



Annual Report for the CITY OF GRAND FORKS



As presented to City Council on June 25, 2012



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

June 2012

On behalf of the Council of 2011-2014, I am pleased to report on the municipal services and operations for the year ending December 31st 2011. The 2011 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 2011 were focused on entrance signs. A sign committee was formed in 2011 with volunteers from the public and a draft concept was presented to Council just prior to the election in 2011. During the 2008-2011 term, numerous beautification projects were completed including the improvements to the Highway 3 gateways to the Trans Canada Trail which were completed in 2010. The Granby River Walk was completed in 2009 using Job Opportunities funding. The RInC project, including paved pathways from Central Avenue, over the Black Train Bridge through South Ruckle was also formally opened in May, 2011. Further RInC project development including extension from 12th Street to Perley School, the Hutton School highway crossing, bollards, gates, trees, garbage cans, and benches were all completed in 2011. The Gallery 2 courtyard upgrading saw extensive restoration during this term as flower gardens and irrigation were installed and the east side of the building was restored as the former prisoner stairwell was removed due to its unsafe condition. Rejuvenation of Barbara Ann Park continued with the installation of Bollards and the completion of the trail to Barbara Ann Park.

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 2011, 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. In 2011, the City launched our new website. This website continues to be modified on an ongoing basis as it was custom built and allows more interaction of the public including community notices, surveys, and blogs.

During this past term, comprehensive infrastructure capital planning was a major focus of Council. Council undertook Asset Management Planning in 2011, which included going to referendum at the Local General Election in November of 2011, for the authority to borrow funds to complete some of these very necessary infrastructure upgrades. Adopted in 2011, was Council's Asset Management Investment Plan, the Asset Management Financial Plan, and Council's Asset Management Policy. In November, at the Local Government Election, the electors were requested to approve two borrowing bylaws which will allow for the upgrading of the City's water system to provide fire flows in the west end, and which will allow for the borrowing of \$4.2 million over the next five years to complete multi-utility projects. Both of these bylaws were approved by the public. Infrastructure will continue to be a major focus for the 2012-2014 term.

In an effort to maintain the quality of life we enjoy in Grand Forks, during the 2008-2011 term, Council appointed a Public Safety Committee 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 saw the extreme weather bed facility operate on days where temperatures are low and during wet conditions in 2011. This initiative of Council resulted in the formation of the Boundary Emergency and Transitional Housing Society. While

the Society continues to struggle to adequately fund the facility, volunteers have come forward to keep the facility operating. Council will continue to work with the Society to find ways to keep the facility going.

The Economic Development Task Force worked on various components of an Economic Development Plan during the first two years of the 2008-2011 term. 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 adopted numerous recommendations for a Grand Forks Economic Development Plan, which was developed in 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 enshrined a relationship between the Province and the City which intended that the Province would assist the City in following through with the recommendations outlined in the Transition Plan. The final report to Council and the Province was presented in May 2011.

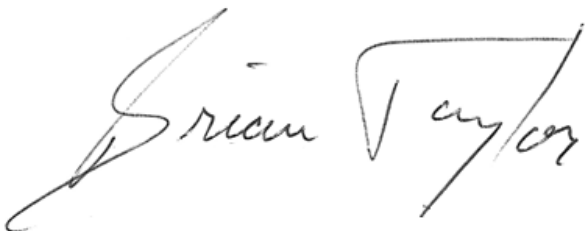
Roxul Inc. and Interfor, the two major industrial employers, continued to operate on a more regular basis. Citizens continually remind us, through numerous public meetings and by one on one contacts with elected officials, to address priorities in municipal services and to keep taxation reasonable. Council 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. The City has worked with these stakeholders throughout 2011 to support their negotiations with OmniTRAX and BNSF to continue the rail service at some minimal level. To date the service continues.

Council, along with experienced staff have worked with the community to achieve the direction we have set through our strategic plan for the three year term 2009-2011.

Local Government Elections took place in November 2011, and a new term 2011-2014 began with four new Members of Council. In January 2012, we developed a new Corporate Strategic Plan for the term 2011 – 2014. This plan outlines Council's six strategic goals for the term, being Regional Services Integration, Succession Planning, Economic Stimulation, Infrastructure Replacement, Deer Management, and Sustainability Action. Council has already begun working on these goals. A copy of the Corporate Strategic Plan for 2011-2014 is included with this Annual Report.

The new Council will face challenges this term in replacing several staff members who are retiring from the employ of the City during the next three years. This trend will continue throughout the next 5-7 years.

We appreciate the support of the Community.



Audited Financial Statements:

Financial Statements of

THE CORPORATION OF THE CITY OF GRAND FORKS

December 31, 2011

THE CORPORATION OF THE CITY OF GRAND FORKS
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December 31, 2011

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May 15, 2012

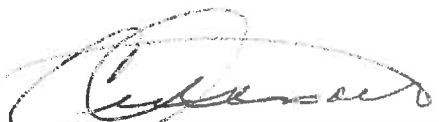
Grand Forks, B.C.

Responsibility For Financial Reporting

Management is responsible for the preparation of the accompanying consolidated financial statements. The financial statements have been prepared in accordance with the accounting principles and policies disclosed in note 1 to the consolidated financial statements and include amounts that are based on estimates and judgments. Management believes that the financial statements fairly present The Corporation of the City of Grand Forks consolidated financial position and results of operations. The integrity of the information presented in the financial statements, including estimates and judgments relating to matters not concluded by fiscal year-end, is the responsibility of management. The financial statements have been approved by Council.

Management has established and maintained appropriate systems of internal control including policies and procedures, which are designed to provide reasonable assurance that The Corporation of the City of Grand Fork's assets are safeguarded and that reliable financial records are maintained to form a proper basis for preparation of the financial statements.

The independent external auditors, Berg Naqvi Lehmann, Chartered Accountants, have been appointed by Council to express an opinion as to whether the consolidated financial statements present fairly, in all material respects, The Corporation of the City of Grand Forks financial position, results of operations, and changes in financial position in conformity with the accounting principles and policies disclosed in note 1 to the consolidated financial statements. The report of Berg Naqvi Lehmann, Chartered Accountants, follows and outlines the scope of their examination and their opinion on the consolidated financial statements.



Cecile Arnett
Chief Financial Officer

INDEPENDENT AUDITORS' REPORT

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

We have audited the consolidated statement of financial position of The Corporation of the City of Grand Forks as at December 31, 2011 and the consolidated statement of operations, consolidated statement of changes in net financial assets and consolidated statement of cash flows for the year then ended. These financial statements are the responsibility of the City's management. Our responsibility is to express an opinion on these financial statements based on our audit.

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.

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

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INDEPENDENT AUDITORS' REPORT (continued)

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

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, 2011, and its financial performance and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.



Chartered Accountants

May 15, 2012

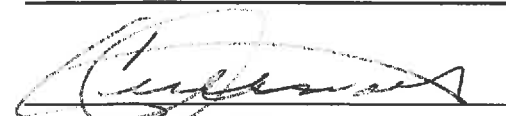
THE CORPORATION OF THE CITY OF GRAND FORKS
CONSOLIDATED STATEMENT OF FINANCIAL POSITION
As At December 31, 2011

	2011	2010
FINANCIAL ASSETS		
Cash (note 2)	\$ 7,340,791	\$ 5,960,590
Investment	100	100
Accounts receivable	1,653,059	2,308,449
MFA deposit (note 3)	9,513	9,199
Inventories for resale	26,811	46,710
Loan receivable (note 4)	209,285	225,786
Due from Trust	405	-
	9,239,964	8,550,834
LIABILITIES		
Accounts payable and accrued liabilities (note 5)	1,962,331	2,154,632
Due to Trust	-	1,272
Deferred gas tax grants (note 8)	1,011,546	799,719
Deferred revenues	316,497	319,453
Temporary loan	1,537,426	1,537,426
Development cost charges	377,805	334,979
Restricted revenues	10,465	109,630
Long-term debt (note 6)	914,274	1,076,484
	6,130,344	6,333,595
NET FINANCIAL ASSETS	3,109,620	2,217,239
NON-FINANCIAL ASSETS		
Prepaid expenses	38,446	37,248
Inventory of supplies	281,762	269,676
Tangible capital assets (note 7)	26,713,397	26,990,406
	27,033,605	27,297,330
ACCUMULATED SURPLUS	\$30,143,225	\$29,514,569
Represented by:		
Operating funds equity (note 9)	\$ 1,387,863	\$ 1,316,307
Reserve funds (note 10)	2,956,239	2,284,340
Equity in tangible capital assets (note 11)	25,799,123	25,913,922
	\$30,143,225	\$29,514,569
COMMITMENTS AND CONTINGENT LIABILITIES (note 18)		


Chief Financial Officer

THE CORPORATION OF THE CITY OF GRAND FORKS
CONSOLIDATED STATEMENT OF OPERATIONS
For the Year Ended December 31, 2011

	2011 Budget	2011 Actual	2010 Actual
REVENUE			
Taxes	\$ 2,800,700	\$ 2,619,503	\$ 2,464,571
Sales of goods and services (note 13)	5,574,000	5,855,689	5,344,020
Other revenues	481,000	510,861	492,570
Senior government grants - operating	540,300	738,769	569,823
Senior government grants - capital	440,000	280,837	2,820,472
Other restricted income - operations library	-	-	6,990
Interest income	10,000	97,748	51,892
Investment income on sinking fund	-	6,157	5,963
	9,846,000	10,109,564	11,756,301
Transfer to Library Maintenance	-	(2,473)	-
	9,846,000	10,107,091	11,756,301
EXPENDITURES			
General government	1,044,800	928,814	895,095
Public real estate	244,600	348,006	284,579
Protective service	420,700	428,665	402,569
Transportation services	1,240,650	1,069,466	903,835
Environmental health services	169,400	165,149	157,868
Public health and welfare	96,300	105,494	154,771
Environmental development	170,700	256,489	196,554
Recreation and cultural services	801,800	631,273	674,312
Utility services			
Electrical	3,471,600	3,246,720	2,850,198
Water	965,200	659,989	671,228
Sewer	799,800	648,198	595,075
Debt interest	271,800	37,432	35,133
Amortization	1,500,000	1,258,734	1,433,537
Gain on disposition	-	(305,994)	(55,573)
	11,197,350	9,478,435	9,199,181
ANNUAL SURPLUS (DEFICIT)	(1,351,350)	628,656	2,557,120
ACCUMULATED SURPLUS, BEGINNING OF YEAR	-	29,514,569	26,957,449
ACCUMULATED SURPLUS (DEFICIT), END OF YEAR	\$ (1,351,350)	\$30,143,225	\$29,514,569
RECONCILIATION TO BUDGET (note 17)			


Chief Financial Officer

THE CORPORATION OF THE CITY OF GRAND FORKS
CONSOLIDATED STATEMENT OF CHANGES IN NET FINANCIAL ASSETS
For the Year Ended December 31, 2011

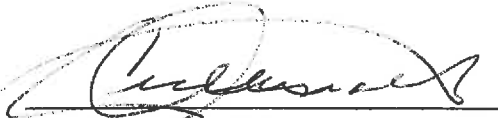
	2011	2010
ANNUAL SURPLUS	\$ 628,656	\$ 2,557,120
Acquisition of tangible capital assets	(998,475)	(4,797,666)
Amortization of tangible capital assets	1,258,734	1,433,537
Gain on sale of capital assets	(305,994)	(55,573)
Proceeds from sale of capital assets	322,743	295,248
Net change in prepaid expenses and supplies inventory	(13,284)	29,564
(INCREASE) DECREASE IN NET DEBT	892,380	(537,770)
NET FINANCIAL ASSETS, BEGINNING OF YEAR	2,217,240	2,755,010
NET FINANCIAL ASSETS, END OF YEAR	\$ 3,109,620	\$ 2,217,240



Chief Financial Officer

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THE CORPORATION OF THE CITY OF GRAND FORKS
CONSOLIDATED STATEMENT OF CASH FLOWS
For the Year Ended December 31, 2011

	2011	2010
OPERATING TRANSACTIONS		
Annual surplus	\$ 628,656	\$ 2,557,120
Non cash items		
Amortization	1,258,734	1,433,537
Gain on sale of tangible capital assets	(305,994)	(55,573)
Change in prepaid expenses and supplies inventory	(13,284)	29,564
Change in Net Financial Assets/Liabilities		
Change in accounts receivable	655,390	(101,563)
Change in MFA debt deposits	(314)	(974)
Change in inventories for resale	19,899	(16,505)
Change in loan receivable	16,501	(225,786)
Change in accounts payable and accrued liabilities	(192,300)	50,405
Change in due to trust	(1,677)	(3,934)
Change in deferred revenues	208,871	262,787
Change in temporary loan	-	1,537,426
Change in development cost charges	42,826	17,334
Change in restricted revenues	(99,165)	(1,025,058)
Cash Provided by Operating Transactions	2,218,143	4,458,780
CAPITAL TRANSACTIONS		
Purchase of tangible capital assets	(998,475)	(4,797,666)
Proceeds from sale of tangible capital assets	322,743	295,248
Cash Applied to Capital Transactions	(675,732)	(4,502,418)
INVESTING TRANSACTIONS		
Increase in investments	-	(100)
FINANCING TRANSACTIONS		
Debt issued	46,556	266,775
Repayment of long-term debt	(192,806)	(145,914)
Actuarial adjustment	(15,960)	(5,963)
Cash Received from Financing Transactions	(162,210)	114,898
INCREASE IN CASH	1,380,201	71,160
CASH, BEGINNING OF YEAR	5,960,590	5,889,430
CASH, END OF YEAR	\$ 7,340,791	\$ 5,960,590


 Chief Financial Officer

1. SIGNIFICANT ACCOUNTING POLICIES

The following is a summary of the significant accounting policies of The Corporation of the City of Grand Forks:

Basis of Presentation

The Consolidated Financial Statements of the City, which are the representation of management, are prepared in accordance with Canadian generally accepted accounting principles for governments as prescribed by the Public Sector Accounting Board (PSAB) of the Canadian Institute of Chartered Accountants. The Consolidate Financial Statements reflect the combined results and activities of the reporting entity which is comprised of the Operating, Capital and Reserve funds. Inter-fund transactions have been eliminated on consolidation.

- i) **Operating Funds:** These funds include the General, Electrical, Water and Sewer operations of the City. They are used to record the operating costs of the services provided by the City.
- ii) **Capital Funds:** These funds include the General, Electrical, Water and Sewer Capital funds. They are used to record the acquisition and disposal of property and equipment and their related financing.
- iii) **Reserve Funds:** Under the Community Charter, City Council may, by bylaw, establish reserve funds for specified purposes. Money in a reserve fund, and interest earned thereon, must be expended by bylaw only for the purpose for which the fund was established. If the amount in a reserve fund is greater than required, City Council may, by bylaw, transfer all or part of the balance to another reserve fund.

Revenue Recognition

The City's records revenue on the accrual basis and includes revenue in the period in which the transactions or events that give rise to the revenues occur. Taxation and utility fee revenues are recognized in the fiscal period to which they relate. Sale of services and user fees are recognized when the service or product is rendered by the City. Grant revenues are recorded when the funding becomes receivable. Unearned revenue in the current period is recorded as deferred revenue.

Deferred Charges

The City's records payments for operating expenditures pertaining to future years as deferred charges. They are recorded as expenditures when the economic benefit is realized.

1. SIGNIFICANT ACCOUNTING POLICIES (continued)

Tangible Capital Assets

Tangible capital assets 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 commencing in the year the asset is put into service. Donated tangible capital assets are reported at the fair value at the time of donation. The estimated useful lives are as follows:

Building	40 - 75 years
Building improvements	10 - 40 years
Fixtures, furniture, equipment and vehicles	5 - 20 years
IT infrastructure	4 - 10 years
Parks infrastructure	15 - 50 years
Paving and roads	10 - 100 years
Sewer infrastructure	10 - 100 years
Water infrastructure	10 - 100 years

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.

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.

Financial Instruments

The City's financial instruments consist of cash, temporary investments, accounts receivable, accounts payable, capital lease obligations and long-term debt. It is management's opinion that the City is not exposed to significant interest, currency, or credit risks arising from these financial instruments. The fair values of these financial instruments approximate their carrying values.

Budget Figures

The budget figures are based on the adopted Five-Year Financial Plan for the year 2011.

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. Significant areas requiring estimates include the useful lives of tangible capital assets for amortization, the determination of payroll and employee future benefit accruals and the provision for contingencies. Actual results could differ from management's best estimates as additional information becomes available in the future.

THE CORPORATION OF THE CITY OF GRAND FORKS
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)
As At December 31, 2011

2. CASH

	2011	2010
Restricted cash		
Statutory Reserves	\$ 2,871,602	\$ 2,904,598
Deferred Gas Tax Grant funds	1,011,546	816,128
Deferred development cost funds	<u>375,857</u>	<u>333,999</u>
	4,259,005	4,054,725
Unrestricted cash and investments	<u>3,081,786</u>	<u>1,905,865</u>
	<u>\$ 7,340,791</u>	<u>\$ 5,960,590</u>

3. DEBT RESERVE FUNDS - MUNICIPAL FINANCE AUTHORITY

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, 2011 the total of the Debt Reserve Fund was:

	Demand Notes	Cash Deposits	Balance
Sewer fund	\$ 6,433	\$ 3,404	\$ 9,837
General fund	<u>28,501</u>	<u>6,109</u>	<u>34,610</u>
	<u>\$ 34,934</u>	<u>\$ 9,513</u>	<u>\$ 44,447</u>

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

4. 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.

THE CORPORATION OF THE CITY OF GRAND FORKS
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)
As At December 31, 2011

5. EMPLOYEE FUTURE BENEFITS

The City provides a benefit to its unionized employees upon retirement. Those eligible employees who retire from service shall receive an amount equal to one and one half of their accumulated sick leave credits, up to, but not exceeding, 150 days. Employees absent for medical reasons have wages charged against, and deducted from the 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 sick leave based on years of service. The City has committed to fully funding this future benefit over the years of the employees' current service. As at December 31, 2011, \$488,516 (2010 - \$450,785) has been accrued by the City to cover this obligation.

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. As at December 31, 2011, \$331,782 (2010 - \$322,119) has been accrued by the City to cover this obligation.

6. LONG-TERM DEBT AND CAPITAL LEASE OBLIGATIONS

	Balance, beginning of year	Additions	Payment of Principal	Actuarial Adjustment	Balance, end of year
General #1863	\$ 457,994	\$ -	\$(41,645)	\$(2,039)	\$ 414,310
General #1887	70,000	-	(3,496)	(33)	66,471
Sewer #1556	109,312	-	(6,495)	(4,085)	98,732
	<hr/>				<hr/>
Total MFA debt	637,306	-	(51,636)	(6,157)	579,513
General capital lease obligations	439,178	46,556	(141,170)	(9,803)	334,761
	<hr/>				<hr/>
Total long-term debt	\$1,076,484	\$ 46,556	\$(192,806)	\$(15,960)	\$ 914,274

The requirements for future repayments of principal on existing MFA debt for the next five years are estimated as follows:

	General Capital	Sewer Capital	Total Capital
2012	\$ 45,140	\$ 6,495	\$ 51,635
2013	45,140	6,495	51,635
2014	45,140	6,495	51,635
2015	45,140	6,495	51,635
2016	45,140	6,495	51,635
	<hr/>	<hr/>	<hr/>
	\$ 225,700	\$ 32,475	\$ 258,175

THE CORPORATION OF THE CITY OF GRAND FORKS
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)
As At December 31, 2011

6. LONG-TERM DEBT AND CAPITAL LEASE OBLIGATIONS (continued)

The requirements for future repayments of principal on existing capital lease obligations for the next five years are estimated as follows:

2012	\$ 108,970
2013	98,343
2014	89,113
2015	47,673
2016	<u>2,517</u>
Total minimum lease payments	346,616
Less amount representing interest	<u>11,855</u>
	 <u>\$ 334,761</u>

7. TANGIBLE CAPITAL ASSETS

	2011			2010 Net Book Value
	Cost	Accumulated Amortization	Net Book Value	
General Capital Fund				
Land - infrastructure	\$ 1,368,648	\$ -	\$ 1,368,648	\$ 1,374,638
Land - for resale	183,607	-	183,607	183,607
Buildings	5,824,633	2,207,400	3,617,233	3,675,029
Engineering structures	19,178,716	8,429,678	10,749,038	10,808,658
Machinery and equipment	1,453,585	912,732	540,853	490,890
Equipment fleet - emergency	1,081,066	551,798	529,268	574,478
Equipment fleet - public works	<u>3,435,775</u>	<u>1,843,621</u>	<u>1,592,154</u>	<u>1,689,188</u>
	32,526,030	13,945,229	18,580,801	18,796,488
Waterworks Utility Capital Fund	6,949,812	3,726,917	3,222,895	3,347,225
Electrical Utility Capital Fund	2,221,015	1,484,373	736,642	769,811
Sewer Utility Capital Fund	<u>7,337,812</u>	<u>3,164,753</u>	<u>4,173,059</u>	<u>4,076,883</u>
Total tangible capital assets	<u>\$49,034,669</u>	<u>\$22,321,272</u>	<u>\$26,713,397</u>	<u>\$26,990,407</u>

THE CORPORATION OF THE CITY OF GRAND FORKS
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)
As At December 31, 2011

8. FEDERAL GAS TAX GRANT

Gas Tax funding is provided by the Government of Canada. The use of the funding is established by a funding agreement between the City and the Union of British Columbia Municipalities. Gas Tax funding may be used towards designated public transit, community energy, water, wastewater, solid waste and capacity building projects, as specified in the funding agreements.

	2011	2010
Opening balance	\$ 799,719	\$ 581,597
Amount received in the year	212,698	212,717
Interest earned	11,237	5,405
Less amount spent on eligible projects	<u>(12,108)</u>	<u>-</u>
Closing balance of unspent funds	<u>\$ 1,011,546</u>	<u>\$ 799,719</u>

9. OPERATING FUND EQUITY

	2011	2010
General operating fund	\$ 550,175	\$ 494,717
Electrical utility operating fund	850,312	647,553
Sewer utility operating fund	(422,224)	(256,278)
Water utility operating fund	<u>409,600</u>	<u>430,315</u>
Operating fund equity at year end	<u>\$ 1,387,863</u>	<u>\$ 1,316,307</u>

10. RESERVE FUND CONTINUITY

	Balance Beginning of Year	Purchases	Transfers (to) from Other Funds	Sales	Interest Earned	Balance End of Year
Capital reserve	\$ 278,788	\$ -	\$ -	\$ -	\$ 3,724	\$ 282,512
Equipment replacement	497,201	(23,250)	59,044	20,550	6,272	559,817
Land sale	402,918	-	-	298,750	17,870	719,538
Tax sale land	59,251	-	-	-	796	60,047
Cash in lieu of parking	16,447	-	-	-	221	16,668
Slag sale	1,029,734	-	-	269,940	17,983	1,317,657
	<u>\$ 2,284,339</u>	<u>\$(23,250)</u>	<u>\$ 59,044</u>	<u>\$ 589,240</u>	<u>\$ 46,866</u>	<u>\$ 2,956,239</u>

THE CORPORATION OF THE CITY OF GRAND FORKS
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)
As At December 31, 2011

11. EQUITY IN TANGIBLE CAPITAL ASSETS

Equity in Tangible Capital Assets (TCA) represents the net book value of total capital assets less long-term obligations assumed to acquire those assets. The change in consolidated equity in tangible capital assets is as follows:

	2011	2010
Equity in TCA, beginning of year	\$25,913,921	\$22,904,365
Add:		
Capital acquisitions	998,475	4,797,666
Debt principal repayments	192,806	145,914
Actuarial adjustment	15,960	5,963
Less:		
Disposition of Capital Asset at NBV	(16,749)	(239,675)
Assets purchased funded by debt	(46,556)	(266,775)
Amortization	(1,258,734)	(1,433,537)
 Equity in TCA, end of year	 <u>\$25,799,123</u>	 <u>\$25,913,921</u>
 Represented by:		
General capital fund	\$17,765,259	\$17,829,314
Electrical utility capital fund	736,642	769,811
Sewer utility capital fund	4,074,327	3,967,571
Water utility capital fund	<u>3,222,895</u>	<u>3,347,225</u>
 Capital fund equity at year end	 <u>\$25,799,123</u>	 <u>\$25,913,921</u>

12. MUNICIPAL PENSION PLAN

The City and its employees contribute to the Municipal Pension Plan (the plan), a jointly trustee pension plan. The Board of Trustees, representing plan members and employers, is responsible for overseeing the management of the pension 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 173,000 active members and approximately 63,000 retired members. Active members include approximately 35,000 contributors from local governments.

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 an unfunded liability of \$1,024 million for basic pension benefits. The next valuation was as at December 31, 2012 with results available in 2013. Defined contribution plan accounting is applied to the plan as the plan exposes the participating entities to actuarial risks associated with the current and former employees of other entities, with the result that there is no consistent and reliable basis for allocating the obligation, plan assets and cost to individual entities participating in the plan.

The City's employer contributions to the plan in the fiscal year were \$243,909 (2010 - \$216,276).

THE CORPORATION OF THE CITY OF GRAND FORKS
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)
As At December 31, 2011

13. SALE OF SERVICES

	2011	2010
Garbage collection and RDKB landfill contract	\$ 168,227	\$ 164,625
Cemetery	37,903	20,914
Airport (net of cost of fuel sold)	19,837	24,555
Transportation custom work orders	39,764	66,404
Environmental development	11,654	2,550
Campground	29,737	31,650
Sundry	2,224	2,900
Slag	269,940	261,193
Electrical utility user and connection fees	3,834,378	3,386,751
Sewer utility user and connection fees	719,424	685,626
Waterworks utility user and connection fees	722,601	696,852
	<u>\$ 5,855,689</u>	<u>\$ 5,344,020</u>

14. EXPENDITURES BY OBJECT

	2011	2010
Goods and services	\$ 5,211,618	\$ 4,724,866
Interest and finance charges	37,432	35,133
Salaries, wages and benefits	3,276,645	3,061,218
Amortization	1,258,734	1,433,537
Gain on disposal	(305,994)	(55,573)
	<u>\$ 9,478,435</u>	<u>\$ 9,199,181</u>

15. COLLECTION FOR OTHER GOVERNMENTS

The City collected and remitted the following taxes on behalf of other Governments. These are not included in the City's financial statements.

	2011	2010
Provincial Government - School Taxes	\$ 1,561,547	\$ 1,522,908
Provincial Government - Police Tax Levy	189,760	175,387
British Columbia Assessment Authority	46,666	47,182
Regional Hospital Districts	170,542	115,655
Municipal Finance Authority	124	120
Regional District of Kootenay Boundary	1,251,856	1,126,282
	<u>\$ 3,220,495</u>	<u>\$ 2,987,534</u>

THE CORPORATION OF THE CITY OF GRAND FORKS
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)
As At December 31, 2011

16. TRUST FUNDS

Funds held in trust and administered by the City are as follows:

	2011	2010
Assets		
Cash	\$ 140,682	\$ 132,540
Due from (to) the General Operating Fund	<u>(405)</u>	<u>1,272</u>
	<u>\$ 140,277</u>	<u>\$ 133,812</u>
 Trust Fund Balances		
Cemetery care	\$ 130,595	\$ 125,188
Employee assistance program	<u>9,682</u>	<u>8,624</u>
	<u>\$ 140,277</u>	<u>\$ 133,812</u>

Trust funds are not included in the City's financial statements.

17. RECONCILIATION TO BUDGET

	2011	2010
Annual surplus	\$(1,351,350)	\$ 2,323,200
Debt principal repayments	(251,900)	(250,700)
Purchase of tangible capital assets other than by debt	(2,653,500)	(5,625,000)
Budgeted transfer from (to) reserve/accumulated surplus	1,286,750	490,000
Non-cash item - amortization	1,500,000	1,312,500
Debt proceeds	<u>1,470,000</u>	<u>1,750,000</u>
	<u>\$ -</u>	<u>\$ -</u>

18. COMMITMENTS AND CONTINGENT LIABILITIES

Contingent Liabilities

The City, as a member of the Regional District of Kootenay Boundary, is jointly and severally liable for the future 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 its payments and 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 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.

18. COMMITMENTS AND CONTINGENT LIABILITIES (continued)

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.

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.

Property Held for Redevelopment

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

19. COMPARATIVE FIGURES

Certain comparative figures have been reclassified to conform with the current year's presentation.

THE CORPORATION OF THE CITY OF GRAND FORKS
SCHEDULE - SEGMENTED INFORMATION
For the Year Ended December 31, 2011

	General and Reserve	Electrical Utility	Water Utility	Sewer Utility	Total 2011	Total 2010
REVENUE						
Property taxes	\$ 2,613,462	\$ -	\$ -	\$ 6,041	\$ 2,619,503	\$ 2,464,571
User fees and charges	-	3,834,378	722,601	719,424	5,276,403	4,769,229
Other revenue	1,187,382	-	-	4,197	1,191,579	1,132,206
Grants - operating	728,769	-	10,000	-	738,769	569,823
Grants - capital	280,837	-	-	-	280,837	2,820,472
	4,810,450	3,834,378	732,601	729,662	10,107,091	11,756,301
EXPENSES						
Salaries and benefits	2,020,165	483,774	370,072	402,634	3,276,645	3,061,218
Goods and services	1,850,540	25,307	321,459	276,673	2,473,979	2,392,349
Purchased services	-	2,737,639	-	-	2,737,639	2,332,517
Debt interest	31,260	-	-	6,172	37,432	35,133
Amortization	936,079	33,169	186,114	103,372	1,258,734	1,433,537
Gain on disposal	(305,994)	-	-	-	(305,994)	(55,573)
	4,532,050	3,279,889	877,645	788,851	9,478,435	9,199,181
ANNUAL SURPLUS (DEFICIT)	\$ 278,400	\$ 554,489	\$(145,044)	\$(59,189)	\$ 628,656	\$ 2,557,120

Schedule of 2011 Capital Projects

The Corporation of the City of Grand Forks
Schedule of Capital Projects Undertaken
For the year ended December 31, 2011

OFFICE AND TECHNICAL EQUIPMENT	\$	86,141
PUBLIC WORKS EQUIPMENT		130,408
PUBLIC WORKS STORAGE SHED ROOF AND SAND SHED		87,990
JAMES DONALDSON GRANDSTAND ROOF		21,374
FIBRE OPTICS PROJECT - IN PROGRESS		175,716
25TH ST SIDEWALK / HIGHWAY 3 RAMP		107,467
13ST EMERGENCY PIPE REPLACEMENT		130,750
CARSON ROAD WEATHER STATION		10,702
CITY PARK RUGBY FIELD		16,505
SCADA SYSTEM		58,954
CAMPGROUND SOLAR HOT WATER SYSTEM		12,108
WESTSIDE FIREFLOW PROTECTION		29,182
RINC / LOCAL MOTION PROJECT - MULTI-USE PATHWAYS		79,827
CITY PARK LIFT STATION & HEAT EXCHANGE TRANSFER SYSTEM - IN PROGRESS		51,349
		51,349
	\$	998,473

FUNDED BY:

MUNICIPAL FINANCE AUTHORITY - CAPITAL LEASES	\$	21,200
APPROPRIATIONS FROM EQUIPMENT RESERVE		58,486
GRANTS FROM OTHER GOVERNMENTS		277,638
SURPLUS - SOME TIMING RE: BORROWING		641,149
		641,149
	\$	998,473

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 **2011**.

Legal Description	Civic Address	Organization	Value of Permissive Exemption
Lot 1, D.L. 380, S.D.Y.D., Plan KAP54909	7230-21 st Street	Grand Forks Curling Club	\$7,011.78
Lot 5, Block 10, D.L. 108, S.D.Y.D., Plan 23	366 Market Avenue	Grand Forks Masonic Building	\$688.03
Lot A, D.L. 108, S.D.Y.D., Plan 38294	978 72 nd Avenue	Sunshine Valley Little Peoples Centre	\$1,058.24
Lot 8, Block 25, Plan 23, DL 108 S.D.Y.D.	686 72 Ave	Slavonic Senior Citizen's Centre	\$813.29
Lot A, DL 108 S.D.Y.D. Plan 6691	7239 2 nd St	Hospital Auxiliary Thrift Shop	\$1,781.71
Lots 23, 24, 25, 26 Block 29, DL 108 S.D.Y.D. 121	7353 6 th St	Royal Canadian Legion	\$2,991.74
Lots 10 and 17 – 20, Block 18, D.L. 108, S.D.Y.D., Plan 86	565 71 st Avenue (City Park)	Grand Forks Senior Citizens, Branch No. 68	\$2,533.30
Lot 1, D.L. 585, S.D.Y.D., Plan 27903	7850-2 nd Street	Grand Forks Wildlife Association Hall	\$2,712.24
Parcel B, Block 45, D.L. 108, Plan 72	876-72 nd Avenue	Abbeyfield Centennial House Society	\$2,026.55
Parcel F and Parcel G, Block 35, District Lot 108, Plan 72	Parcels F & G, 72 nd Avenue	Habitat for Humanity Boundary Society	No 2011 Assessments
Lot A, Plan 29781, District Lot 108, Land District 54	7130-9 th Street	Boundary Lodge	\$3,770.70

In accordance with Section 226 of the Community Charter, the following properties in the City of Grand Forks were provided property tax exemptions in **2011**.

Legal Description	Civic Address	Organization	Expiry Date	Value of Tax Exemption
Lot 1 Plan KAP91480	570 - 68 Ave	Interfor	2015	\$125,860.43

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

None



City of Grand Forks

**Strategic
Action Planning
Workshop**

January 29th & 30th, 2009

Facilitated By

DAVE FAIRBAIRN



TRAINING CORP.



CITY OF GRAND FORKS

STRATEGIC ACTION PLANNING WORKSHOP

January 29th & 30th, 2009

PARTICIPANTS

COUNCIL & STAFF/ADMINISTRATION

PARTICIPANTS

Chris Moslin	Cher Wyers	Gene Robert	Brian Taylor
Michael Wirischagin	Joy Davies	Christine Thompson	Victor Kumar
Lynne Burch	Blair Macgregor	Dale Heriot	Wayne Kopan
Sasha Bird	Mike Noseworthy	Ross Idler	Dave Reid
Dean Chapman	Staff Sergeant Jim Harrison	Gary Onions	Alex Love

Facilitated By

DAVE FAIRBAIRN



TRAINING CORP.

BACKGROUND

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

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

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

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 16th 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

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.

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

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.

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

GOAL-SETTING

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 *68th Ave &2nd 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 3rd 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 22nd St and Kettle River Drive according to approved financial plan and funding

12. Sidewalks

1. Commence review of sidewalk plan on March 1st 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

1. 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

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

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

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

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

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

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 work plan 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 –	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. The next phase for this project includes the completion of the irrigation and the planting of lawn to replace the wood chips.	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 its unsafe condition. Funding provided in 2010 Financial Plan. Completed in 2010.	No available funding in 2011 for top dress, level and re-seed the southern lawn. Project to be considered in future budgets.	December 31, 2011

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

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.	Future work in Barbara Ann Park will include a new waterline service to the park washrooms.	2012-2020
Relocate recycle bins from the Fire Hall	Part of the overall contract on recycling and waste collection. Removal of bins will be considered once recycling collection for commercial customers has been resolved.	Consultation with RDKB on Recycling	2012-2014
Living Roof Display in Gyro Park.	Part of the 2009-2011 Strategic Plan. A good idea but upon investigation, it was determined that the structures in Gyro Park would need to be re-engineered and rebuilt to support the loads that a living roof would place on the structures.	This project may be considered in the future. It is cost prohibitive at this time.	2014 - 2017
Communications			
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

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

<p>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 3rd week of the month.</p>	<p>A few columns written.</p>	<p>Time commitment and issues to write about</p>	<p>Dec. 31, 2011</p>
<p>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.</p>	<ul style="list-style-type: none"> • In 2010 school children were provided a tour of City Hall, complete with presentation by Staff on the services provided by the City. • In 2011 a public tour of the new solar hot water system in the Campground washrooms was conducted by city staff. • Tour of City Hall led by the Mayor as well as a “mock” council meeting. 	<p>Original proposal for public tours of city venues not implemented. Specific requested tours provided.</p>	<p>December 31, 2011</p>
<p>In 2010, initiate a comprehensive review of the City’s Website to determine where improvements are required, and make any required improvements.</p>	<p>Website Re-design tendered in late 2010. Pro Creative Design Labs awarded contract. New Website launched in August 2011.</p>	<p>Website continues to be modified on an ongoing basis as it was custom built and allows more interaction of the public including blogs, community notices, surveys, and further community portals. Webmaster hired to update as requested.</p>	<p>Dec 2011</p>

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

<p>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.</p>	<p>Survey designed and sent based on levels of satisfaction on services and other community issues</p>	<p>Survey compilation in November, 2009.</p>	<p>December 31, 2009</p>
<p>Infrastructure</p>			
<p>Complete comprehensive infrastructure capital plan by end of April, 2009</p>	<p>Report on Infrastructure done and released in April 2009. October 2010 KWL (Kerr, Wood, Leidal) along with City Staff made a public presentation on the Infrastructure deficit facing the community. Council stated their desire to proceed with Asset Management Planning.</p>	<p>Consultation and input from the public on options for financing and the state of the infrastructure. Council presented referendum question for borrowing funds to complete infrastructure projects to the public at the 2011 Local Government Election. Two referendum questions received an affirmative vote to finance the cost of the infrastructure upgrades.</p>	<p>Projects will continue under this mandate until 2016.</p>
<p>Educate the public on the comprehensive Capital Plan (Sept/Oct 2010)</p>	<p>Report available on the website and on Disc at city Hall since April 2009</p>	<p>Public Meeting with Consultant held in the fall of 2010. Asset Management Public Outreach Campaign conducted in the fall of 2011.</p>	<p>December 31, 2011</p>

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

Go to referendum to secure funding authority	Referendum questions presented to the electorate during the 2011 local government elections.	Referendums received an affirmative vote at the election. Projects can now proceed and borrowing bylaws can be finalized upon completion of the projects.	November, 2011
Construct City Park lift station (August/September 2009)	Tender awarded in August 2009; construction commenced end of October with completion May 2010. Landscaping of project was not completed.	Project completed in May 2010. New landscaping proposed for 2012, pending confirmation of funding.	Project completed 2010. Landscaping 2012-2014
Trails - Complete network plan and install new trails to link the community as per plan by 2011	Granby River walk completed. South Ruckles project received RInC grant, and tendered in July, 2010. RInC Project Construction Completed in November, 2010.	Construction of City's trail walkway system ongoing pending funding. Further RInC project development including extension from 12 th Street to Perley School, bollards, gates, trees, garbage cans, and benches completed in 2011.	July 2011
Drainage - Determine priorities according to infrastructure capital plan	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.	Will be dealt with as part of the construction of the multi-use utility projects outlined in Council's Asset Management Plan. Referendum Question supported for borrowing \$1.1 million per year for five years.	2012 – 2016.

Comprehensive capital plan:	KWL Report addresses these capital components		Dec.31 2011
1. Electrical distribution	<i>As per the Asset Management Investment Plan developed in 2011.</i>	<i>Work to be completed over the next 20 years</i>	<i>2012-2032</i>
2. Sewer	<i>As per the Asset Management Investment Plan developed in 2011.</i>	<i>Work to be completed over the next 20 years</i>	<i>2012- 2032</i>
3. Water	<i>As per the Asset Management Investment Plan developed in 2011.</i>	<i>Work to be completed over the next 20 years</i>	<i>2012-2032</i>
4. Roads	<i>As per the Asset Management Investment Plan developed in 2011.</i>	<i>Work to be completed over the next 10 years</i>	<i>2012-2032</i>
Electrical			
1. Complete distribution upgrades f1 & f2	Project done in 2009.	Long term goal to convert all feeders to 12.5 kv.	September 2009
2. Purchase new line trunk	Approval obtained to purchase a hybrid/diesel. Determined to be diesel due to under strength in hybrid	Purchase to be completed for 2010.	Sept 30, 2010
3. Staff succession planning (Apprenticeship)	Extended notice period for existing employees for retirement. Six months notice required.	Finances do not allow for apprenticeship program. Outside hiring	December 31, 2011

<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>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 & structurally defective as per infrastructure plan]</p>	<p>Main construction complete. Landscaping was not completed.</p> <p>Stage base was constructed as 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>Included in the Asset Management Investment Plan</p>	<p>Dec, 2011</p> <p>Dec 2012- 2016</p> <p>Dec 2012-2016</p> <p>2012 – 2016</p> <p>2012 – 2014</p>

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

Roads			
1. Upgrade 22 nd St and Kettle River Drive according to approved financial plan and funding	Referendum Question in November 2011 for borrowing up to \$5 million over 5 years for multi-use utility	May be considered in 2012 as a multi-use utility project priority.	2012 to 2016
Sidewalks			
1. Commence review of sidewalk plan on March 1 st and complete by March 31, 2009	Part of the KWL Report. Now part of the Asset Management Investment Plan.	Priority sidewalks will be considered during the prioritization of multi-use projects.	2012 to 2016
Quality of Life			
Retain what we have			
Public health			
1. Recruit 3 doctors by November 30 , 2011	Part of the Public Safety Committee	Meetings occurring	December 2011
*Partnership with RDKB			
*Funding from above			
*Marketing health asset brochure	Part of the Public Safety Committee	Meetings occurring	December 2011
*Local professionals			

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

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
Public safety 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)	Staff Report circulated to Council in Feb 2010 on the costs (\$100,000) of hiring a Bylaw Enforcement Officer. No Bylaw Enforcement Officer hired No funding available for enforcement Bylaws are in compliance; Municipal bylaws need not be enforced	No funding provided to hire bylaw enforcement officer within the City	2012- and beyond
Safe premises bylaw 2. 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		

<p>Create a committee to research and prepare recommendations for S.P.B.</p> <ul style="list-style-type: none"> *building inspection *police *fire *health 	<p>Public Safety Committee created in 2009 and was instrumental in establishing the Emergency All Weather Shelter Beds.</p>	<p>BETHS Boundary Emergency Transitional Housing Society continues to operate the shelter November thru March, with some financial assistance from BC Housing.</p>	<p>ongoing</p>
<p>Economic Development</p>			
<p>Tourism and events</p> <ol style="list-style-type: none"> 1. Enhance tourism by focusing energy on one event 2. Bring people in to spend money in Grand Forks 	<p>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. The First Kettle River Festival took place in 2011.</p>		<p>August 2011</p>
<p>Regional services</p> <ol style="list-style-type: none"> 1. Expand boundaries to increase tax base and development 	<p>Discussions continue with Electoral Area D and C as to partnerships to provide services on a regional basis.</p>		<p>Dec 2011</p>

2. More input on regional services e.g. Recreation	Regional Services		Dec 2011
Industry and small business 1. Make Grand Forks more accessible for industry and small business	Community Transition Plan completed in July, 2009; 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, and completed May, 2011.	All 8 issues identified in the plan were actioned in some way.	2010-2011 May, 2011
2. Solicit business to come to Grand Forks	No specific action undertaken by Council		

**CITY OF GRAND FORKS
SUMMARY OF COUNCIL VISION
2012-2014**

The following summary has been compiled from the election platforms printed in the Grand Forks Gazette of the elected candidates to the offices of the Mayor and Councillors for the Council Term commencing December 5th, 2011 to the first Monday in November, 2014.

- Work towards self-sustainability.
- Achieve a healthy and sustainable economy that supports the people that live here, seniors and young people.
- Individual Councillors to unite as a team, and actively engage in work that the residents have determined needs to be done.
- Revitalize the agricultural community.
- Utilize Grand Forks' position on one of the busiest highways in Canada
- Maximize the life of our roads, sewer, water, storm and electrical systems through a stable, long-term plan. Infrastructure planning.
- Concern for the homeless. Strive to seek long-term solutions, including assistance from other levels of government.
- Build an Age-Friendly Community. Take care of those of whom have taken care of us and provide jobs to our children and keep them here in Grand Forks.
- Continue the commitment to Asset Management. Long term planning to provide taxpayers with taxation stability.
- Work with the Public on Environmental Issues – Water Quality, Air Quality, and Carbon Neutrality.
- Lobby for a Provincial Wildlife Management Plan to deal with the deer issue.
- Keep taxes low for residents and local business owners
- An excellent work relationship with Areas C and D.
- Market Our City.



City of Grand Forks

Grand Forks, British Columbia

Strategic Planning Workshop January 25th and 26th, 2012

Facilitated by Rick Beauchamp

R. A. Beauchamp & Associates

Corporate Strategic Plan 2012 - 2014

Adopted by Council February, 2012

PARTICIPANTS

Brian Taylor	Lynne Burch	Bev Porter	Alex Love
Bob Kendel	Cecile Arnott	David Reid	Dale Heriot
Neil Krog	Diane Heinrich	Mike Noseworthy	
Patrick O'Doherty	Hal Wright	Dean Chapman	
Gary Smith	Sasha Bird	Steve Howard, (Day One only)	
Cher Wyers	Wayne Kopan	James Traynor, (Day Two only)	

What is Strategic Planning?

Strategic Planning is a system to lead, manage, and change an organization in a conscious, well planned out, integrated fashion, based on corporate priorities and a well-defined vision.

Strategic planning is essentially a process of determining a local government's long term vision, current goals, and developing an action plan to achieve those goals. It also provides an opportunity for the City Council and senior staff to communicate strategic priorities to line staff and citizens, thereby providing direction for internal operating departments to align their service delivery activities with the corporate priorities.

The Corporate Strategic Plan for the City of Grand Forks is the basis for determining the City's Vision, Mission, Values, Goals and Actions to be accomplished, within the next three-year mandate of the City Council. This plan is based on a collaborative process, in which members of Council, Management Staff and employees participated. It represents an effort by Council in reaching consensus on important issues in the municipality setting some specific goals for 2012 – 2014.

The Plan demonstrates the City Council's commitment in working with staff to build a safe, sustainable and complete community that will provide diverse employment opportunities and continued high quality of life for the residents of Grand Forks. While the Council realizes that priorities will change with time, it is the City Council's plan to provide for this process of strategic thinking with the firm belief that the Grand Forks residents will benefit from this on-going exercise.

To assist with the development of a corporate vision, mission and values a SWOT analysis was used to identify the key internal and external factors that are important to achieving stated objectives. This analysis examined community and organization strengths, weaknesses, opportunities and threats. The results were used to identify a "baseline" to establish the corporate vision for the future of Grand Forks.

VISION: *“A Garden City Growing Opportunities within the Boundary Country.”*

MISSION: *“The City of Grand Forks is committed to providing quality governance and excellent services that enhance and advance the quality of life for our community.”*

CORPORATE VALUES: **GARDEN CITY**

- 1) **G** - Growing responsibly
- 2) **A** - Accountability
- 3) **R** - Resilience
- 4) **D** - Diversity
- 5) **E** - Efficiency
- 6) **N** - Natural Beauty

- 7) **C** - Collaboration with Integrity
- 8) **I** - Innovation
- 9) **T** - Transparency
- 10) **Y** - Young at Heart

CORPORATE PRIORITIES 2012-2014:

1) Regional Services Integration – CAO / Director of Finance

- Fire contract with improvement district within Area D
- Regional Fire Service Opportunities
- Parks and playground
- Ski Hill
- Capital replacement for all services
- Cats Management
- Airport
- Waste Management
- Cultural Services (museum, art gallery)
- Economic Development
- Emergency Planning
- Treatment plant sludge dumping

Actions

- 1) Staff evaluate cost implications for all proposed new and re-negotiated services with the RDKB – **April, 2012**
- 2) Develop a strategy for regional service integration – **June, 2012**

2) Succession Planning - Council / CAO

- CAO and 3 Operations staff retiring

Actions

- 1) Council to develop Action Plan to replace CAO – **March, 2012**
- 2) CAO to develop Action Plan to replace electrical lineman – **February, 2012**
- 3) Staff develop database of potential employee retirements – **February, 2012**
- 4) Staff develop a succession plan for the organization – **September, 2012**

3) Economic Stimulation – Council / CAO / Staff

- Encouraging development which will increase tax base
- Community identity and tourism promotion
- Downtown revitalization incentives
- Enhancing Open Market
- Economic Strategy
- Marketing airport and foreign investment

Actions

- 1) Develop a community identity theme – Council, **March 31, 2012**
- 2) Staff evaluate tax incentive bylaws in other municipalities for fit for the City and report back to Council – CAO, **June, 2012.**
- 3) Develop an action plan for downtown rejuvenation – Council and CAO, **December, 2012**
- 4) Determine the usability of City lands through an inventory – Tech Services, **June, 2012**
- 5) Refer the sub-regional economic development strategy to the Economic Development Advisory Committee for review and recommendations – CAO - **July, 2012**
- 6) Develop a marketing strategy following feedback from the Economic Development Committee – **2013**

4) Infrastructure Replacement Strategy

Actions

- 1) Implement fire flow protection back-up generation PW– **2012 – 2013**
- 2) Investigate suitable location for new water well / nitrification PW– **2012 – 2013**
- 3) Explore alternate river crossing for water PW – **2012**
- 4) Prioritize multi-utility projects PW – **2012 – 2014**
- 5) Building structure assessment for replacement PW – **2013 -2014**
- 6) Parks assessment Recreation – **2014**

5) Deer Issue – Council / CAO

Action

- 1) Develop an Action Plan for dealing with the deer issue (Deer Committee feedback) – **December – 2012**

6) Sustainability Actions – Public Works

Actions

- 1) Water meters – staff prepare report including data and costing for Council decision to move forward on water meter installation – **September, 2012**
- 2) Develop a water meter implementation plan explaining consequences and costs for public – **2013 – 2014**

OPERATIONAL PRIORITIES 2012-2014:

- **Asset Management** – Emergency Water Supply for Fire Protection. Need to proceed with plan including time-lines to install back-up generators on all wells. Need to do study on location of new well. **2012**
- **Asset Management** – Determine Priority for Multi-Utility Project. With Assistance from Professional Engineers, develop a priority list of Multi-Utility Projects. **2012**
- **Asset Management** – Acquire Engineering needed for the first priority on the Multi-Utility Project list and tender the project. **2013**
- **Asset Management** – Construct the first priority project on the Multi-Utility Project list. **2014**
- **Fibre Optic Cable Network** – Joint Project with School District 51. Need to finalize agreement with the School District. Potential for Revenue Generation, but need someone to develop business case on how this would work. Also need to ensure that the City has trained linemen in fibre installation and maintenance. **2012**
- **Cemetery Rehabilitation Project** – Includes the leveling of cemetery gravesites and re-landscaping. Project further includes the surveying of future grave spaces. To be completed in three phases: **First Phase in 2012, Second Phase in 2013, and Third Phase in 2014.**
- **Lift Station Landscaping Project** – Includes the asphalt and/or concrete work on the west side of 4th Street, the construction and planting of the amphitheatre berm, the installation of irrigation on the east side of City Park from 5th Street east to 4th Street as well as the irrigation in the City Park Campground, and the plantings required. **2012.**
- **West and East side Entrance Signs**
- **Airport Lighting**
- **Carbon Neutrality**

ADVOCACY PRIORITIES 2012-2014:

- **Policing Costs**
- **Low Cost Housing**
- **Auditor General Audit Commission**

Summary of Goals and Actions In Date Order

- CAO to develop Action Plan to replace electrical lineman – **February, 2012**
- Staff develop database of potential employee retirements – **February, 2012**
- Council to develop Action Plan to replace CAO – **March, 2012**
- Develop a community identity theme – Council, **March 31, 2012**
- Staff evaluate cost implications for all proposed new and re-negotiated services with the RDKB – **April, 2012**
- Develop a strategy for regional service integration – **June, 2012**
- Staff to evaluate tax incentive bylaws in other municipalities for fit for the City and report back to Council – CAO, **June, 2012**.
- Determine the usability of City lands through an inventory – Tech Services, **June, 2012**
- Refer the sub-regional economic development strategy to the Economic Development Advisory Committee for review and recommendations – CAO - **July, 2012**
- Staff develop a succession plan for the organization – **September, 2012**
- Water meters – staff prepare report including data and costing for Council decision to move forward on water meter installation – **September, 2012**
- Develop an Action Plan for dealing with the deer issue (Deer Committee feedback) – **December – 2012**
- Develop an action plan for downtown rejuvenation – Council and CAO, **December, 2012**

Summary of Goals and Actions By Years

- Develop a marketing strategy following feedback from the Economic Development Committee – **2013**
- Implement fire flow protection back-up generation PW– **2012 – 2013**
- Investigate suitable location for new water well / nitration PW– **2012 – 2013**
- Explore alternate river crossing for water PW – **2012**
- Prioritize multi-utility projects PW – **2012 – 2014**
- Building structure assessment for replacement PW – **2013 -2014**
- Parks assessment Recreation – **2014**
- Develop a water meter implementation plan explaining consequences and costs for public – **2013 – 2014**

**City of Grand Forks
2012-2014 Corporate Strategic Plan
Goals & Objectives**

CORPORATE PRIORITIES	ACTIONS / RESPONSIBILITIES	RESULTS ACHIEVED IN 2012	COMMENTS	COMPLETION
Regional Services Integration				
<ul style="list-style-type: none"> • Fire contract with Improvement District within Area D • Regional Fire Service Opportunities • Parks and Playgrounds • Ski Hill • Capital Replacement for all Services • Cats Management • Airport • Waste Management • Cultural Services (Museum, Art Gallery) • Economic Development • Emergency Planning • Treatment Plant Sludge Dumping 	<ol style="list-style-type: none"> 1. Staff to evaluate cost implications for all proposed new and re-negotiated services with the RKDB – <i>April, 2012</i> 2. Develop A Strategy for Regional Service Integration – <i>June, 2012</i> <p><u>Responsibility</u> – Chief Administrative Officer and Chief Financial Officer</p>	<p>Draft Staff Report circulated in April, 2012</p>		

**City of Grand Forks
2012-2014 Corporate Strategic Plan
Summary Update**

CORPORATE PRIORITIES	ACTIONS / RESPONSIBILITIES	RESULTS ACHIEVED IN 2012	COMMENTS	COMPLETION
Succession Planning				
<ul style="list-style-type: none"> Chief Administrative Officer and 3 Operations Staff Retiring 	<ol style="list-style-type: none"> Council to Develop an Action Plan to Replace the CAO – <i>March, 2012</i> CAO to Develop Action Plan to replace Electrical Lineman – <i>February, 2012</i> Staff to Develop database of potential employee retirements – <i>February, 2012</i> Staff to Develop a succession plan for the organization – <i>September, 2012</i> <u>Responsibility</u> – Council and the Chief Administrative Officer 		<p>Staff Report presented to Council in early March, 2012</p> <p>Staff Report presented to Council in early March, 2012</p>	

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Economic Stimulation				
<ul style="list-style-type: none"> • Encouraging development which will increase the tax base • Community identity and tourism promotion • Downtown revitalization incentives • Enhancing Open Market • Economic Strategy • Marketing Airport and Foreign Investment 	<ol style="list-style-type: none"> 1. Develop a Community Identity Theme – March, 2012 2. Staff to evaluate tax incentive bylaws in other municipalities for fit for the City and Report back to Council – June, 2012 3. Develop Action Plan for Downtown Rejuvenation – December, 2012 4. Determine the usability of City lands through an inventory – June, 2012 			

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CORPORATE PRIORITIES	ACTIONS / RESPONSIBILITIES	RESULTS ACHIEVED IN 2012	COMMENTS	COMPLETION
Economic Stimulation Cont'd				
	<p>5. Refer the sub-regional economic development strategy to the Economic Development Advisory Committee for Review and Recommendation – <i>July, 2012</i></p> <p>6. Develop a marketing strategy following feedback from the Economic Development Committee – <i>2013</i></p> <p><u>Responsibility</u> – Council and the Chief Administrative Officer</p>			

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CORPORATE PRIORITIES	ACTIONS / RESPONSIBILITIES	RESULTS ACHIEVED IN 2012	COMMENTS	COMPLETION
<i>Infrastructure Replacement Strategy</i>				
	<ol style="list-style-type: none"> 1. Implement fire flow protection back-up generation – 2012-2013 2. Investigate suitable location for new water well / nitrification – 2012-2013 3. Explore alternative River Crossing for Water – 2012 4. Prioritize multi-utility projects – 2012-2014 5. Building structure assessment for replacement – 2013-2014 			

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CORPORATE PRIORITIES	ACTIONS / RESPONSIBILITIES	RESULTS ACHIEVED IN 2012	COMMENTS	COMPLETION
<i>Infrastructure Replacement Strategy Cont'd</i>				
	<p>6. Parks Assessment Recreation – 2014</p> <p><u>Responsibility:</u></p> <p>Manager of Technical Services, Chief Financial Officer, and Chief Administrative Officer</p>			

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Deer Issue				
	<p>1. Develop an Action Plan for Dealing with the Deer Issue (Deer Committee Feedback) – <i>December, 2012</i></p> <p><u>Responsibility:</u> Council with the Deer Committee and the Chief Administrative Officer</p>			

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Sustainability Action				
	<ol style="list-style-type: none"> <li data-bbox="674 354 926 781">1. Water meters – Staff to prepare a report including data and costing for Council decision to move forward on water meter installation, <i>September, 2012</i> <li data-bbox="674 824 926 1110">2. Develop a water meter implementation plan explaining consequences and costs for public – <i>2013-2014</i> <p data-bbox="638 1154 926 1291"><u>Responsibility:</u> Manager of Technical Services and Chief Financial Officer</p>			

CITY OF GRAND FORKS
2012-2014 COMMITTEE & LIAISON STRUCTURE

COUNCILLOR KENDEL: Appointed as the Economic Development Advisory Committee Chair and liaison for the Boundary Museum Society Organization.

COUNCILLOR KROG: Appointed as liaison to Gallery 2 and to the Boundary District Arts Council.

COUNCILLOR O'DOHERTY: Appointed as liaison to local sports events such as Grand Forks International and Border Bruins.

COUNCILLOR SMITH: Appointed liaison for the Phoenix Foundation; co-chair to the Economic Development Advisory Committee; liaison to the Deer Committee; co-chair of the Environment Committee; and first liaison to the Grasslands Group.

COUNCILLOR WIRISCHAGIN: Appointed liaison to the Recreation Commission.

COUNCILLOR WYERS: Appointed as alternate Director to the Regional District of Kootenay Boundary and West Kootenay Regional Hospital Board, representative to the AKBLG; liaison to the Boundary Restorative Justice Committee and Citizens on Patrol; liaison to the Grand Forks Public Library; Chair of the Environment Committee, and second liaison to the Grasslands Group.

MAYOR TAYLOR: Appointed as 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. Troubleshooting. Special Interest Areas: Senior's Housing, Health Care, Agriculture & Local Markets. Woodlots and Community Forests. Conventions, hosting of dignitaries and community receptions.