2,284,340</u>

**The Corporation of the City of Grand Forks**  
**Schedule of Capital Projects Undertaken**  
**For the year ended December 31, 2010**

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OFFICE AND TECHNICAL EQUIPMENT	\$ 25,558
EQUIPMENT - AUGER AND FALL PROTECTION GEAR	15,334
FIBRE OPTICS PROJECT - IN PROGRESS	970,014
EQUIPMENT - LINE TRUCK	196,325
SUBDIVISION	61,196
DOG PARK FENCE	5,336
RIVER WALK	2,183
RINC / LOCAL MOTION PROJECT - MULTI-USE PATHWAYS	2,026,446
CITY PARK LIFT STATION & HEAT EXCHANGE TRANSFER SYSTEM - IN PROGRESS	1,495,274
	<b>\$ 4,797,666</b>

**FUNDED BY:**

MUNICIPAL FINANCE AUTHORITY - CAPITAL LEASES	\$ 196,775
APPROPRIATIONS FROM SLAG RESERVE	712,000
APPROPRIATIONS FROM EQUIPMENT RESERVE	3,959
DONATIONS FROM GROUPS AND INDIVIDUALS	3,185
GRANTS FROM OTHER GOVERNMENTS	2,820,472
BORROWING AUTHORIZATION	70,000
SURPLUS - MOSTLY TIMING RE: GRANTS & BORROWING	991,275
	<b>\$ 4,797,666</b>

## Statement of Property Tax Exemptions

In accordance with Section 224 of the Community Charter, the following properties in the City of Grand Forks were provided permissive property tax exemptions by Council in **2010**.

Legal Description	Civic Address	Organization	Value of Permissive Exemption
Lot 1, D.L. 380, S.D.Y.D., Plan KAP54909	7230-21 <sup>st</sup> Street	Grand Forks Curling Club	\$7,768.68
Lot 5, Block 10, D.L. 108, S.D.Y.D., Plan 23	366 Market Avenue	Grand Forks Masonic Building	\$708.20
Lot A, D.L. 108, S.D.Y.D., Plan 38294	978 72 <sup>nd</sup> Avenue	Sunshine Valley Little Peoples Centre	\$929.88
Lot 8, Block 25, Plan 23, DL 108 S.D.Y.D.	686 72 Ave	Slavonic Senior Citizen's Centre	\$862.16
Lot 3 DL 108 S.D.Y.D. Plan 72	7239 2 <sup>nd</sup> St	Hospital Auxiliary Thrift Shop	\$1,933.57
Lots 23, 24, 25, 26 Block 29, DL 108 S.D.Y.D. 121	7353 6 <sup>th</sup> St	Royal Canadian Legion	\$3,314.69
Lots 10 and 17 – 20, Block 18, D.L. 108, S.D.Y.D., Plan 86	565 71 <sup>st</sup> Avenue (City Park)	Grand Forks Senior Citizens, Branch No. 68	\$2,209.79
Lot 1, D.L. 585, S.D.Y.D., Plan 27903	7850-2 <sup>nd</sup> Street	Grand Forks Wildlife Association Hall	\$2,771.86
Parcel B, Block 45, D.L. 108, Plan 72	876-72 <sup>nd</sup> Avenue	Abbeyfield Centennial House Society	\$1,815.73
Parcel F and Parcel G, Block 35, District Lot 108, Plan 72	Parcels F & G, 72 <sup>nd</sup> Avenue	Habitat for Humanity Boundary Society	\$324.54
Lot A, Plan 29781, District Lot, Land District 54	7130-9 <sup>th</sup> Street	Boundary Lodge	\$3,313.34

In accordance with Section 226 of the Community Charter, the following properties in the City of Grand Forks were provided property tax exemptions in **2010**.

Legal Description	Civic Address	Organization	Expiry Date	Value of Tax Exemption
Lot 1 Plan 43597	570 - 68 Ave	Interfor	2015	\$145,409.31



**Declaration and Identification of Disqualified Council Members**  
**Made Under Section 111 of the Community Charter**

None

**City of Grand Forks  
2009-2011 Strategic Plan  
Summary Update**

FOCUS AREAS	RESULTS ACHIEVED IN 2010	COMMENTS	COMPLETION
<b>Beautification</b> Plant 300 trees in 3 years *city park * cemetery *west end corridor *boulevards	Planting commenced starting with the Cemetery and City Park; 180 trees in the Cemetery and 200 trees in the City Park	Trees planted under Job Opportunities Funds and Trees for Tomorrow grant	November 30 <sup>th</sup> , 2009
Create 1km of wheelchair accessible river walk *riverside drive area	Granby River Walk is all wheel chair accessible; Riverside is all wheel chair accessible	Walkway completed using Job Opportunities funds; Paving to be done to make it wheel chair handy. Paving to be done as funds become available	Dec 2012
Build and landscape west end "Welcome" Sign and pathway Spraggett to 25 <sup>th</sup> Street, to complete with WOW! Factor	In 2008, grading completed and pathway paved from North Fork/Spraggett Rd to RDKB Office/Recreation Complex. Easement for pathway and sign obtained.	West End Sign to be tendered and included in future financial plan.	2011-2012

**City of Grand Forks- 2009-2011 Strategic Plan Update; January to December 31, 2010**

Upgrade east end Welcome Sign	“Grand Forks” sign in flowers done in 2007 & 2008 & 2009 in annual plants. In 2010 the “Grand Forks” sign was done in perennials (yellow colour)	Summer of 2011 sign should be in full bloom. Annual funding required to maintain.	2011
Construct xeriscape rock garden gateways *Trans Canada trail	Included in the workplan for the RInC Project. Construction of Project took place in July 2010.	RInC Project of paved pathways from Central Avenue, over the Black Train Bridge through South Ruckle completed in 2010.	April, 2011
City park campground *Complete as many sites as possible – not all of them partially	200 trees planted in 2009 in the City Park; partial landscape work done in the campground. More landscape work done in 2010. Landscape work to continue in future years.	Further landscaping subject to available funding.	Dec. 31, 2011
Upgrade “Art Gallery/Museum/Visitor Information” grounds *flowerbeds , etc	Flower gardens provided in 2008, irrigation done 2008; Restoration of the east side of the building to remove the former prisoner stairwell, due to it’s unsafe condition. Funding provided in 2010 Financial Plan. Completed in 2010.	Allocate funding in 2011 for top dress, level and re-seed the southern lawn.	December 31, 2011

**City of Grand Forks- 2009-2011 Strategic Plan Update; January to December 31, 2010**

Rejuvenate Barbara Ann Park *install bollards *continue trail * landscape	Bollards installed, Trail completed to Barbara Ann Park 2008; Northward Trail subject to development of private properties.	Further work in 2010	2011-2020
Relocate recycle bins from the Fire Hall	Part of the overall contract on recycling and waste collection effective July 1 <sup>st</sup> , 2011. Remove bins thereafter.	Consultation with RDKB on Recycling	<i>July 31, 2011</i>
<b>Communications</b>			
Immediately undertake a redesign of the City's Newsletter to simplify the messages and to circulate at a minimum in February, April, June, September, and November.	More focused message; Newsletters done March, May, July, September & November ; In 2010, a partnership was formed with the Grand Forks Gazette to publish newsletters in the weekly West Kootenay Advertiser. This partnership resulted in a reduction of costs to publish and circulate newsletters.	On-going communication tool	annual
Assign each member of Council, for each month, commencing March 2009 , and ending October 2011 , to write a column on a current issue to be published in the Gazette the 3 <sup>rd</sup> week of the month.	A few columns written.	Time commitment and issues to write about	Dec. 31, 2011

**City of Grand Forks- 2009-2011 Strategic Plan Update; January to December 31, 2010**

On a yearly basis invite the public to tour various city venues with staff and Council in order for the public to have a better understanding of city services and what it takes to provide them.		Not implemented	December 31, 2011
In 2010, initiate a comprehensive review of the City's Website to determine where improvements are required, and make any required improvements.	Website Re-design tendered in late 2010. ProCreative Web Site Design awarded contract. New Website will be launched in 2011.	Website will be custom built and will allow more interaction of the public including blogs, community notices, surveys, and further community portals. Website design intends that Staff will have the ability to update as required. Will require more Staff resources	Summer 2011
In September 2009, conduct a public survey, requesting specific input into services provided by the City to determine what level of services the city should provide.	Survey designed and sent based on levels of satisfaction on services and other community issues	Survey compilation in November, 2009.	December 31, 2009
<b>Infrastructure</b>			
Complete comprehensive infrastructure capital plan by end of April, 2009	Report on Infrastructure done and released in April 2009. October 2010 KWL along with City Staff made public presentation on the Infrastructure deficit facing the community. Council stated	Consultation and input from the public on options for financing and the state of the infrastructure. Council considering referendum	June, 2011

**City of Grand Forks- 2009-2011 Strategic Plan Update; January to December 31, 2010**

	their desire to proceed with Asset Management Planning.	question to be put before the public at the 2011 Local Government Election to finance a portion of the cost of the infrastructure upgrade.	
Educate the public on the comprehensive Capital Plan (Sept/Oct 2010)	Report available on the website and on Disc at city Hall since April 2009	Public Meeting with Consultant held in the fall of 2010.	December 31, 2010
Go to referendum to secure funding authority		Possible referendum in 2011	Dec. 31, 2011 - 2021
Construct City Park lift station (August/September 2009)	Tender awarded in August 2009; construction to commence end of October with completion May 2010	Project completed in May 2010. New landscaping proposed for fall 2011	Nov 30, 2010

**City of Grand Forks- 2009-2011 Strategic Plan Update; January to December 31, 2010**

<p>Trails - Complete network plan and install new trails to link the community as per plan by 2011</p>	<p>Granby River walk completed. South Ruckles project received RInC grant, project is going ahead, detailed design being done by USL for tender in July, 2010. RInC Project Construction Completed in November, 2010.</p>	<p>City's trail walkway system ongoing pending funding. Further RInC project development including bollards, gates, trees, garbage cans, and benches to be completed in 2011.</p>	<p>July 2011</p>
<p>Drainage - Determine priorities according to infrastructure capital plan</p>	<p>Projects prioritized within the KWL Report issued in April 2009 based on the completion of underground utilities as first priorities followed by surface paving and drainage control.</p>	<p>Requires referendum for funding</p>	<p>December 31, 2011 – 2014</p>
<p>Comprehensive capital plan:</p> <ul style="list-style-type: none"> <li>1. Electrical distribution</li> <li>2. Sewer</li> <li>3. Water</li> <li>4. Roads</li> </ul>	<p>KWL Report addresses these capital components  <i>As per the KWL Infrastructure Capital Plan</i></p> <p><i>As per the KWL Infrastructure Capital Plan</i></p> <p><i>As per the KWL Infrastructure Cap Plan</i></p> <p><i>As per the KWL Infrastructure Capital Plan</i></p>	<p><i>Work to be completed over the next 10 years</i></p> <p><i>Work to be completed over the next 10 years</i></p> <p><i>Work to be completed over the next 10 years</i></p> <p><i>Work to be completed over the next 10 years</i></p>	<p>Dec.31 2011</p> <p>2010-2020</p> <p>2010 - 2020</p> <p>2010 - 2020</p> <p>2010 - 2020</p>

**City of Grand Forks- 2009-2011 Strategic Plan Update; January to December 31, 2010**

<p><b>Electrical</b></p> <p>1. Complete distribution upgrades f1 &amp; f2</p> <p>2. Purchase new line trunk</p> <p>3. Staff succession planning (Apprenticeship)</p>	<p>Project done in 2009</p> <p>Approval obtained to purchase a hybrid/diesel. Determined to be diesel due to under strength in hybrid</p> <p>Extended notice period for existing employees for retirement. Six Months notice required</p>	<p>No further work</p> <p>Purchase to be completed for 2010</p> <p>Finances do not allow for apprenticeship program. Outside hiring</p>	<p>September 2009</p> <p>Sept 30, 2010</p> <p>December 31, 2011</p>
<p><b>Water</b></p> <p>1. Residential metering</p> <p>3. Westside reservoir</p>	<p>Discussed as part of the KWL Report in the fall of 2010. Also discussed as part of the Urban Systems Water Demand Management Plan.</p> <p>No work done in 2010.</p>	<p>Time constraints Conservation and education are key, and further discussion on implementing such a plan will need to take place in late 2010 – Application for Gas Tax funding submitted in late 2010 to fund 100% of the residential metering project.</p> <p>Discussed with Developers on infrastructure issues. Due to pending development proposals, this project will need to be commenced ASAP</p>	<p>December 2011</p> <p>December 2011</p> <p>December 2011</p> <p>December 31,</p>



<p>4. Feasibility study for location of new well and nitrate concentrations</p> <p>5. Educate public on conservation measures</p>	<p>Preliminary work needs to be done. Studies require further initiation</p> <p>City Newsletter and change in irrigation and watering times done.</p>	<p>New well subject to conservation measures</p>	<p>2011</p>
<p>Sewer</p>			
<p>1. Construct city park lift station</p> <p>--- construct stage and washrooms</p> <p>2. Repair all structural defects</p> <p>3. Complete video assessment</p> <p>4. Upgrade sewer lines [ currently under capacity &amp; structurally defective as per infrastructure plan ]</p>	<p>Main construction complete. Landscaping to be undertaken in 2011.</p> <p>Stage base to be part of the city park lift station project. Cover/roof of the stage to be looked at in the future.</p> <p>Part of KWL plan.</p> <p>The project will be dependent on the Infrastructure Capital plan funding and is tentatively scheduled for 2012 - 2016</p> <p>Part of KWL Infrastructure Report</p>	<p>Completion Fall 2011</p> <p>Stage completion March 2011. Roof subject to available funding.</p> <p>Subject to available funding</p> <p>Subject to available funding</p> <p>To referendum</p>	<p>Dec, 2011</p> <p>Dec 2012 - 2016</p> <p>Dec 2012 - 2016</p> <p>2012 – 2016</p> <p>Nov 2011</p>

**City of Grand Forks- 2009-2011 Strategic Plan Update; January to December 31, 2010**

<b>Roads</b>			
1. Upgrade 22 <sup>nd</sup> St and Kettle River Drive according to approved financial plan and funding	Project part of KWL Report	To referendum	2012 to 2016
<b>Sidewalks</b>			
1. Commence review of sidewalk plan on March 1 <sup>st</sup> and complete by March 31, 2009	Part of the KWL Infrastructure Plan	To referendum	2012 to 2016
<b>Quality of Life</b>			
Retain what we have			
<b>Public health</b>			
1. Recruit 3 doctors by November 30, 2011	Part of the Public Safety Committee	Meetings occurring	December 2011
*Partnership with RDKB			
*Funding from above	Part of the Public Safety Committee	Meetings occurring	December 2011
*Marketing health asset			

**City of Grand Forks- 2009-2011 Strategic Plan Update; January to December 31, 2010**

brochure  *Local professionals			
Recruit 5 support staff by Nov 30 , 2011	Public Safety Committee	Work with Interior Health Authority	2011 - 2014
Hold 3 recruiting sessions in 3 years (contract / funding / assets)	Public Safety Committee	Work with Interior Health Authority	2011 - 2014
<b>Public safety</b> 1. Bylaw enforcement  *Partnership with local R.C.M.P. to enforce specific peace order by-laws by November 30, 2011  *City to review bylaws (Community Charter)	No funding provided to hire bylaw enforcement officer within the City  No funding available for enforcement  Bylaws are in compliance; Municipal bylaws need not be enforced	May allocate funding in the next five year capital 2012-2016  May allocate funding in the next Five Year Plan 2012-2016  May Allocate funding for enforcement	2012-2016  2012 - 2016  2012 - 2016
Safe premises bylaw 1. Secure and review copy of safe premises bylaw	Review conducted in 2008; costly proposition for the City; Bylaw enforcement funding required; No further action until funding is allocated	Allocate funding for enforcement	2012-2016

<p>Create a committee to research and prepare recommendations for S.P.B.</p> <ul style="list-style-type: none"> <li>*building inspection</li> <li>*police</li> <li>*fire</li> <li>*health</li> </ul>	Not undertaken		
<b>Economic Development</b>			
<p>Tourism and events</p> <ol style="list-style-type: none"> <li>1. Enhance tourism by focusing energy on one event</li> <li>2. Bring people in to spend money in Grand Forks</li> </ol>	Arts and Culture Team made presentation on the concept of having an Annual Festival incorporating a mix of public and private venues to showcase performing arts. Kettle River Festival planned in 2010 to take place in 2011.		August 2011
<p>Regional services</p> <ol style="list-style-type: none"> <li>1. Expand boundaries to increase tax base and development</li> </ol>	Discussions held with Development Community		Dec 2011

2. More input on regional services e.g. Recreation	Discussion on regional services with C & D.		Dec 2011
Industry and small business 1. Make Grand Forks more accessible for industry and small business  2. Solicit business to come to Grand Forks	Community Transition Plan completed in July, 2009; Implementation of the Plan. Community First Agreement developed, between the Province and the City as to initiatives intended to transition our economy going forward. Agreement signed in May, 2010.  No specific action by Council at this time	Create Structure to implement Plan and Economic Development initiatives Community First Agreement Steering Committee established. Work continues with the development of the agreement with support from the Province.	2010-2011  May, 2011

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**CITY OF GRAND FORKS  
SUMMARY OF COUNCIL VISION  
2008-2011**

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The following summary has been compiled from the election brochures of the elected candidates to the officers of the Mayor and Councillors for the Council Term commencing December 1<sup>st</sup>, 2008 to November 30<sup>th</sup>, 2011.

- Community Consultation
- Developing and Maintain Infrastructure of the City : water (west End Reservoir) and sewer ( lift station) etc
- Financial Stability: Review of Services and Prioritization of tax dollars
- Extension of boundary
- Attraction of Clean and Non-Polluting Industries
- Retires: providing amenities
- Provide seed money to help businesses create the environment that tourists will find attractive
- Shift Tax burden from residents
- Control of administrative costs
- Gain respect between City Hall, city organizations and the residents of our community
- City that is culturally active and provides both residents and visitors that is totally integrated with the environment
- Arts and Culture
- Trails and Parks
- Regional Transportation

## **CITY OF GRAND FORKS**

### **2009-2011 COMMITTEE LIAISON STRUCTURE**

**Community Safety & Youth Services:** Councillor Appointed as Liaison : **Gene Robert** to: R.C.M.P, C.O.P. and Block Watch, Restorative Justice, Community safety & crime prevention programs, Representative to the AKBLG, Member of the Youth Table, Member of the Grand Forks Economic Development Task Force. Interests in: B.F.I.S., Selkirk College and Grand Forks International. Alternate representative to the Regional District of Kootenay Boundary & West Kootenay Regional Hospital Board.

**Economic Development & Beautification:** Councillor Appointed as Liaison : **Joy Davies** to: Chair of the Grand Forks Economic Development Task Force. Chamber of Commerce, Grand Forks business development, Community Futures, downtown revitalization and beautification. Member of the Boundary Air Quality Committee.

**Financial Planning & Museums:** Councillor Appointed as Liaison : **Christine Thompson** to: City Budgets and Financial Planning – “Trust in City Spending”. Liaison with Phoenix Foundation and with the Boundary Museum Society and other Museums. Interests in Communications, Local History.

**Outdoor Recreation & Environment:** Councillor Appointed as Liaison: **Chris Moslin** to: Chair of the Boundary Air Quality Committee. Environment and Climate change. Air quality, pollution, waste collection, recycling, community clean up and disposal. Water quality and Aquifer protection. Trail Society and Trails initiatives, pathways including Black Train Bridge Society, waterfront development. Habitat for Humanity.

**Art Gallery/Arts Council & Economic :** Councillor Appointed as Liaison: **Cher Wyers** to: Art Gallery and Arts Council & Tourism. Member of the Grand Forks Economic Development Task Force. Member of the Boundary Air Quality Committee. Interests in Special Events.

**Special Events and Sports-Youth:** Councillor Appointed as Liaison: **Michael Wirischagin** to: Coordination of Special Events: Grand Forks Fall Fair, Grand Forks International. Other sports including: BMX Park and Skateboard Park, Minor soccer & Minor hockey, Border Bruins & Border Bruins Alumni, Youth Activities and events. Member of Grand Forks Economic Development Task Force.

#### **Regional and External Relations: Mayor Brian Taylor**

Representative to the Regional District of Kootenay Boundary & Electoral Area Directors' Relations, West Kootenay Regional Hospital Board, Transportation, Relations with Tri-Cities (Trail, Nelson, Castlegar), MLA & MP Contacts, Boundary Communities, Press & Media Relations and Member of the Boundary Economic Development Committee. Back-up to Committee Chairs, Troubleshooting. Special Interest Areas: Senior's Housing, Health Care, Agriculture & Local Markets. Woodlots and Community Forests. Conventions, hosting of dignitaries and community receptions.



**City of Grand Forks**

**Strategic  
Action Planning  
Workshop**

**January 29<sup>th</sup> & 30<sup>th</sup>, 2009**

**Facilitated By**

**DAVE FAIRBAIRN**



**TRAINING CORP.**





## **CITY OF GRAND FORKS**

# **STRATEGIC ACTION PLANNING WORKSHOP**

**January 29<sup>th</sup> & 30<sup>th</sup>, 2009**

## **PARTICIPANTS**

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### **COUNCIL & STAFF/ADMINISTRATION PARTICIPANTS**

Chris Moslin  
Michael Wirischagin  
Lynne Burch  
Sasha Bird  
Dean Chapman

Cher Wyers  
Joy Davies  
Blair Macgregor  
Mike Noseworthy  
Staff Sergeant Jim  
Harrison

Gene Robert  
Christine Thompson  
Dale Heriot  
Ross Idler  
Gary Onions

Brian Taylor  
Victor Kumar  
Wayne Kopan  
Dave Reid  
Alex Love

**Facilitated By**

**DAVE FAIRBAIRN**



**TRAINING CORP.**

## BACKGROUND

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The City of Grand Forks engaged in a 2 day Strategic Action Planning Worksop to establish their direction over the next 3 years. This was especially appropriate in 2009 because a new Mayor and several new Councillors had been elected. The elected officials were joined by the City Administrator, several Departmental Managers, and other key players working for the City. Apart from the obvious benefits to the action planning decisions that were made, the mix of participants allowed for useful teambuilding between members of a new Council and between Council members and city staff. In the past, City employees have made valuable contributions to the planning process and the connection Council members made with them at the workshop have been extremely useful.

The Action Planning format selected has been successful in the past , including with previous Grand Forks Councils , It moves the group from discussion of general but important issues into highly specific goal setting , and breaks down to several categories .

# **WORKSHOP PROCESS**

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The workshop process chosen by the facilitator was one that had been successfully used over several years with many Councils, Boards, and organizations in 3 or 4 different provinces. It is a functional and uncomplicated format that does not get in the road of group thinking or group decision-making. The process is systematic and clear-cut.

- **VISION & VALUES**
- **GENERATING POTENTIAL AREAS OF FOCUS**
- **ISOLATING PRIMARY AREAS OF FOCUS**
- **GOAL SETTING FOR EACH PRIMARY FOCUS AREA**
- **DEVELOPING STRATEGY AND TACTICS FOR EACH GOAL SET**
- **ACTION**
- **EVALUATION**

# VISION AND VALUES

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The discussion of vision and values was important for this group because of its newly formed nature, a clear statement of values and a delineation of vision are the key components of a mission statement. Limits of time prohibited the writing of a mission statement and there wasn't a clear need for one here anyway. What was important was a discussion around vision and values to see if everybody was on the same page about what this council stood for and where it wanted to go in the future. To facilitate discussion several questions were prepared in advance for each of the vision and values section of the exercise. These questions are reproduced below along with the key points that three groups working simultaneously developed. Because 3 groups were working at the same time some of the key points were duplicated and repeated. This demonstrated that the group was in substantial agreement and that several common themes were evident in both vision and values.

## VALUES

### **1. What are the 4 or 5 most important things that must be preserved, protected or maintained by the City of Grand Forks?**

- Water Quality
- Country Appeal
- Quality of Life
- Small Town Feel
- Keep What we Have
- Way of Life
- Waste Water Treatment
- Heritage
- Economy/Employment
- Self Sufficiency
- Accessibility (physical)
- History/Culture
- Infrastructure
- Roads/Sidewalks
- Health Services
- Safety
- Trees
- Environment

## 2 . What are the primary reasons you work for or with the City of Grand Forks?

- Money
- Career
- Serve Public
- To Insure City Moves Forward
- People We Work With
- Pride in Community
- Destiny - Contribute
- Our Good Fortune
- Make A Difference
- We Care
- Life Style Choice
- Pensions
- Variety of Work

## 3. What do the citizens of Grand Forks with whom you engage value most about the community?

- Affordability
- Small Town Feel
- Recreation
- Level of Energy
- City Services
- Friendly Atmosphere
- Natural Beauty
- Quality of Life
- Beauty of the Valley
- Warm, Caring People
- Visual Appearance
- Around Arts & Culture
- Recreation & Trails
- Collaborative Nature of Citizens
- Climate
- Environment
- Cultural Life
- Safety
- Quality of Life
- Trees & Rivers

## 4. What do you most care about regarding Grand Forks?

- People
- Great Outdoors
- Safe Neighbourhoods
- Heritage
- Ability to Walk
- Essential Services
- Safety
- Nature
- People

## 5. In light of the discussion you have had what are the 4 or 5 core values for the city of Grand Forks?

- Safety
- Affordability
- Cultural Activities
- Sustainability
- Recreation
- Infrastructure
- Safety And Quality of Life
- Environment/Air/Water
- Maintaining Community
- Small Town Feeling
- Open City Government
- Employment Expansion
- Enhance Appeal To Various Populations
- Active Living
- Beauty of Valley
- Heritage/History
- Mixed Population
- Employees & Volunteers
- Pride in History, People, Community

## VISION

### **1. What should we start doing or stop doing in the city of Grand Forks?**

#### **Start**

- Long term water planning
- Control recreation services
- Partnering youth to seniors
- Continuous River Walks and Trail Development
- Increased co-operation with business
- Improve visual entrances to City
- Seniors Coordinator

#### **Stop**

- Garbage Contract
- Recycling Downtown
- Improve Communication
- Collaboration & Integration
- Accept that Change is Inevitable
- Eliminate Them vs. Us
- Recover or Generate Energy
- Encourage Entrepreneurship
- Market Grand Forks
- Continue Beautification
  - Stop Delivering Projects Without Community Input
- Move "Whispers Of Hope"
- Address Aging Infrastructure
- Downward Slide in Medical & Mental Health
- Public Education and Engagement
- Explore & Utilize New Technologies
- More Openness and Transparency
- Promote Sports and Recreation
- Promote Tourism and Culture
- Preserve Heritage Buildings

### **2. What are some positive changes that could be made in the community?**

- Bylaw Enforcement
- Employment Opportunities
- Support Agriculture
- Showcase Positive Attributes
- Better Signage
- Support Youth
- Listen & Learn – Seniors and Youth
- Be More Energy Efficient

### **3. What are the citizens' expectations of us?**

- High level of services and low level of taxes
- Sidewalks in Ruckle Subdivision
- Alternative Energy
- Better Communications
- Fiscal Responsibility
- Leadership
- Prompt Services
- Professionalism
- No debt
- Value for their money
- Honesty
- Integrity
- Be Good Listeners

### **4. How do you want this community to look in 3 years?**

- More self-sufficient
- Cleaner & Greener
- Look Prosperous
- Good River Access
- Walkways Along River
- Reduced water & air pollution
- Diversify Economy
- Financially Independent
- Finish Dyking
- Long term water conservation plan including water meters
- More Trees
- City Park Finished
- Regional Service

### **5. In light of your discussion, what are the 4 or 5 key elements of your vision for Grand Forks?**

- Employment & Business Opportunities
- Marketing Tourism
- Completion of Trails and Bike Paths
- Water Conservation
- Sustained Intelligent Growth
- Explore & Utilize New Technologies
- More Trails
- Beautification of Town
- Regional Services
- Market & Promote Grand Forks
- Maintain & Upgrade Infrastructure
- Clean & Green Where We Can

## POTENTIAL FOCUS AREAS

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The group was asked to generate a list of actions or initiatives that would be potentially useful for the city to engage in over the next 3 years. The focus area is a broad category of endeavor such as beautification, finance, infrastructure, etc. It is not a highly specific activity such as put a float in the trail parade or replace the stop sign on 16<sup>th</sup> St. Those activities, if important, would normally be a goal included in a focus area or part of the on-going infrastructure initiatives of the city .

Participants were split into sub-groups and asked to brainstorm for 10 or 15 minutes to generate a list of all the potential focus areas they could think of. With 3 or 4 groups working simultaneously for 10 minutes it would be virtually impossible to miss an area of any importance. Small groups also facilitate more input from more people than is usually the case with large groups. Duplication of a focus area from several or all of the sub-groups high-light the likely importance of the item.

The groups did an excellent job identifying potential focus areas. All of the lists are captured in following page; it may be useful at a future date to review this list. If circumstances change in the city some of the focus areas might rise to the level of primary importance.



- Infrastructure- Upgrade Equipment
- Communication
- Quality of Life
- Safety
- Heritage
- Cleaner & Greener
- Self Sufficiency
- Waste Management
- Tourism & Promotion
- Health Care
- Emergency Services
- Regional District
- Finances
- Human Resources
- Sustainability (Energy, Food, Water)
- Wireless Downtown
- Communications
- City Sponsored Events
- Market Street Walking Mall Days
- Promote Local Agriculture
- Maximize Resources
- Climate Change-Energy Efficient
- Alternate Green Transportation/ Green Transit System
- Transit/Transportation (Taxi, Airport, Sidewalks)
- Youth & Senior Integration to Community
- Engaging Youth & Seniors
- Growth & Development (sustained Intelligent Growth)
- Education (Energy, Pollution, Recycling, Conservation, Composting)
- Beautification: i) downtown core; ii) west end entrance; iii) river walkways; iv) Ruckle swimming hole; v) connecting bike & pedestrian paths; vi) green areas & parks; vii) sidewalks & paving; viii) finish campground
- Infrastructure: i) Ruckle sidewalks & paving; ii) City Park lift station; iii) solar lighting; iv) water upgrades & supplies v) west end reservoir
- Arts and Culture: i) Heritage preservation; ii) community events; iii) City Park stage & washrooms; iv) home for fall fair; v) utilize airport facilities; vi) improve swimming holes; vii) aquatic center hours
- Marketing and Promotion: i) communication; ii) transportation (bus); iii) equipment replacement (in Ruckle); iv) bylaws; v) enforcement
- Community Safety (Safe Homes – Safe Communities)
- Employment – Encourage New Business
- New Technology
- Riversides
- Environment
- Energy
- People
- Affordability
- Water Conservation
- Quality of Services
- Law & Order
- Recreation
- Municipal Boundary Extensions
- Air Quality
- Economic Development
- Wildlife
- Tourism
- Clean and Green
- Needs vs. Wants
- Display Antiques Throughout Town
- Trees Along Trail on West Side of Town
- Electrical Distribution Upgrades
- Downtown Golf Cart Friendly

## PRIMARY FOCUS AREAS

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No organization can focus on 50 or 60 focus areas at once in addition to their normal on-going activities and expect to do them all well. Some focus areas are more important, crucial or vital than others. The trick is to identify them.

Agree on them and decide on the optimum number that can be successfully managed. ***Many groups have difficulty arriving at consensus and find it a long and difficult process.*** The consensus building method chosen for the participants was “split—group prioritizing “. Groups were re-blended into 4 sub-groups, each containing both elected officials and city employees, and instructed to select their top 4 primary focus areas from the list of potential focus areas they had created. Those areas were to be the most meaningful and have the most positive impact on grand forks over the next 3 years.

If 3 or 4 groups selected the same primary focus area consensus or substantial agreement would be fairly obvious. If a couple of groups made the same selection some negotiation would be in order, single items would have to sold to the total group by the sub-group suggesting it . The worst that could happen was that each of the 4 sub-groups select 4 items completely different from the other three, leaving a list of 16 primary focus areas . That big a list of primary focus areas would probably be unworkable , and other agreement seeking tactics such as “ pair-wise analysis “ or the “nominal group technique” could be used to narrow the list .

Below are the lists of the top 4 selections from the 4 sub-groups.

<b>GROUP ONE</b>	<b>GROUP TWO</b>
<ul style="list-style-type: none"> <li>• Beautification</li> <li>• Infrastructure</li> <li>• Communications</li> <li>• Economic Development</li> </ul>	<ul style="list-style-type: none"> <li>• Beautification</li> <li>• Infrastructure</li> <li>• Communications</li> <li>• Quality of Life</li> </ul>
<b>GROUP THREE</b>	<b>GROUP FOUR</b>
<ul style="list-style-type: none"> <li>• Infrastructure</li> <li>• Beautification</li> <li>• Economic Development</li> <li>• Regional Service</li> </ul>	<ul style="list-style-type: none"> <li>• Infrastructure</li> <li>• Communications</li> <li>• Economic Development</li> <li>• Beautification</li> </ul>

The 4 groups were pretty much in agreement on the primary focus areas. After some discussion to rationalize slight differences 5 primary focus areas were agreed upon and participants volunteered or were selected to write goals in each of these areas.

<b>BEAUTIFICATION</b>	<b>INFRASTRUCTURE</b>
<ul style="list-style-type: none"> <li>• Mike Noseworthy</li> <li>• Ross Idler</li> <li>• Chris Moslin</li> <li>• Wayne Kopan</li> </ul>	<ul style="list-style-type: none"> <li>• Dean Chapman</li> <li>• Brian Taylor</li> <li>• Alex Love</li> <li>• Sasha Bird</li> </ul>
<b>COMMUNICATIONS</b>	<b>ECONOMIC DEVELOPMENT</b>
<ul style="list-style-type: none"> <li>• Christine Thompson</li> <li>• Lynne Burch</li> <li>• Blair Macgregor</li> </ul>	<ul style="list-style-type: none"> <li>• Joy Davies</li> <li>• David Reid</li> <li>• Dale Heriot</li> </ul>
<b>QUALITY OF LIFE (Human Resources)</b>	
<ul style="list-style-type: none"> <li>• Gene Robert</li> <li>• Gary Onions</li> <li>• Victor Kumar</li> </ul>	<ul style="list-style-type: none"> <li>• Cher Wyers</li> <li>• Sgt. Harrison</li> </ul>

# GOAL-SETTING

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Goal-setting is the key activity in strategic action planning. It is true that an organization could engage in some activity with a primary focus area such as infrastructure but the planning wouldn't be at all precise goal-sets supply the "what" factor. They specify exactly what will happen – what exact activities and actions someone will take – to produce desired results in connection with the focus area.

Participants were asked to ensure that every goal met 5 criteria. Goals should be:

- 1] Specific;
- 2] Measurable;
- 3] Achievable;
- 4] Realistic;
- 5] Time-Framed

The sub-groups listed above would generate goals. Anybody in the room could approach a group to provide ideas and suggestions during the process. When all the goals were written, the group would publish them and explain them and the total group would provide feedback and suggest any changes or additions. The focus areas and the goals-sets are reproduced below. The names of two or three monitors are also supplied. Their job is to make sure the goals are achieved in that focus area. The Mayor has indicated that he might appoint some Councillors to provide additional oversight.

## **PRIMARY FOCUS AREA: BEAUTIFICATION**

MONITORS: Chris Moslin & Ross Idler

### **GOALS**

1. Plant 300 trees in 3 years \*city park \* cemetery \*west end corridor \*boulevards
2. Create 1km of wheelchair accessible river walk \*riverside drive area
3. Build and landscape west end "Welcome" Sign \*Spraggett and Central Avenue complete with WOW! Factor
4. Upgrade east end Welcome Sign
5. Construct xeriscape rock garden gateways \*Trans Canada trail
6. De-uglify city park campground \*Complete as many sites as possible – not all of them partially
7. Upgrade "Art Gallery/Museum/Visitor Information" grounds \*flowerbeds , etc
8. Rejuvenate Barbara Ann Park \*install bollards \*continue trail \* landscape
9. Relocate recycle bins from Firehall \*68<sup>th</sup> Ave & 2<sup>nd</sup> Street?
10. Display a "living" roof \*gyro park

## **PRIMARY FOCUS AREA : COMMUNICATIONS**

MONITORS: Dean Chapman & Christine Thompson

### **GOALS**

1. Immediately undertake a redesign of the City's Newsletter to simplify the messages and to circulate at a minimum in February, April, June, September, and November.
2. Assign each member of Council, for each month, commencing March 2009, and ending October 2011, to write a column on a current issue to be published in the Gazette the 3<sup>rd</sup> week of the month.

3. On a yearly basis invite the public to tour various city venues with staff and Council in order for the public to have a better understanding of city services and what it takes to provide them.
4. In 2010, initiate a comprehensive of the City's Website to determine where improvements are required, and make any required improvements.
5. In September 2009, conduct a public survey, requesting specific input into services provided by the City to determine what level of services the city should provide.

### **PRIMARY FOCUS AREA: INFRASTRUCTURE**

MONITORS: Brian Taylor & Sasha Bird

### **GOALS**

1. Complete comprehensive infrastructure capital plan by end of April, 2009
2. Educate the public on the comprehensive Capital Plan (May/June 2009)
3. Go to referendum to secure funding authority (July 2009)
4. Construct City Park lift station (August/September 2009)
5. Trails - Complete network plan and install new trails to link the community as per plan by 2011
6. Drainage - Determine priorities according to infrastructure capital plan
7. Comprehensive capital plan:
  1. Electrical distribution
  2. Sewer
  3. Water
  4. Roads
  5. Trails
8. Electrical

1. Complete distribution upgrades f1 & f2
2. Purchase new line trunk
3. Staff succession planning (Apprenticeship)

#### 9. Water

1. Research alternative energy supply
2. Residential metering
3. Westside reservoir
4. Feasibility study for location of new well and nitrate concentrations
5. Educate public on conservation measures

#### 10. Sewer

1. Construct city park lift station
  - upgrade Ruckle sewer
  - construct stage and washrooms
2. Repair all structural defects
3. Complete video assessment
4. Upgrade sewer lines [ currently under capacity & structurally defective as per infrastructure plan ]

#### 11. Roads

1. Upgrade 22<sup>nd</sup> St and Kettle River Drive according to approved financial plan and funding

#### 12. Sidewalks

1. Commence review of sidewalk plan on March 1<sup>st</sup> and complete by March 31, 2009
2. Install sidewalks according to approved Financial Plan

## **PRIMARY FOCUS AREA: QUALITY OF LIFE**

MONITORS: Gene Robert & Jim Harrison

### **GOALS**

1. Retain what we have

2. Public health

1. Recruit the #3 of doctors by November 30 , 2011

\*Partnership with RDKB

\*Funding from above

\*Marketing health asset brochure

\*Local professionals

2. Recruit 5 support staff by Nov 30 , 2011

3. Hold 3 recruiting sessions in 3 years (contract / funding / assets)

3. Public safety

1. Bylaw enforcement

\*Install a municipal ticket information bylaw

\*Partnership with local R.C.M.P. to enforce specific peace order by-laws by November 30, 2011

\*Local R.C.M.P. to provide training for B.E.O.

\*City to review bylaws (Community Charter)

2. Safe premises bylaw

\*Secure and review copy of safe premises bylaw



3. Create a committee to research and prepare recommendations for S.P.B.

\*building inspection

\*police

\*fire

\*health

## **PRIMARY FOCUS AREA: ECONOMIC DEVELOPMENT**

MONITORS: Joy Davies & David Reid

### **GOALS**

1. Strike committees for economic development program

\*marketing and promotion

\*tourism

\*industry

\*regional services

\*small business

\*events

2. Tourism and events

1. Enhance tourism by focusing energy on one event

2. Bring people in to spend money in Grand Forks

### 3. Regional services

1. Expand boundaries to increase tax base and development
2. More input on regional services e.g. Recreation

### 4. Industry and small business

1. Make Grand Forks more accessible for industry and small business
2. Solicit business to come to Grand Forks

Facilitator's Note: These goals need to be more specific, measurable, and time-framed.

## **FACILITATOR'S NOTE ON GOALS**

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Facilitator's note on the goal-sets in general: Most of the goal-sets are quite good. Some are excellent. There are places where some of the goals are vague and indefinite. These goals should be written with more specificity and contain measurement factors. Some goals lack time frames and these should be added.

# SUMMARY

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Elected officials and staff of the city of Grand Forks did impressive work in their strategic action planning workshop. They achieved substantial agreement, if not consensus, around their values and vision for the City. Participants worked quickly and effectively to generate a comprehensive list of potential areas of endeavour upon which the City could focus.

The group was excellent at isolating the 5 focus areas most vital to them over the next 3 years. The goal – sets for these 5 primary focus areas were for the most part quite or very good with usually only minor revisions or additions being necessary. The formulating of strategy and tactics for achieving goals will be the responsibility of those engaging in the action with support from the people tasked as monitors in each primary focus area.

Your group was very motivated and hardworking. It was a pleasure working with you.  
Good luck in your endeavours

Dave Fairbairn  
Workshop Facilitator