

**THE CORPORATION OF THE CITY OF GRAND FORKS**  
**AGENDA - COMMITTEE OF THE WHOLE MEETING**  
**Monday, July 18, 2016 at 9:00 am**  
**7217 - 4th Street, Council Chambers City Hall**

<u>ITEM</u>	<u>SUBJECT MATTER</u>	<u>RECOMMENDATION</u>
1. <b><u>CALL TO ORDER</u></b>		
2. <b><u>COMMITTEE OF THE WHOLE AGENDA</u></b>		
a) Adopt agenda	July 18th, 2016, COTW	THAT the COTW adopts the agenda as presented.
b) Reminder	In-Camera Meeting directly following COTW Meeting	
3. <b><u>REGISTERED PETITIONS AND DELEGATIONS</u></b>		
a) Boundary Museum Society <a href="#">Delegation - The Boundary Museum Society</a>	Presenting quarterly report as set out in the 2016 Fee-For-Service Agreement between the Corporation of the City of Grand Forks and the Boundary Museum Society.	THAT the COTW receives for information the quarterly report presentation from the Boundary Museum Society.
b) Grand Forks Art Gallery Society <a href="#">Delegation - Grand Forks Art Gallery Society, Gallery 2</a>	Presenting quarterly report as set out in the 2016 Fee-For-Service Agreement between the Corporation of the City of Grand Forks and the Grand Forks Art Gallery Society.	THAT the COTW receives for information the quarterly report presentation from the Grand Forks Art Gallery Society.
c) Boundary Country Regional Chamber of Commerce <a href="#">Delegation - Boundary Country Reg. Chamber of Commerce2</a>	Presenting quarterly report as set out in the 2016 Fee-For-Service Agreement between the Corporation of the City of Grand Forks and the Boundary Country Regional Chamber of Commerce.	THAT the COTW receives for information the quarterly report presentation from the Boundary Country Regional Chamber of Commerce.
4. <b><u>REGIONAL TOPICS FOR DISCUSSION</u></b>		
5. <b><u>PRESENTATIONS FROM STAFF</u></b>		
a) Chief Administrative Officer <a href="#">RFD - CAO - Presentation of the Draft Corporate Business Plan</a>	Presentation of the Draft Corporate Business Plan	THAT the COTW recommends to Council to receive the Draft Corporate Business Plan from the CAO for information; AND FURTHER THAT the COTW refers the report to the August 15th, 2016, Regular Meeting.

b)	Acting Deputy Corporate Officer <a href="#">RFD - Acting Dep. Corp. Officer - Council Meeting Recordings</a>	Council Meeting Recording	THAT the COTW receives the report for information from the Acting Deputy Corporate Officer regarding the Council meeting recordings; AND FURTHER THAT the COTW recommends to Council to proceed with Option 1 in the interim and to reassess this topic over time and refers this for decision to the August 15th, 2016, Regular Meeting.
c)	Chief Financial Officer <a href="#">Memo - CFO - Q2 Financial Update</a>	Memo regarding the Quarter 2 Financial update	THAT the COTW receives for information the memo from the Chief Financial Officer regarding the Quarter 2 Financial update.
d)	Fire Chief <a href="#">RFD - Fire Chief - Protective Services - Policy No. 901</a>	Protective Services - Fire Service Operations Level, Policy No. 901	THAT the COTW receives for information the report from the Fire Chief with regard to the proposed Fire Service Operations Level Policy; AND FURTHER THAT the COTW refers the policy to the July 18, 2016, Regular Meeting.
e)	Manager of Development and Engineering Services <a href="#">RFD - Mgr. Dev. &amp; Eng. - Temp. Use Permit - Church of Jesus Christ of Latter Day Saints</a>	Temporary Use Permit renewal request from the Church of Jesus Christ of Latter-Day Saints, agents for Crem Holdings Ltd., owners of the property	THAT the COTW recommends to Council to approve the renewal of the Temporary Use Permit for a further 3 year term, in accordance with the Local Government Act; AND FURTHER THAT the COTW refers the matter to the August 15th Regular Meeting for decision.
f)	Manager of Development and Engineering <a href="#">RFD - Mgr. Dev. &amp; Eng. - Slag Remediation Fund</a>	Slag Remediation Fund	THAT the COTW recommends to Council to establish a Slag Remediation Fund in the name of the City and held in trust for the benefit of the City and Granby River Mining Company Inc. Authorized signatories on the fund to be the Chief Administrative Officer, Chief Financial Officer, Corporate Officer and Mayor; AND FURTHER THAT the COTW refers the matter to the July 18th Regular Meeting for decision.

- g) Monthly Highlight Reports from  
Department Managers  
[Building & Bylaw Services](#)  
[Chief Financial Officer](#)  
[Corporate Services](#)  
[Development & Engineering Services](#)  
[Fire Chief](#)  
[Operations](#)

Staff request for Council to  
receive the monthly activity  
reports from department  
managers

THAT the COTW receives the  
monthly activity reports from  
department managers.

6. **REPORTS AND DISCUSSION**

7. **PROPOSED BYLAWS FOR DISCUSSION**

8. **INFORMATION ITEMS**

9. **CORRESPONDENCE ITEMS**

10. **LATE ITEMS**

11. **REPORTS, QUESTIONS AND INQUIRIES  
FROM MEMBERS OF THE COUNCIL  
(VERBAL)**

12. **QUESTION PERIOD FROM THE PUBLIC**

13. **IN-CAMERA RESOLUTION**



- a) Chief Administrative Officer

Immediately following the  
COTW Meeting, Council will  
hold an In-Camera Meeting

THAT the COTW  
recommends Council  
convene an In-Camera  
Meeting as outlined under  
Section 90 of the Community  
Charter to discuss matters in  
a closed meeting which are  
subject to Section 90 (1)(a)  
personal information about an  
identifiable individual who  
holds or is being considered  
for a position as an officer,  
employee or agent of the  
municipality or another  
position appointed by the  
municipality;  
BE IT FURTHER RESOLVED  
THAT persons, other than  
members, officers, or other  
persons to whom Council  
may deem necessary to  
conduct City business, will be  
excluded from the In-Camera  
Meeting.

14. **ADJOURNMENT**



From:  "Lee Derhousoff, President" <boundarymuse@shaw.ca> 30/...  
Subject: New Online Delegation Form submission from Lee Derhousoff, Pres...  
To:  Info City of Grand Forks



Your Worship, Mayor Konrad, and Members of Council, I/We are here this evening on behalf of:

The Boundary Museum Society

To request that you consider:

Not applicable

The reasons that I/We are requesting this action are:

To present the quarterly report to City Council as set out in the 2016 Fee-For-Service Agreement between the Corporation of the City of Grand Forks and the Boundary Museum Society.

I/We believe that in approving our request the community will benefit by:

No Applicable

I/We believe that by not approving our request the result will be:

Not Applicable

In conclusion, I/we request that Council for the City of Grand Forks adopt a resolution stating:

Recommendation to City Council to accept the Quarterly Report submitted on July 18, 2016 at the Committee of the Whole (COTW) by the Boundary Museum Society.

Name

Lee Derhousoff, President

Organization

Boundary Museum Society

Mailing Address

6145 Reservoir Road  
Grand Forks, British Columbia V0H 1H5  
Canada  
[Map It](#)

Telephone Number

250-442-3737

Email Address

[boundarymuse@shaw.ca](mailto:boundarymuse@shaw.ca)

**FILE CODE**  
*The Boundary Society*  
*D2 - Museum*

RECEIVED

JUL 6 2016

THE CORPORATION OF  
THE CITY OF GRAND FORKS

## Council Delegations

### Background

Council for the City of Grand Forks welcomes public input and encourages individuals and groups to make their views known to Council at an open public meeting.

Council needs to know all sides of an issue, and the possible impacts of any action they make take, prior to making a decision that will affect the community. The following outline has been devised to assist you in preparing for your presentation, so that you will understand the kind of information that Council will require, and the expected time frame in which a decision will be forthcoming. Council may not make a decision at this meeting.

### Presentation Outline

Presentations may be a maximum of 10 minutes.

Your Worship, Mayor Konrad, and Members of Council, I/We are here on behalf of

GRAND FORKS ART GALLERY SOCIETY, Gallery 2

to request that you consider OUR FIRST REPORT TO COUNCIL  
FOR EXISTING FEE FOR SERVICE AGREEMENT.

The reason(s) that I/We are requesting this action are:

AT THE REQUEST OF COUNCIL, THIS IS OUR FIRST  
QUARTER. REVIEW REGARDING OUR EXISTING  
FEE FOR SERVICE AGREEMENT.

I/We believe that in approving our request the community will benefit by:

THIS IS A SUMMARY PRESENTATION OF BUDGET  
AND ACTION ITEMS TO DATE. OUR FISCAL  
YEAR IS APRIL 1 TO MARCH 31, SO THIS  
REPRESENTS OUR FIRST QUARTER, HOWEVER

OUR FEE FOR SERVICE AGREEMENT IS JANUARY  
TO DECEMBER, SO WILL INCLUDE INFORMATION  
FROM JANUARY 2016 FORWARD.

FILE CODE

G.F. Art Gallery  
D2 - Society, Gallery 2

### **Council Delegations (cont.)**

I/We believe that by not approving our request the result will be:

n/a

In conclusion, I/we request that Council for the City of Grand Forks adopt a resolution stating:

n/a

Attending on behalf of gallery 2:

STEVE HOLLETT : BOARD Co-Chair

TERRY WOODRUFF : Executive Director

Name: TERRY WOODRUFF, EXECUTIVE DIRECTOR

Organization: GRAND FORKS ART GALLERY SOCIETY

Mailing Address: BOX 2140, GRAND FORKS ND 58040  
(Including Postal Code)

Telephone Number: 250 442 2211

Email Address: director@grgf.ca

The information provided on this form is collected under the authority of the Community Charter and is a matter of public record, which will form a part of the Agenda for a Regular Meeting of Council. The information collected will be used to process your request to be a delegation before Council. If you have questions about the collection, use and disclosure of this information contact the "Coordinator" City of Grand Forks.

N:Forms/Delegation Form

## Council Delegations



### Background

Council for the City of Grand Forks welcomes public input and encourages individuals and groups to make their views known to Council at an open public meeting.

Council needs to know all sides of an issue, and the possible impacts of any action they make take, prior to making a decision that will affect the community. The following outline has been devised to assist you in preparing for your presentation, so that you will understand the kind of information that Council will require, and the expected time frame in which a decision will be forthcoming. Council may not make a decision at this meeting.

### Presentation Outline

Presentations may be a maximum of 10 minutes.

Your Worship, Mayor Konrad, and Members of Council, I/We are here on behalf of

Boundary Country Regional Chamber of Commerce

to request that you consider

to present to COTW July 18/16.

The reason(s) that I/We are requesting this action are:

To give our quarterly update.

I/We believe that in approving our request the community will benefit by:

**FILE CODE**  
Boundary Country  
D2 - Reg Chamber of Commerce



### Council Delegations (cont.)

I/We believe that by not approving our request the result will be:

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In conclusion, I/we request that Council for the City of Grand Forks adopt a resolution stating:

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Name:	Kathy Wright
Organization:	BCRCC
Mailing Address: (Including Postal Code)	Box 379, Midway BC V0H 1M0
Telephone Number:	250 442 7263
Email Address:	kathywright.bcrcc@gmail.com

The information provided on this form is collected under the authority of the Community Charter and is a matter of public record, which will form a part of the Agenda for a Regular Meeting of Council. The information collected will be used to process your request to be a delegation before Council. If you have questions about the collection, use and disclosure of this information contact the "Coordinator" City of Grand Forks.

N:Forms/Delegation Form

# REQUEST FOR DECISION

— COMMITTEE OF THE WHOLE —



**To:** Committee of the Whole  
**From:** Chief Administrative Officer  
**Date:** August 18<sup>th</sup>, 2014  
**Subject:** Presentation of the Draft Corporate Business Plan  
**Recommendation:** RESOLVED THAT THE COMMITTEE OF THE WHOLE RECOMMENDS TO COUNCIL TO RECEIVE THE DRAFT CORPORATE BUSINESS PLAN FROM THE CAO;  
AND FURTHER REFERS THE REPORT TO THE NEXT REGULAR MEETING.

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## **BACKGROUND:**

The City of Grand Forks is responsible for providing a variety of services to meet community needs. These services can be categorized as core, corporate and community. The City aims to efficiently deliver these services while meeting all of legislative requirements.

This document provides a link for Council's vision and strategic priorities to departmental budgets, work plans and how the City will meet its legislative requirements. This plan provides a bridge of sorts, linking Council's Strategic Priorities, the Sustainable Community Plan through measured capital infrastructure re-investment.

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## **Benefits or Impacts of the Recommendation:**

**General:** The business plan is meant to be a living document that can be re-evaluated periodically and priorities are achieved.

**Strategic Impact:** This document is a plan based on Council Strategic Priorities

**Financial:** N/A

**Policy/Legislation:** N/A

**Attachments:** Council Strategic Plan, 20-year Capital Plan and Road Map to Financial Sustainability.

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**Recommendation:** RESOLVED THAT THE COMMITTEE OF THE WHOLE RECOMMENDS TO COUNCIL TO RECEIVE THE DRAFT CORPORATE BUSINESS PLAN FROM THE CAO;  
AND FURTHER REFERS THE REPORT TO THE NEXT REGULAR MEETING.

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# REQUEST FOR DECISION

— COMMITTEE OF THE WHOLE —



- OPTIONS:**
- 1. COTW COULD CHOOSE TO SUPPORT THE RECOMMENDATION.**
  - 2. COTW COULD CHOOSE TO NOT SUPPORT THE RECOMMENDATION.**
  - 3. COTW COULD CHOOSE TO REFER THE REPORT BACK TO STAFF FOR MORE INFORMATION.**



# **City of Grand Forks Corporate Business Plan**

June 17, 2016

7217 4<sup>th</sup> Street, Grand  
Forks, BC V0H-1H0  
T: 250-442-8266

## Preamble

This document provides an implementation plan for the City's Chief Administrative Officer (CAO) that links Council's vision and strategic priorities to departmental budgets, work plans and how the City will meet its legislative requirements. It also helps to illustrate the level of effort, resources and leadership needed to provide the programs and services offered by the City of Grand Forks. Every year, difficult decisions have to be made around which projects, programs or services to resource. The ultimate goal for the CAO is always to be cognizant of the long term financial sustainability of the community while maintaining the quality of life for all of our residents when leading the City through the decision-making process.

The Business Plan builds on Council's strategic priorities and the goals of the Sustainable Community Plan through measured capital infrastructure re-investment, focusing on delivering core, corporate and community services through service excellence, and fiscal prudence while maintaining a healthy and safe community.

This business plan also lays the foundation for how success of the organization and the CAO will be measured. A key initiative for the CAO is to define specific metrics on how success is measured (e.g. completion of Council's strategic priorities, meet all regulatory requirements and delivering services on budget).



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City of Grand Forks | Corporate Business Plan

Doug Allin, Chief Administrative Officer  
City of Grand Forks

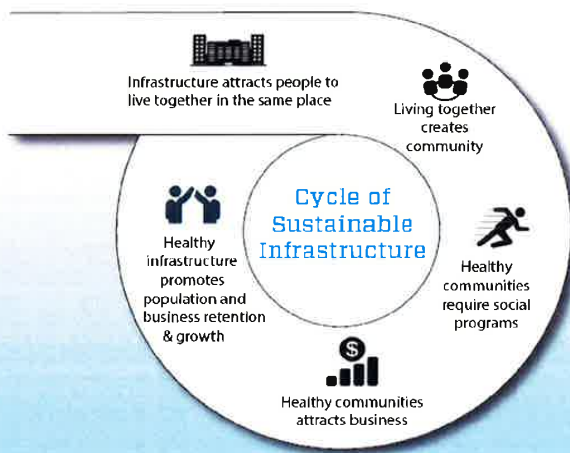
## Sustainable Community Plan

Established in 1897, the City of Grand Forks is the 'hub' of the boundary region and is a community of approximately 4,000 residents located at the confluence of the Granby and Kettle Rivers. Major industries have become less over the last decade; however, there are strong industries such as forestry, agriculture, rock wool manufacturing, and tourism. In 2009, the City developed its Sustainable Community Plan (SCP) which provides a vision and guidance in addressing these important challenges facing our community.

- » What can we do to make the community more sustainable and self-sufficient?
- » How do we strategically and sustainably deliver affordable services to our community?
- » Of what will the City's future economic base be comprised?
- » How do we attract young working families to the community?



## Sustainable Infrastructure



Sustainable infrastructure is linked to creating and maintaining a vibrant community. Infrastructure attracts people to live together in the same space → living together creates community → healthy communities require social programs → healthy communities attract business → healthy infrastructure promotes population, business retention and growth. This cycle is illustrated on the left.

## Background

The City of Grand Forks is responsible for providing a wide variety of services to meet community needs. These services can be categorized as core, corporate and community. A glimpse of some of these services include sanitation, water, transportation, fire protection, recreation and program delivery, airport management, business licensing, building inspection and development approval.

The City aims to effectively and efficiently deliver these services to our residents and businesses while meeting all of its legal and regulatory reporting requirements. Some of these regulatory agencies we report to include the Ministry of Environment and the Interior Health Authority. The Community Charter and Local Government Act legislate how Council will govern while providing services, developing bylaws and providing financial stewardship related to finances, assets and resources.

It is critical that the City continues to operate within its means, meet its legislative requirements and determine what it can and cannot afford, such that the services our residents enjoy are sustainable over the long term.

Communities like Grand Forks are turning toward asset management as a business process to align priorities; make informed service delivery decisions; and build financial capacity to renew, operate and maintain City infrastructure. This is so that the City can continue to provide efficient and effective services, effectively manage risks, and provide tax payers with the best value for money. In essence, asset management is the framework for the City's business model.

The City has been proactive in building its asset management capacity as demonstrated by the asset management investment plan, multi-utility risk assessment, asset management and financial policy, and the *Road to Financial Sustainability* document. Incremental changes to our decision-making processes and improved information over the last few years have increased our sophistication and understanding of costs, services, risk and our affordability limits. The City's asset management initiatives are geared towards protecting the integrity of our core services and infrastructure, and has become the foundation of how the City is lead. The key pillar of our plan is to achieve Council's strategic priorities to maintain a sustainable foundation of infrastructure that is affordable, provide reasonable levels of service consistent with resident's expectations, and attract new residents and businesses.



### 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"*



## **Role of Council as defined in the Community Charter**

Every council member has the following responsibilities:

- (a) to consider the well-being and interests of the municipality and its community;
- (b) to contribute to the development and evaluation of the policies and programs of the municipality respecting its services and other activities;
- (c) to participate in council meetings, committee meetings and meetings of other bodies to which the member is appointed;
- (d) to carry out other duties assigned by the council;
- (e) to carry out other duties assigned under this or any other Act

## **Role of Mayor as defined in the Community Charter**

(1) The mayor is the head and chief executive officer of the municipality. (2) In addition to the mayor's responsibilities as a member of council, the mayor has the following responsibilities:

- (a) to provide leadership to the council, including by recommending bylaws, resolutions and other measures that, in the mayor's opinion, may assist the peace, order and good government of the municipality;
- (b) to communicate information to the council;
- (c) to preside at council meetings when in attendance;
- (d) to provide, on behalf of the council, general direction to municipal officers respecting implementation of municipal policies, programs and other directions of the council;
- (e) to establish standing committees in accordance with section 141;
- (f) to suspend municipal officers and employees in accordance with section 151;
- (g) to reflect the will of council and to carry out other duties on behalf of the council;
- (h) to carry out other duties assigned under this or any other Act.

In 2015, Council approved the City's 2015-2019 Corporate Strategic Plan which sets the direction and priorities for how we will spend tax payer's dollars for that Council's term. The expenditures align with the legislative obligations and desired goals of the community. It provides quality programs and services for our citizens by organizing effort within four strategic pillars:



### **Fiscal Accountability**

- We will not sell our natural assets and infrastructure
- We will continue to proactively identify and plan for infrastructure repair and replacement



### **Economic Growth**

- We foster a vibrant economic environment
- We are open yet disciplined in land development decisions
- We recognize the importance of a healthy town 'core'



### **Community Engagement**

- We encourage residents to participate in decision and process
- We enhance our regional dialogue, advocacy and collaboration
- We recognize our natural recreational amenities are valuable regional assets



### **Community Livability**

- We continue to mitigate the impact of deer in our community
- We advocate for appropriate funding for our most vulnerable residents
- We support community initiatives that align with our strategic objectives
- We will continue our investment in arts, culture, sport and heritage in Grand Forks

## Chief Administrative Officer's Role and Responsibilities:

Under the direction of the Mayor and Council, the CAO has responsibility for management and administration of City operations in accordance with appropriate and established bylaws, statutes, policies, and regulations. The CAO ensures that the operating methods and procedures of the City are developed and implemented according to the Community Charter, Council policy, and undertakes the coordination and supervision of all departmental operations, as well as the direction of City business affairs. The CAO informs Council on these operations and affairs, and is responsible for the implementation of Council's strategic priorities, programs, directions and our asset management program. The CAO also provides advice to Council and our management team.

The CAO is the leader of Grand Fork's management team, and supervisor of its various Department Heads. The CAO attends Council and Council Committee meetings, and provides frequent information as well as updates to the Mayor and Council on all aspects of the City's operations. The CAO will build capacity, providing effective strategic leadership and responsible management to all City staff, which will ensure economic growth, community engagement, fiscal accountability, and open and transparent collaboration.

The CAO will delegate responsibility according to departmental functions and portfolios in each of our service areas. Progress meetings are completed at the management team level. These regular management meetings are designed for information exchange, review of work plans, and progress reporting for all managers. The CAO will convey to management that Council priorities are their responsibility and become part of staff performance measures. The CAO will set performance expectations and measures and will complete performance evaluations and departmental audits.

The CAO will complete professional development opportunities and take on leadership roles in external organizations (e.g., Asset Management BC, Public Works Association of BC) to stay networked and connected with industry trends, gain perspective from others, and to raise the profile of the City with senior levels of government.

As in most BC municipalities, our CAO is the link between municipal operations and the City Council. Grand Forks residents are more involved with the municipality than in larger communities, and the CAO must be able to proactively and positively engage them, since community input and volunteer effort are core to providing services and amenities. Budget, resource and regulatory realities mean that the CAO must seek efficiency wherever it can be found, while following the same reporting and operating rules as municipalities several orders of magnitude larger.

Based on achieving Council's strategic priorities, the CAO is focused today on addressing infrastructure challenges, providing open government and meaningful communication while promoting livability and long term economic stability.

## CAO Specific Duties

### Organizational Leadership

1. Advising Council and staff roles and responsibilities
2. Implementation process of Council direction
3. Progress reporting and liaison with Mayor and Council
4. Fostering a culture of informed decision-making (planning and budgeting processes)
5. Regular communication (weekly interdepartmental meetings)
6. Council meeting agendas and reports are efficiently and effectively prepared

### Staff Recruitment, Evaluations, Development and Morale

1. Recruitment and retention
2. Develop organizational culture
3. Occupational health and safety
4. Succession planning
5. Coaching/mentoring
6. Training

### Labor Relations and Collective Agreement

1. Open communication with Union
2. Grievances
3. Regular staff meetings
4. Bargaining and negotiations
5. Organizational communications

### Liaising with Other Organizations

1. Developing strong linkages with other governments, community organizations (museum, chamber of commerce, community futures)
2. Regional collaboration
3. RCMP

### Interdepartmental Coordination

1. Facilitate interdepartmental coordination
2. Regular communication and meetings
3. Business plan development
4. Ensure informed decision-making (costs, services and risk)

### Corporate Vision and Strategic Planning

1. Strategic planning (setting goals and objectives)
2. Regular planning and priority setting with Council and management
3. Assess, monitor and implement Council's strategic priorities within the City's available resources
4. Policy development
5. Procedure and process standardization
6. Long range planning

### Team Building and Development

1. Performance reviews and leadership plans
2. Organizational capacity-building
3. Develop cross-departmental teams
4. Develop common goals
5. Encourage professional development

### Budgeting Control

1. Ensure spending is within budget
2. Regular monitoring and quarterly review
3. Ensure policies and procedures are followed
4. Departmental accountability
5. Encourage options and cost-effective solutions
6. Conduct internal departmental audits

### Other Responsibilities

1. Public relations and communications
2. Legal compliance
3. Land sales and acquisition
4. Service contracts
5. City ambassador and promotion
6. Networking and connecting with other non-governmental organizations
7. Emergency operations and management
8. Ensuring the business of Council and staff is completed in accordance with all statutes, bylaws, agreements (all regulatory reporting requirements are met)

### Grand Forks at a Glance – the ‘Hub’ of the Boundary Region

**Operating Budget:** \$12,838,000

**Capital Budget:** \$7,226,000

**Municipal Tax Rate:** 4.8074

**Staff Complement:** 45 FTEs

**Elected Officials:** Mayor and six Councillors

**City Area:** 10.43 km<sup>2</sup>

**Incorporated:** 1897

**Population:** 4,048

**Median Age:** 50.6

**Building Permits:** 40 (\$1.5M)

**Total Private Dwellings:** 1,918

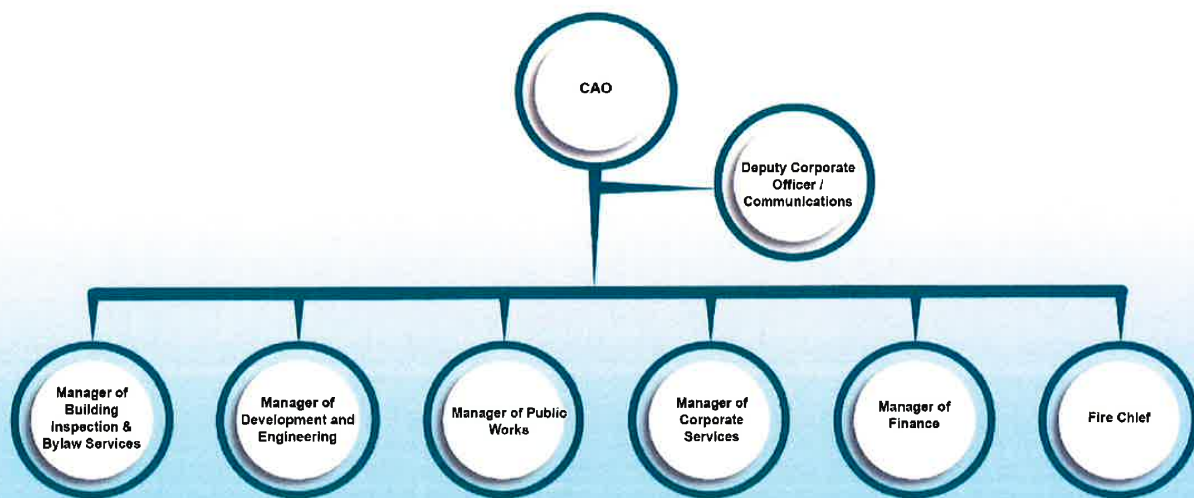
**Average Annual Rainfall:** 391mm

### Strategic Priorities

 **Fiscally Accountable**  **Economic Growth**  **Community Engagement**  **Community Livability**

## Organizational Structure

The City is comprised of nearly 45 passionate staff and is led by its Chief Administrative Officer (CAO) and Council who are committed to making Grand Forks an affordable and healthy community for citizens to ‘settle down’ in. The CAO provides leadership and coordination to all departments to ensure City operations provide exceptional customer service to our citizens while achieving Council’s strategic priorities. The CAO ensures that all departments utilize effective, efficient and sustainable asset management principles, and challenges each department to strive for better performance. The CAO is directly accountable to the Mayor and Council. Six department managers report to the CAO and these departments can be described as teams that deliver either core services, community services or corporate services.



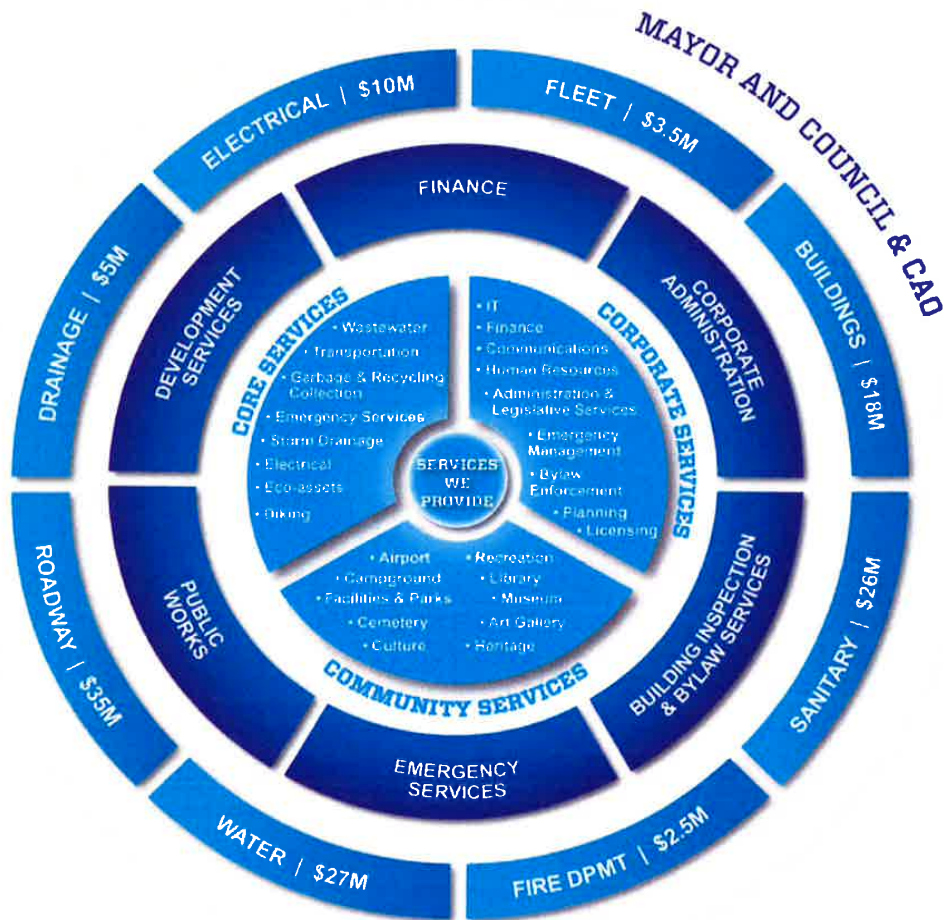


## CITY OF GRAND FORKS | CORPORATE BUSINESS PLAN

Each manager and department are responsible for planning, reporting, budgeting, maintaining and replacing infrastructure and resources to ensure that we are delivering affordable service to our community. Examples of the services we provide are categorized and summarized in the graphic below.

In addition to delivering these services, the managers are tasked with delivering on council's strategic priorities. Our managers are investing in utilizing asset management as a process for aligning priorities with informed service delivery decisions so that the City can continue to provide efficient and effective services, effectively manage risks, and provide tax payers with the best value for money.

A brief overview of each department is outlined in the following section.



## Departmental Overview\*

### **Corporate Administration – Budget: \$1,054,800**

The primary function of the Corporate Services Department is supporting the legislative matters and decisions of Council in an open, accessible, accountable and professional manner. The Corporate Services Department is responsible for the statutory duties of the Corporate Officer including preparation and preservation of all minutes and records of Council business, custody of City Bylaws, administration of agreements, administrative support to Council and its committees, preparation of Council agendas and conduct of local government elections. Additional areas of responsibility include:

- » Freedom of Information
- » Human Resources
- » Communications

### **Financial Administration – Budget: \$896,300**

The role of the City's Finance Department is to ensure sound financial accounting for the City's resources. This department is responsible for the implementation of financial management policies that ensure the City is able to meet Council's service expectations. The finance department also:

- » Manages the City's budget process;
- » Prepares financial statements and financial reports;
- » Accepts payments for fees and charges; and
- » Generates property tax and utility bills.

### **Public Works – Budget: \$3,638,565**

The Public Works Department provides many of the basic services that affect the daily lives of all who live and work in Grand Forks. The City of Grand Forks has a complement of 18 union employees and one supervisor to operate and maintain the public works department. The City is one of five municipalities in the province of BC that operates its own electric utility. This department is responsible for:

- » Roads, electrical, facilities, parks, environment, sewer, water (quality, supply and conservation), cemetery, waste management, infrastructure and asset management.

## CITY OF GRAND FORKS | CORPORATE BUSINESS PLAN

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### **Fire Department – Budget: \$1,155,918**

The Grand Forks Fire Department responds to a variety of types of calls including:

- » Fire calls, first responder calls, auto extrication calls, confined space rescue calls, medical first responder calls, high angle rescue calls and swift water rescues. As well, members of the department are training in response techniques for hazardous material spill calls.

For extensive information and up-to-date news about the Grand Forks Fire Department, please visit the Grand Forks Fire Department website.

### **Development, Engineering and Planning – \$338,360**

The Development and Engineering Department's primary planning and technical functions are dealing and assisting with all types of land issues such as:

- » Subdivision, development, building, zoning and sustainable community plan enforcement, preparing bylaws, ROWs, road closures, dedications, business license approvals, managing capital/special projects, providing long term capital planning, capital budgeting/cost estimating, reviewing technical engineering reports, tendering projects and preparing RRs, RFQs, administering contracts, providing construction inspection and liaising with various ministries, consultants, developers, contractors, customers, residents and internal departments.

### **Building Inspections and Bylaw Services – Budget: \$224,100**

This department undertakes building permits and inspections within the municipal boundaries. Building inspection monitor development and construction in the community, including tree removal and soil removal.

Respecting the rights of our neighbours and ensuring that our property values are maintained is an important aspect of community living. The majority of bylaws are enforced on a complaint-only basis which ensures that Bylaw Enforcement is serving the needs of the community and that the complaints received are of high importance.

The goal of Bylaw Enforcement is to achieve compliance through education and providing information in order to preserve the quality of life to which each citizen is entitled.

- \* Attached to this document are copies of the work plans and initiatives for each department as well as the performance audit template for each.

There are four categories of major initiatives our departments will be tackling:



Fiscally Accountable



Economic Growth



Community Engagement



Community Livability



## Key Challenges and CAO Initiatives

The City is faced with tackling the challenges outlined below and the CAO has developed a list of priorities for overcoming these challenges.

- » Aging Infrastructure and ability to adequately fund renewal of our assets
- » Stricter federal and provincial regulations
- » Increasing cost and demands for services coupled with low tolerance for tax increases
- » Downloading of social services support from senior levels of government
- » Staff recruitment and retention
- » Slow economic growth and diversity
- » Balancing competing interests, goals and priorities
- » Climate change adaption and impacts on community

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### Key Initiatives

#### 1. Financial Review

- Long term financial sustainability
- Review rates, taxes and fees
- Water rates study

#### 2. Succession Planning and Build Organizational Capacity

- Great opportunities for younger staff to increase knowledge and skills
- Continue to build corporate leadership team
- Complete and encourage others to attend external training
- Ensure OH&S is a priority

#### 3. Asset Management

- Develop key performance indicators (UBCM Grant funded project for 2016-17)
- Develop a long term plan for financial sustainability
- Ensure life cycle costs and maintenance are focused on increasing service lives of our assets

- Water rates study

#### 4. Local Economic Development

- Apply for grant funding
- Work with CF and BEDC to promote the region
- Review land sale opportunities
- Work collaboratively with developers to facilitate investment

#### 5. Refine Processes and Procedures

- Formalize budget process and business planning
- Update zoning, DCC and other documents with current legislation and asset management principles

**6. Performance Monitoring**

- Complete reviews of departmental business plans
- Complete annual performance reviews for all managers
- Defining how success is measured for the organization and the CAO (in conjunction with the development of performance indicators)

**7. Community Engagement**

- Complete a community satisfaction survey
- Ensure community consultation is included in appropriate projects through public open houses
- Regular press releases
- Facebook page
- Regular public inquiries
- Open question period at Committee of the Whole (COTW)

**8. Protection of Natural Assets**

- Develop an inventory and assessment of value
- Consider protection of natural assets in capital and operational planning

**9. Develop and Improve Regional Partnerships**

- Work with non-governmental organizations (NGOs), Regional District of Kootenay Boundary (RDKB) and private industry to develop innovative solutions to service delivery

**10. Raise Profile of Community with Senior Levels of Government**

- Staff will work towards becoming key members of professional organizations
- Presentation at events and conferences



## Long Term Financial Sustainability

Long term financial sustainability is a key initiative to be tackled by the CAO. Long term financial sustainability is defined as being able to manage likely developments and expected financial shocks in future periods without having to introduce substantial and economically significant revenue or expenditure adjustments. A sound multi-year financial strategy based on establishing stable, predictable tax environment that does not unduly burden future generations will give residents and tax payers a needed level of surety.

In order to achieve this goal, the City has been undertaking a multi-pronged asset management approach to cost containment and revenue generation. The City completed a triple bottom line multi-utility risk assessment to prioritize our investments in our linear asset renewal. As a result, the average **annual** investment identified in the asset management investment plan assets was reduced from \$3,800,000 to \$1,900,000 for high priority (risk) assets by the City accepting some risk of asset failure in lower priority areas. Prior to 2016, the City was only able to fund approximately \$500,000 annually into infrastructure renewal.

The City has been investigating additional alternative revenue sources and economic development opportunities. The City recently developed a set of financial sustainability policies to increase its own source revenues over the next three years to fund \$1,900,000 of infrastructure renewal.

Road to Financial Sustainability



The financial management policy statements are consistent with the principles presented below. These principles serve as a basis against which the financial decisions can be tested, reviewed and updated as needed in the future.

**Stable** The City's financial management practices will be reasonably consistent year to year.

**Informed** Financial decisions take measured risks and maximize the utilization of assets and resources.

**Flexible** Financial decisions ensure future flexibility to adapt to opportunities and changing circumstances.

**Reliable** Revenues have a high level of certainty to support long term service needs of the community.

**Transparent** Financial strategies, plans and processes are accessible and visible.

**Fair** Everyone pays a fair amount for the services they receive, services are reasonably accessible by all citizens, and the burden is spread evenly amongst all generations.

This business plan also lays the foundation for how success of the organization and the CAO will be measured. A key initiative for the CAO is to define specific metrics on how success is measured (e.g.

completion of Council's strategic priorities, meet all regulatory requirements and delivering services on budget).

### Closing

Every year difficult decisions have to be made around which priorities to fund, what the appropriate service levels should be, where risks need to be mitigated and how to chart the immediate direction of the organization through the business planning process. The business plan provides a framework that links Council's priorities with the community to budgets and work plans to ensure a consistent strategic direction. It also provides a solid foundation for making informed decisions regarding programs and services, as well as for allocating our resources in a manner consistent with that direction. It helps to ensure that the programs and services offered by the City of Grand Forks provide value for dollar and are responsive to our residents, an increasingly challenging task in a growing community that is compounded by downloading from senior governments.

The business plan is also intended to be a living document that can be re-evaluated periodically as Council's strategic priorities are achieved and evolve, demand for services shift, changes occur in our demographics and local economy, and most importantly with the formation of specific performance metrics for measuring the success of the organization and the Chief Administrative Officer.

Departmental audits will be performed each year as guided by the audits performed by the Auditor General for Local Government to ensure our community is current with the lessons learned across BC.

## Background

The reality of the financial situation for the City of Grand Forks is that we are living beyond our financial means. In 2011 City Council embarked upon the development of an asset management investment plan that has identified significant financial gaps within the organization. To ensure that taxation is kept at an affordable level for residents of Grand Forks and in order to enable them to live in an affordable community continuing to do so without the burden of our infrastructure deficit. The City of Grand Forks has taken over 100 years to develop, creating an infrastructure deficit, and the following financial report demonstrates a fiscally responsible approach to ensuring financial sustainability to address **CRITICAL NEEDS** while planning for the future.

The City of Grand Forks is responsible for providing and maintaining a wide variety of infrastructure to deliver services in a socially, economic and environmentally manner to meet the needs of our residents. The goal of the City (as outlined in the Sustainable Community Plan) is to maintain a foundation of infrastructure that is affordable, provide service levels consistent with resident's expectations, and to attract new residents and businesses. In 2011, the City engaged Urban Systems to complete an assessment of our infrastructure and provide recommendations for achieving this goal.

The next phase of the Asset Management plan is to determine where costs saving can be realized. The recommendation is a balanced approach, combining considerations below. There are several areas of savings that can be considered but may be less popular with the public such as:

1. Reducing contributions to a Gallery 2, Museum funding (\$220,000) per year.
2. Level of service is an option as well for council to consider.
3. Reduction of FTE's.
4. Reduction of work week hours – from 40 to 32 hours per week.
5. Increase in revenues i.e. Moderate tax increase.
6. Increase in electrical rates (moderate). See excel projections
7. Water rates (currently only covers operating costs). See excel projections
8. Sewer rates (currently only covers operating costs). See excel projections
9. Addressing fees and charges. See fees and charges sheet
10. Increasing tax base.

The City is proposing a balanced approach with moderate tax increases and substantial cost efficiencies from our operating budget.

A combination of the operational changes will gradually build the reserve funds. Although these actions will bring the annual reserve contribution up annually it will not address the infrastructure deficit. It will allow the City to generate revenue preparing for financial sustainability.

The infrastructure deficit will be addressed with a combination of maintenance, service levels and risk management.

1. Maintenance will be structured to focus on assets rather than community events and in-kind contributions
2. Service Levels in the community will be consistent with other communities in BC that are achieving financial sustainability. This may mean that snow removal on side roads would take longer. Services will be maintained, however they will be prioritized.
3. Risk management is tolerance of risk that the community is willing to accept. An example is a not having designated bike lanes and having to share the road.

Urban completed an asset management investment plan (AMIP) and financial assessment which answers these seven key questions:

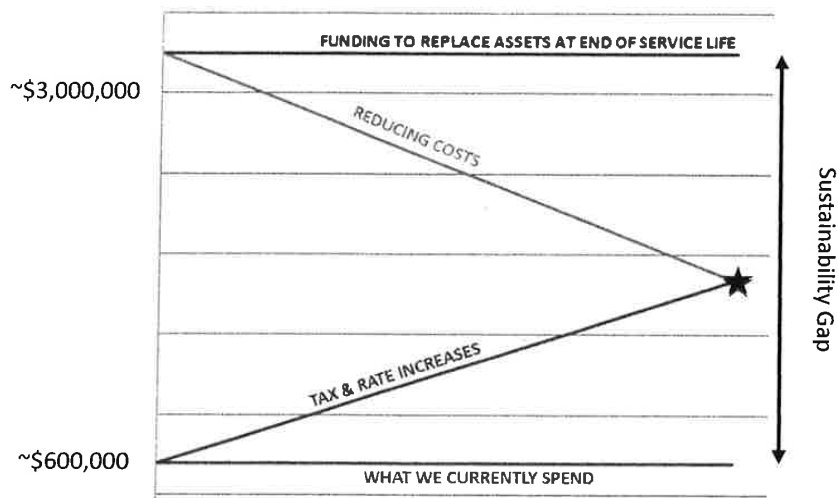
1. What infrastructure do we have and where is it?
2. What is it worth?
3. What's its expected remaining life?
4. What needs to be done?
5. When do we need to do it?
6. How much will it cost?
7. How do we ensure long-term affordability?

Some of the key findings are summarized as follows in the table below:

Asset Category		Replacement Value	Remaining Value	Remaining Life	Infrastructure Deficit	Average Annual Infrastructure Investment*
<b>Linear</b>	Water System	\$27,200,000	\$14,000,000	52%	\$1,950,000	\$784,000
	Wastewater System	\$25,994,000	\$26,000,000	40%	\$4,740,000	\$870,000
	Stormwater System	\$5,201,000	\$1,600,000	31%	\$2,580,000	\$131,000
	Electrical System	\$9,700,000	\$5,000,000	53%	\$1,000,000	\$228,000
	Roadways	\$34,533,000	\$5,700,000	17%	\$20,000,000	\$1,240,000
<b>Non-Linear</b>	Buildings and Facilities	\$20,053,000	\$14,000,000	70%	\$693,000	\$293,000
	Fleet	\$4,382,000	\$1,859,000	42%	\$1,548,000	\$276,000
<b>Totals</b>		<b>\$127,063,000</b>	<b>\$68,159,000</b>	<b>38%</b>	<b>\$32,511,000</b>	<b>\$3,852,000</b>

\*\$30,000/year has been included for annual infrastructure inspections and asset management planning

Based on the 2012 financial plan (before solutions to closing the sustainability gap) projected revenue is insufficient to cover planned expenses. Major challenges include funding the full amount of the average annual infrastructure investment, the current infrastructure deficit and our regulatory requirements. There are cash flow challenges over the next 20 years to fund the previously planned improvements (pre-2012), meaning that those plans are not financially sustainable. The following graphic illustrates the sustainability gap between current spending on infrastructure renewal and the ideal amount.



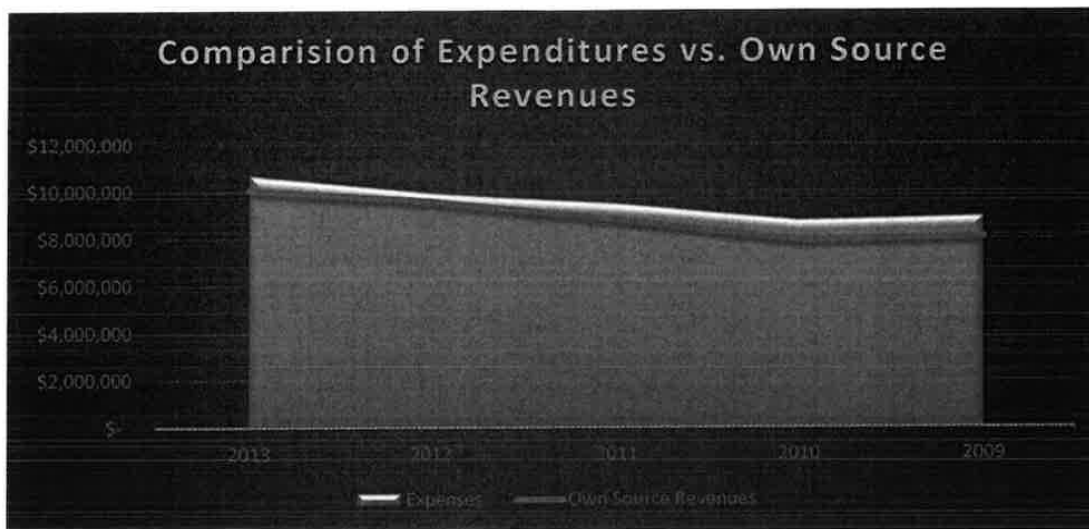
#### 2012 Asset Management Financial Assessment

The financial assessment also revealed a negative balance between own source revenues and expenditures over 20 years. In order to balance the renewal costs with available funding (which cannot be addressed by borrowing\* and grants alone), Urban identified these recommendations to close this financial sustainability gap:

1. Consider adjustments (deferral of projects) to the City's long term capital plan
2. Lobby UBCM/FCM for asset management grants
3. Review existing rates, taxes and fees
4. Economic development
5. Seek alternative revenue sources such as clean energy generation
6. Complete a triple bottom line risk approach to capital planning
7. Undertake annual condition and risk assessments
8. Improve maintenance management
9. Consider regional partnerships and economies of scale
10. Adjust levels of service and improve operational efficiencies
11. Develop a set of performance measures
12. Develop financial policies and a strategy to achieve financial sustainability

**\*Note:** It is important to consider that the funding of Borrowing Bylaw #1923 will result in a tax increase of 13% per year for 25 years. This represents 4% of the city's overall need to facilitate replacements and planning for the eventual replacement of the \$127 M in assets.

The graph below illustrates the gap between our own source revenues and expenditures for the City and emphasizes the need for the City to increase own source revenues and undertake cost containment to realize long term financial sustainability.



Based on the assessment, it appears that Grand Fork's **own source revenues** are insufficient to cover the full cost of services. In order for the City to sustainably deliver services (even maintaining existing levels of service) will require significant changes in our approaches as well as potentially major infrastructure investments in the near future.

Within our industry, modern forward thinking communities including the residents and business they serve, are tending to pursue long-term sustainable practices. For Grand Forks, this means a focus on building a stable, efficient organization with sound management practices. Realizing these objectives will be the foundation blocks of achieving a higher performing and cost effective business model for the City.

#### Strategy for Achieving Long Term Financial Sustainability

Long term financial sustainability is defined as being able to manage likely developments and expected financial shocks in future periods without having to introduce substantial and economically significant revenue or expenditure adjustments. A sound multi-year financial strategy based on establishing stable, predictable tax environment that does not unduly burden future generations will give residents/tax payers a needed level of surety.

In order to achieve this goal, the City has been undertaking a multi-pronged approach to cost containment and revenue generation. The City engaged Urban to complete a triple bottom line multi-utility risk assessment to prioritize our investments in our linear asset renewal. As a result, the average **annual** investment identified in the AMIP for our linear assets (water, sewer, storm and roads) was reduced from \$3,085,000 to \$750,000 for high priority (risk) assets by the City accepting some risk of asset failure in lower priority areas. The City is currently only able to fund approximately \$350,000 annually into infrastructure renewal (water, sewer and roads). The City has been investigating additional alternative revenue sources, economic development and is currently developing a set of financial sustainability policies.

In addition, the City has been undertaking an internal review of its operations and approaches to infrastructure investment to identify any cost saving opportunities and potential areas of improvement that move towards the City becoming an efficient organization with sound management practices. The review includes identifying one



time savings, annual savings and a services review to confirm strategic alignment with our strategic plan and goals as well as the asset management and sustainable community plans.

The review includes analysis of data from other comparable communities, inquiry and observation. The goal of this review is to increase more of our current revenues into infrastructure investment as opposed to on-going operations.

### Operations Review

The first step in the review of our operations was to complete a comparison of total expenditures of communities of similar population. The following table illustrates the total expenditures for ten communities of similar population size.

Community	Population (2013)	*2013 Total Expenses	Cost per capita
<b>Grand Forks</b>	<b>4055</b>	<b>\$10,686,577</b>	<b>\$2,635.41</b>
Golden	3728	\$9,036,061	\$2,423.84
Oliver	4763	\$6,345,059	\$1,332.16
Lantzville	3505	\$2,723,668	\$777.08
Rossland	3638	\$6,749,326	\$1,855.23
Fernie	4528	\$11,746,183	\$2,594.12
Sparwood	3898	\$10,534,306	\$2,702.49
Creston	5089	\$8,866,145	\$1,742.22
Peachland	5102	\$8,593,926	\$1,684.42
Vanderhoof	4607	\$7,673,757	\$1,665.67

\*data obtained from the Local Government Data Entry System (LGDE) for 2013

The City expenditures for 2013 are broken down as follows:

General Government	Protective Services	Solid Waste Mgmt and Recycling	Health, Social Services and Housing	Development Services	Transportation and Transit	Parks, Recreation and Culture	Water Services	Sewer Services	Other Services	Amortization	Total Expenses
1,349,891	445,404	167,366	74,904	227,896	1,278,803	761,922	739,841	648,732	3,454,046	1,537,772	10,686,577

In reviewing these statistics, Grand Forks is in the highest percentile for service delivery costs per capita. The following items have been identified through inquiry and observation as potential options for council's consideration in reducing our annual operations expenditure and/or increasing revenues.

Opportunities to Increase Infrastructure Investment			
Item	Suggested Opportunity	Annual Cost Savings	Comments
<b>Short Term Actions</b>			
1	Start with reduce operations staff by 3.0 FTE	\$300,000	Efficiencies realized, the City can no longer afford to operate at current level
2	Reduce administration staff by 2.0 FTE	\$250,000	Promote next CAO from within the organization and do not fill that

			position
3	Invest annual slag revenues into infrastructure investment	\$235,000	\$235,000 annually is generated from the sale of slag.
4	Focus our infrastructure investment	\$1,000,000	Invest in only the Priority infrastructure renewal projects (\$1,000,000/yr)
5	Proactive Economic Development		Continue to promote Grand Forks as Open for Business. Take an active role on the BEDC and streamline approvals process.
6	Undertake a review of rates, taxes and fees		Engage our consultants to complete a review of our current rates to ensure we are achieving full cost recovery and are collecting sustainable revenues in the long term
<b>Long Term Actions</b>			
7	Engage the public in a conversation about levels of service		Seek input from public on current services through a workshop or survey to garner input on opportunities for further cost reduction, areas where service levels could be adjusted (up or down), and whether they are receiving value for money
8	Develop a set of performance measures and report regularly		Work with our consultants to develop a set of performance measures from the public input that we can use to measure and report out on the City's asset management status to both Council and the general public
9	Complete a review of our tax structure		Review tax exemptions and community grants

By implementing the short term actions identified above over the next year, annual investment in infrastructure is projected to increase by \$1,000,000/year by becoming an efficient organization with sound management practices. To achieve long term financial sustainability, the long term actions should be completed within 2 years. These actions should result in additional revenues and some additional efficiencies in our operations.

It is anticipated the projected increases in revenue will fund the annual renewal contribution, infrastructure deficit (which continues to grow) and our essential (regulatory projects). Some of the essential projects include upgrades to the Wastewater Treatment Plant (WWTP), bio-solids management, a new well and improvements to the East Side Reservoir, 5<sup>th</sup> street water main. 22<sup>nd</sup> Street rebuild, over \$2million in backlog of paving and electrical utility needs.

### Considerations

1. Implementation of change will require the City to plan and test changes to make certain that the City will realize the intended outcomes. Final benefits will be based on future events and decisions of council and may vary from these estimates.
2. Council is responsible to implement these opportunities for change and consider the impact and to determine how to use the savings realized – i.e. re-invest into infrastructure. It is not recommended to reduce taxes/fees.
3. Barriers to implementation – political, legal, labour and contractual obligations

#### **Next Steps (3 years)**

Council to consider carefully the recommendations and council are responsible for decision-making on opportunities for change and for directing staff to implement these opportunities.

1. Electrical rate projection (three year plan to get us to \$400K/additional annual revenue)
2. Raise the Residential tax rate from 4.1646 to 5.99 equaling \$670K/additional revenue annually
3. Development Showcase (projections from JK)
4. Identifying other streams of revenue investment dollars
5. Eliminate need for borrowing bylaw
6. Eliminate the acquisition of assets
7. Subdivision and servicing bylaw requirements and amenity contributions carefully considering implications of requirements to asset management.
8. Amend Development Cost Charges (DCC) Bylaw - reallocate funds.
9. Determine formula for allocation of revenue to reserves.
10. Projections for revenue.
11. Asset Management tax rates separated (identified) from municipal tax rates.
12. Restructure and communicate utility rate bills.
13. Revisit and reevaluate plan in five years' time.
14. Develop proactive management measures that align with asset management plan.

The 5 year financial operating plan for 2016-2020 will reflect these changes along with the projected target for each department to reduce expenditures by 10%. In the overall budget that would show a cost savings in material and supplies etc.



[www.GrandForks.ca](http://www.GrandForks.ca)

# STRATEGIC PLAN 2015-2019



Workshop Facilitated by:

Tracey Lee Lorensen

Prepared by Paragon Strategic Services

2/17/2015

# GRAND FORKS STRATEGIC PLAN 2015-2019



## FISCAL ACCOUNTABILITY

- WE WILL NOT SELL OUR NATURAL ASSETS AND INFRASTRUCTURE
- WE WILL CONTINUE TO PROACTIVELY IDENTIFY AND PLAN FOR INFRASTRUCTURE REPAIR AND REPLACEMENT



## ECONOMIC GROWTH

- WE FOSTER A VIBRANT ECONOMIC ENVIRONMENT
- WE ARE OPEN YET DISCIPLINED IN LAND DEVELOPMENT DECISIONS
- WE RECOGNIZE THE IMPORTANCE OF A HEALTHY TOWN "CORE"



## COMMUNITY ENGAGEMENT

- WE ENCOURAGE RESIDENTS TO PARTICIPATE IN DECISIONS AND PROCESS
- WE ENHANCE OUR REGIONAL DIALOGUE, ADVOCACY AND COLLABORATION
- WE RECOGNIZE OUR NATURAL RECREATIONAL AMENITIES ARE VALUABLE REGIONAL ASSETS



## COMMUNITY LIVEABILITY

- WE CONTINUE TO MITIGATE THE IMPACT OF DEER IN OUR COMMUNITY
- WE ADVOCATE FOR APPROPRIATE FUNDING FOR OUR MOST VULNERABLE RESIDENTS
- WE SUPPORT COMMUNITY INITIATIVES THAT ALIGN WITH OUR STRATEGIC OBJECTIVES
- WE WILL CONTINUE OUR INVESTMENT IN ARTS, CULTURE, SPORT AND HERITAGE IN GRAND FORKS

## CITY OF GRAND FORKS

### STRATEGIC PLANNING SESSION 2015



Responsibility = \*Consultant \*\*Management

#### Preparing to Plan

The Strategic Planning Process undertaken by the Council was heavily invested in preparation – the Council and key staff completed online surveys to identify the strengths, weaknesses, opportunities and threats facing the organization. The feedback from these surveys was shared with the Council prior to commencing the session (see copies attached).

In addition, previous planning documents were reviewed and considered to build on the work the organization has done in prior years and preparatory conference calls were held. Another focus of the session was to ensure there was alignment between the direction of Council and management of the Town.

### **The Planning Workshop**

The workshop was attended by all members of Council and senior staff. The workshop focused on the key issues facing the organization and the strategic priorities were chosen specifically to take advantage of opportunities as well as to protect the organization against threats.

***In the workshop the Council focused on those issues most important to the community and revisited the priorities from the previous plan.***

### **Building the Plan**

The notes of the workshop were compiled by Paragon Strategic Services Ltd., and form the basis of this report.

### **Measuring Plan Progress**

The next step for staff will be attaching measures to the strategic priorities, including:

- Identifying the staff member accountable
- Identifying achievable timelines for each action/goal
- Identifying measures that show progress to goals
- Prioritizing activities within the plan
- Tracking progress on at least a quarterly basis

### **Reporting on the Plan**

Council and staff need to agree on a reporting frequency to ensure that progress to goals is tracked on a regular basis – usually on a quarterly basis. The nature and structure of this report should be agreed upon in advance by Council and staff.

### **Communicating the Plan**

Attached to this report are draft graphics that can be used to aid the organization in communicating the plan through posters, handouts or on the web.

## WHAT DO WE STAND FOR?

The current City vision is:

***"A Garden City Growing Opportunities within the Boundary Country."***

The current mission for the City is:

***"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."***

The City's values are:

- 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**

While the majority rated the current vision, mission and values as either "sounds great" or "good", there were some suggestions for improvement that should be considered in a future planning session. Those notes were provided under separate cover at the workshop.



## WHERE ARE WE NOW?



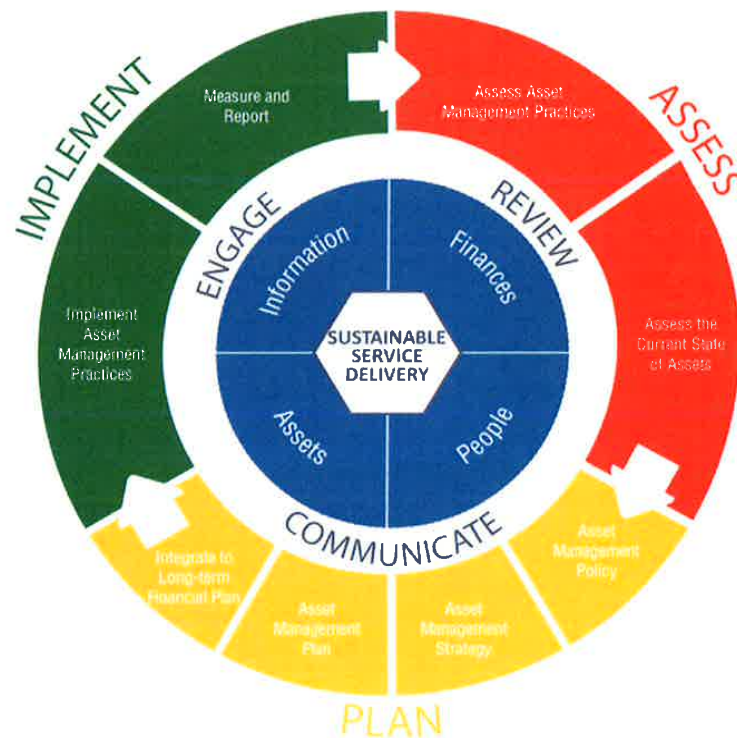
## STRATEGIC THEMES AND PRIORITIES



## LINK BETWEEN STRATEGIC PLANNING AND ASSET MANAGEMENT

The City is taking a leadership role when it comes to addressing its long term needs for asset repair and replacement. This strategic planning process is inextricably linked to the extensive work that Council and the Management team has done to prepare the community for future needs, and to proactively plan for the financial impacts.

This work on Asset Management (*which was developed outside of this process*) has been recognized as amongst the best in Canada, and is something Council and the community should be very proud of. It is included here as it is core to the strategic focus of Grand Forks.



## NEXT STEPS

In order to ensure that the plan is utilized by the Council we recommend the following:

1. Detailed review of the Plan above to ensure it captures the intent of the Council during the workshop
2. Assign specific action items under each strategic priority – these do NOT need to be new initiatives and may in fact be already underway
3. Assign measures and time frames to these activities so staff and the Council can ensure progress towards the strategic priorities (SEE ATTACHED SAMPLE)
4. Set regular meetings to review the strategic priorities and to identify any changes that need to be made
5. Ensure the strategic priorities drive regular Council decision making – if an initiative is brought to the Council there should be a review of the its alignment with the priorities selected by the Council
6. Communicate the priorities to staff and the community.

Please let us know if there are any questions concerning this summary. Thank you!

## FISCAL ACCOUNTABILITY

STRATEGIC PROJECTS		ACTIONS
<b>FISCAL ACCOUNTABILITY</b>  WE WILL NOT SELL OUR NATURAL ASSETS AND INFRASTRUCTURE  WE WILL CONTINUE TO PROACTIVELY IDENTIFY AND PLAN FOR INFRASTRUCTURE REPAIR AND REPLACEMENT	EXPLORE VARIABLE GROWTH OPPORTUNITIES AND PRESENT TO COUNCIL FOR CONSIDERATION	<ul style="list-style-type: none"> <li>• ALTERNATE ENERGY – SOLAR GARDEN</li> <li>• FIBRE OPTICS – CONTINUE TO CONNECT OTHER COMMUNITY ORGANIZATIONS AND REGIONAL EXPANSION</li> <li>• COMMUNITY ENERGY</li> </ul>
	ENSURE THAT SERVICE LEVELS ALIGN WITH TAXATION LEVELS	<ul style="list-style-type: none"> <li>• PROVIDE CONTINUAL ANALYSIS ON SERVICE LEVELS (<b>ORGANIZATIONAL ACTION</b>)</li> <li>• DEPARTMENTS WILL CONTINUE TO REVIEW SERVICE AND TAX RATES IN ANNUAL BUDGET AND WILL ENSURE CONSISTENCY WITH THE ASSET MANAGEMENT PLAN</li> <li>• DEVELOP TAXATION POLICY TO ASSIST WITH SERVICE LEVELS</li> <li>• DEVELOP SURPLUS POLICY</li> </ul>
	SERVICE PERFORMANCE REVIEWS ENSURE LEVELS OF SERVICE MEET INFRASTRUCTURE NEEDS	<ul style="list-style-type: none"> <li>• CONTINUE TO DEVELOP PERFORMANCE MEASURES IN DATABASE OF INFORMATION THROUGH ASSET MANAGEMENT SOFTWARE, AND REPORT BACK TO COUNCIL ANNUALLY</li> <li>• CONTINUE TO BENCHMARK SERVICE DELIVERY AGAINST SIMILAR MUNICIPALITIES</li> <li>• ENSURE STAFFING LEVELS ARE ALLOCATED PROPORTIONALLY PROLONGING LIFE IN ASSETS – NOT JUST FOR CUSTOMER SERVICE</li> <li>• DEVELOP AN AIRPORT MANAGEMENT/SERVICE STRUCTURE</li> <li>• CUSTOMER SERVICE SURVEY</li> </ul>
	CONTINUE TO IMPLEMENT LONG TERM VIABILITY OF THE ASSET MANAGEMENT PLAN AS A LIVING DOCUMENT	<ul style="list-style-type: none"> <li>• CONTINUE WITH THE SYSTEMATIC PROCESS OF DEPLOYING, OPERATING, MAINTAINING, UPGRADING AND DISPOSING OF ASSETS COST-EFFECTIVELY AND EFFICIENTLY</li> <li>• ENSURE CONSISTENT AND CURRENT INTER-DEPARTMENTAL COMMUNICATION</li> <li>• TRAINING AND PROCESS DEVELOPMENT AND IMPLEMENTATION OF CONTINUED DEVELOPMENT OF ASSET MANAGEMENT PLAN</li> <li>• WORKTECH TO BEGIN</li> <li>• CONTINUE TO HOLD ORGANIZATIONAL WORKSHOPS AND COMMUNICATIONS</li> <li>• WORKTECH &amp; GIS AND MAPPING OF INFRASTRUCTURE</li> <li>• LONG TERM PLANNING IN DEPARTMENTS REGARDLESS OF GRANTS</li> <li>• REVIEW ASSET MANAGEMENT PLAN ANNUALLY AND REPORT OUT TO PUBLIC</li> </ul>

## FISCAL ACCOUNTABILITY

STRATEGIC PROJECTS			ACTIONS
<b>FISCAL ACCOUNTABILITY</b>  WE WILL NOT SELL OUR NATURAL ASSETS AND INFRASTRUCTURE  WE WILL CONTINUE TO PROACTIVELY IDENTIFY AND PLAN FOR INFRASTRUCTURE REPAIR AND REPLACEMENT	SHORT TERM FINANCIAL BENEFITS WILL NOT OVERRIDE LONG TERM IMPACTS AND WILL CONSIDER THE TRIPLE BOTTOM LINE: SOCIAL, ENVIRONMENTAL AND ECONOMIC		<ul style="list-style-type: none"> <li>• ENSURE THAT CITY OWNED LAND IS SOLD AT FAIR MARKET VALUE AND CONSIDERS THE BEST OVERALL IMPACT TO THE CITY (<b>ORGANIZATIONAL ACTION</b>)</li> <li>• COUNCIL WILL ALIGN POLICIES AND BYLAWS TO MEET STRATEGIC PRIORITIES</li> <li>• SLAG PILE REVENUE WILL CONTINUE TO BENEFIT THE CITY'S OVERALL NEEDS AS DIRECTED BY COUNCIL</li> <li>• CONTINUE TO REVIEW AND ASSESS TAX MIX</li> </ul>
	PROTECT AQUIFER AND INFRASTRUCTURE FROM ANY EXTERNAL INTERESTS (AT ALL COSTS)		<ul style="list-style-type: none"> <li>• DEVELOP POLICIES AND GUIDING PRINCIPLES TO PROTECT THE CITY'S VALUABLE ASSETS</li> <li>• CONTINUE WITH CONSERVATION EDUCATION FOR THE PUBLIC IN THE VALLEY</li> <li>• BUILD REGIONAL WATER PARTNER GROUP AND CREATE A PLAN FOR PROTECTING THE AQUIFER</li> </ul>
	DEVELOP FINANCIAL ANALYSIS TO SHOW WHAT FUNDS ARE AVAILABLE AND CONSULT WITH COMMUNITY TO IDENTIFY PRIORITIES		<ul style="list-style-type: none"> <li>• INFRASTRUCTURE RISK MANAGEMENT AND PRIORITIZATION</li> <li>• BETTER IDENTIFY ISSUES PRIOR TO CATASTROPHIC FAILURE — USE WORK TECH FOR THIS</li> <li>• BUSINESS CASE DEVELOPMENT ON ALL NEW SERVICES AND ASSETS WILL CONSIDER TRIPLE BOTTOM LINE</li> </ul>



## COMMUNITY ENGAGEMENT

STRATEGIC PROJECTS			ACTIONS
<p><b>COMMUNITY ENGAGEMENT</b></p> <p>WE ENCOURAGE RESIDENTS TO PARTICIPATE IN LOCAL GOVERNMENT DECISIONS AND PROCESS</p> <p>WE ENHANCE OUR REGIONAL DIALOGUE, ADVOCACY AND COLLABORATION</p> <p>WE RECOGNIZE OUR NATURAL RECREATIONAL AMENITIES ARE VALUABLE REGIONAL ASSETS</p>	WE ARE CONSISTENT IN COMMUNICATING OUR PRIORITIES AND DECISIONS		<ul style="list-style-type: none"> <li>ALL ZONING AND SCP AMENDMENTS WILL FOLLOW ALL LEGISLATIVE REQUIREMENTS UNDER THE LGA AND CC</li> <li>HOLD OPEN HOUSES AND PROMOTE ACTIVITIES THAT ENGAGE THE PUBLIC AND ENCOURAGE FEEDBACK</li> <li>DETERMINE LEVELS OF ENGAGEMENT REQUIRED BY EACH DEPARTMENT TO THE COMMUNITY FOR DEPARTMENTAL ACTIVITIES</li> <li>DEVELOPMENT OF COMMUNICATIONS STRATEGY/POLICY</li> </ul>
	OPPORTUNITY TO LINK GRAND FORKS AND SURROUNDING RURAL AREA TO FACILITATE ALIGNMENT AND LEVERAGE VOICE		<ul style="list-style-type: none"> <li>ONGOING ASSESSMENT OF "VALUE FOR MONEY"</li> <li>CITY ENTER INTO CONTRACT REVIEW WITH ROKB IN 2015-2016 FOR FIRE SERVICES</li> <li>DISCUSSION OF COST SHARING ARRANGEMENTS</li> <li>REFINE BUSINESS RELATIONSHIP AND ENHANCE FINANCIAL EFFICIENCIES OF THE FIRE SERVICE</li> <li>TRAILS ENHANCEMENT AND LINKAGE</li> <li>AIRPORT FUNDING, DEVELOPMENT AND ACCESS</li> <li>ENCOURAGE STRONGER RELATIONSHIP AND INCREASED DIALOGUE WITH REGIONAL PARTNERS</li> </ul>
	CONTINUE TO WORK WITH LOCAL EDUCATIONAL INSTITUTIONS TO ENHANCE EDUCATIONAL OPPORTUNITIES AND PROGRAMS		<ul style="list-style-type: none"> <li>ASSET MANAGEMENT, JOINT OCCUPATIONAL HEALTH AND SAFETY</li> <li>ENVIRONMENTAL OPERATORS CERTIFICATION PROGRAM</li> <li>PILOT PROGRAM FOR STUDENTS TRANSITIONING OUT OF HIGHSCHOOL</li> </ul>
	IDENTIFY AND ENGAGE REGARDING KEY REGIONAL ADVOCACY OPPORTUNITIES AND STRATEGIES		<ul style="list-style-type: none"> <li>KETTLE RIVER WATERSHED STUDY, WASTE WATER, REGIONAL PROTECTION OF NATURAL ASSETS</li> <li>COLLABORATE WITH STAKEHOLDERS I.E. COMMUNITY FUTURES, BEDC</li> </ul>
	ENSURE GOVERNANCE STRUCTURE FOR RECREATION COMMISSION IS HIGHLY FUNCTIONAL		<ul style="list-style-type: none"> <li>CONSIDER REVIEW, IMPROVE</li> <li>ENHANCE COMMUNICATIONS</li> </ul>
	INTEGRATED RECREATION PLANNING BETWEEN GRAND FORKS AND ELECTORAL AREAS		<ul style="list-style-type: none"> <li>CONSIDER PARTNERSHIPS WITH ELECTORAL AREA'S IN DEVELOPING JOINT PARTICIPATION IN RECREATION PLANNING</li> <li>SHARE DATA AND INFORMATION ON RECREATIONAL PLANNING</li> </ul>
	DETERMINE NEW, INNOVATIVE AND MEANINGFUL WAYS TO ENGAGE THE PUBLIC		<ul style="list-style-type: none"> <li>UNDERTAKE A COMMUNITY SURVEY AND REPORT OUT TO THE PUBLIC</li> <li>LEVERAGE EVERY OPPORTUNITY FOR COMMUNITY ENGAGEMENT</li> </ul>



## COMMUNITY LIVABILITY

STRATEGIC PROJECTS		ACTIONS
<p><u>COMMUNITY LIVABILITY</u></p> <p>WE CONTINUE TO MITIGATE THE IMPACT OF DEER IN OUR COMMUNITY</p> <p>WE ADVOCATE FOR APPROPRIATE FUNDING FOR OUR MOST VULNERABLE RESIDENTS</p> <p>WE SUPPORT COMMUNITY INITIATIVES THAT ALIGN WITH OUR STRATEGIC OBJECTIVES</p> <p>WE WILL CONTINUE OUR INVESTMENT IN ARTS, CULTURE, SPORT AND HERITAGE IN GRAND FORKS</p>	BUILD CAPACITY WITHIN THE COMMUNITY	<ul style="list-style-type: none"> <li>• CONTINUE TO ENDEAVOR TO SHOP LOCAL AT EVERY OPPORTUNITY</li> <li>• IDENTIFY GRANT OPPORTUNITIES AND LIST THESE ON THE CITY WEBSITE TO ENABLE FUNDING FOR COMMUNITY GROUPS</li> <li>• CONTINUE TO EXPLORE PARTNERSHIPS THAT BALANCE COMMUNITY IMPACT WITH THE BURDEN ON TAXPAYERS</li> <li>• CONSIDER NEW OPPORTUNITIES AS THEY ARISE AND BRING FORWARD TO COUNCIL</li> </ul>
	CONTINUE TO ENFORCE THE DEER FEEDING BYLAW	<ul style="list-style-type: none"> <li>• BYLAW ENFORCEMENT</li> <li>• EDUCATION</li> <li>• LOBBY PROVINCIAL GOV'T WHILE WORKING IN COLLABORATION WITH OTHER COMMUNITIES WHO FACE SIMILAR DEER CHALLENGES</li> <li>• WORK WITH REGIONAL AND PROVINCIAL PARTNERS TO ENSURE A LONG TERM SOLUTION</li> <li>• REVIEW OF DEER COMMITTEE</li> </ul>
	COLLABORATE WITH GRASS ROOTS ORGANIZATIONS TO BETTER UNDERSTAND NEEDS IN COMMUNITY AND WORK WITH GROUPS TO FIND SOLUTIONS WHERE POSSIBLE	<ul style="list-style-type: none"> <li>• CONTINUE TO WORK WITH VARIOUS AGENCIES TO DETERMINE THE NEEDS OF THE COMMUNITY FOR TRANSITION HOUSING AND FORM PARTNERSHIP TO SELECT AN APPROPRIATE SITE FOR PROJECT</li> <li>• OUR TRAIL NETWORK IS A KEY COMMUNITY AND REGIONAL ASSET - PUBLIC AWARENESS CAMPAIGN, WAYFINDING SIGNAGE, REGIONAL DISTRICT PARTNERSHIP</li> <li>• COMMUNITY GARDENS</li> <li>• ENHANCE TRAIL SYSTEM</li> <li>• DEVELOP INCLUSIVE COMMUNITY INITIATIVES</li> </ul>
	WORK WITH FEE FOR SERVICE PROVIDERS TO LEVERAGE AND PROVIDE MORE EFFECTIVE SERVICES	<ul style="list-style-type: none"> <li>• ART GALLERY</li> <li>• MUSEUM,</li> <li>• LIBRARY</li> <li>• BCRCC</li> <li>• BDAC</li> </ul>

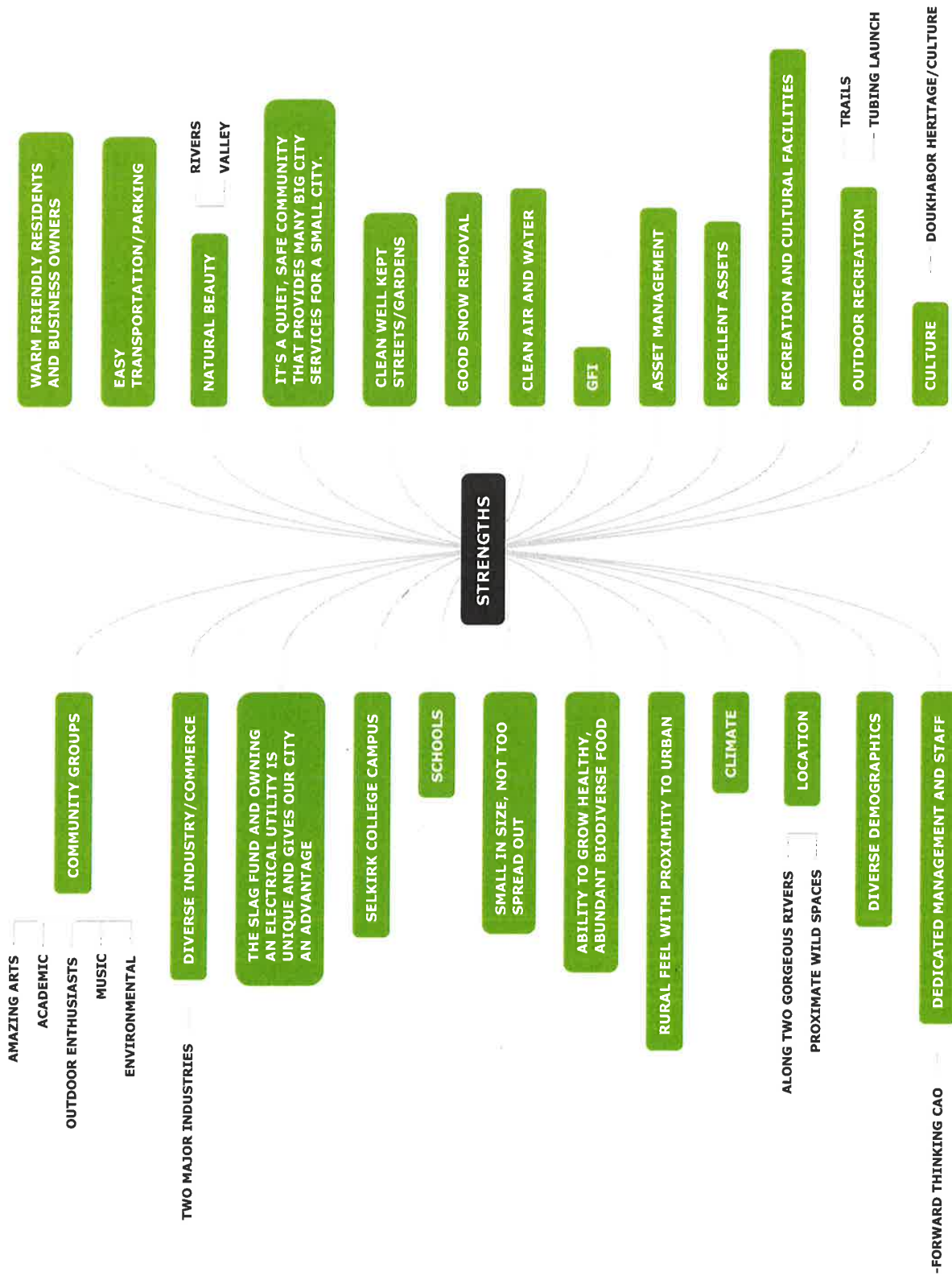
## ECONOMIC GROWTH

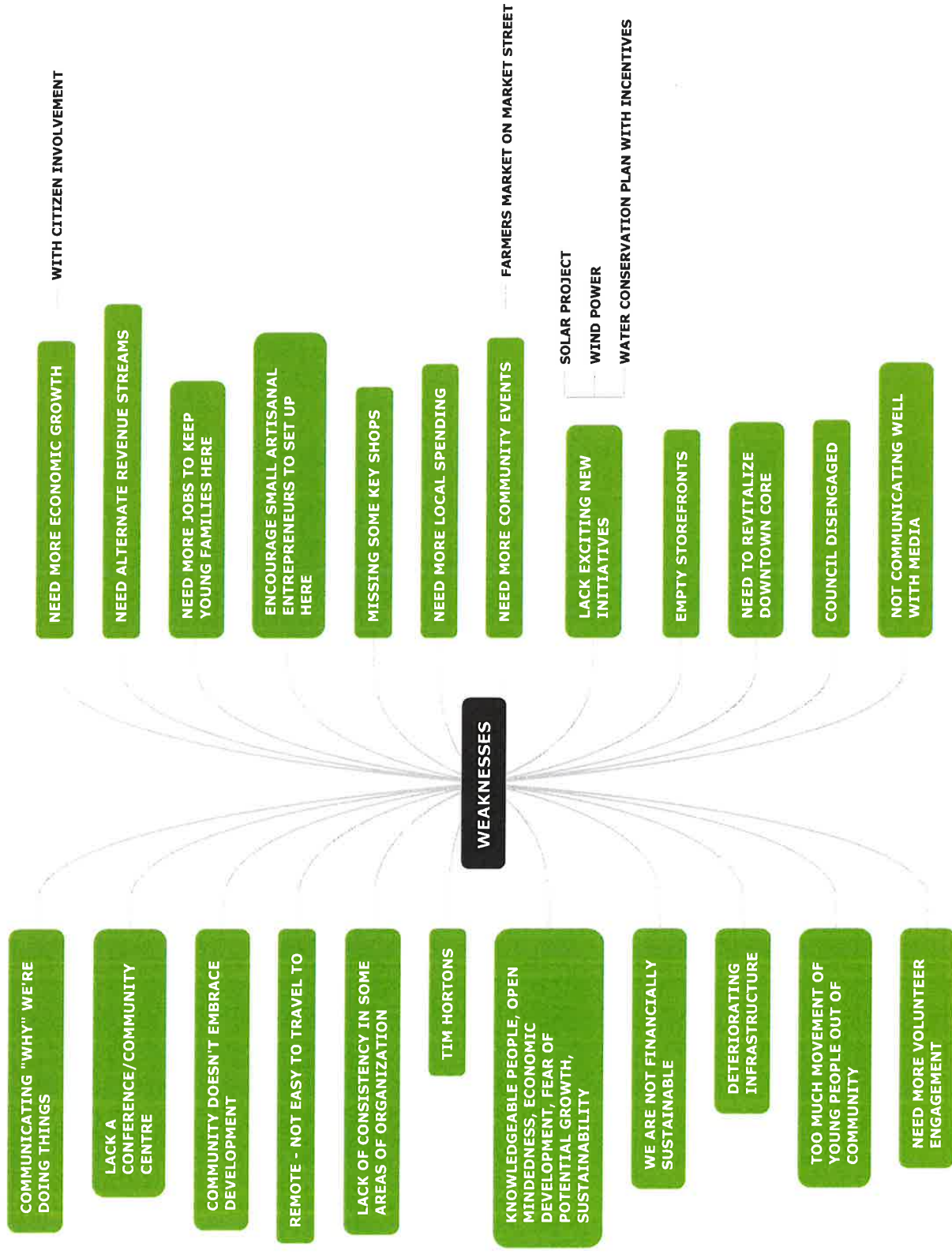
STRATEGIC PROJECTS		ACTIONS
<p><b>ECONOMIC GROWTH</b></p> <p>WE FOSTER A VIBRANT ECONOMIC ENVIRONMENT</p> <p>WE ARE OPEN YET DISCIPLINED IN LAND DEVELOPMENT DECISIONS</p> <p>WE RECOGNIZE THE IMPORTANCE OF A HEALTHY TOWN CORE</p>	CONTINUE TO FOSTER RELATIONSHIPS THAT SUPPORT ECONOMIC DEVELOPMENT IN EVERY CAPACITY, INCLUDING: ENVIRONMENTAL, FINANCIAL, SOCIAL AND SUSTAINABILITY	<ul style="list-style-type: none"> <li>WORK CLOSELY WITH COMMUNITY FUTURES, RDI, BCRC, PROVINCE AND FEDERAL GOVT IN ORDER TO ACCESS ECONOMIC DEVELOPMENT OPPORTUNITIES</li> <li>DEVELOP STRONG RELATIONSHIPS WITH DEVELOPMENT COMMUNITY</li> </ul>
	ENSURE EC DEV IS CONSISTENT WITH DEEP REGARD FOR NATURAL ENVIRONMENT AND TRIP BOTTOM LINE	<ul style="list-style-type: none"> <li>ENSURE THAT ALL DEVELOPMENT IS IN LINE WITH VISIONS AND GUIDING PRINCIPLES OF THE SCP AND CURRENT BEST PRACTICES</li> </ul>
	SUPPORT THE HEALTH, GROWTH AND RETENTION OF EXISTING BUSINESSES	<ul style="list-style-type: none"> <li>WAY FINDING SIGNAGE –CONSISTENT, DIRECTIONAL TO CITY ASSETS; FOCUSED ON BUSINESS AND AMENITIES</li> <li>INVEST IN APPROPRIATE SIGNAGE TO HIGHLIGHT PARKS AND OTHER COMMUNITY ASSETS</li> <li>WE ARE OPEN TO INITIATIVES DRIVEN BY OUR DOWNTOWN CORE TO SUPPORT VIBRANCY</li> <li>ESTABLISH A CONNECTION WITH NEW BUSINESSES THROUGH BIZ LICENCE PROCESS</li> <li>ENCOURAGE PARTICIPATION IN TRAINING PROGRAMS FOR BUSINESS</li> </ul>
	ENSURE ALIGNMENT BETWEEN OUR EC DEV INITIATIVES AND FINANCIAL POLICIES	<ul style="list-style-type: none"> <li>ENSURE THAT ALL NEW DEVELOPMENT IS IN LINE WITH THE ZONING BYLAW AND POLICIES AND GUIDING PRINCIPLES OF THE SCP AND THE ASSET MANAGEMENT PLAN</li> </ul>
	WORK TO REDUCE RED TAPE	<ul style="list-style-type: none"> <li>ENSURE EXISTING BYLAWS AND POLICIES ARE UP TO DATE AND CONSISTENT WITH INDUSTRY STANDARDS THAT WILL FOSTER POTENTIAL DEVELOPMENT INITIATIVES THAT WOULD BENEFIT THE COMMUNITY; BUSINESS LICENCES, UNSIGHTLY PREMISES, SIGNAGE</li> <li>DEVELOP COLLABORATIVE SOLUTIONS FOR REDUCTION OF BUREAUCRACY</li> </ul>
	BUILD A FOUNDATION THAT CONTINUES TO PROMOTE A COMMITMENT TO A DIVERSE CROSS SECTION OF INDUSTRY, BUSINESS AND PEOPLE	<ul style="list-style-type: none"> <li>LEVERAGE MARKETING OPPORTUNITIES</li> <li>MARKET THE COMMUNITY TO A LARGER MORE DIVERSE AUDIENCE</li> <li>INVESTIGATE OVERSEAS OPPORTUNITIES I.E EXCHANGE WITH SISTER CITY</li> <li>CONTINUE TO EXPAND ON AND BE CREATIVE WITH COMMUNITY EVENTS</li> </ul>
	CONSIDER INNOVATIVE AND SUSTAINABLE DEVELOPMENTS ON GRAND FORKS OWNED LAND	<ul style="list-style-type: none"> <li>WORKING WITHIN THE GUIDING PRINCIPLES OF THE SCP, CONSIDER CREATIVE ECO FRIENDLY METHODS OF USE FOR LAND I.E. ECO HOMES, ALTERNATIVE COMMUNITY LIVING AND HIGHER DENSITY</li> </ul>
	IDENTIFY ECONOMIC DEVELOPMENT LINKAGES	<ul style="list-style-type: none"> <li>WORK WITH VARIOUS AGENCIES TO FOSTER CREATIVITY, INNOVATION AND SUSTAINABILITY THRU URBAN-RURAL DEVELOPMENT INITIATIVES</li> <li>DEVELOP AND FOSTER RELATIONSHIPS WITH COMMUNITY STAKEHOLDERS TO BETTER PROMOTE THE CITY</li> </ul>

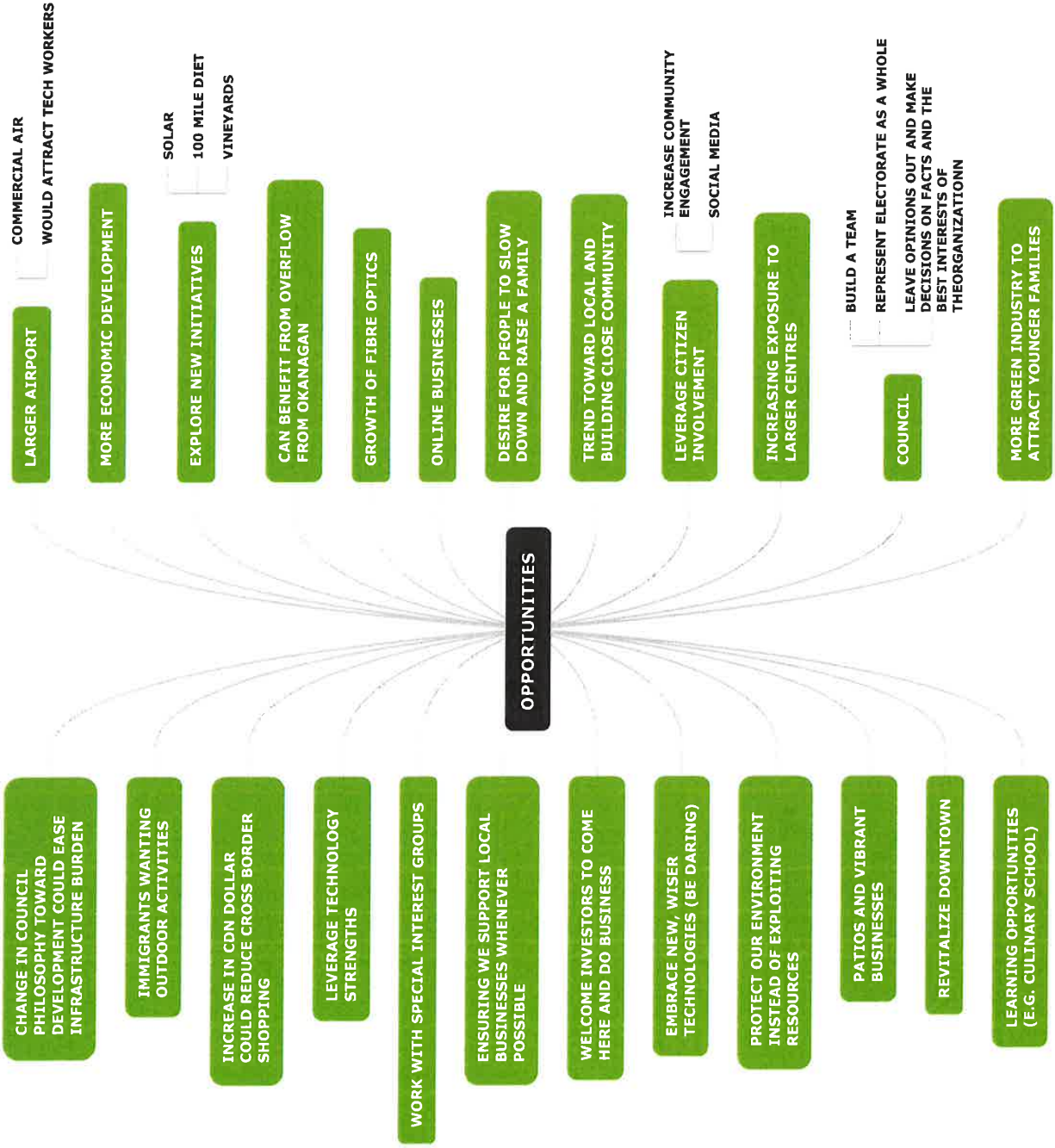
# SURVEY SUMMARY NOTES GRAND FORKS COUNCIL WORKSHOP 2015



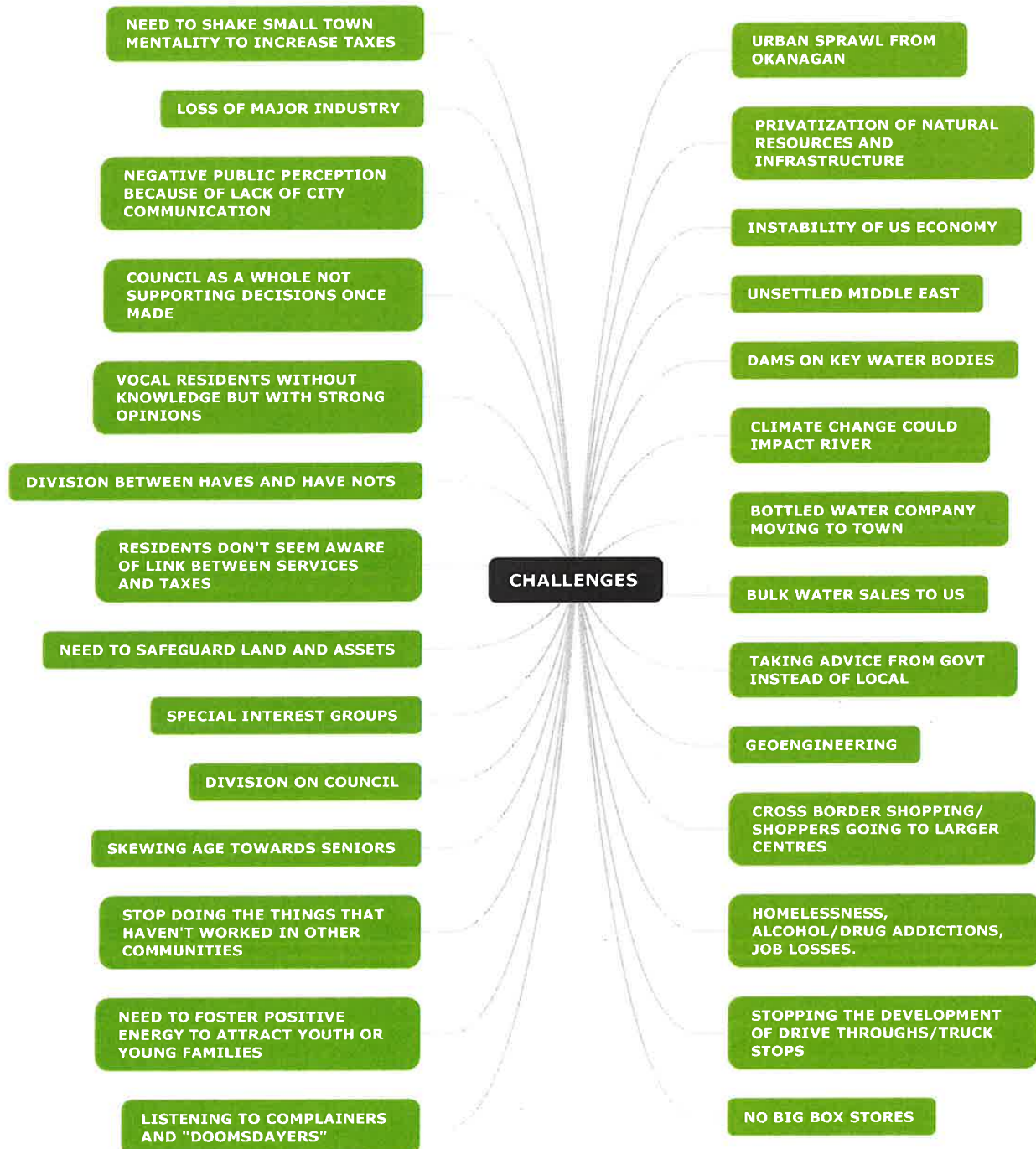
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250.275.4829











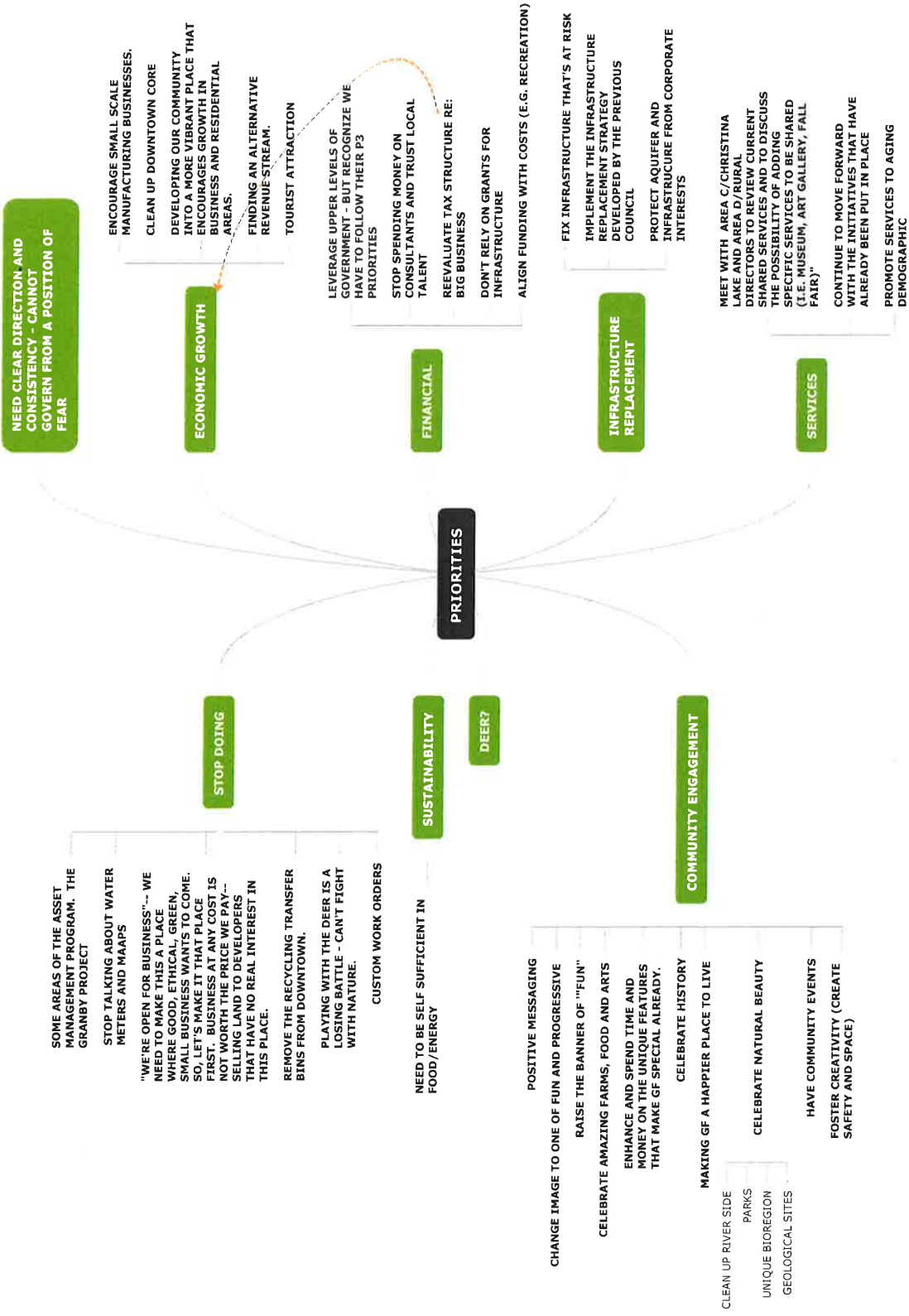


	Critical Importance	Important	Not Important	Why are we doing this?	I'm not sure what this is	Total
Regional Services Integration	20.00% 1	80.00% 4	0.00% 0	0.00% 0	0.00% 0	5
Succession Planning	40.00% 2	40.00% 2	20.00% 1	0.00% 0	0.00% 0	5
Economic Stimulation	60.00% 3	40.00% 2	0.00% 0	0.00% 0	0.00% 0	5
Infrastructure Replacement Strategy	80.00% 4	20.00% 1	0.00% 0	0.00% 0	0.00% 0	5
Deer Issue	20.00% 1	80.00% 4	0.00% 0	0.00% 0	0.00% 0	5
Sustainability Actions	80.00% 4	0.00% 0	20.00% 1	0.00% 0	0.00% 0	5

## COUNCIL PREVIOUS PRIORITY CHART

	Critical Importance	Important	Not Important	Why are we doing this?	I'm not sure what this is	Total
Regional Services Integration	16.67% 1	83.33% 5	0.00% 0	0.00% 0	0.00% 0	6
Succession Planning	16.67% 1	83.33% 5	0.00% 0	0.00% 0	0.00% 0	6
Economic Stimulation	83.33% 5	16.67% 1	0.00% 0	0.00% 0	0.00% 0	6
Infrastructure Replacement Strategy	100.00% 6	0.00% 0	0.00% 0	0.00% 0	0.00% 0	6
Deer Issue	0.00% 0	33.33% 2	50.00% 3	16.67% 1	0.00% 0	6
Sustainability Actions	66.67% 4	33.33% 2	0.00% 0	0.00% 0	0.00% 0	6

## MANAGEMENT PREVIOUS PRIORITY CHART



GARDENING REQUIRES AFFORDABLE WATER, EVEN WITH PERMACULTURE PRACTICES.

WE NEED TO GROW MORE THAN OPPORTUNITIES. LET'S GROW A VIBRANT CARING COMMUNITY. THE WORD "OPPORTUNITY" USUALLY RELATES SPECIFICALLY TO JOBS. WE NEED JOBS, YES, BUT WE NEED A CARING COMMUNITY THAT IS HEALTHY, FULL OF GOOD FOOD, ART, MUSIC, AFFORDABLE HOUSING AND YES, JOBS THAT ARE NOT MENIAL AND MEANINGLESS. BUILD A PLACE WHERE PEOPLE WANT TO COME AND START THEIR OWN BUSINESS.

WE ARE "OPEN FOR BUSINESS"

WELCOME GREENER TECHNOLOGIES AND MEANINGFUL EMPLOYMENT

PROTECT THE ENVIRONMENT

"...GROWING BETTER OPPORTUNITIES FOR..."

I LIKE IT, BUT WITH ALL OF THE CONTROVERSY OVER WATER METERS THERE MAY BE SOME IN OUR COMMUNITY WHO WOULD PREFER THE CITY NOT HAVE GREEN BOULEVARDS AND COLOURFUL PLANTERS.

"GARDEN CITY" IS CONTRIVED

IT GIVES THE IMPRESSION THAT WE ARE PROMOTING FARMING MORE THAN DEVELOPMENT.

THE WORD GARDEN COULD BE CONSTRUED DIFFERENTLY FOR INDIVIDUALS; PERHAPS A "SUSTAINABLE" CITY MIGHT BE MORE APPROPRIATE.

DOESN'T REALLY RELATE TO GRAND FORKS

THAT IS EVERY CITY'S GOAL. LET'S MAKE THIS STATEMENT UNIQUE TO GF.

FIRST THIS SHOULD BE TO ENSURE THAT THE CITIZENS OF GF LIVE HEALTHY, PEACEFUL, ABUNDANT LIVES, IN SAFETY. COUNCIL IS RESPONSIBLE FOR MANAGING THE ASSETS AND SERVICES NEEDED TO ENSURE THE ABOVE HAPPENS.

GOVERNANCE IMPLIES GOVERNMENT, CONTROL, POLITICS. WE WELCOME CREATIVE COMMUNITY ENGAGEMENT THAT ENHANCES AND ADVANCES THE QUALITY OF LIFE IN OUR COMMUNITY, WHILE PROVIDING SERVICES THAT SUPPORTS AND CARES FOR EVERYONES NEEDS.

GOOD GOVERNANCE AND LEADERSHIP WILL PROMOTE OUR COMMUNITY TO ENSURE A STRONG AND BETTER FUTURE.

## VISION

# FOUNDATIONAL STATEMENTS

## MISSION

## VALUES

WHY DO WE NEED TO GROW?

MOST OF THOSE VALUES ARE EXPECTED, AND NOT UNIQUE.

DIVISION ON COUNCIL MAKES IT HARD TO LIVE UP TO THESE

VALUES GOOD - ACRONYM IS FORCED

HOW DOES COUNCIL SEE THESE IN ACTION

TOO MANY - NOT ACTUAL VALUES

Project Information		Project Details		Project Status		Project Location		Project Budget		Project Timeline		Project Team		Project Notes			
Project ID	Project Name	Project Type	Project Status	Project Location	Project Budget	Project Timeline	Project Team	Project Notes	Project ID	Project Name	Project Type	Project Status	Project Location	Project Budget	Project Timeline	Project Team	Project Notes
001	Project A	Construction	Completed	Location A	\$100,000	2023-01-01 to 2023-03-31	Team A	Project A completed successfully.	002	Project B	Construction	In Progress	Location B	\$200,000	2023-04-01 to 2023-06-30	Team B	Project B is currently in progress.
003	Project C	Construction	On Hold	Location C	\$150,000	2023-07-01 to 2023-09-30	Team C	Project C is on hold due to budget constraints.	004	Project D	Construction	Completed	Location D	\$120,000	2023-10-01 to 2023-12-31	Team D	Project D completed successfully.
005	Project E	Construction	In Progress	Location E	\$180,000	2024-01-01 to 2024-03-31	Team E	Project E is currently in progress.	006	Project F	Construction	On Hold	Location F	\$160,000	2024-04-01 to 2024-06-30	Team F	Project F is on hold due to budget constraints.
007	Project G	Construction	Completed	Location G	\$140,000	2024-07-01 to 2024-09-30	Team G	Project G completed successfully.	008	Project H	Construction	In Progress	Location H	\$190,000	2024-10-01 to 2024-12-31	Team H	Project H is currently in progress.
009	Project I	Construction	On Hold	Location I	\$170,000	2025-01-01 to 2025-03-31	Team I	Project I is on hold due to budget constraints.	010	Project J	Construction	Completed	Location J	\$130,000	2025-04-01 to 2025-06-30	Team J	Project J completed successfully.
011	Project K	Construction	In Progress	Location K	\$210,000	2025-07-01 to 2025-09-30	Team K	Project K is currently in progress.	012	Project L	Construction	On Hold	Location L	\$155,000	2025-10-01 to 2025-12-31	Team L	Project L is on hold due to budget constraints.
013	Project M	Construction	Completed	Location M	\$165,000	2026-01-01 to 2026-03-31	Team M	Project M completed successfully.	014	Project N	Construction	In Progress	Location N	\$220,000	2026-04-01 to 2026-06-30	Team N	Project N is currently in progress.
015	Project O	Construction	On Hold	Location O	\$185,000	2026-07-01 to 2026-09-30	Team O	Project O is on hold due to budget constraints.	016	Project P	Construction	Completed	Location P	\$145,000	2026-10-01 to 2026-12-31	Team P	Project P completed successfully.
017	Project Q	Construction	In Progress	Location Q	\$230,000	2027-01-01 to 2027-03-31	Team Q	Project Q is currently in progress.	018	Project R	Construction	On Hold	Location R	\$175,000	2027-04-01 to 2027-06-30	Team R	Project R is on hold due to budget constraints.
019	Project S	Construction	Completed	Location S	\$195,000	2027-07-01 to 2027-09-30	Team S	Project S completed successfully.	020	Project T	Construction	In Progress	Location T	\$240,000	2027-10-01 to 2027-12-31	Team T	Project T is currently in progress.
021	Project U	Construction	On Hold	Location U	\$205,000	2028-01-01 to 2028-03-31	Team U	Project U is on hold due to budget constraints.	022	Project V	Construction	Completed	Location V	\$150,000	2028-04-01 to 2028-06-30	Team V	Project V completed successfully.
023	Project W	Construction	In Progress	Location W	\$250,000	2028-07-01 to 2028-09-30	Team W	Project W is currently in progress.	024	Project X	Construction	On Hold	Location X	\$180,000	2028-10-01 to 2028-12-31	Team X	Project X is on hold due to budget constraints.
025	Project Y	Construction	Completed	Location Y	\$210,000	2029-01-01 to 2029-03-31	Team Y	Project Y completed successfully.	026	Project Z	Construction	In Progress	Location Z	\$260,000	2029-04-01 to 2029-06-30	Team Z	Project Z is currently in progress.
027	Project AA	Construction	On Hold	Location AA	\$220,000	2029-07-01 to 2029-09-30	Team AA	Project AA is on hold due to budget constraints.	028	Project AB	Construction	Completed	Location AB	\$160,000	2029-10-01 to 2029-12-31	Team AB	Project AB completed successfully.
029	Project AC	Construction	In Progress	Location AC	\$270,000	2030-01-01 to 2030-03-31	Team AC	Project AC is currently in progress.	030	Project AD	Construction	On Hold	Location AD	\$190,000	2030-04-01 to 2030-06-30	Team AD	Project AD is on hold due to budget constraints.
031	Project AE	Construction	Completed	Location AE	\$230,000	2030-07-01 to 2030-09-30	Team AE	Project AE completed successfully.	032	Project AF	Construction	In Progress	Location AF	\$280,000	2030-10-01 to 2030-12-31	Team AF	Project AF is currently in progress.
033	Project AG	Construction	On Hold	Location AG	\$240,000	2031-01-01 to 2031-03-31	Team AG	Project AG is on hold due to budget constraints.	034	Project AH	Construction	Completed	Location AH	\$170,000	2031-04-01 to 2031-06-30	Team AH	Project AH completed successfully.
035	Project AI	Construction	In Progress	Location AI	\$290,000	2031-07-01 to 2031-09-30	Team AI	Project AI is currently in progress.	036	Project AJ	Construction	On Hold	Location AJ	\$200,000	2031-10-01 to 2031-12-31	Team AJ	Project AJ is on hold due to budget constraints.
037	Project AK	Construction	Completed	Location AK	\$250,000	2032-01-01 to 2032-03-31	Team AK	Project AK completed successfully.	038	Project AL	Construction	In Progress	Location AL	\$300,000	2032-04-01 to 2032-06-30	Team AL	Project AL is currently in progress.
039	Project AM	Construction	On Hold	Location AM	\$260,000	2032-07-01 to 2032-09-30	Team AM	Project AM is on hold due to budget constraints.	040	Project AN	Construction	Completed	Location AN	\$180,000	2032-10-01 to 2032-12-31	Team AN	Project AN completed successfully.
041	Project AO	Construction	In Progress	Location AO	\$310,000	2033-01-01 to 2033-03-31	Team AO	Project AO is currently in progress.	042	Project AP	Construction	On Hold	Location AP	\$210,000	2033-04-01 to 2033-06-30	Team AP	Project AP is on hold due to budget constraints.
043	Project AQ	Construction	Completed	Location AQ	\$270,000	2033-07-01 to 2033-09-30	Team AQ	Project AQ completed successfully.	044	Project AR	Construction	In Progress	Location AR	\$320,000	2033-10-01 to 2033-12-31	Team AR	Project AR is currently in progress.
045	Project AS	Construction	On Hold	Location AS	\$280,000	2034-01-01 to 2034-03-31	Team AS	Project AS is on hold due to budget constraints.	046	Project AT	Construction	Completed	Location AT	\$190,000	2034-04-01 to 2034-06-30	Team AT	Project AT completed successfully.
047	Project AU	Construction	In Progress	Location AU	\$330,000	2034-07-01 to 2034-09-30	Team AU	Project AU is currently in progress.	048	Project AV	Construction	On Hold	Location AV	\$220,000	2034-10-01 to 2034-12-31	Team AV	Project AV is on hold due to budget constraints.
049	Project AW	Construction	Completed	Location AW	\$290,000	2035-01-01 to 2035-03-31	Team AW	Project AW completed successfully.	050	Project AX	Construction	In Progress	Location AX	\$340,000	2035-04-01 to 2035-06-30	Team AX	Project AX is currently in progress.
051	Project AY	Construction	On Hold	Location AY	\$300,000	2035-07-01 to 2035-09-30	Team AY	Project AY is on hold due to budget constraints.	052	Project AZ	Construction	Completed	Location AZ	\$200,000	2035-10-01 to 2035-12-31	Team AZ	Project AZ completed successfully.
053	Project BA	Construction	In Progress	Location BA	\$350,000	2036-01-01 to 2036-03-31	Team BA	Project BA is currently in progress.	054	Project BB	Construction	On Hold	Location BB	\$210,000	2036-04-01 to 2036-06-30	Team BB	Project BB is on hold due to budget constraints.
055	Project BC	Construction	Completed	Location BC	\$310,000	2036-07-01 to 2036-09-30	Team BC	Project BC completed successfully.	056	Project BD	Construction	In Progress	Location BD	\$360,000	2036-10-01 to 2036-12-31	Team BD	Project BD is currently in progress.
057	Project BE	Construction	On Hold	Location BE	\$320,000	2037-01-01 to 2037-03-31	Team BE	Project BE is on hold due to budget constraints.	058	Project BF	Construction	Completed	Location BF	\$220,000	2037-04-01 to 2037-06-30	Team BF	Project BF completed successfully.
059	Project BG	Construction	In Progress	Location BG	\$370,000	2037-07-01 to 2037-09-30	Team BG	Project BG is currently in progress.	060	Project BH	Construction	On Hold	Location BH	\$230,000	2037-10-01 to 2037-12-31	Team BH	Project BH is on hold due to budget constraints.
061	Project BI	Construction	Completed	Location BI	\$330,000	2038-01-01 to 2038-03-31	Team BI	Project BI completed successfully.	062	Project BJ	Construction	In Progress	Location BJ	\$380,000	2038-04-01 to 2038-06-30	Team BJ	Project BJ is currently in progress.
063	Project BK	Construction	On Hold	Location BK	\$340,000	2038-07-01 to 2038-09-30	Team BK	Project BK is on hold due to budget constraints.	064	Project BL	Construction	Completed	Location BL	\$240,000	2038-10-01 to 2038-12-31	Team BL	Project BL completed successfully.
065	Project BM	Construction	In Progress	Location BM	\$390,000	2039-01-01 to 2039-03-31	Team BM	Project BM is currently in progress.	066	Project BN	Construction	On Hold	Location BN	\$250,000	2039-04-01 to 2039-06-30	Team BN	Project BN is on hold due to budget constraints.
067	Project BO	Construction	Completed	Location BO	\$350,000	2039-07-01 to 2039-09-30	Team BO	Project BO completed successfully.	068	Project BP	Construction	In Progress	Location BP	\$400,000	2039-10-01 to 2039-12-31	Team BP	Project BP is currently in progress.
069	Project BQ	Construction	On Hold	Location BQ	\$360,000	2040-01-01 to 2040-03-31	Team BQ	Project BQ is on hold due to budget constraints.	070	Project BR	Construction	Completed	Location BR	\$260,000	2040-04-01 to 2040-06-30	Team BR	Project BR completed successfully.
071	Project BS	Construction	In Progress	Location BS	\$410,000	2040-07-01 to 2040-09-30	Team BS	Project BS is currently in progress.	072	Project BT	Construction	On Hold	Location BT	\$270,000	2040-10-01 to 2040-12-31	Team BT	Project BT is on hold due to budget constraints.
073	Project BU	Construction	Completed	Location BU	\$370,000	2041-01-01 to 2041-03-31	Team BU	Project BU completed successfully.	074	Project BV	Construction	In Progress	Location BV	\$420,000	2041-04-01 to 2041-06-30	Team BV	Project BV is currently in progress.
075	Project BW	Construction	On Hold	Location BW	\$380,000	2041-07-01 to 2041-09-30	Team BW	Project BW is on hold due to budget constraints.	076	Project BX	Construction	Completed	Location BX	\$280,000	2041-10-01 to 2041-12-31	Team BX	Project BX completed successfully.
077	Project BY	Construction	In Progress	Location BY	\$430,000	2042-01-01 to 2042-03-31	Team BY	Project BY is currently in progress.	078	Project BZ	Construction	On Hold	Location BZ	\$290,000	2042-04-01 to 2042-06-30	Team BZ	Project BZ is on hold due to budget constraints.
079	Project CA	Construction	Completed	Location CA	\$390,000	2042-07-01 to 2042-09-30	Team CA	Project CA completed successfully.	080	Project CB	Construction	In Progress	Location CB	\$440,000	2042-10-01 to 2042-12-31	Team CB	Project CB is currently in progress.
081	Project CC	Construction	On Hold	Location CC	\$400,000	2043-01-01 to 2043-03-31	Team CC	Project CC is on hold due to budget constraints.	082	Project CD	Construction	Completed	Location CD	\$300,000	2043-04-01 to 2043-06-30	Team CD	Project CD completed successfully.
083	Project CE	Construction	In Progress	Location CE	\$450,000	2043-07-01 to 2043-09-30	Team CE	Project CE is currently in progress.	084	Project CF	Construction	On Hold	Location CF	\$310,000	2043-10-01 to 2043-12-31	Team CF	Project CF is on hold due to budget constraints.
085	Project CG	Construction	Completed	Location CG	\$410,000	2044-01-01 to 2044-03-31	Team CG	Project CG completed successfully.	086	Project CH	Construction	In Progress	Location CH	\$460,000	2044-04-01 to 2044-06-30	Team CH	Project CH is currently in progress.
087	Project CI	Construction	On Hold	Location CI	\$420,000	2044-07-01 to 2044-09-30	Team CI	Project CI is on hold due to budget constraints.	088	Project CJ	Construction	Completed	Location CJ	\$320,000	2044-10-01 to 2044-12-31	Team CJ	Project CJ completed successfully.
089	Project CK	Construction	In Progress	Location CK	\$470,000	2045-01-01 to 2045-03-31	Team CK	Project CK is currently in progress.	090	Project CL	Construction	On Hold	Location CL	\$330,000	2045-04-01 to 2045-06-30	Team CL	Project CL is on hold due to budget constraints.
091	Project CM	Construction	Completed	Location CM	\$430,000	2045-07-01 to 2045-09-30	Team CM	Project CM completed successfully.	092	Project CN	Construction	In Progress	Location CN	\$480,000	2045-10-01 to 2045-12-31	Team CN	Project CN is currently in progress.
093	Project CO	Construction	On Hold	Location CO	\$440,000	2046-01-01 to 2046-03-31	Team CO	Project CO is on hold due to budget constraints.	094	Project CP	Construction	Completed	Location CP	\$340,000	2046-04-01 to 2046-06-30	Team CP	Project CP completed successfully.
095	Project CQ	Construction	In Progress	Location CQ	\$490,000	2046-07-01 to 2046-09-30	Team CQ	Project CQ is currently in progress.	096	Project CR	Construction	On Hold	Location CR	\$350,000	2046-10-01 to 2046-12-31	Team CR	Project CR is on hold due to budget constraints.
097	Project CS	Construction	Completed	Location CS	\$450,000	2047-01-01 to 2047-03-31	Team CS	Project CS completed successfully.	098	Project CT	Construction	In Progress	Location CT	\$500,000	2047-04-01 to 2047-06-30	Team CT	Project CT is currently in progress.
099	Project CU	Construction	On Hold	Location CU	\$460,000	2047-07-01 to 2047-09-30	Team CU	Project CU is on hold due to budget constraints.	100	Project CV	Construction	Completed	Location CV	\$360,000	2047-10-01 to 2047-12-31	Team CV	Project CV completed successfully.
101	Project CW	Construction	In Progress	Location CW	\$510,000	2048-01-01 to 2048-03-31	Team CW	Project CW is currently in progress.	102	Project CX	Construction	On Hold	Location CX	\$370,000	2048-04-01 to 2048-06-30	Team CX	Project CX is on hold due to budget constraints.
103	Project CY	Construction	Completed	Location CY	\$470,000	2048-07-01 to 2048-09-30	Team CY	Project CY completed successfully.	104	Project CZ	Construction	In Progress	Location CZ	\$520,000	2048-10-01 to 2048-12-31	Team CZ	Project CZ is currently in progress.
105	Project DA	Construction	On Hold	Location DA	\$480,000	2049-01-01 to 2049-03-31	Team DA	Project DA is on hold due to budget constraints.	106	Project DB	Construction	Completed	Location DB	\$380,000	2049-04-01 to 2049-06-30	Team DB	Project DB completed successfully.
107	Project DD	Construction	In Progress	Location DD	\$530,000	2049-07-01 to 2049-09-30	Team DD	Project DD is currently in progress.	108	Project DE	Construction	On Hold	Location DE	\$390,000	2049-10-01 to 2049-12-31	Team DE	Project DE is on hold due to budget constraints.
109	Project DF	Construction	Completed	Location DF	\$490,000	2050-01-01 to 2050-03-31	Team DF	Project DF completed successfully.	110	Project DG	Construction	In Progress	Location DG	\$540,000	2050-04-01 to 2050-06-30	Team DG	Project DG is currently in progress.
111	Project DH	Construction	On Hold	Location DH	\$500,000	2050-07-01 to 2050-09-30	Team DH	Project DH is on hold due to budget constraints.	112	Project DI	Construction	Completed	Location DI	\$400,000	2050-10-01 to 2050-12-31	Team DI	Project DI completed successfully.
113	Project DJ	Construction	In Progress	Location DJ	\$550,000	2051-01-01 to 2051-03-31	Team DJ	Project DJ is currently in progress.	114	Project DK	Construction	On Hold	Location DK	\$410,000	2051-04-01 to 2051-06-30	Team DK	Project DK is on hold due to budget constraints.
115	Project DL	Construction	Completed	Location DL	\$510,000	2051-07-01 to 2051-09-30	Team DL	Project DL completed successfully.	116	Project DM	Construction	In Progress	Location DM	\$560,000	2051-10-01 to 2051-12-31	Team DM	Project DM is currently in progress.
117	Project DN	Construction	On Hold	Location DN	\$520,000	2052-01-01 to 2052-03-31	Team DN	Project DN is on hold due to budget constraints.	118	Project DO	Construction	Completed	Location DO	\$420,000	2052-04-01 to 2052-06-30	Team DO	Project DO completed successfully.
119	Project DP	Construction	In Progress	Location DP	\$570,000	2052-07-01 to 2052-09-30	Team DP	Project DP is currently in progress.	120	Project DQ	Construction	On Hold	Location DQ	\$430,000	2052-10-01 to 2052-12-31	Team DQ	Project DQ is on hold due to budget constraints.
121	Project DR	Construction	Completed	Location DR	\$530,000	2053-01-01 to 2053-03-31	Team DR	Project DR completed successfully.	122	Project DS	Construction	In Progress	Location DS	\$580,000	2053-04-01 to 2053-06-30	Team DS	Project DS is currently in progress.
123	Project DT	Construction	On Hold	Location DT	\$540,000	2053-07-01 to 2053-09-30	Team DT	Project DT is on hold due to budget constraints.	124	Project DU	Construction	Completed	Location DU	\$440,000	2053-10-01 to 2053-12-31	Team DU	Project DU completed successfully.
125	Project DV	Construction	In Progress	Location DV	\$590,000	2054-01-01 to 2054-03-31	Team DV	Project DV is currently in progress.	126	Project DW	Construction	On Hold	Location DW	\$450,000	2054-04-01 to 2054-06-30	Team DW	Project DW is on hold due to budget constraints.
127	Project DX	Construction	Completed	Location DX	\$550,000	2054-07-01 to 2054-09-30	Team DX	Project DX completed successfully.	128	Project DY	Construction	In Progress	Location DY	\$600			

# REQUEST FOR DECISION

— COMMITTEE OF THE WHOLE —



**To:** Committee of the Whole  
**From:** Acting Deputy Corporate Officer  
**Date:** July 18, 2016  
**Subject:** Council Recording  
**Recommendation:** RESOLVED THAT the Committee of the Whole receive the staff report

And to recommend to Council at the August 15<sup>th</sup>, 2016 Regular Meeting of Council to proceed with Option 1 in the interim and to re-assess this topic over time.

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**BACKGROUND:** Throughout the years public Council meetings have been recorded by either Sunshine Cable or by a local media contractor. This arrangement has worked well in the past; however, the present contractor informed the City that he was resigning from this service.

Council meeting recordings vary depending on the municipality. The City of Rossland records the meetings with a Video system and then uploads the video the day later onto YouTube. The City of Penticton does not use YouTube but rather hosts the Video's in-house for 1 year available through their website. The City of Kelowna currently only uses Audio recordings from the media (Castanet), occasionally the media also records Video for a meeting.

If the City should choose to record their own Video or Audio, the following requirements must be met based on provincial FOI and Privacy requirements:

- Available to the public for 12 months as of the day of the recording
- Data must be stored within Canada
- Signs must be posted to inform the public about the Video/Audio recording at Council Chambers.

The City of Kelowna is researching the option of recording videos through their Council agenda package provider. This would allow for all of the FOI and Privacy regulations to be met, while eliminating the in-house storage requirements if recordings were done by the City.

The City of Grand Forks has several options in continuing to provide this service, in order to fulfill Council's community engagement strategic priority.

## **Option 1 – Continue with a media partnership.**

Partnering with another media contractor to record, stream, and upload video using their own equipment and their own YouTube channel/account has various benefits including not owning any additional assets and having an expert with their own equipment operating their own gear.

As the media contractor is the owner of the recording, the storage and availability of the recording are established based on the media contractor's internal policies.



Fiscal Accountability



Economic Growth



Community Engagement



Community Liveability

# REQUEST FOR DECISION

— COMMITTEE OF THE WHOLE —



Cost estimate - \$100-\$150 per meeting.

**Option 2** – Set up our own professional camera's, recording equipment, and computer, and manage the recording and data in-house.

The City has some hardware that could work for this, but additional hardware would need to be purchased along with on-going software licensing. The City would be responsible for costly data storage. Staff resources would also have to be allocated to use this gear effectively.

Cost estimate - \$7500-\$10,000 for hardware and software, up to \$1500 for annual license fees, up to \$10,000 for additional data storage in-house, up to \$1500 per year for additional web-traffic, \$2000 for initial setup, additional staff costs, additional asset replacement funding and data storage.

Data Storage would be on City Servers or Servers located in Canada. Data would be available for a minimum of 12 months through a web-interface.

**Option 3** – No video recordings - audio recordings only for staff use for minute taking purposes. All required equipment is already available, Audio Recording software won't exceed \$300 over 5 years, minimal extra staff time required, minimal asset replacement funding, minimal storage needs.

Audio will be stored for 12 Months in-house and available upon request or through a web-interface.

**Option 4** – iCompass streaming services

This option would build on the iCompass meeting manager package the City already uses to manage the minutes, agendas, etc.

Cost estimates – although this is a great solution, initial research has indicated that the cost would be around \$12000 per year for this service. Further research will have to be done as more hardware might be required.

Data Storage would be on iCompass Servers located in Canada. Data would be available for based on iCompass internal policies through a web-interface.

**Option 5** – Set-up up to two simple webcams, microphone, TV, conference phone and dedicated computer to a) provide video recording feature b) provide a video conferencing solution.

The City has some hardware already, including the TV. This solution would provide for additional capabilities besides recording the meetings. Recordings would be easy to maintain as the size would be manageable and would be available through the City Servers or Servers hosted in Canada through a web-interface.



Fiscal Accountability



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Community Engagement



Community Liveability



# REQUEST FOR DECISION

— COMMITTEE OF THE WHOLE —



Cost estimate - \$2500-\$3500 for hardware and software, up to \$1000 for initial setup, up to \$1500 for additional web-traffic, minor additional time for staff, minor asset replacement funding.

Regardless of the Option chosen, the City will install the appropriate signage, unless there is no Video or Audio Recordings. The City will also continue to follow what solution the City of Kelowna pursues within the next year.

Options 2, 4, 5 will require significantly more time to research and to gain a full understanding of the funds required.

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## **Benefits or Impacts of the Recommendation:**

<b>General:</b>	solution for video/audio recording
<b>Strategic Impact:</b>	Community Engagement, Fiscal Accountability
<b>Financial:</b>	varies depending on option chosen
<b>Policy/Legislation:</b>	-
<b>Attachments:</b>	-

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<b>Recommendation:</b>	RESOLVED THAT the Committee of the Whole receive the staff report  And to recommend to Council at the August 15 <sup>th</sup> , 2016 Regular Meeting of Council to proceed with Option 1 in the interim and to re-assess this topic over time.
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- OPTIONS:**
1. COTW COULD CHOOSE TO SUPPORT THE RECOMMENDATION.
  2. COTW COULD CHOOSE TO SUPPORT ANOTHER OPTION.
  3. COTW COULD CHOOSE TO NOT SUPPORT THE RECOMMENDATION.
  4. COTW COULD CHOOSE TO REFER THE REPORT BACK TO STAFF FOR MORE INFORMATION.



Fiscal Accountability



Economic Growth



Community Engagement



Community Liveability

# MEMORANDUM



**DATE** : July 18, 2016

**TO** : Mayor Konrad and Council

**FROM** : Chief Financial Officer

**SUBJECT** : Quarter 2 Financial Update

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Please find attached the financial update for 2016 to June 30, 2016. Included in the update are operating expenses, capital expenses, revenues, and a reserve continuity schedule. The reserve continuity is an estimate as expenditures have been entered as the maximum amounts and all projects will come in under budget.

The original budget has been used in this report as the amended budget does not come into effect until this meeting.

As the deadline for Council reports for this agenda was July 7<sup>th</sup>, not all entries have been made for the month of June. As mentioned at previous meetings, there is a lag of accounts payable invoices. Work completed for the City in June does not usually get billed to us until the middle of July. Also, the amortization has not been run for May and June as there are some adjustments necessary for fixed assets.

Respectfully submitted,

Roxanne Shepherd, BBA, CPA, CGA  
Chief Financial Officer

**City of Grand Forks**  
**Revenues to June 30, 2016**  
**50% year complete**

	2015 ACTUAL	2016 ORIGINAL BUDGET	2016 YTD ACTUAL	% BUDGET
Property Taxes	3,033,915	3,408,705	\$ 3,409,830	100%
1% in lieu and franchise fee	181,231	179,698	\$ 167,186	93%
Parcel Taxes	85,366	234,817	\$ 234,645	100%
Airport	158,096	64,120	\$ 41,733	65%
Garbage Fees	197,023	196,000	\$ 104,099	53%
Cemetery	19,376	19,500	\$ 11,570	59%
Campground	48,571	45,000	\$ 28,229	63%
Rezoning, subdivision	2,250	1,000	\$ 2,450	245%
Business licenses	30,400	30,000	\$ 31,375	105%
Building permits	9,196	10,000	\$ 8,542	85%
Interest & Penalties	115,106	98,000	\$ 71,863	73%
Building rentals & leases	103,262	101,853	\$ 71,439	70%
Rural Fire recovery	207,811	217,412	\$ 245,800	113%
Slag revenue	246,721	235,000	\$ 113,098	48%
Small Communities Operating Grant	501,925	465,000	\$ 484,796	104%
Contribution from Electrical	433,000	437,330		0%
Investment Income	53,633	30,000	\$ 20,527	68%
Grants & Donations	881,897	317,639	\$ 14,956	5%
Miscellaneous	300,156	258,500	\$ 58,749	23%
Victim Assistance funding	53,649	35,560	\$ 20,925	59%
<b>TOTAL GENERAL FUND:</b>	<b>6,662,582</b>	<b>6,385,134</b>	<b>5,141,810</b>	<b>81%</b>
 WATER	 1,167,335	 864,590	 \$ 427,877	 49%
 ELECTRICAL	 4,609,973	 4,655,000	 \$ 2,205,961	 47%
 WASTEWATER	 956,265	 1,216,364	 \$ 423,465	 35%
 <b>TOTAL REVENUES</b>	 <b>13,396,155</b>	 <b>13,121,088</b>	 <b>\$ 8,199,114</b>	 <b>62%</b>



City of Grand Forks  
2016 OPERATING EXPENSE SUMMARY  
To June 30, 2016  
50% year complete

	2015 ACTUAL	2016 ORIGINAL BUDGET	2016 YTD	% BUDGET USED
<b>GENERAL FUND</b>				
Performance Measures			\$ 103	
Long Term Strategic Plan	\$ 14,875		\$ 5,196	
Legislative Committees	\$ 14,581	\$ 15,000	\$ 860	6%
Legislative	\$ 238,355	\$ 233,700	\$ 112,434	48%
Administrative	\$ 484,415	\$ 455,500	\$ 259,274	57%
Finance	\$ 273,843	\$ 312,143	\$ 177,168	57%
Elections		\$ 8,200	\$ 11,989	146%
Asset Management	\$ 8,285			
Communications	\$ 17,804	\$ 33,390	\$ 12,091	36%
IT	\$ 38,647		\$ 43,220	
Special Request - FOI, Ombud	\$ 14,995		\$ 1,713	
Building Inspection Services	\$ 64,662	\$ 109,000	\$ 32,803	30%
Slag Remediation	\$ 18,287		\$ 7,511	
Engineering	\$ 125,557	\$ 178,000	\$ 82,984	47%
Zoning & Planning	\$ 127,277	\$ 151,360	\$ 52,527	35%
Economic Development	\$ 30,147	\$ 79,000	\$ 12,290	16%
Solid Waste	\$ 184,449	\$ 186,000	\$ 83,899	45%
Environment	\$ 6,225	\$ 7,500		0%
Gravel Pit Remediation	\$ 164,946			
Contaminated Sites	\$ 1,885	\$ 10,000	\$ 7,940	79%
Fee For Service	\$ 271,900	\$ 238,400	\$ 131,000	55%
City Events	\$ 10,157	\$ 10,000	\$ 5,245	52%
Fire & Emergency	\$ 489,579	\$ 535,154	\$ 225,863	42%
Protective Services	\$ 48,894	\$ 38,760	\$ 22,554	58%
Bylaw Enforcement	\$ 82,370	\$ 108,000	\$ 37,714	35%
Emergency Response	\$ 3,975		\$ 311	
Wildlife Management		\$ 30,000	\$ 8,000	27%
Public Works Admin	\$ 220,113	\$ 228,816	\$ 167,405	73%
Airport	\$ 226,845	\$ 159,496	\$ 47,659	30%
Roads	\$ 617,056	\$ 832,122	\$ 294,850	35%
Cemetery	\$ 77,883	\$ 92,355	\$ 19,928	22%
Facilities	\$ 277,197	\$ 279,300	\$ 137,258	49%
Parks	\$ 559,717	\$ 625,476	\$ 265,624	42%
DEBT PAYMENTS	\$ 30,845	\$ 195,421	\$ 68,198	35%
TRANSFER TO RESERVES		\$ 240,000		0%
AMORTIZATION	\$ 990,719	\$ 990,719	\$ 325,336	33%
<b>TOTAL GENERAL FUND OPERATIONS</b>	<b>\$ 5,721,610</b>	<b>\$ 6,382,812</b>	<b>\$ 2,655,648</b>	<b>42%</b>
<b>WATER FUND</b>				
Ops	\$ 723,805	\$ 791,590	\$ 415,261	52%
Amortization	\$ 191,650	\$ 193,200	\$ 64,063	33%
<b>TOTAL WATER OPERATIONS</b>	<b>\$ 915,455</b>	<b>\$ 984,790</b>	<b>\$ 479,324</b>	<b>49%</b>
<b>ELECTRICAL FUND</b>				
Operations	\$ 669,147	\$ 683,317	\$ 358,100	52%
Electrical Purchases	\$ 3,146,228	\$ 3,414,353	\$ 1,342,801	39%
Amortization	\$ 41,147	\$ 42,000	\$ 13,692	33%
<b>TOTAL ELECTRICAL OPERATIONS</b>	<b>\$ 3,856,522</b>	<b>\$ 4,139,670</b>	<b>\$ 1,714,593</b>	<b>41%</b>
<b>WASTE WATER FUND</b>				
Ops	\$ 678,166	\$ 699,946	\$ 331,906	47%
Debt	\$ 73,074	\$ 137,252	\$ 36,663	27%
Amortization	\$ 162,411	\$ 164,400	\$ 54,410	33%
<b>TOTAL WASTE WATER OPERATIONS</b>	<b>\$ 913,651</b>	<b>\$ 1,001,598</b>	<b>\$ 422,979</b>	<b>42%</b>

City of Grand Forks  
Capital Projects Summary to end of June, 2016

		2016 Original Budget	YTD Expenditures	% Complete
<b>GENERAL OPERATIONS</b>				
1	Works Yard Fuel Pump Replacement	\$ 1,190		0%
2	Spray Park	\$ 53,876	\$ 33,698	63%
3	Generator 525 Central	\$ 5,232	\$ 3,962	76%
4	Airport Beacons	\$ 60,000	\$ 35,646	59%
5	Playground Equipment	\$ 45,000		0%
6	1995 Ford Pick-up Replacement	\$ 45,000		0%
7	Silver Kettle Sidewalk	\$ 212,500		0%
8	Vadim Software E3 upgrade	\$ 7,857	\$ 7,857	100%
9	Annual Emergency Repair Fund	\$ 200,000		0%
10	Public Works Fuel Tanks	\$ 75,000		0%
11	Whispers of Hope Roof	\$ 50,000		0%
12	5 tonne Dump Truck	\$ 250,000		0%
13	T-Tech trailer	\$ 25,000		0%
14	GIS Phase 2	\$ 15,000		0%
15	Pickelball Courts - Barbara Ann Park	\$ 34,556		0%
<b>ENGINEERING</b>				
16	West Side Fire Protection	\$ 928,784		0%
17	Eastside Reservoir Structure Study	\$ 1,210	\$ 710	59%
18	Wastewater Treatment Plant UV	\$ 495,900	\$ 14,300	3%
19	Multi Utility - 3rd St & 22nd St	\$ 3,324,130		0%
<b>ELECTRICAL</b>				
20	System & Voltage Conversion	\$ 20,666	\$ 2,042	10%
21	Electrical - Recloser controls	\$ 23,522	\$ 10,358	44%
22	Electrical System Upgrades	\$ 5,759		0%
23	Riverside Reconductor	\$ 30,096		0%
24	Electrical Substation Engineering	\$ 50,000		0%
25	Electrical Upgrade- JD Park	\$ 36,000		0%
<b>WASTE WATER</b>				
26	Headworks Grinder	\$ 50,446	\$ 16,103	32%
27	Water/Sewer Scada	\$ 11,150		0%
28	3rd Street Sewer Main Repair	\$ 100,000	\$ 64,569	65%
<b>WATER</b>				
29	Residential Water Meter Project & Locates	\$ 393,702	\$ 266,497	68%
30	Well #3 Pump and Motor	\$ 100,000	\$ 6,313	6%
31	5th Street Watermain Replacement	\$ 575,000	\$ 13,975	2%
<b>TOTAL CAPITAL</b>				
		\$ 7,226,576	\$ 476,030	7%

City of Grand Forks  
2016 Reserve Fund Continuity

City of Grand Forks  
2016 Reserve Funds Continuity Schedule

CAPITAL PROJECT	2016 Budget	Capital	General	Water	Electrical	RESERVES			Slag	Land Sales	Gas Tax	Lands	TOTALS
						Waste	Equipment						
Bal Fwd - Dec 31, 2015		\$ 155,820					\$ 527,161		\$ 1,444,811	\$ 501,412	\$ 899,650	\$ 63,235	\$ 3,592,089
2016 transfers - Asset Management Financial Plan													
from surplus		\$ 500,000			\$ 250,000	\$ 250,000							\$ 1,000,000
from slag reserve		\$ 1,000,000						\$ (1,000,000)					\$ -
from land sales reserve		\$ 200,000							\$ (200,000)				\$ -
from tax sale land reserve		\$ 63,235										\$ (63,235)	\$ -
from operating to slag annually			\$ 240,000	\$ 98,000	\$ 120,000	\$ 30,000		\$ 235,000			\$ 213,419		\$ 488,000
to gas tax - annual grant													\$ 235,000
Balance After Transfers in 2016 Financial Plan		\$ 1,919,055	\$ 240,000	\$ 98,000	\$ 370,000	\$ 280,000	\$ 527,161	\$ 679,811	\$ 301,412	\$ 1,113,069	\$ -	\$ -	\$ 5,528,508
TOTAL CAPITAL - as per Bylaw 2021 Schedule C	\$ 7,226,576	\$ (491,210)	\$ -	\$ -	\$ (80,043)	\$ (100,000)	\$ (320,000)	\$ (66,912)	\$ (272,252)	\$ (968,702)	\$ -	\$ -	\$ (2,289,119)
Reserve Balances at December 31, 2016		\$ 1,427,845	\$ 240,000	\$ 98,000	\$ 289,957	\$ 180,000	\$ 207,161	\$ 612,899	\$ 29,160	\$ 144,367	\$ -	\$ -	\$ 3,229,389

# REQUEST FOR DECISION

— COMMITTEE OF THE WHOLE —



**To:** Committee of the Whole  
**From:** Fire Chief  
**Date:** July 18, 2016  
**Subject:** Protective Services – Fire Service Operations Level, Policy #901  
**Recommendation:** **RESOLVED THAT** the Committee of the Whole recommends to Council to receive the report from the Fire Chief with regard to the proposed Fire Service Operations Level Policy and refers the policy to the July 18, 2016 Regular meeting of Council for consideration to adopt.

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## BACKGROUND:

In late 2014, the BC Office of the Fire Commissioner released the *Structural Firefighters Competency and Training Playbook* ("The Playbook") which sets provincial standards for the training expected of all career and volunteer fire departments. The Playbook has been approved by the Minister of Justice under paragraph 3(3)(b) of the *Fire Services Act (B.C.)*, and is binding on all fire services personnel in the province.

"[The Playbook] establishes a number of new, formal requirements for [Community]s and fire departments, which will involve some consideration and take time to implement. It is the responsibility of each [Community] immediately to take steps to establish a **Service Level** policy for each fire service for which it is responsible, and to ensure implementation of the related training requirements."

The three service levels, as defined in The Playbook, are:

- Exterior Operations:** Where a fire department does not undertake interior fire suppression or rescue operations, or operate in an environment that is "immediately dangerous to life and health".
- Interior Operations:** Where a fire department, in appropriate circumstances, will enter a fire-involved structure or object to undertake fire suppression activities or conduct rescue operations. At this level, operations are generally limited to smaller structures, such as single-family dwellings and vehicles, except where specific hazard assessments and planning have been undertaken in respect of more complex risks.
- Full Service:** Where a fire department is equipped, staffed, and trained to provide a full-spectrum of fire suppression services, including entry into buildings for extinguishment and rescue, and hazardous materials operation-level services including protection of persons, the environment, and property from the effects of a hazardous material release.

The Full Service level is the recommended level for communities with complex structures such as apartment buildings, hotels, large assembly occupancies, and industry.

The training program at Grand Forks Fire/Rescue over the last 10+ years has been at a level largely consistent with the new Full Service level as defined by The Playbook. Adoption of Policy 901 formalizes the City's commitment to this level as required under The Playbook and the *Fire*



# REQUEST FOR DECISION

— COMMITTEE OF THE WHOLE —



*Services Act.* Grand Forks Fire/Rescue strives to operate at the Full Service level, but will deliver a level of response appropriate to the manpower and resources available at the time of an incident.

The Playbook does not set specific levels of service for Emergency Medical or Technical Rescue (Auto Extrication, Water/Ice Rescue, High/Low Angle Rope Rescue, or Confined Space Rescue) services, or Wildland/Urban Interface Firefighting; it is specifically focused on structural firefighting. Grand Forks Fire/Rescue provides these other services, but the level to which these services are provided is outside the scope of this Policy.

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## **Benefits or Impacts of the Recommendation:**

<b>General:</b>	Formalizing the training level that Grand Forks Fire/Rescue will operate under sets a consistent and measurable standard for the training provided to all firefighters.
<b>Strategic Impact:</b>	Qualifies the level of protective service available in Grand Forks for developers.
<b>Financial:</b>	Operating and training to "Full Service" Level can be accomplished within the current operating budget; no additional costs will be required to meet this level.
<b>Policy/Legislation:</b>	Meets the City's requirement to declare under the Fire Services Act (B.C.), Structural Firefighters Competency and Training Playbook.
<b>Attachments:</b>	Proposed Policy #901 – Protective Services – Fire Service Operations Level

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<b>Recommendation:</b>	<b>RESOLVED THAT</b> the Committee of the Whole recommends to Council to receive the report from the Fire Chief with regard to the proposed Fire Service Operations Level Policy and refers the policy to the July 18, 2016 Regular meeting of Council for consideration to adopt.
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<b>OPTIONS:</b>	<b>1. COTW COULD CHOOSE TO SUPPORT THE RECOMMENDATION. 2. COTW COULD CHOOSE TO NOT SUPPORT THE RECOMMENDATION. 3. COTW COULD CHOOSE TO REFER THE REPORT BACK TO STAFF FOR MORE INFORMATION.</b>
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<b>CITY OF GRAND FORKS</b>			
<b>POLICY TITLE:</b>	<b>Fire Service Operations Level</b>	<b>POLICY NO:</b>	<b>901</b>
<b>EFFECTIVE DATE:</b>	<b>July 20, 2016</b>	<b>SUPERSEDES:</b>	
<b>APPROVAL:</b>	<b>Council</b>	<b>PAGE:</b>	<b>1 of 1</b>

**PURPOSE:**

To define the operational level to which members of Grand Forks Fire/Rescue shall be trained, in accordance with the requirements of the mandatory minimum training standards set by the Office of the Fire Commissioner under paragraph 3(3)(b) of the *Fire Services Act (B.C.)*, published as *British Columbia Fire Service Minimum Training Standards: Structure Firefighters Competency and Training Playbook* ("The Playbook") (2<sup>nd</sup> Edition, Amended May 2015).

**POLICY:**

Grand Forks Fire/Rescue is designated as a *Full Service* fire department.

1. Grand Forks Fire/Rescue shall provide Full Service operations as defined in The Playbook.
2. Fire department members shall be trained to at least the minimum level prescribed by The Playbook for Full Service departments.
3. The Fire Chief may limit fire suppression activities on a per-call basis dependant on the level of experience of responding members and resources available at the time of an incident.
4. This policy shall be reviewed by the City of Grand Forks with the Fire Chief as required, and shall be amended as determined by the City or as required to conform with changes to The Playbook or other applicable legislation or regulations.

# REQUEST FOR DECISION

— COMMITTEE OF THE WHOLE —



**To:** Committee of the Whole  
**From:** Manager of Development & Engineering Services  
**Date:** July 18, 2016  
**Subject:** Temporary Use Permit renewal request from the Church of Jesus Christ of Latter-Day Saints, agents for Crem Holdings Ltd., owners of the property

**Recommendation:** **RESOLVED THAT** the Committee of the Whole recommends to Council to approve the renewal of the Temporary Use Permit for a further 3 year term, in accordance with the Local Government Act, and refer the matter to the August 15<sup>th</sup> Regular Meeting of Council for decision.

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**BACKGROUND:** August 4, 2013, City staff received an application for a Temporary Use Permit (TUP) from Canada Calgary PM, agents for Crem Holdings Ltd., owners of property legally described as Lot A, District Lot 108, S.D.Y.D., Plan KAP82116 and located at 7255 Riverside Drive, to allow the Church of Jesus Christ of Latter-Day Saints to hold Sunday services in the commercially zoned building.

October 1, 2013, staff sent letters to surrounding property owners notifying them of the time and date where they could voice their opinions and concerns with respect to the TUP.

October 9, 2013, staff advertised the application in one issue of the Gazette notifying the Public of the time and date where they could voice their opinions and concerns with respect to the TUP.

October 28, 2013, Council approved the TUP application, as there were no concerns expressed, staff prepared the TUP and sent it to Land Titles to have the permit registered on title.

March 15, 2016, the City received a request from Canada Calgary PM for a TUP renewal for a further 3 year term. The Local Government Act, Section 497, states that a person, to whom a Temporary Use Permit has been issued, may apply to have the permit renewed for up to 3 years, subject to the restriction that a TUP may be renewed only once.

The current TUP will expire on October 28<sup>th</sup>, 2016 and the Church would like to stay at the current location for another 3 years. They have requested a renewal to the Temporary Use Permit that was issued in 2013. After the 3 year renewal is over, the Church will vacate the building and the commercial use status will resume.

June 21, 2016, Referral Request packages were sent to various agencies and departments with a response date of July 15, 2016.



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# REQUEST FOR DECISION

— COMMITTEE OF THE WHOLE —



## Timeline:


Date	Process
June 21, 2016	Sent Referral Request packages
<b>July 18, 2016</b>	COTW introduction
August 15, 2016	RMC decision

## Benefits or Impacts of the Recommendation:

**General:** If Council approves the TUP renewal, the Church would be allowed to continue to hold Sunday services in the commercial building for a further 3 years.

If Council does not approve the TUP renewal, the Church would not be able to use the commercial building for their Sunday services and the building would be vacated and returned to a commercial use.

## **Strategic Impact:**

 The Strategic Plan states that Council is open yet disciplined in land development decisions, recognize the importance of a healthy town core and the opportunity for more development.

 To continue investments in arts, culture, sport and heritage in Grand Forks.

**Financial:** There are no costs to the City, in that we do not need to advertise the renewal or send letters to surrounding property owners. The renewal was advertised and letters were sent when the first application was made in 2013, and this is a renewal of the permit without any variations.

**Policy/Legislation:** The ability to issue Temporary Use Permits comes from the Local Government Act. The Act stipulates the length of the Temporary Use Permit and one-time renewal of up to 3 years.

**Attachments:**

- letter from the Church of Jesus Christ of Latter-Day Saints requesting a 3 year renewal of their TUP;
- copy of the TUP that was issued on October 29, 2013;
- copy of the October 1, 2013 letters to surrounding owners;
- copy of the October 9, 2013 ad in the Gazette;
- zoning map showing location and zoning of the property;
- parcel report;
- pictures of the building and parking area; and
- excerpts from the Local Government Act.



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# REQUEST FOR DECISION

— COMMITTEE OF THE WHOLE —



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**Recommendation:** **RESOLVED THAT** the Committee of the Whole recommends to Council to approve the renewal of the Temporary Use Permit for a further 3 year term, in accordance with the Local Government Act, and refer the matter to the August 15<sup>th</sup> Regular Meeting of Council for decision.

---

- OPTIONS:**
1. COTW COULD CHOOSE TO SUPPORT THE RECOMMENDATION.
  2. COTW COULD CHOOSE TO NOT SUPPORT THE RECOMMENDATION.
  3. COTW COULD CHOOSE TO REFER THE REPORT BACK TO STAFF FOR MORE INFORMATION.
- 



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THE CHURCH OF  
**JESUS CHRIST**  
OF LATTER-DAY SAINTS

Canada Calgary Project Management Office  
Room 109, 7040 Farrell Road SE  
Calgary, Alberta T2H 0T2  
tel: (403) 869-1521  
fax: (801) 240-4956

15 March 2016

City of Grand Forks  
7217, 4 Street  
PO BOX 220  
Grand Forks, BC V0H 1H0

ATTN: Mayor and Council of the City of Grand Forks

A Temporary Use Permit was approved for our use on 29 OCT 2013. This permit and notification are attached. It is time now to seek renewal of this permit for the additional three years allowed in the bylaw.

Please confirm the requirements for approval of this extension, or consider this our application.

Thank you.

Sincerely,



Jim Kyle, P.Eng



7217-4<sup>th</sup> Street  
(P. O. Box 220)  
Grand Forks, B. C.  
V0H 1H0

Telephone No. (250) 442 - 8266  
Facsimile No. (250) 442 - 8000

LOCAL GOVERNMENT ACT  
Revised Statutes of British Columbia 1996, Chapter 323  
Part 26  
NOTICE OF TEMPORARY USE PERMIT

To: Land Titles & Survey Authority of B.C.  
#114 - 455 Columbia Street  
Kamloops, B. C.  
V2C 6K4

TAKE NOTICE that the land described below is subject to a permit, issued by the Corporation of the City of Grand Forks:

Particulars of Permit  
PERMIT DESCRIPTION

(a) Type of Permit: Temporary Use Permit

(b) Statutory Authority: Section 920  
(specify Section of Local Gov't Act authorizing permit.)

Legal Description of Land Affected:

**Lot A, District 108, S.D.Y.D., Plan KAP82116  
(PID 026-838-575)**

Issue Date: October 29, 2013

Expiry Date: (if any): October 29, 2016  
(for Temporary Commercial or Industrial Permit)




Use of this Section only for an amendment to a Land Use Contract, by way of permit under Section 921 of the Local Government Act.

THIS NOTICE relates to the amendment of Land Use Contract No. N/A which is registered as a charge against \_\_\_\_\_ (registration #) the above described land. Particulars of the amendment may be obtained from the issuing authority.

AND FURTHER TAKE NOTICE that in the case of a Temporary Commercial or Industrial Permit, you are hereby authorized to cancel the notation of the filing of this notice against the title to the land affected by it on or after the expiry date specified above, without further application from us and we consent to a cancellation of the notation on the basis of the efflux ion of time.

Dated the 29<sup>th</sup> day of October, 2013, at the Corporation of the City of Grand Forks.



Diane Heinrich  
CORPORATE OFFICER

DIANE HEINRICH  
CORPORATE OFFICER  
A COMMISSIONER FOR TAKING  
AFFIDAVITS IN AND FOR THE  
PROVINCE OF BRITISH COLUMBIA  
BOX 220-7217 4TH STREET  
GRAND FORKS, B.C. V0H 1H0  
(250) 442-8266



**THE CORPORATION OF THE CITY OF GRAND FORKS**

**TEMPORARY COMMERCIAL OR INDUSTRIAL USE PERMIT NO. 2013-4**

1. This Temporary Commercial or Industrial Use Permit is issued to:

**CREM HOLDINGS LTD., INC NO. BC0800755**

subject to compliance with all of the bylaws of the Corporation of the City of Grand Forks, applicable thereto, except as specifically varied by this permit.

- 2 This permit applies to and only to, those lands within the City of Grand Forks, described below and any and all buildings, structures and other development thereon:

**7255 Riverside Drive**

**Lot A., District Lots 108, S.D.Y.D., Plan KAP82116 (PID 026-838-575)**

(referred to as the "Lands")

3. With respect to the Lands, the City of Grand Forks Zoning Bylaw No. 1606 and all amendments thereto, is hereby varied as follows:

Section 42(1) Permitted Uses, be varied to allow for the location of a Religious Center at the above mentioned property located at 7255 Riverside Drive to operate under this Temporary Use Permit, for a 3 year term.

4. In addition, the City of Grand Forks Subdivision Bylaw No. 1424 and amendments thereto, is hereby varied as follows:

N/A

5. This permit shall not have the effect of varying the use or density of land as specified in the City of Grand Forks Zoning Bylaw No. 1606, nor a floodplain specified in the City of Grand Forks Floodplain Bylaw No. 1402.

6. The Owner of the Lands, as a condition of the issuance of this permit agrees to:

Lease the property to the Church of Jesus Christ of Latter-Day Saints, for the express purpose of the operation of the Church

7. This permit is issued on the condition that the Permittee has provided to the City of Grand Forks, security in the form of an irrevocable letter of credit to guarantee the performance of the conditions in Section 6 of this permit. The letter of credit shall be for a period of N/A and shall be in the amount of N/A.
8. Should the Permittee fail to satisfy the conditions contained in Section 6 of the permit,
9. Notice of this permit shall be filed in the Land Titles Office at Kamloops, B.C. under Section 927 of the Local Government Act and upon such filing, the terms of this permit or any amendment hereto, shall be binding upon all persons who acquire an interest in the land affected by this permit.
10. This permit prevails over the provisions of the bylaw(s), in the event of conflict.
11. The permit will be in effect for a 3 year duration, commencing on the date of signature of this permit.
12. This permit is not a building permit.

AUTHORIZING RESOLUTION PASSED BY THE COUNCIL FOR THE CORPORATION OF THE CITY OF GRAND FORKS AT A REGULAR MEETING HELD THE 28<sup>th</sup> DAY OF OCTOBER, 2013.

Temporary Use Permit issued on the 29<sup>th</sup> day of October, 2013/

  
MAYOR BRIAN TAYLOR

  
CORPORATE OFFICER  
DIANNE HEINRICH

**THE CORPORATION OF THE CITY OF GRAND FORKS**

7217-4<sup>th</sup> Street  
P.O. Box 220  
Grand Forks, B.C.  
V0H 1H0

Telephone: 250-442-8266  
Fax: 250-442-8000

**TEMPORARY USE PERMIT APPLICATION**

APPLICATION FEE \$750.00

Receipt No. 168464

Registered Owner(s): CREM HOLDINGS LTD.

BOX 6036 STATION MAIN

EDSON, AB T7E 1T6

ATTN: EUGENE BACHAND

Mailing Address: AS ABOVE

Telephone: Home:        Work 780-722-2297

Legal Description:

LOT: A

DISTRICT LOT: 108

PLAN: KAP 82116

Street Address: 7261 OR  
7255 RIVERSIDE DRIVE

.OVER.....

Description of proposed use and reason for application:

PROPOSED USE IS FOR SUNDAY WORSHIP SERVICES, AND  
CLASSES. THE APPLICATION IS BEING MADE FOR THIS  
SPACE BECAUSE IT IS THE MOST SUITABLE OF ANY  
IDENTIFIED IN GRAND FORKS FOR THIS USE.

Submit the following information with the application:

1. A legible site plan showing the following:

- (a) The boundaries and dimensions of the subject property.
- (b) The location of any proposed or present buildings.
- (c) The location of off-street parking facilities.
- (d) The location of off-street loading facilities.
- (e) The location of any proposed access roads, screening, landscaping or fencing.
- (f) The location of refuse containers and parking area lighting.

2. Professionally drawn site elevations, façade applications for proposed or present buildings, identifying colours, canopies, window trim and sign specifications.

Other information or more detailed information may be requested by the City of Grand Forks upon review of your application.

  
Signature of Owner

4 AUG 2023  
Date

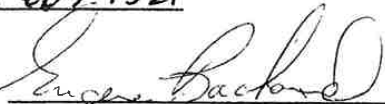
#### AGENT'S AUTHORIZATION

I hereby authorize the person/company listed below to act on my behalf with respect to this application and that the information provided is full and complete and to the best of knowledge to be a true statement of the facts.

Name of Authorized Agent: JIM KYLE, CANADA CALGARY P.M. OFFICE

Mailing Address: 109, 7040 FARRELL ROAD SE  
CALGARY AB  
T2H 0T2

Telephone: 403 869.1521

  
Owner(s) Signature of Authorization

October 1, 2013



Dear

**Application for a Temporary Use Permit**

**Applicant:** Church of Jesus Christ of Latter-Day Saints, agents  
for the owners, Crem Holdings Ltd.  
**Legal Description:** Lot A, D.L. 108, S.D.Y.D., Plan KAP82116  
**Property Location:** 7255 Riverside Drive

As the registered owner/occupier of property located near 7255 Riverside Drive, please be advised that the Jesus Christ of Latter-Day Saints, agents for the above mentioned property, would like to make use of the commercial property as a gathering place to hold their Church services, on a temporary basis, not to exceed a three year period with a further three year allowable extension, through the Temporary Use Permit process.

The Committee of the Whole Council meeting will be considering the application at the next meeting, scheduled for Tuesday, October 15, 2013 at 9:00 a.m., in the Regional District Board Room, located at 2140 Central Avenue, Grand Forks, B.C.

A copy of the temporary use permit may be viewed at the City Works Yard, with the Planning Tech, between the hours of 8:00 a.m. and 3:30 p.m. (excluding holidays), until October 15, 2013, or by calling 250-442-8266 and asking for the Planning Tech.

Members of the public, who deem themselves to be affected by this application, are invited to attend the Committee of the Whole meeting, during which time the Committee will hear comments which pertain to the application. Written submissions will also be accepted until 12 noon on October 4, 2013.

Yours truly,

A handwritten signature in black ink, appearing to read "Kathy LaBossiere", is written over a horizontal line.

Kathy LaBossiere  
PLANNING TECH

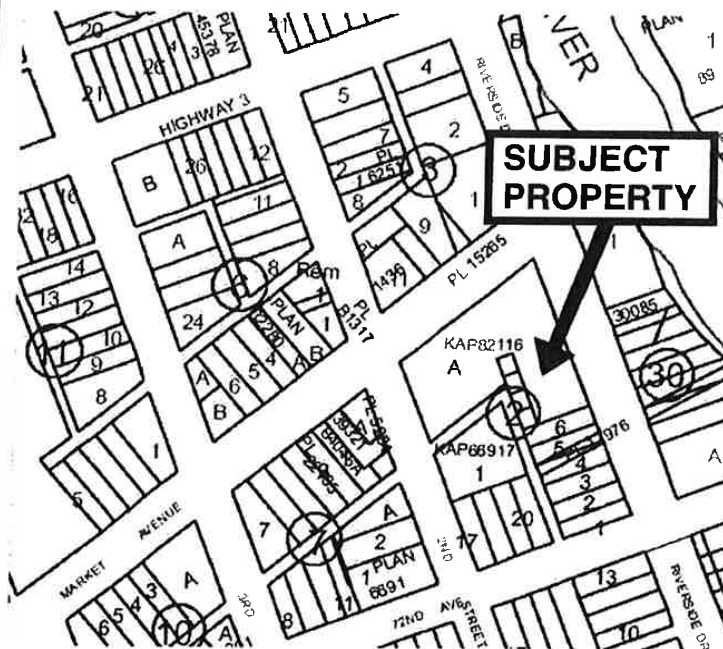
N:\planning\temporary use\Jesus Christ of Latter-Day Saints



## THE CORPORATION OF THE CITY OF GRAND FORKS

### **NOTICE FOR TEMPORARY USE**

**TAKE NOTICE THAT** pursuant to Section 921(11) of the Local Government Act, the City of Grand Forks is considering the issuance of a Temporary Use Permit to allow the Church of Jesus Christ of Latter-Day Saints to hold their Sunday Church services at property located at 7255 Riverside Drive, legally described as Lot A, District Lot 108, S.D.Y.D., Plan KAP82116. A Temporary Use Permit is valid for up to 3 years with a further three year allowable extension, if required.



**TAKE FURTHER NOTICE THAT** Council for the City of Grand Forks will hear any public input with regard to the above-mentioned proposal at a Committee of the Whole meeting scheduled for October 15, 2013 beginning at 9:00 a.m. at the Regional District Boardroom located at 2140 Central Avenue, Grand Forks, B.C.

A draft copy of the Temporary Use application may be viewed until 4:00 p.m., October 11, 2013 at 7425-5th Street, or by contacting Kathy LaBossiere, Planning Technician for the City of Grand Forks, at 250-442-8266.

Sasha Bird  
MANAGER OF DEVELOPMENT & ENGINEERING  
SERVICES





## Parcel Report

Thursday, July 7, 2016



Scale 1: 808

### Legal Information

Plan: KAP82116	Section:	Jurs: 210	Lot Area: 0.887
Block:	Township:	Roll: 17010	Area Unit: acr
Lot: A	Land District: 54	PID: 026-838-575	Width (ft): 0
District Lot: 108			Depth (ft): 0
Street: 7271 RIVERSIDE DR			
Description:			



Regional District of Kootenay Boundary  
Interactive Mapping System

## Regional District of Kootenay Boundary



### Legend

- Admin
  - Cadastral Lines
    - CAD\_DISTRICT\_LOT
    - CAD\_GAS
    - CAD\_HIGHWAY
    - CAD\_HYDRO
    - CAD\_INTER\_BDY
    - CAD\_LOTLINE
    - CAD\_LOTLINE\_LICENSE
    - CAD\_LOTLINE\_WATER
    - CAD\_RAILWAY
    - CAD\_RAILWAY\_ABAN
    - CAD\_ROAD
    - CAD\_TELEPHONE
    - CAD\_TOWNSHIP
  - Miscellaneous Cadastral Lines
    - CADM\_AIRSTRIP
    - CADM\_ARROW
    - CADM\_BRIDGE
    - CADM\_DEWDNEY\_TRAIL
    - CADM\_EASEMENT
    - CADM\_HOOK
    - CADM\_LEASE\_LICENSE
    - CADM\_MAP\_RESERVE
    - CADM\_MINERAL\_CLAIM
    - CADM\_MISC\_RW
    - CADM\_MTN\_TOP\_MARKER
    - CADM\_SKI\_LIFT
    - CADM\_STAR
    - CADM\_TRANSCANADA\_TRAIL
    - CADM\_UNSURVEYED\_ROAD
- Parcels
- Provincial Park
- Lakes
- Rivers
- Streets

Scale: 1: 3,716

1 cm represents 37.16 m



0 100 200 m

Datum: NAD 1983 Projection: UTM Zone 11N

Printed on 07-Jul-2016

#### Notes:

This map is for general information only. The RDKB does not guarantee its accuracy or correctness. All information should be verified.

Selkirk College



# Front of building looking Northwest



(4) Section 466 (4) to (8) [*specific requirements in relation to notice of public hearing*] applies to the notice as if the resolution were a bylaw.

(5) If a local government proposes to adopt a bylaw under section 493 (1) (b), the following sections apply:

- (a) section 464 [*requirement for public hearing*];
- (b) section 465 [*public hearing procedures*];
- (c) section 466 [*notice of public hearing*];
- (d) section 469 [*delegating the holding of public hearings*];
- (e) section 470 [*procedure after public hearing*].

RS2015-1-494 (B.C. Reg. 257/2015).

**Permit conditions: undertakings  
respecting land**

**495.** (1) As a condition of issuing a temporary use permit, a local government may require the owner of the land to give an undertaking to

- (a) demolish or remove a building or other structure, and
- (b) restore land described in the permit to a condition specified in the permit by a date specified in the permit.

(2) An undertaking under subsection (1) must be attached to and forms part of the permit.

(3) If the owner of the land fails to comply with all of the undertakings given under subsection (1), the local government may enter on the land and carry out the demolition, removal or restoration at the expense of the owner.

RS2015-1-495 (B.C. Reg. 257/2015).

**Permit conditions: additional  
security requirements**

**496.** (1) In addition to any security required under section 502, a local government may require, as a condition of issuing a temporary use permit, that the owner of the land give to the local government security to guarantee the performance of the terms of the permit.

(2) If there is a requirement for security under subsection (1), the permit may provide for

- (a) the form of the security, and
- (b) the means for determining
  - (i) when there is default under the permit, and
  - (ii) the amount of the security that forfeits to the local government in the event of default.

RS2015-1-496 (B.C. Reg. 257/2015).

**Term of permit and renewal of permit**

**497.** (1) The owner of land in respect of which a temporary use permit has been issued has the right to put the land to the use described in the permit until the earlier of the following:

- (a) the date that the permit expires;
- (b) 3 years after the permit was issued.

(2) A person to whom a temporary use permit has been issued may apply to have the permit renewed, subject to the restriction that a temporary use permit may be renewed only once.

(3) Subsection (1) and sections 495 [*permit conditions: undertaking respecting land*] and 496 [*permit conditions: additional security requirements*] apply in relation to a renewal under subsection (2).

RS2015-1-497 (B.C. Reg. 257/2015).

# REQUEST FOR DECISION

— COMMITTEE OF THE WHOLE —



**To:** Committee of the Whole  
**From:** Manager of Development & Engineering  
**Date:** July 18, 2016  
**Subject:** Slag Remediation Fund  
**Recommendation:** RESOLVED THAT the Committee of the Whole recommends to Council to establish a Slag Remediation Fund in the name of the City and held in trust for the benefit of the City and Granby River Mining Company, Inc. Authorized signatories on the fund to be the Chief Administrative Officer, Chief Financial Officer, Corporate Officer and Mayor, and refers the decision to the July 18, 2016 Regular Meeting of Council.

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## **BACKGROUND:**

On May 31<sup>st</sup>, 2016, the City entered into an agreement with Granby River Mining Company, Inc. to establish a trust fund for the purpose of assisting with future reclamation and remediation of the properties legally described as Lots 1, 2, 3 and 4, DL 494 and 495, Similkameen Division Yale District, Plan 27381 (the Property).

Under a Consolidated Lease dated January 1, 2002 between Pacific Abrasives and Supply, Inc. and the City, which Consolidated Lease was subsequently assigned by Pacific Abrasives and Supply, Inc. to Granby under an Assignment of Lease dated January 1, 2004, Granby leases the Property from the City and removes materials from the Slag Piles all on the terms and conditions set out in the lease.

Under the lease, Granby is required to carry out reclamation and remediation of the property, to Ministry of Energy & Mines standards for reclamation as per 2002 specifications. The City requested the fund to assist with investigations to ensure future reclamation and remediation is completed to the required standard.

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## **Benefits or Impacts of the Recommendation:**

**General:** Provide efficient accounting of funds received, interest earned and any expenditures as well as simplify annual reporting of fund activities.

**Strategic Impact:** Funds will be clearly identified and directed to applicable activities as needed to ensure future fiscal accountability and environmental protection.

**Policy/Legislation:** N/A

**Attachments:** Fund Agreement



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# REQUEST FOR DECISION

— COMMITTEE OF THE WHOLE —



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**Recommendation:**

RESOLVED THAT the Committee of the Whole recommends to Council to establish a Slag Remediation Fund in the name of the City and held in trust for the benefit of the City and Granby River Mining Company, Inc. Authorized signatories on the fund to be the Chief Administrative Officer, Chief Financial Officer, Corporate Officer and Mayor, and refers the decision to the July 18, 2016 Regular Meeting of Council.

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**OPTIONS:**

1. COTW COULD CHOOSE TO SUPPORT THE RECOMMENDATION.
2. COTW COULD CHOOSE TO NOT SUPPORT THE RECOMMENDATION.
3. COTW COULD CHOOSE TO REFER THE REPORT BACK TO STAFF FOR MORE INFORMATION.



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# MONTHLY HIGHLIGHT REPORTS



**DATE :** July 8, 2016  
**TO :** Committee of the Whole  
**FROM:** Manager of Building Inspection & Bylaw Services  
**HIGHLIGHTS:** For the Month of June, 2016

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❖ **Bylaw Office Review**

- ❖ Following up on complaints
- ❖ Interviews for the Temporary Bylaw Officer
- ❖ Attending with Contractors for water meter installations
- ❖ Following up on watering complaints
- ❖ Working on succession planning

❖ **Building Inspections Review**

- ❖ Following up on existing Building Permits
  - ❖ 6 New permit this month – 2 New Single Family Dwellings, 2 Residential Additions, 1 Garage / Shop, 1 Wheel Chair Ramp.
  - ❖ Interviews for the Building Inspection Position
  - ❖ Closed off 3 more building files this month
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# MONTHLY HIGHLIGHT REPORTS



**DATE :** July 18, 2016  
**TO :** Committee of the Whole  
**FROM:** Chief Financial Officer  
**HIGHLIGHTS:** For the Month of June, 2016

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- ❖ Processing insurance claims
- ❖ Continued implementation of Asset Management Software and Vadim upgrade with IT
- ❖ Tax season well underway with due date of July 4<sup>th</sup>
- ❖ Completed financial plan amendment bylaw
- ❖ Attended June 16<sup>th</sup> Open House for Sustainable Community Plan
- ❖ Interviewing for new Chief Financial Officer
- ❖ Implemented new Electronic Data Interchange (EDI) for more efficient processing of online banking payments received
- ❖ Began working on Quarter 2 Financial Update for Council due July 7<sup>th</sup> for July 18<sup>th</sup> Council meeting

# MONTHLY HIGHLIGHT REPORTS



**DATE:** July 7, 2016  
**TO:** Committee of the Whole  
**FROM:** Chief Administrative Officer  
**HIGHLIGHTS:** For the Month of June, 2016

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- ❖ Prepared and facilitated Council Meetings for the month of June
- ❖ Organized supported the organization of several large events including the Good Sam's Rally and GFI as well as several smaller events.
- ❖ Prepared City's Annual Report
- ❖ Revised event request, delegation and banner request forms on website
- ❖ Prepared newsletter and other communications
- ❖ Ongoing updating of Facebook and Website
- ❖ Shifted CO and Deputy CO positons
- ❖ Labour Management
- ❖ Human Resources Duties for the month of June

# MONTHLY HIGHLIGHT REPORTS



**DATE:** July 18, 2016  
**TO:** Committee of the Whole  
**FROM:** Manager of Development & Engineering  
**HIGHLIGHTS:** For the Month of June, 2016

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- ❖ UV environmental impact study & preliminary design nearly complete
- ❖ Continued the design options & reporting for the WWTP – UV Disinfection Project
- ❖ Received 20 enquiries regarding lot lines, zoning, setbacks, fencing
- ❖ Received 2 subdivision/development enquiries
- ❖ Received 5 enquiries from new/future residents re: zoning/land use
- ❖ Continued implementation of the asset management and GIS software, including planning for Municipal Natural Capital Initiative
- ❖ Completed 1 land sale, 2 pending
- ❖ Facilitated development permit processes for two developments
- ❖ Preparations for Barbara Ann Tennis/Pickle Ball Court Restoration
- ❖ Preparations for Tot-Lot Playground Equipment Project
- ❖ Completed signs for the Rotary Spray Park and supported Opening Day
- ❖ Interdepartmental meetings & collaboration
- ❖ Kiosk maps graphic design
- ❖ Completed Development Variance Permit
- ❖ Held open house for Sustainable Community Plan update process
- ❖ Completed grant application for the Canada 150 Community Infrastructure Program
- ❖ Drought planning networking and collaboration with water suppliers

# MONTHLY HIGHLIGHT REPORTS



**DATE :** June 30, 2016  
**TO :** Committee of the Whole  
**FROM:** Fire Chief  
**HIGHLIGHTS:** For the Month of June, 2016

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- ❖ June Calls: 41 total: 15 Fire, 6 Rescue, 20 First Responder  
Year-To-Date: 245
- ❖ Gilpin wildfire (29 members, worked with BC Wildfire Service, Christina Lake Fire Rescue)
- ❖ Public Education: Two fire hall tours, two fire extinguisher training sessions (staff at Silver Kettle, attendees to Good Sam RV event)
- ❖ Semi-annual ladder testing completed
- ❖ Fire Inspections: Over 40 completed
- ❖ Training: Live Fire practices held in Burn Building at Fire Training Ground
- ❖ Dale: Attended Fire Chiefs Association of BC conference in Richmond

# MONTHLY HIGHLIGHT REPORTS



**DATE :** July 18<sup>th</sup>, 2016  
**TO :** Committee of the Whole  
**FROM:** Manager of Operations  
**HIGH LIGHTS:** For the Month of June 2016

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## **OCCUPATIONAL HEALTH AND SAFETY MONTHLY FOCUS FOR THE MONTH OF JULY 2016 HEAT STRESS, GENERAL SAFETY RULES, GENERAL DUTIES AND RESPONSIBILITIES.**

### **Public Works**

- ❖ Spray park grand opening
- ❖ Flail Mowing program
- ❖ GFI, Good Sam Club, Canada Day, and various other events
- ❖ Dust Control program
- ❖ General Park Maintenance

### **Water/Sewer**

- ❖ Water service repairs
- ❖ Sanitary sewer service repair
- ❖ Well maintenance
- ❖ Water meter program support (finance and contractor)

# MONTHLY HIGHLIGHT REPORTS



## **Electrical**

- ❖ Pole changes
- ❖ Retest meters exchanged
- ❖ Tree Trimming
- ❖ Cannafest service
- ❖ Supporting other departments with events
- ❖ Voltage Conversion

## **Capital projects**

- ❖ Electric Vehicle
  - ❖ Water Metering program
  - ❖ Headworks Auger
  - ❖ Voltage Conversion
  - ❖ Well #3 replacement
  - ❖ Airport Beacon site upgrade
  - ❖ Spray park
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