



THE CORPORATION OF THE CITY OF VERNON

AGENDA

REGULAR OPEN MEETING OF COUNCIL

COUNCIL CHAMBERS
CITY HALL
MONDAY
FEBRUARY 26, 2018
At 1:30 p.m.

Council

Mayor A. Mund

Councillor S. Anderson
Councillor C. Lord
Councillor B. Quiring

Councillor J. Cunningham
Councillor D. Nahal
Councillor B. Spiers

For Enquiries
Telephone: (250) 545-1361
www.vernon.ca



THE CORPORATION OF THE CITY OF VERNON

A G E N D A

REGULAR OPEN MEETING OF COUNCIL

CITY HALL COUNCIL CHAMBER

MONDAY, FEBRUARY 26, 2018

AT 1:30 PM

"To deliver effective and efficient local government services that benefit our citizens, our businesses, our environment and our future"

1. **CALL REGULAR MEETING TO ORDER AND MOVE TO COMMITTEE OF THE WHOLE**
2. **RESOLUTION TO CLOSE MEETING**
 - A. BE IT RESOLVED that the meeting be closed to the public in accordance with Section 90 of the *Community Charter* as follows:
 - 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;*
 - c) *the security of the property of the municipality;*
 - d) *the acquisition, disposition or expropriation of land or improvements, if the Council considers that disclosure could reasonably be expected to harm the interests of the municipality;*
 - k) *negotiations and related discussions respecting the proposed provision of a municipal service that are at their preliminary stages and that, in the view of the Council, could reasonably be expected to harm the interests of the municipality if they were held in public*
3. **ADJOURN TO OPEN COUNCIL AT 1:30 PM**
 - A. THAT the Agenda for the February 26, 2018 Regular Open Meeting of Council be adopted as circulated.
4. **ADOPTION OF MINUTES AND RECEIPT OF COMMITTEE OF THE WHOLE**

AGENDA

MINUTES

- A. THAT the minutes of the Regular Meeting of Council held February 13, 2018, be adopted; (P. 11)

AND FURTHER, that the minutes of the Committee of the Whole Meeting of Council held February 13, 2018, be received

5. BUSINESS ARISING FROM THE MINUTES

6. GENERAL MATTERS

PRESENTATION –
RCMP

- A. Supt. Jim McNamara, OIC, RCMP will provide a special presentation to Council in relation to his upcoming retirement.

PRESENTATION –
KINDALE - CANADA
150 RANDOM ACTS
OF KINDNESS
PROGRAM

- B. Ms. Cindy Masters, Development Officer, Kindale Association re: Presentation of Commemorative Plaque for the City of Vernon's participation in Canada 150 Random Acts of Kindness program.

DELEGATION –
RESPONSE TO
REQUEST FOR
PESTICIDE BAN
(P. 26)

- C. Mr. Joel Campbell, President, Green Velvet, and Mr. Henry van der Molen, President, Supergreen Lawn & Tree Care re: Response to Request for Pesticide Ban and Request for Task Force to Consider.

DELEGATION -
O'KEEFE RANCH AND
INTERIOR HERITAGE
SOCIETY (P. 46)

- D. Mr. Max F. Russmann, Chair, O'Keefe Ranch & Interior Heritage Society re: O'Keefe Ranch and Interior Heritage Society – Update.

DEVELOPMENT
VARIANCE PERMIT
#00418 APPLICATION
FOR 1803 – 31A
STREET (P. 97)

- E. THAT Council support Development Variance Permit Application #DVP00418 to vary the following sections of Zoning Bylaw #5000 to allow for a four and a half storey, 43 unit rental apartment to be constructed on Lot 1, Plan 21336, Sec 34, Twp 9, ODYD (1803 – 31A Street):

a) to vary the minimum yard setbacks (Section 9.12.5) in accordance with the following and as shown on Schedule 'A' (Note: Schedule 'A' will form part of the Development Variance Permit, if approved, and is Attachment 1 of this report.):

- i. front yard: from 4.5m to 0.0m for the parkade retaining wall and building;
- ii. side yard: from 4.5m to 0.3m and 0.0m for the parkade retaining wall;
- iii. south side yard: from 4.5m to 1.7m for the parkade retaining wall and building;

- iv. rear yard: from 9.0m to 0.7m and 4.4m for the parkade retaining wall;
- b) to vary the minimum front, side and rear landscape buffer (Section 6.6.2, Table 6.1) from 1.5m to 0.0m as shown on Schedule 'A';
- c) to vary the minimum number of required off-street parking spaces from 74 spaces to 54 spaces (Section 7, Table 7.1); and
- d) to vary Schedule B, to reduce the setback based on required right of way for 31A Street from 18.5m to 15.8m.

AND FURTHER, that Council support Development Variance Permit Application #DVP00418 to vary the following section of Subdivision and Development Servicing Bylaw #3843 on the property described as Lot 1, Plan 21336, Sec 34, Twp 9, ODYD (1803 – 31A Street):

- a) to vary the off-site works (Schedule A – Level of Service) to asphalt widening of 0.8m, new upright concrete curb and gutter and 1.5m wide concrete sidewalk in 31A Street adjacent to the property.

AND FURTHER, that Council support of DVP00418 is subject to the following:

- a) The owner is to dedicate road right-of-way widening of approximately 2.1m on Lot 1, Plan 21336, Sec 34, Twp 9, ODYD (1803 – 31A Street); and
 - b) That the site, floor, elevations, landscaping plans and the parking study noted as Attachments 1 to 8 inclusive in the report titled "Development Variance Permit Application for 1803 – 31A Street" and dated February 14, 2018 by the Economic Development Planner be attached to and form part of DVP00418 as Schedule 'A'.
- (i) Public Input on Development Variance Permit #00418 to vary sections of Zoning Bylaw #5000 and sections of the Subdivision and Development Servicing Bylaw #3843 to allow for a four and a half storey, 43 unit rental apartment to be constructed on Lot 1, Plan 21336, Sec 34, Twp 9, ODYD (1803 – 31A Street).

**Public Input – DVP
#00418**

**Issuance of Permit
#00418**

- (ii) THAT the Corporate Officer be authorized to issue Development Variance Permit #00418 to vary sections of Zoning Bylaw #5000 and sections of the Subdivision and Development Servicing Bylaw #3843 to allow for a four and a half storey, 43 unit rental apartment to be constructed on Lot 1, Plan 21336, Sec 34, Twp 9, ODYD (1803 – 31A Street), once all conditions of Council are satisfied.

**DEVELOPMENT
VARIANCE PERMIT
APPLICATION FOR
5400 WILLOW DRIVE
(P. 142)**

- F. THAT Council support the development variance permit application (DVP00420) to vary Subdivision and Development Servicing Bylaw #3843 Schedule A requirements to upgrade the road works in Willow Drive adjacent to Lot A, Plan EPP31464, District Lot 75, ODYD (5400 Willow Drive), by not requiring asphalt widening, new curb, gutter, sidewalk or streetlights as a condition of development approval and return the funds collected for the Works Contribution Agreement.

**Public Input – DVP
#00420**

- (i) Public Input on Development Variance Permit #00420 to vary Subdivision and Development Servicing Bylaw #3843 Schedule A requirements to upgrade the road works in Willow Drive adjacent to Lot A, Plan EPP31464, District Lot 75, ODYD (5400 Willow Drive).

**Issuance of Permit
#00420**

- (ii) THAT the Corporate Officer be authorized to issue Development Variance Permit #00420 to vary Subdivision and Development Servicing Bylaw #3843 Schedule A requirements to upgrade the road works in Willow Drive adjacent to Lot A, Plan EPP31464, District Lot 75, ODYD (5400 Willow Drive), by not requiring asphalt widening, new curb, gutter, sidewalk or streetlights as a condition of development approval and return the funds collected for the Works Contribution Agreement, once all conditions of Council are satisfied.

7. COUNCIL INQUIRIES

8. ADMINISTRATION UPDATES

- A. THAT Council receive the Administration Updates dated February 26, 2018. (P. 167)

9. UNFINISHED BUSINESS

**LAKESHORE PARK
PRELIMINARY
DESIGN FEEDBACK
(P. 169)**

A. THAT Council endorse the Lakeshore Park Preliminary Design as outlined in the memo titled “Lakeshore Park Preliminary Design Feedback” dated February 14, 2018 as submitted by the Parks Planner and direct Administration to proceed with the detailed design.

10. MATTERS REFERRED: COMMITTEE OF THE WHOLE AND IN-CAMERA

11. NEW BUSINESS

A. Correspondence:

**SILGA CONVENTION –
ATTENDANCE OF
COUNCIL MEMBERS
(P. 175)**

(i) THAT Council ratifies the approval of Councillor Scott Anderson and Mayor Mund (others to be cited by Council) attending the 2018 Southern Interior Local Government Association (SILGA) convention in Revelstoke, BC from April 24 – April 27, 2018.

**COMMUNITY
INFRASTRUCTURE
AND DEVELOPMENT
SERVICES STAFFING
(P. 176)**

(ii) THAT Council support up to \$105,000 from the Development Excess Reserve to fund additional staff resources in the Current Planning Department for the duration of 2018.

**2017 OVERTIME
SUMMARY (P. 177)**

(iii) THAT Council receive the memo titled “2017 Overtime Summary” dated February 15, 2018 from the Director of Finance for information.

**MEDICAL SERVICE
PLAN (MSP)
PREMIUMS AND 2019-
2023 BUDGET
IMPLICATIONS
(P. 183)**

(iv) THAT Council receive the memo from the Director of Financial Services dated February 20, 2018 titled MSP Premiums and 2019-2023 Budget implications.

**2019 – 2023
FINANCIAL PLAN
TIMELINE (P. 184)**

(v) THAT Council approve the 2019-2023 Financial Planning Timeline as set forth in the memo from the Director of Financial Services dated February 15, 2018 titled 2019-2023 Financial Plan Timeline;

AND FURTHER, that Council approve a Special Meeting of Council to be held at Lakers Clubhouse on June 7, 2018 to review the progress on the Strategic Plan and issues influencing the 2019-2023 Financial Plan;

AND FURTHER, that Council approve a Special Meeting of Council to be held on November 7, 8 and 9, 2018, for a Council orientation and a review of the budgeting process and taxation in local government;

AND FURTHER, that Council approve Special Meetings of Council to be held on November 28, 29 and 30, 2018 to deliberate the 2019-2023 Financial Plan as set forth in the memo from the Director Financial Services dated February 15, 2018 titled 2019-2023 Financial Plan Timelines.

**2018-22 TOURISM
STRATEGIC
BUSINESS PLAN
(P. 187)**

- (vi) THAT Council adopt the “2018-22 Tourism Strategic Business Plan” as attached to the memo titled “2018-22 Tourism Strategic Business Plan” dated February 15, 2018 and submitted by the Manager of Economic Development and Tourism.

**BUSINESS
AMBASSADOR
PROGRAM (P. 223)**

- (vii) THAT Council receive the memorandum titled “Ambassador Program” dated February 14, 2018 from the Manager, Economic Development and Tourism, for information.

**CHILD & YOUTH
FRIENDLY VERNON
INITIATIVE UPDATE
(P. 250)**

- (viii) THAT Council support the public participation proposed by the Child and Youth Friendly Vernon Committee to host a community forum and through Engage Vernon (www.engagevernon.ca) as outlined in the Memorandum titled *Child and Youth Friendly Vernon Initiative Update* dated February 14, 2018 by the Long Range Planner.

**HURLBURT PARK
PRELIMINARY
DESIGN (P. 259)**

- (ix) THAT Council support, in principle, the preliminary design for Hurlburt Park as attached to the memo titled “Hurlburt Park Preliminary Design” and dated February 15, 2018 from the Parks Planner and direct Administration to proceed with public participation and to report back to Council for final design approval following the public participation process.

B. Reports:

**STRATEGIC WILDFIRE
PREVENTION
INITIATIVE (SWPI)
FIRESMART
PLANNING AND
ACTIVITIES GRANT
(FPAG) PROGRAM
APPLICATION (P. 262)**

- (i) THAT Council authorize the \$ 10,000 Strategic Wildfire Prevention Initiative (SWPI) FireSmart Planning and Activities grant (FPAG) funding application as attached to the Report/Recommendation of the same title, dated February 13, 2018, and respectfully submitted by the EP/ESS Coordinator;

AND FURTHER, that Council support the proposed activities as outlined in the subject grant funding application;

AND FURTHER, that Council authorize, the EP/ESS Coordinator and the Acting Director, Fire Services to provide overall grant management.

**AMENDMENT OF THE
SUBDIVISION AND
DEVELOPMENT
SERVICING BYLAW
#3843 SCHEDULES F
– DRAINAGE
SYSTEMS (P. 272)**

- (ii) THAT Council support, in principle, the proposed amendments to Subdivision and Development Servicing Bylaw #3843, Schedule F as outlined in the report titled: “Amendment of the Subdivision and Development Servicing Bylaw #3843 Schedules F – Drainage Systems”, dated February 13, 2018 and respectfully submitted by the Municipal Technician III and the Manager, Engineering Development Services;

AND FURTHER, that Council direct Administration to meet with industry stakeholders to present the proposed amendments for their review and comment;

AND FURTHER, that Administration report back to Council with a final Schedule F, including input from industry stakeholders, in May, 2018 for consideration of First, Second and Third Readings.

**DEVELOPMENT COST
CHARGES AND
AFFORDABLE
HOUSING (P. 281)**

- (iii) THAT Council direct Administration to update the Affordable/Attainable Housing Policy to specify that the source of funding for Development Cost Charge waivers for eligible affordable housing projects be the Casino Reserve, as outlined in the report titled “Development Cost Charges and Affordable Housing” and dated February 19, 2018 by the Director, Community Infrastructure and Development, for its consideration.

**PROPOSED PARKS
DEVELOPMENT COST
CHARGE BYLAW
PROJECT LIST AND
RATES (P. 290)**

- (iv) THAT Council support, in principle, the proposed Development Cost Charge program (with Commercial) and proceed with the public participation process as outlined in the report titled “Proposed Parks Development Cost Charge Bylaw Project List and Rates” dated February 13, 2018 from the Parks Planner.

**REZONING
AMENDMENT FOR
4005 PLEASANT
VALLEY ROAD
(P. 297)**

- (v) THAT Council support the application (ZON00295) to rezone Part Lot 20 (Plan B3444) Section 2 Township 8 ODYD Plan 474 (4005 Pleasant Valley Road) from R2 – Large Lot Residential to R5 – Four-plex Housing Residential in order to allow a low density multi-family development.

**PROPOSED
AMENDMENTS TO
BYLAW #3909 (FEES
AND CHARGES)
(COMMUNITY
INFRASTRUCTURE &
DEVELOPMENT)
(P. 308)**

- (vi) THAT Council support amendments to Bylaw #3909 (Fees and Charges) as identified on Attachment 1 in the report titled Proposed Amendments to Bylaw #3909 (Fees and Charges) and dated February 14, 2018 by the Director, Community Infrastructure and Development.

**PROPOSED
AMENDMENTS TO
BYLAW #3909 (FEES
AND CHARGES)
(OPERATIONS)(P. 318)**

- (vii) THAT Council support revisions to Bylaw #3909 (Fees and Charges) as identified on Attachment 1 in the report titled Proposed Amendments to Bylaw #3909 (Fees and Charges) and dated February 14, 2018 by the Manager, Public Works, Parks and Airport.

12. LEGISLATIVE MATTERS

Bylaws:

ADOPTION

• 5670

- (i) THAT Bylaw #5670, “**Soil Removal and Deposition (Regulatory Updates) Amendment Bylaw Number 5670, 2018**” – a bylaw to amend the Soil Removal and Deposition Bylaw Number 5249, be **adopted. (P. 324)**

• 5672

- (ii) THAT Bylaw #5672, “**Fees and Charges (Soil Removal and Deposition Permits) Amendment Bylaw Number 5672**” – a bylaw to amend Fees and Charges Bylaw Number 3909, be **adopted. (P. 338)**

• 5673

- (iii) THAT Bylaw #5673, “**Bylaw Notice Enforcement (Soil Removal and Deposition) Amendment Bylaw Number 5673, 2018**” – a bylaw to amend the Bylaw Notice Enforcement Bylaw Number 5250, be **adopted. (P. 348)**

• 5674

- (iv) THAT Bylaw #5674, “**Municipal Ticketing Information (Soil Removal and Deposition) Amendment Bylaw Number 5674, 2018**” – a bylaw to amend Municipal Ticketing Information (M.T.I.) Bylaw 5300, be **adopted. (P. 350)**

RESCIND READINGS

• 5622

- (v) THAT Council **rescinds** first, second and third readings of Bylaw #5622, “**1803 31A Street Rezoning Amendment Bylaw Number 5622, 2017**” – a bylaw to rezone the subject property from “RH1 – Low Rise Apartment Residential” to “RH3 – High-Rise Apartment Residential”. **(P. 352)**

- Memo dated February 14, 2018 from Roy Nuriel, Economic Development Planner, re: Rescinding 1803 31A Street Rezoning Amendment Bylaw #5622, 2017 (P. 355)

FIRST & SECOND READINGS & PUBLIC HEARING DATE

- 5676

- (vi) THAT Bylaw #5676, "**4005 Pleasant Valley Road Rezoning Bylaw Number 5676, 2018**", a bylaw to rezone the subject property from 'R2 – Large Lot Residential' to 'R5 – Four-plex Housing Residential', be **read a first and second time**;

AND FURTHER, that the Public Hearing for Bylaw #5676, be scheduled for **Monday, March 26, 2018, at 5:30 pm**, in Council Chambers. (P. 357)

13. COUNCIL INFORMATION UPDATES

- A. Mayor and Councillors Reports.

14. INFORMATION ITEMS

- A. Letter dated January 18, 2018 from Mayor Rich Berrigan, Village of Chase, re: Prevention of Quagga and Zebra Mussels (P. 359)
- B. Letter dated January 31, 2018 from the BC Association of Farmers' Markets re: Results of the BC Farmers' Market Nutrition Coupon Program (P. 362)
- C. Letter dated February 16, 2018 from Mayor Ron Hovanes, Town of Oliver, re: Alberta – British Columbia Trade War (P. 363)
- D. Minutes from the following Committees of Council:
 - (i) Advisory Planning, January 23, 2018 (P. 367)

CLOSE

15. CLOSE OF MEETING

THE CORPORATION OF THE CITY OF VERNON

**MINUTES OF A REGULAR OPEN MEETING OF COUNCIL
HELD TUESDAY, FEBRUARY 13, 2018**

PRESENT: Mayor A. Mund

Councillors: C. Lord, B. Spiers, J. Cunningham, S. Anderson,
D. Nahal, B. Quiring

Staff: W. Pearce, CAO
S. Blakely, Manager, Legislative Services
K. Flick, Director, Community Infrastructure & Dev.
J. Rice, Manager, Public Works, Parks and Airport
B. Bandy, Real Estate Manager
D. Law, Director of Financial Services
R. Miles, Manager, Long Range Planning & Sustainability
E. Morrison, Transportation Planner*
A. Watson, Manager, Transportation*
K. Kryszak, Parks Planner*
K. Poole, Manager, Economic Development & Tourism
A. Chew, Manager, Tourism
D. Lees, Senior Bylaw Compliance Officer*
**Attended as required*

Others: Media and Members of the Public

Mayor Mund called the Regular Open meeting to order at 8:40 am and requested a motion to move to Committee of the Whole.

Mayor Mund reconvened the Regular Open meeting and requested a motion to move to In Camera.

**RESOLUTION TO
CLOSE MEETING**

Moved by Councillor Lord, seconded by Councillor Nahal:

BE IT RESOLVED that the meeting be closed to the public in accordance with Section 90(1) of the *Community Charter* as follows:

- 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;*
- c) *the security of the property of the municipality;*
- d) *the acquisition, disposition or expropriation of land or improvements, if the Council considers that disclosure could reasonably be expected to harm the interests of the municipality;*
- k) *negotiations and related discussions respecting the proposed provision of a municipal service that are at their preliminary*

stages and that, in the view of the Council, could reasonably be expected to harm the interests of the municipality if they were held in public

CARRIED.

Mayor Mund called the Regular Open meeting back to order at 1:30 pm.

PRESENT: Mayor A. Mund

Councillors: C. Lord, B. Spiers, S. Anderson, J. Cunningham,
D. Nahal, B. Quiring

Staff: W. Pearce, Chief Administrative Officer
S. Blakely, Manager, Legislative Services
J. Nicol, Legislative Committee Clerk
D. Law, Director, Financial Services
D. Ross, Director, Recreation Services*
Supt. McNamara, OIC, RCMP, Vernon Detachment*
Insp. Stewart, RCMP, Vernon Detachment*
D. Lind, Interim Fire Chief*
K. Flick, Director, Community Infrastructure & Development
J. Rice, Manager, Public Works
C. Broderick, Manager, Current Planning*
E. Morrison, Transportation Planner*
B. Bandy, Manager, Real Estate*
D. Lees, Senior Bylaw Compliance Officer*
A. Watson, Manager, Transportation*
R. Miles, Manager, Long Range Planning & Sustainability*
C. Fredin, Occupational Health & Safety Coordinator*
J. Nui, Environmental Planning Assistant*
E. Stranks, Manager, Engineering Services*
C. Corbett, Long Range Planner*
M. Keast, Municipal Tech, Subdivision*
K. Kryszak, Parks Planner*
R. Nuriel, Planner, Economic Development*
K. Poole, Manager, Economic Development & Tourism*

*Attended, as required

Others: Media and Members of the Public

ADOPTION OF THE AGENDA:

APPROVAL OF ITEMS LISTED ON THE AGENDA

Moved by Councillor Quiring, seconded by Councillor Cunningham:

THAT the agenda for the February 13, 2018, Regular Open meeting of the Council of The Corporation of The City of Vernon be adopted.

CARRIED.

ADOPTION OF MINUTES:**COUNCIL MEETINGS**

Moved by Councillor Cunningham, seconded by Councillor Spiers:

THAT the minutes of the Regular Meeting of Council held January 22, 2018 be adopted;

AND FURTHER, that the minutes of the Public Hearing held January 22, 2018 be adopted;

AND FURTHER, that the minutes of the Committee of the Whole Meeting of Council held January 22, 2018, be received.

CARRIED.

BUSINESS ARISING FROM THE MINUTES:GENERAL MATTERS:

**DELEGATION –
KAMLOOPS
OKANAGAN
DAIRYMEN'S
ASSOCIATION
(0230-01)**

Henry Bremer, President, Kamloops Okanagan Dairymen's Association provided an overview of the function of his organization.

The following points were made:

- Represents 80 dairy farms in area
- Gross sales in the North Okanagan of \$100 million a year
- Farms have huge economic impact
- Two buses (one from Vernon, one from Salmon Arm) going to Ashton Creek farm on April 5 for educational day including equipment demos, animal and soil nutrition and many more learning opportunities.
- **Distributed Invitations** to Council to attend a day of learning on April 5, 2018 (further details to follow)

Moved by Councillor Anderson , seconded by Councillor Lord:

THAT Council receives the presentation from the Kamloops Okanagan Dairymen's Association as provided by Henry Bremer at the February 13, 2018 Regular Council Meeting.

CARRIED.

**DELEGATION – FIRST
TRANSIT, JOINT
HEALTH & SAFETY
COMMITTEE
(3900-02 Regulate)**

Jenna Sealey and David Hancock (JOHSC Members) and Doreen Stanton, Location General Manager, First Transit, Joint Health & Safety Committee (JOHSC) provided a presentation regarding the banning of smoking in public spaces.

The following points were made:

- Presentation is being made out of concern for peers and citizens
- Would like a bylaw to include a ban on smoking in public spaces

- People should be free to enjoy public areas without smoke
- Smoke is a carcinogen and there is no safe level of exposure
- No increased costs associated with implementing.
- Requesting Vernon considers a bylaw similar to Lake Country
- Enforcement on a complaint basis
- Need signage to make bylaw successful.
- **Request:** Council authorize the creation of a smoking bylaw, similar to Lake Country's Smoking Bylaw #954, for the City of Vernon.

Moved by Councillor Anderson , seconded by Councillor Lord:

THAT Council receives the presentation from the Joint Occupational Health and Safety Committee as provided by Jenna Sealey and David Hancock at the February 13, 2018 Regular Council Meeting.

CARRIED.

**PRESENTATION –
RCMP QUARTERLY
REPORT
(7400-30)**

Supt. Jim McNamara, OIC, RCMP provided the 4th Quarter report for 2017 – October to December along with the North Okanagan RCMP Victims Assistance Quarterly Activity Report and welcomed Kelly Brett as their new Communications Officer.

The following points were noted:

- Participated in various community events including:
 - United Way Breakfast
 - Collected employee donations to purchase Christmas gifts for a special group of seniors
 - Seaton Secondary School Dodge Ball Tournament
 - Apprehended the 'Grinch' at Village Green Mall
- General Investigation Section (GIS)
 - Serious Crimes Unit
 - Domestic Violence Unit
- Targeted Policing (meets with numerous partner agencies and attends outreach meeting)
 - Task Force
 - Crime Reduction Unit (Downtown Enforcement Unit & Prolific Offences
 - Provincial Tactical Enforcement Priority
- North Okanagan Rural General Investigation Section
- North Okanagan Rural General Duty
- Traffic Enforcement
 - North Okanagan Rural
 - Vernon/Coldstream
- Forensic Identification Section
- Police Dog Services
- Reservists
- School Resource Officer
- Community Policing

- Auxiliary Constables
- Human Resources
- Statistics for RCMP and for Victims Services reviewed

Moved by Councillor Lord, seconded by Councillor Cunningham:

THAT Council receives the RCMP 4th Quarter Report (October to December 2017) and the North Okanagan RCMP Victims Assistance Quarterly Activity Report as provided by Supt. Jim McNamara, OIC, RCMP at the February 13, 2018 Regular Council Meeting.

CARRIED.

**PRESENTATION –
2017 PLANNING AND
BUILDING FOURTH
QUARTER AND YEAR
END STATISTICS
SUMMARY
(6970-20)**

Moved by Councillor Cunningham, seconded by Councillor Lord:

THAT Council receive the memorandum titled “2017 Planning and Building Fourth Quarter and Year End Statistics Summary” dated January 12, 2018 from the Manager, Economic Development and Tourism, for information.

CARRIED.

**DEVELOPMENT
VARIANCE PERMIT
#00419 FOR 3908 –
32nd STREET
(DVP00419)**

Moved by Councillor Nahal, seconded by Councillor Lord:

THAT Council support the development variance permit application to vary the following sections of Zoning Bylaw #5000 to allow for the construction of a seasonal patio at a restaurant on Lot A, Plan 32682, Sec 3, Twp 8, ODYD (3908 – 32nd Street):

- To vary the minimum front yard setback from 6.0m to 1.4m (Sec.10.10.5); and
- To vary the minimum required parking spaces from 52 spaces to 43 spaces (Sec.7, Table 7.1);

AND FURTHER, that Council’s support of DVP00419 is subject to the following:

- That the site, floor and elevation plans shown as Attachments 2, 3 and 5 in the report titled “Development Variance Permit Application for 3908 – 32nd Street” dated January 24, 2018 by the Economic Development Planner are to be attached to and form part of Development Variance Permit #DVP00419 as Schedule ‘A’.

**Public Input – DVP
#00419**

The Corporate Officer advised that no written submissions had been received.

Mayor Mund called a first time for representation from the public in attendance who believe their interest in property is affected by

Development Variance Permit #00419 for 3908 32nd Street to vary sections of Zoning Bylaw #5000 to allow for the construction of a seasonal patio.

1. Gary Tibett, Representing the Applicant

- Hotel and Mr. Mikes working in cooperation to address parking and landscaping
- Used and relied on CTQ for a parking assessment
- Patio will be active for three to four months per year only as it is not heated or covered
- Some potential to acquire a neighbouring property for parking
- Looking to open March 3, 2018.

Mayor Mund called a second and third time for representation from the public. There being none Mayor Mund closed the Public Input session for DVP00419.

THE QUESTION WAS CALLED ON THE MAIN MOTION AND DECLARED CARRIED.

***Issuance of Permit
#00419***

Moved by Councillor Lord, seconded by Councillor Quiring:

THAT the Corporate Officer be authorized to issue Development Variance Permit #00419 to vary sections of Zoning Bylaw #5000 to allow for the construction of a seasonal patio at a restaurant on Lot A, Plan 32682, Sec 3, Twp 8, ODYD (3908 – 32nd Street), once all conditions of Council are satisfied.

CARRIED.

ADMINISTRATION UPDATES

**ADMINISTRATION
UPDATES
(0550-05)**

Moved by Councillor Quiring, seconded by Councillor Cunningham:

THAT Council receives the Administration Updates dated February 13, 2018.

CARRIED.

UNFINISHED BUSINESS:

**DELEGATION
RESPONSE –
PREDATOR RIDGE
EMERGENCY
MANAGEMENT
COMMITTEE (PREMC)
(JUNE 26, 2017)
(7130-01)**

Moved by Councillor Spiers, seconded by Councillor Cunningham:

THAT Council endorse the Vernon Emergency Program Subcommittee (VEPS), to support the City of Vernon Emergency Program and to include representatives of neighbourhood groups, non-government organizations, business and industry stakeholders, government agencies and subject matter experts as circumstances warrant.

CARRIED.**ADMINISTRATIVE
SUPPORT TO
ACTIVATE SAFETY
TASK FORCE
(6460-20)**

Moved by Councillor Anderson, seconded by Councillor Lord:

THAT Council receive for information, the Internal Memorandum titled Administrative Support to Activate Safety Task Force, dated February 6, 2018 and respectfully submitted by the CAO.

CARRIED.**DELEGATION –
SHUSWAP NORTH
OKANAGAN DIVISION
OF FAMILY PRACTICE
(6460-20)**

Moved by Councillor Cunningham, seconded by Councillor Lord:

THAT Council identifies the following representatives to represent the City of Vernon on the Vernon Seniors' Action Network:

1. THAT Council appoint **Councillors Lord and Cunningham** as the Council representative to the Vernon Seniors' Action Network; and
2. THAT Council appoint Annette Sharkey of the Social Planning Council for the North Okanagan to represent the City of Vernon for a period of up to one year;

AND FURTHER, that Council review the staff liaison position for the Vernon Seniors' Action Network in January 2019.

CARRIED.

*Councillor Quiring declared a conflict of interest in the following matter as his firm is conducting work on the Kal Tire Place Arena Expansion.
Councillor Quiring left the meeting at 2:58 p.m.*

**KAL TIRE PLACE
ARENA EXPANSION
PROGRESSS –
FEBRUARY
(7820-05)**

Moved by Councillor Spiers , seconded by Councillor Nahal:

THAT Council receive the memo titled Kal Tire Place Arena Expansion Progress – February, dated February 2, 2018 from Doug Ross, Director, Recreation Services for information purposes.

CARRIED.

Councillor Quiring returned to the meeting at 3:04 pm

Councillor Anderson left the meeting at 3:04 pm

MATTERS REFERRED FROM COMMITTEE OF THE WHOLE – February 13, 2018

Moved by Councillor Lord, seconded by Councillor Spiers:

THAT Council **ratifies and confirms** the following resolutions adopted at the **February 13, 2018**, Committee of the Whole and In-Camera meetings of Council:

VERNON TRAIL NETWORK AND RAIL TRAIL INTEGRATION (6135-17)

'THAT Council direct Administration to identify a staff representative from the Transportation Department, from the Economic Development and Tourism Department, and from the Long Range Planning and Sustainability Department to participate in the development of a strategy for integration of the City's trail network and the Okanagan Rail Trail at such time as a new interjurisdictional development group is established to address further implementation of the Okanagan Rail Trail initiative;

AND FURTHER, that Council direct Administration to forward the report titled "Vernon Trail Network and Rail Trail Integration" dated January 31, 2018 from the Manager, Long Range Planning and Sustainability to the Regional District of North Okanagan, for its information.'

CARRIED.

MATTERS REFERRED FROM THE IN-CAMERA MEETING – February 13, 2018:

THAT Council brings forward, as public information, the following motions **declassified** from confidential to non-confidential at the **February 13, 2018**, In Camera meeting:

COUNCIL REMUNERATION (0570-06)

'THAT Council appoint the following individuals to the 2018 Council Remuneration Committee: Wee Yee, Glen Benischek and Rob Sawatzky (former Mayor of Vernon) per the Council Remuneration Policy.'

Councillor Anderson re-entered meeting at 3:06 pm

NEW BUSINESS

CORRESPONDENCE:

**2018 ACTIVE
TRANSPORTATION
EVENTS
(8300-10)**

Moved by Councillor Lord, seconded by Councillor Spiers:

THAT Council endorse the 2018 Active Transportation event program to include Bike to Work and School Week (May 28 – June 3, 2018), the Commuter Challenge (June 3 – 9, 2018), International Walk and Wheel to School Month (October 1 – 31, 2018), and Okanagan Regional Carpool Week (dates to be determined).

CARRIED.

**VERNON & AREA 2017
55+ GAMES SOCIETY
FUNDING
(0540-20)**

Moved by Councillor Cunningham, seconded by Councillor Lord:

THAT Council approve a 'Cooperative Marketing Funds Grant to Vernon & Area 2017 55+ Games Society in the amount of \$15,000, not \$25,000, to be allocated from the Hotel Tax Reserve.

AND FURTHER, that Council direct Administration to prepare an update of the Cooperative Marketing Policy and Guidelines for Council's consideration.

CARRIED.

**SILGA RESOLUTION –
RCMP – LOCAL
POLICE SERVICES
(0360-20-25)**

Moved by Councillor Cunningham, seconded by Councillor Lord:

THAT Council endorse the "RCMP – Local Police Services – Amendments to Service" resolution as provided in the Memorandum dated February 7, 2018, from the CAO, and direct Administration to submit the resolution to SILGA for consideration at the Annual General Meeting and Convention, April 2018.

Moved by Councillor Lord, seconded by Councillor Nahal;

THAT Council **amend** the proposed "RCMP – Local Police Services – Amendments to Service" resolution to remove Paragraphs two and three in order to make the resolution more succinct.

DEFEATED, with Councillors Cunningham, Quiring, Nahal, Spiers, and Mayor Mund opposed.

THE QUESTION WAS CALLED ON THE MAIN MOTION AND DECLARED CARRIED with Councillor Lord opposed.

REPORTS:

**COMMUNITIES ON
THE MOVE INITIATIVE
(8300-10)**

Moved by Councillor Cunningham, seconded by Councillor Spiers:

THAT Council endorse the Communities on the Move declaration published on the BC Alliance for Healthy Living's website and as shown in Attachment 2 of the report titled "Communities on the Move Initiative" and dated February 2, 2018 from the Active Transportation Coordinator;

AND FURTHER, that Council permit the City of Vernon's name to be added to the list of endorsers on the Communities on the Move website;

AND FURTHER, that Council direct Administration to submit the following resolutions to the 2018 Southern Interior Local Government Association Annual General Meeting and Convention asking the Provincial Government to implement the following recommendations from the Communities on the Move declaration:

Resolution #1: Transportation Equity

WHEREAS a range of transportation options should be available to all British Columbians— including those who live in smaller communities, as well as children, older adults, people of diverse abilities, non-drivers, and people with low incomes;

AND WHEREAS providing world class transit and active transportation options throughout BC will greatly facilitate access to education, employment, shopping, health services, recreation, culture and social connections by a diversity of British Columbians:

THEREFORE BE IT RESOLVED THAT the Southern Interior Local Government Association urge the Province of British Columbia to ensure transportation funding is allocated more equitably across the province, recognizing the infrastructure deficits for pedestrian, cycling and transit modes as well as recognizing limitations faced by rural, remote, geographically isolated and small communities, as outlined in the Communities on the Move Declaration.

Resolution #2: Commitment to Road Safety

WHEREAS the design and rules of the road should ensure that all British Columbians can arrive at their destination safely and recognizing that traffic fatalities and serious injuries are preventable;

AND WHEREAS the Province of BC has the goal of having the safest roads in North America by 2020:

THEREFORE BE IT RESOLVED THAT the Southern Interior Local Government Association urge the Province of British Columbia to prioritize safety measures for vulnerable road users such as pedestrians, cyclists and those in wheelchairs and mobility devices as outlined in the Communities on the Move Declaration.

CARRIED, with Councillor Lord opposed.

**PRINCIPLES FOR A
POLICY TO GUIDE
THE CARBON TAX
RESERVE FUND
(5280-03)**

Moved by Councillor Cunningham, seconded by Councillor Quiring:

THAT Council support and direct Administration to develop a guiding policy to govern the carbon tax reserve funds designated for climate action commitments based on the proposed principles described in the report titled "Principles for a Policy to Guide the Carbon Tax Reserve Fund" and dated January 30, 2018 from the Environmental Planning Assistant, Director of Operation Services and the Manager of Long Range Planning and Sustainability.

CARRIED.

**UNION OF BC
MUNICIPALITIES
(UBCM) COMMUNITY
EMERGENCY
PREPAREDNESS
FUND (CEPF)
EMERGENCY
OPERATIONS
CENTRE (EOC)
GRANT FUNDING
APPLICATION
(7130-07)**

Moved by Councillor Cunningham, seconded by Councillor Quiring:

THAT Council authorize the \$ 25,000 Union of British Columbia Municipalities (UBCM) Community Emergency Preparedness Fund (CEPF) Emergency Operations Centre (EOC) grant funding application as attached to the Report/Recommendation of the same title, dated January 31, 2018, and respectfully submitted by the EP/ESS Coordinator;

AND FURTHER, that Council support the proposed activities as outlined in the subject grant funding application;

AND FURTHER, that Council authorize, the EP/ESS Coordinator and the Acting Director, Fire Services to provide overall grant management.

CARRIED.

**AMENDMENT OF
BYLAW NOTICE
ENFORCEMENT
BYLAW #5250 AND
MUNICIPAL
TICKETING
INFORMATION
SYSTEM BYLAW
#5300
(3900-02 Regulate)**

Moved by Councillor Cunningham, seconded by Councillor Quiring:

THAT Council support the proposed amendments to Bylaw Notice Enforcement Bylaw #5250 and Municipal Ticketing Information System Bylaw #5300 as shown in red in the report titled "Amendment of Bylaw Notice Enforcement Bylaw #5250 and Municipal Ticketing Information System Bylaw #5300" dated February 1, 2018 by the Municipal Technician III and the Manager, Engineering Development Services.

CARRIED.

**OFFICIAL
COMMUNITY PLAN
AMENDMENT
APPLICATION FOR
5902 PLEASANT
VALLEY ROAD
(OCP00072)**

Moved by Councillor Quiring, seconded by Councillor Lord:

THAT Council NOT support the application to amend the Official Community Plan land use designation for Lot 4, Section 11, Township 8, ODYD, Plan 4165 (5902 Pleasant Valley Road) from the Residential – Regional District of North Okanagan Electoral Areas B & C Official Community Plan land use designation to Residential – Medium Density;

AND FURTHER that Council support amending the Official Community Plan land use designation for Lot 4, Section 11, Township 8, ODYD, Plan 4165 (5902 Pleasant Valley Road) from the Residential – Regional District of North Okanagan Electoral Areas B & C Official Community Plan land use designation to Residential – Low Density and to include the subject property within Development District #2 – Neighbourhood District and Development Permit Area #2 subject to:

1. Dedication of a 3 metre road right of way along the southern most boundary of the property for emergency access, a walkway connection and drainage works; and
2. That prior to any construction on the site, an Archeological Impact Assessment be conducted on the lower south east half of the property as outlined in Figure 2 in the report titled “Official Community Plan Amendment Application for 5902 Pleasant Valley Road” and dated January 31, 2018 from the Long Range Planner.

CARRIED.

LEGISLATIVE MATTERS:

ADOPTION

- 5651

Moved by Councillor Lord, seconded by Councillor Spiers:

THAT Bylaw #5651, “**4010 31st Street Rezoning Amendment Bylaw Number 5651, 2017**” – a bylaw to rezone the subject property from “R2 – Large Lot Residential” to “RH1 – Low Rise Apartment Residential”, be **adopted**;

AND FURTHER, that Council authorizes Administration to issue Development Variance Permit #DVP00408.

CARRIED.

- 5673

Moved by Councillor Lord, seconded by Councillor Cunningham:

THAT Bylaw #5673, "**Bylaw Notice Enforcement (Soil Removal and Deposition) Amendment Bylaw Number 5673, 2018**" – a bylaw to amend the Bylaw Notice Enforcement Bylaw Number 5250, be read a first, second and third time.

CARRIED.

- 5674

Moved by Councillor Quiring, seconded by Councillor Nahal:

THAT Bylaw #5674, "**Municipal Ticketing Information (Soil Removal and Deposition) Amendment Bylaw Number 5674, 2018**" – a bylaw to amend Municipal Ticketing Information (M.T.I.) Bylaw 5300, be read a first, second and third time.

CARRIED.

FIRST & SECOND READINGS & PUBLIC HEARING DATE

- 5675

Moved by Councillor Quiring, seconded by Councillor Cunningham:

THAT Bylaw #5675, "**5902 Pleasant Valley Road Official Community Plan Amendment Bylaw Number 5675, 2018**", a bylaw to redesignate the subject property from 'Residential Regional District of North Okanagan Electoral Areas B & C Community Land Use' to 'Residential – Low Density', be read a first and second time;

AND FURTHER, that the Public Hearing for Bylaw #5675, be scheduled for **Monday, March 12, 2018, at 5:30 pm**, in Council Chambers.

CARRIED.

COUNCIL INFORMATION UPDATES:

COUNCILLOR BRIAN QUIRING

Councillor Quiring provided a verbal report on the following matters:

Attended:

- Chamber of Commerce Business Excellence Luncheon
- Canadian Home Builders Tommie Awards
- Will not be running for Mayor in the 2018 Local Election.

COUNCILLOR JULIETTE CUNNINGHAM

Councillor Cunningham provided a verbal report on the following matters:

• **MEETING/EVENT ATTENDANCE**

- Attended an Okanagan Basin Water Board (OBWB) Meeting
 - OBWB applied for grant to create topographical maps
 - Would like staff to check with Emergency Management BC to see if their mapping is available to OBWB

MAYOR AKBAL MUND

Mayor Mund provided a verbal report on the following matters:

- Congratulations to local athletes attending the PyeongChang Winter Olympics
- Congratulations and Good Luck to local athletes heading to Winter Games in Kamloops next week
- Congratulations to Winter Carnival Board of Directors on Successful 2018 Events
- Attended Queen Silver Star Proclamation
- Attended Chili Cook-off Event

INFORMATION ITEMS:

Council received the following information items:

- A. Letter dated January 16, 2018 from Mayor Janice Brown, Township of Spallumcheen, re: Letter of Support for the Adoption of a Flexible Ride-Sharing Regulation in the Province of BC.
- B. Letter dated January 17, 2018 from Mayor Jonathan X. Cote, City of New Westminister, re: Prevention of Quagga and Zebra Mussels
- C. Letter dated January 26, 2018 from Brock Macdonald, Chief Executive Director, Recycling Council of BC re: Recycling Council of BC Annual Zero Waste Conference 2018.
- D. Minutes from the following Committees of Council:
 - (i) Advisory Planning, January 9, 2018

CLOSE OF REGULAR OPEN MEETING

Mayor Mund closed the Regular Meeting at 3:38 pm.

CERTIFIED CORRECT:

Akbal Mund
Mayor

Patricia Bridal
Corporate Officer



Green Velvet Lawn & Tree Care Ltd. would like to present a few points regarding the proposed pesticide ban. We also thought that Council would be interested in knowing how companies such as ours conduct their pest management programs. Due to recent changes to regulations companies must follow IPM (Integrated Pest Management). To do this, companies must be able to justify treatment to any plants serviced. Companies must have a manual with established thresholds for each plant and specific pest problems. A threshold is the level of a pest population that will cause significant plant damage. Green Velvet's goal is to always deal with pest problems in a safe and effective way, with pesticides used only when required. Whether we use physical control, cultural control or pesticides, a process of Integrated Pest Management is used in making the decision in which route of action would be required.

For example in our **Tree and Shrub services** the protocol would be:

- 1) Inspection of property for health concerns.
- 2) If there are health concerns, we check to see if any predator insects are present to aid in control of the pest problem.
- 3) Location of plant is taken in account to see if it is in a problem area.
- 4) Method of control is decided, if predator insects are present, we leave them to treat the problem naturally, and if not, then we treat as necessary, and not with a blanket spray approach.

For our Lawn Care Services the protocol is:

- 1) Fertilize lawn, to aid in keeping lawn healthy and full.
- 2) Inject weed control where weeds are, and only if required.
- 3) Leave recommendations on proper cultural practices that would aid in lawn health (proper watering practices, top dressing, aeration, or dethatching services) these in turn will help reduce weed growth, again, we do not use a blanket spray approach.

Please find attached an IPM pamphlet to better explain how this approach works.

Areas of Concern:

- 1) Are the reasons for the proposed ban based on **science or opinion**? Health Canada has already deemed these products safe if used according to labels.

- 2) The term “**cosmetic**” can be very vague. What will the definition of cosmetic be?

- 3) How will the city **enforce** the ban without relying on homeowners and neighbors to inform on their neighbors, creating tension within neighborhoods and the city.

- 4) Will golf courses and orchards within city limits be affected by this proposed ban? If not, then why? Golf courses experience a higher level of exposure than that of a residential property. Lawn Care Companies such as ours are just as qualified if not more, than people using these products on golf courses, etc.

- 5) Acetic Acid (vinegar), considered harmless by many, is actually **more toxic** than glyphosate (Round-up) and requires more product, and visits to kill the target plant.

- 6) Before the proposed ban is implemented, I would recommend testing the ban guidelines by maintaining some city land under these guidelines first to ensure whether or not problems can be dealt with effectively and efficiently under the Ban Guidelines.

In closing:

“I feel we should allow Health Canada to make the decisions on whether or not to allow the use of certain products. Canada has some of the strictest guidelines in the world governing pesticide products.”

Sincerely,

Joel Campbell, Owner/Manager
Green Velvet Lawns Ltd.



Prevention is the Key

Although treating pests is usually the focus of initial IPM programs, a well developed program emphasizes making changes in the management of the plants and design of the site to prevent pest problems from occurring. This includes protecting and attracting native beneficial species, such as insects and birds, that keep pest populations in check. An integrated approach means choosing the right plant for the right site, using pest resistant plants and managing the soil fertility, watering and drainage to grow healthy plants. At times, this might even mean changing human activities as well, such as restricting use of playing fields during cold, wet weather to protect turf from the compaction and damage that leads to broad-leaf weed invasion.

What is Integrated Pest Management?

Integrated pest management (IPM) is an approach that uses a combination of pest management techniques in an organized program to suppress pest populations in effective, economical and environmentally sound ways.

IPM programs are being used to help make pest management more environmentally sustainable in many parks, golf courses and other urban green spaces. The concept of IPM was first applied in agricultural systems. It is not new. In fact, some Canadian apple growers have been using IPM for over 20 years and many greenhouse vegetable growers have been using IPM in their crops since the early 1980's. Over the last decade, the concept of IPM has been increasingly applied to pests of all kinds, including weeds, plant diseases, nematodes, and vertebrates. IPM programs are now used in agriculture, forestry, gardens and landscapes, and for household and structural pests.

IPM is a process for planning and managing sites to prevent pest problems and for making decisions about when and how to intervene when pest problems occur. In an IPM program, pest managers use regular inspections, called monitoring, to collect the information needed to decide whether or not action must be taken. A key idea in IPM is that it is necessary to take action against pests only when their numbers warrant it, not as a routine measure. In most cases it is only necessary to suppress pest populations to non-damaging levels, not to eliminate them. If treatment is warranted, pest managers choose the most appropriate combination of control measures for the site.

IPM is highly adaptable, taking into account goals and preferences established for the particular situation, such as the purpose of the landscape and the level of damage that can be accepted. Experience has shown that IPM programs can be more effective and cost-efficient than other approaches to managing pests. For example, since IPM was adopted by the US National Parks Service in the early 1980's, pesticide use has been reduced by over 60%. In addition, parks managers found that they achieved better control of their pest problems.

The BC Landscape & Nursery Association states:

"The BCLNA is highly supportive of Integrated Pest Management techniques. Accordingly, we encourage member companies to regularly monitor for pests and diseases, identify the pest and apply treatment only when monitoring shows it is needed".

A Final Word ...

IPM programs depend on the participation and support of many people. Employees who carry out monitoring, maintenance and treatment activities will make the program work when they understand the principles of IPM, what their roles are, and how they can contribute to the program's success. Communicating with users and service clients is essential to understanding what they want from the landscape site, so that the pest manager can develop a program that meets their goals and expectations.

For more information on IPM and landscape pests visit the Ministry of Environment, Lands and Parks Web site:
<http://www.gov.bc.ca/elp>



BRITISH
COLUMBIA

Ministry of Environment,
Lands and Parks



BC Landscape
& Nursery
Association

Printed in Canada
Graphic design: www.studiothink.com
Photography: Linda Gilkeson

Integrated Pest Management

for Landscapes in
British Columbia



Components of an IPM Program

Step Six: Evaluation

The sixth component is evaluation of the pest management program. Follow-up monitoring or inspections may be necessary to find out how successful an IPM program has been. It is essential to maintain and review records to determine what worked, where improvements should be made, and to determine costs and benefits.



Step One: Identification

When pests appear, the first step in an IPM program is correct identification of the problem. This is essential because most of the treatments must be tailored to a particular species. Once the species is known, information about the pest's biology can be used to identify the weak points in its life cycle when suppressive measures will have the greatest effect.

Step Two: Monitoring

The next step is monitoring pest populations and environmental conditions. This is crucial to a successful IPM program because it provides the information needed to make decisions about the timing of treatments and whether or not they are necessary. Most monitoring programs are based on a regular inspection for pests or signs of their presence. Some monitoring programs also look for natural enemies

of pests, such as lady bird beetles, which can contribute to suppressing pest populations. Pest managers use a variety of methods, such as visual inspections, counts of insects caught in traps or sweep nets, or counts of weeds in turf, to estimate pest populations. Often, just by instituting a monitoring program pest managers find that they use fewer sprays.



Step Five: Treatment

The fifth component is the treatment. One or several treatment methods may be co-ordinated into a management program for a target pest or for the entire complex of pests. Examples are:

- biological controls, such as predatory and parasitic insects, beneficial nematodes and microbial controls;
- physical and mechanical controls, such as barriers, screens, traps and mulches; also flame, infra-red and hot-water weeders;
- cultural controls (or preventa-

tive methods), such as resistant varieties, crop rotation, pruning methods, plant nutrition and sanitation measures;

- chemical controls, including synthetic and naturally derived pesticides, insect growth regulators and other products.

Where pesticides are used, they should be chosen for compatibility with IPM practices. For example, narrow spectrum products could be used in spot applications to avoid harming beneficial species or sensitive vegetation.



Step Four: Action Level

The fourth component of an IPM program is the action or treatment level. This is the time at which a particular treatment should be applied to deter pest populations from rising above the injury level. When using a biological control agent, the best timing of a treatment is often when the pest population is still low. This is because predators must be released early enough to give them time to reproduce and build up an effective population. Some treatments, such as dormant oils, are only used at certain times of the year, while other treatments must be used to coincide with the susceptible stage of the life cycle. For example, a parasitic wasp that attacks moth eggs must be released when the eggs are present, while a microbial spray that infects caterpillars is only effective when they are present. For chemical insecticides, the most cost effective timing is often just before insects reach the injury level because such sprays have an immediate effect.



Step Three: Injury Level

The third component of an IPM program is determining the unacceptable amount of damage, or injury level, for a particular pest. While one aphid on a tree or a single weed in a lawn is not a problem, at some point, a population of pests may reach an intolerable level. The injury level depends on what part of a plant is affected and to what extent, the purpose of the plant in the landscape, the cost of the treatments and the cost of negative side effects, such as the loss of beneficial insects that might be controlling other pests.

Because plantings are often grown to provide pleasant surroundings, aesthetics can be important in setting an injury level. In an IPM program, the landscape manager takes into account the level of a pest population the users of the site can tolerate. The tolerance of site users for pests depends in part on personal taste and attitudes. For example, while some homeowners perceive clover as lowering the quality of their lawns, others value its drought resistance and contribution to soil fertility. Similarly, dandelions in a roadside ditch provide food for bees, but in fine turf they are considered a weed.

Supergreen Lawn and Tree Care (Vernon) Ltd.

Box 277

Vernon, B.C.

V1T 6M2

Telephone: 250-549-1908

super_green@shaw.ca

Please look over your **2018 programs** enclosed with this mail, and go through the checklist;

Extremely important! Notify Supergreen acknowledging their presence on your property.

- 1) Email: super_green@shaw.ca This is the preferred method if you have a computer.
- 2) Call 549-1908 and give us the OK
- 3) Program prepayment.

Service will **NOT** be provided to the property without an OK to be on the property!

We don't know if you've moved or have rented your house, so a quick call will ensure we aren't trespassing. **If your tree spraying program might impact your neighbour(s), please advise them and get their OK for spraying your tree(s).**

Are we **pruning** your fruit trees? Please confirm you are on the list. 250-549-1908
Please call even if you have this done annually. There are a limited number of hours left to be booked.

Aeration or power raking? Email or call for a quote or to be put on the list

Weed control or fertilizing? Email or call for a quote or to be added to the list

Changes to the program? Let us know. Email or call – 250- 549-1908.

Email your address to super_green@shaw.ca if you need notifications of upcoming treatments. Emails are so much quicker for us than numerous phone calls every evening.

Please be aware that any overdue reminders will incur a \$2.00 fee.

Prepayment is due by March 15, 2018 to receive your 2018 DISCOUNT. (On accounts over \$100.00)

As always we look forward to working with you towards a successful growing season again this year.

Sincerely,

Henry

Supergreen Lawn and Tree Care (Vernon) Ltd.

549-1908

By Jim Hole

Do municipalities have the right to regulate pesticide use within their borders? According to court rulings in several North American jurisdictions, the answer seems to be yes. A growing number of cities and towns have successfully banned the use of domestic pesticides, and the courts have determined that cities do indeed have the right to implement such bans.

To some gardeners, these court rulings are completely just. But arriving at objective conclusions about the use of pesticides is not a simple task when the very term pesticide conjures up images of dead fish and cancerous tumors.

Let's get some facts about pesticides straight. First, pesticides are not homogeneous compounds. They range from the much-vilified DDT to household dish soaps and extracts of cinnamon oils—the

same cinnamon oils used in apple pies and cinnamon buns. All, I might add, are deadly insecticides in their own right. To lump these three pesticides under the same category is ludicrous, but that's exactly the problem we run into when we make *carte blanche* statements about pesticides.

So then, why not eliminate all pesticides and be done with them? It would be wonderful if the solution were that simple—but in nature, things are rarely clear-cut.

Take apple juice. Virtually all apple juice products contain trace amounts of patulin, a natural byproduct of various fungi (including the fungus that causes brown rot) that grow on apples and other fruits and vegetables. Unfortunately, patulin is a known carcinogen. While patulin levels are insignificant on most apples, there have been cases of excessively high amounts of patulin in some apple juice products, so there is a risk.

When pesticides are used to control these fungi, patulin levels are reduced. And at the levels used to control the fungi, these pes-

ticides are essentially non-carcinogenic, and certainly less dangerous than the patulin.

Should we quit drinking apple juice because of patulin? No. The goodness provided by the juice far outweighs the potential health risks of the miniscule amounts of patulin. The point is: the whole pesticide issue is much more complex than one might think—in the case of patulin, the "natural" chemical is more hazardous than the "artificial" one.

Each pesticide and its impact on people and the environment should be thoroughly evaluated individually. To paint all pesticides with one broad stroke is misleading, and does no one any good.

There is no doubt that misapplication of pesticides occurs in communities throughout this country and that far too many people spray indiscriminately at the first sign of pests. The judicious use of pesticides never was a problem—misuse is. A blueprint for the future use of pesticides, both in the backyard and as national policy, requires facts to win out over emotions, and good judgment to win out over snap decisions.



Not to Ban

or Not to Ban?

Another look at the pesticide issue

Pesticides in Canada are safe to use

A provincewide ban on all products is not justified because strict regulations based on scientific research already protect our health

BY LORNE HEPWORTH, VANCOUVER SUN JULY 13, 2011



If history has taught us anything, it's that important decisions should never be based on emotion. That's all the more true when it comes to significant public policy decisions made by governments. Think about it. How many times have we seen politicians make decisions based on polling in an effort to boost their own popularity without giving proper thought or consideration to the facts or impact of that decision? Far too many to list.

Photograph by: GLENN BAGLO, VANCOUVER SUN

If history has taught us anything, it's that important decisions should never be based on emotion. That's all the more true when it comes to significant public policy decisions made by governments. Think

about it. How many times have we seen politicians make decisions based on polling in an effort to boost their own popularity without giving proper thought or consideration to the facts or impact of that decision? Far too many to list.

Yet, in a recent opinion piece, the Canadian Cancer Society and the Canadian Association of Physicians for the Environment (CAPE) argue for exactly this type of failed approach by advocating for a provincewide ban of pesticides because some polling suggests that people would support such a move. Whether that's true or not, surely we can all agree that facts and science should guide regulation of pesticides.

Unfortunately those advocating a ban disagree because in this case, the facts are not on their side. And when the facts don't support their position, activists prefer to ignore them. But here's the reality: Pesticides are currently one of the most regulated products you will ever come across. Before any pesticide can be sold in Canada it must undergo an exhaustive and comprehensive scientific review and safety assessment by Health Canada's Pest Management Regulatory Agency, which is mandated to ensure the protection of human health and the environment. Utilizing the strictest health and safety standards anywhere in the world, Health Canada carefully reviews all scientific evidence and studies before a pesticide product may be approved for sale and use.

Recognizing the need to continue to lead in the protection of human health, the federal government reviewed and updated pesticide legislation in 2006, providing Canadians with the strongest protection on a global scale. Specifically, pesticides undergo more than 200 separate tests addressing every possible health and environmental issue imaginable. Virtually no other consumer product has been subject to the same level of scientific scrutiny and regulatory oversight as pesticides.

In their opinion piece, the Canadian Cancer Society and CAPE name the most common weed control product 2, 4-D as warranting particular concern. What they neglect to say is that in May 2008, Health Canada released the findings of an extensive review of 2, 4-D that considered all potential environmental and health impacts — including special considerations for children, pregnant women and the elderly — and found no evidence to support allegations that 2, 4-D is harmful to our health. In fact, Health Canada concluded Canadians can continue to use the product and stated, "risks to homeowners and their children from contact with treated lawns and turf are not of concern." The exact same position was also taken by regulatory agencies in the European Union, the United States and the World Health Organization.

In making their argument, these two groups advocate the use of so-called "natural" products. However, what they don't mention is that Health Canada recognizes that "natural" does not equal safe and, as a result, all pesticides, — regardless of whether they are natural or synthetic — are subject to the same scrutiny. While the marketing of "natural" pest control products may make them popular, it is not scientifically sound.

So why do these groups persist in their misinformation campaign?

The CBC's Marketplace recently analyzed the national Canadian Cancer Society's financial reports going back 12 years. They discovered that the Society's spending on research has dropped dramatically, from 40.3 per cent in 2000 to under 22 per cent in 2011, while its spending on administration and fundraising has substantially increased from 26 per cent of all monies raised in 2000 to 42.7 per cent in 2011.

While the CBC profile dealt specifically with the national Canadian Cancer Society, the B.C. and Yukon division's financial records show a similar trend of decreased spending on research (down \$1.5 million in 2010 from 2005) with a corresponding increase in expenditures on revenue development.

By loudly championing causes such as this and focusing a large portion of donors' funds on lobbying efforts, are the Canadian Cancer Society (nationally and provincially) and CAPE using the pesticides issue to raise their profiles and increase their revenues? While they are free to make that choice, it doesn't grant them the authority to decide which products consumers may use without any scientific proof or evidence.

Regardless of their motivation, the facts remain. A large proportion of British Columbians choose to use pesticides as part of their personal pest management tools. Health Canada has found these tools to be safe for use by individuals and so the ability to employ them should not be limited based on the unscientific, polling arguments by organizations seeking to raise more money. Decisions such as these should continue to be made on the basis of sound science, thorough research and comprehensive evaluation by the scientific professionals we all depend on to keep us safe.

Lorne Hepworth is president of CropLife Canada, the trade association representing manufacturers, developers and distributors of pesticides, including those designed specifically for urban use.

© Copyright (c) The Vancouver Sun

Pesticide Bans. Fact or Hype

I would like to make some comments, and state some facts with regards to the issue of cosmetic pesticide bans. Firstly, all of the products that are being discussed in these proposed bans are approved by the Pest Management Regulatory Agency (PRMA) which is the government body that all pesticide, fungicides, herbicides and other household products must go through to get registration to use. These products must undergo many scientific trials and tests to prove that they are safe to use before they receive registration for a specific use and this sometimes takes years. This is documented information available to anyone. The label on any pesticide is a legal document. This information can be found on the PRMA website or just by keying in the Active Ingredient in a substance, the words "MSDS sheet", and you will have the documents at your fingertips. The companies that manufacture the products also have the labels and MSDS forms available on their websites.

Some people dispute this information and I ask them, are scientists who spend years being educated to do the work they do, not qualified to make the decisions they have made. I think they are more qualified than most of the people who dispute their findings. Where is the documented information supporting the claims made by these people who push for these bans? I mean real hard data, not hearsay or "studies suggest" phrases, but actual scientific documentation from trained toxicologists. Are we willing to compensate the many people we may put out of work with this type of ban in place based on hearsay, not facts.

Many more people die or are poisoned every year in Canada from prescription drugs and household cleaning items by far, than people who are poisoned by pesticides. Check out the statistics online or by making some phone calls. These groups will tell you thousands of people are poisoned every year, but they forget to tell you what they are poisoned by. Pesticides are not even close to being at the top of the list. Just because a product is deemed Organic does not mean that it less toxic than a synthetic product. Any person can find out this information themselves by reading the LD50 levels on the MSDS documents that all pesticides and many household items must have. LD50 value means, lethal dose 50 percent kill on rats. As an example the oral LD50 value of Acetic Acid (Vinegar) is 3310 mg/kg and the oral LD50 value of glyphosate (Roundup) is 5000 mg/kg. The lower the number means it takes less of that product to have its affect, hence the more toxic the ingredient. As you can see vinegar in its pure form is more toxic than glyphosate in its pure form. Fact! This information can be found online. This holds true for many household products, food products, makeup, soap^s, hair care products and many other things used in our daily lives. Why are we singling out pesticides and not the other household products that in some cases are even more toxic than the ones in question? Is someone pushing their own personal agenda? Many of the claims by the Canadian Cancer Society are in fact not based on science, but as they admit, is more a "better safe than sorry" attitude. There is some confusion that the Canadian Cancer Society is made up of medical experts when in fact they are a fundraising organization.

Pesticides and other products are only a problem when the instructions and guidelines that are set forth by the PRMA on a product label are not followed and this is usually happens in the hands of non qualified people. Commercial applicators must undergo intensive training to be certified to apply these products in a safe manner as laid out on the label. Education is the key; not a pesticide ban. All the

attention this subject has received lately seems to contain only one side of the story and we all know there are two. Is this political or based on fact and science? Some of the main advocaters of these bans in Ontario as we speak are being held liable for some of the statements they have made publicly and they themselves have been exposed as not being credible. I am not questioning the ability of the public to vent their concerns on this matter, but would rather present the truth and separate fact from fiction. I want a clean environment just as much as the next guy, but maybe we as a society need to look at the big picture rather than these individual cases. We need to enter into more discussion on this matter rather than the knee jerked and emotional reactions that we are facing now that could cost people their livelihoods.

Ron Patterman

Growers Supply, Kelowna BC



The Regulation of Pesticides in Canada

Pesticides are carefully regulated in Canada through a program of pre-market scientific assessment, enforcement, education, and information dissemination. These activities are shared among federal, provincial/territorial and municipal governments, and are governed by various Acts, regulations, guidelines, directives and by-laws. Although it is a complex process, regulators at all levels work together towards the common goal - helping protect Canadians from any risks posed by pesticides and ensuring that pest control products do what they claim to on the label.

Distribution of principal responsibilities

Federal (Health Canada's Pest Management Regulatory Agency)

- *Pest Control Products Act (PCPA)* and Regulations
- Pesticide registration and re-evaluation
- Human health and safety
- Environmental impact
- Value/efficacy assessment
- Alternative strategies
- Compliance and enforcement

Provincial/Territorial

- Transportation, sale, use, storage/disposal
- Training/certification and licensing of applicators/vendors
- Spills/accidents
- Permits/use restrictions
- Compliance and enforcement

Municipal

- By-laws for municipal (and, in some cases, private/residential) lands only

The Federal role

Health Canada's Pest Management Regulatory Agency (PMRA) has the mandate to protect human health, safety and the environment by minimizing risks associated with pesticides, while providing Canadians access to the pest management tools they require for agriculture, forestry, industry, and personal use.

Pesticides imported into, sold or used in Canada are regulated nationally under the *Pest Control Products Act (PCPA)* and Regulations. The PMRA is responsible for administering this legislation, registering pest control products, re-evaluating registered products and setting maximum residue limits under the *Food and Drugs Act*.

Companies that wish to have the right to sell a pest control product in Canada must submit detailed information and data to be evaluated by the PMRA. Companies must provide all the scientific studies necessary for determining that the product is acceptable



in terms of safety, merit and value. Depending on the complexity of the submission, a complete evaluation can take anywhere from a number of weeks, to a year or more. The evaluation results either in the product being granted registration and allowed for sale and use in Canada, or in the product being refused registration.

The PMRA registration process

Screening:

Before a submission is evaluated for health and environmental considerations, and for its value, (including efficacy), it is first examined by Screening Officers of the PMRA's Submission and Information Management Division (SIMD). The purpose of the initial screening is to make sure that submissions meet the format, content and fee requirements of the Agency before they are sent for detailed evaluation. The screening process ensures that only complete, accurate and standardized submissions are brought forward for assessment. To this end, the Agency provides to industry detailed pre-submission guidance on administrative procedures and data requirements. In the Screening Unit, preliminary analyses of the studies are also carried out in order to determine if they are acceptable and whether they comply with international protocols.

Reviews:

Health

The PMRA's Health Evaluation Directorate (HED) has three main areas:

The **Toxicological Evaluation Sections** (Fungicides, Herbicides, Insecticides and Antimicrobials) identify possible human health effects of pesticides, and establish the levels at which humans can be exposed to the products without any harm. Studies assessed include short and long-term, carcinogenicity (the capacity to cause cancer), genotoxicity (the capacity to cause damage to chromosomes), and teratogenicity (the capacity to produce fetal malformations), among others. These toxicology sections are responsible for setting Acceptable Daily Intakes (ADI) -- the amount of a compound that can be consumed daily for a lifetime with no adverse effects. ADIs always have safety factors built in, ranging from 100 to 1000. These safety factors are designed to take into account the potential differences in response, both within the same species (i.e., adults versus children) and between species (i.e., animals versus humans).

The **Occupational Exposure Assessment Section (OEAS)** performs exposure assessments on all new active ingredients and all major new uses of a pesticide in order to determine how much exposure to a pesticide could occur in a typical day. These assessments take into account the different exposures that people could have to pesticides, such as those who work with the pesticides (formulators, applicators, and farmers) and bystanders (people working or living near where a pesticide is used). They also take into consideration the differing exposures that adults and children would have. Data considered include residues found in air and on surfaces indoors and outdoors following application in domestic, commercial, and agricultural situations. Routes and duration of exposure, and the species tested in toxicity studies are also considered. Assessments of the effectiveness of personal protective equipment are often performed, and wearing such equipment can be required as a condition of registration.



Health
Canada

Santé
Canada

Your health and
safety... our priority.

Votre santé et votre
sécurité... notre priorité.

The **Food Residue Exposure Assessment Section (FREAS)** evaluates every submission where a product could come in contact with food, including field crops, meat and dairy products, and processed foods. These evaluations are conducted in order to set the maximum residue limits (MRLs) for pesticides on food, both domestic and imported under the *Food and Drug Act*. Dietary Risk Assessments (DRAs) are also carried out to assess the potential daily intake of pesticide residues from all possible food sources. DRAs take into account the different eating patterns of infants, toddlers, children, adolescents and adults, and so include a detailed evaluation of the foods and drinks that infants and children consume in quantity such as fruits and fruit juices, milk and soya products.

Environment

The Environmental Assessment Directorate (EAD) evaluates data on the environmental chemistry and toxicology of products, as well as their environmental fate i.e., what happens to the pesticide once it enters the environment. To address environmental concerns that may arise from the intended use of a product, EAD also makes recommendations for restrictions on use that would lessen risk. This could include label statements outlining buffer zones, timing and frequency of applications, rate at which the product can be applied, etc. As with the other PMRA divisions, EAD maintains contact with their counterparts in other federal and provincial government departments and in other countries so that they have access to the most up-to-date information, standards and protocols.

Laboratory Services

The PMRA's Laboratory scientists evaluate the product chemistry data that companies must provide as part of submissions for registering any pest control product. This ISO-accredited laboratory also performs approximately 1500 guarantee, formulation and residue analyses every year in support of the PMRA's compliance investigations and microcontaminant, guarantee, and misuse inspection programs.

Value/efficacy assessments

An applicant for registration of a pesticide must establish that the product has merit and value for the purposes claimed when the product is used according to label directions. Value and Sustainability Assessment Directorate (VSAD) evaluators carry out these assessments, which include determining the efficacy or effectiveness of the product at various doses. This helps establish the lowest effective rate at which pesticides can be applied, and contributes to the minimizing of risks to health and the environment, crop damage and resistance problems. These assessments have led to many Canadian products having up to 50 per cent lower label use rates than the same products in other countries. Efficacy assessments also help protect users from deceptive claims regarding the effectiveness of pest control products. The "value" aspect of the assessment is linked to efficacy, and looks at whether the product improves crop yield, reduces damage by pests etc., depending on the intended use of the product.

Decisions

New Products: Once all the component parts of a submission have been evaluated, PMRA determines whether or not a product should be granted registration. Only if there is



sufficient scientific evidence to show that a product does not pose unacceptable health or environmental risks and that it serves a useful purpose will a decision to register be made. A registration is normally granted for a term of five years, subject to renewal. However, the term will be limited to less than five years where it is determined that the risks or value should be reviewed after a specified period. In all cases, conditions of registration are specified, including detailed use instructions, so that the product can be used safely. PMRA can also recommend to the Minister that registration be refused.

Registered Products: After a product is registered, PMRA may re-evaluate the products resulting in changes to the use pattern, label statements, or classification of a product in order to ensure that the risks and value of that product remain acceptable. Where it is determined that the risks to human health or the environment are no longer acceptable, or that the product is without value for its intended purpose, the registration is refused.

Other PMRA Responsibilities

Policy, Communications and Regulatory Affairs Directorate

PMRA's Policy, Communications and Regulatory Affairs Directorate develops and implements federal policy and legislation for pest control products, and works with other government bodies, grower groups, research facilities and industry to facilitate information exchange and to promote risk reduction. Cooperative efforts include:

- Integrated Pest Management Partnership Projects;
- Initiatives to facilitate access to new technologies (e.g. microbials, pheromones);
- Participation within international bodies such as the North American Free Trade Agreement (NAFTA) and the Organization for Economic Cooperation and Development (OECD) for the development of risk reduction policies, joint reviews and the harmonization of data requirements; and for cooperation with international initiatives such as Persistent Organic Pollutants (POPs) and Prior Informed Consent (PIC) policies;
- Working with other governmental departments and the Federal/Provincial/Territorial Committee on pesticide-related issues;
- Active involvement with agriculture, forestry, aquaculture and other sectors to identify and manage problems using sustainable pest management practices.

Compliance and Regional Operations

Working with other federal and provincial ministries, PMRA regional offices promote and verify compliance with the *PCPA* through investigations, inspections and consultations. They have the mandate to investigate the use, sale and importation of products; perform on-site inspection of usage and storage of products; do soil, crop and product sampling; and to educate individuals, local officials and grower groups as to regulatory requirements. Where contraventions of the Act or regulations occur, appropriate enforcement measures may be taken.

Consultation/Communications

The PMRA is committed to providing an open, transparent and participatory process for the regulation of pesticides. The agency seeks the advice of Canadians by frequent



Health
Canada

Santé
Canada

Your health and
safety... our priority.

Votre santé et votre
sécurité... notre priorité.

consultations with its advisory bodies, including a federal-provincial-territorial committee. It solicits public comment on proposals for new policies and programs as well as on major pesticide registration decisions. Information on the the PMRA's extensive involvement in international pesticide-related efforts, notably the NAFTA Technical Working Group (TWG) on Pesticides and the OECD's Pesticide Programme is circulated broadly and regularly, and a consultation meeting with stakeholders is held prior to the yearly full meeting of the NAFTA TWG.

The Agency's Web site at www.hc-sc.gc.ca/PMRA-arla contains all of the publications issued by the PMRA and a wide range of information and data useful to the general public and industry. The PMRA also operates a toll-free information line to answer pest management-related inquiries. The number is 1-800-267-6315 (613-736-3799 outside of Canada). The PMRA Publications Coordinator can be reached at:

Pest Management Regulatory Agency
2250 Riverside Drive
Ottawa, Ontario K1A 0K9
Fax: (613) 736-3798
E-mail: PMRA.publications@hc-sc.gc.ca

The Provincial/Territorial role

Only pesticides that are registered for use under the PCPA may be imported into, sold or used in Canada. However, the provinces and territories may regulate the sale, use, storage, transportation and disposal of registered pesticides in their jurisdictions as long as the measures they adopt are consistent with any conditions, directions and limitations imposed under the PCPA or other federal legislation. For example, a province or territory may prohibit the use of a registered pesticide in its jurisdiction, or it may add more restrictive conditions on the use of a product than those established under the PCPA. However it may not authorize the use of a product that has not been approved under the PCPA, and may not relieve the user of the obligation to comply with conditions, directions and limitations imposed under the PCPA.

Provinces and Territories administer a pesticides management program that includes education and training programs, the licencing/certification of applicators, vendors and growers, and issuing permits for certain pesticide uses. Other important roles - carried out in cooperation with PMRA regional offices - are those of enforcement and compliance monitoring, and response to spills or accidents.

Listed below are some of the areas of regulatory responsibility that can be held by provinces and territories. Please consult provincial/territorial officials (see list attached) for specific legislation and requirements.

Classification of pesticides for sale and use

Pesticide product class designations (domestic, commercial, restricted) are reviewed and/or products are assigned to schedules to limit the sale and use of certain products to the appropriate individuals/operators who are trained to use them.



Vendor/dispenser licensing; applicator certification, training and licensing

Retail pesticide vendors and pesticide applicators are required to be trained and licensed to ensure that products are used responsibly.

Grower and vendor certification

Growers and representatives of vendor outlets must be trained and certified to ensure responsible purchase and use of products.

Permits

Applicators can be required to obtain use permits for restricted class pesticides (e.g. for application by air, fumigation, or for aquatic use), that set out strict conditions for use in the province/territory (e.g. the requirement for buffer zones).

Posting/notification

Pesticide applications on public land, and by Pest Control Operators (PCO) on residential property, require the posting of signs in most provinces.

Transport, storage and disposal

Provincial/territorial regulatory departments can establish additional requirements for the safe handling and management of pesticides to meet local needs/conditions.

Compliance and enforcement

Provincial authorities set fines, revoke/refuse licences, issue warnings, issue control orders etc.

The Federal Provincial Territorial Committee on Pest Management and Pesticides (FPT Committee)

This committee brings together federal and provincial/territorial pesticide officials together to exchange information and expertise. The FPT Committee provides advice and direction to governments on programs, policies and issues relating to pesticides and actively pursues solutions to shared issues of concern through the activities of its working groups. Progress is being made toward enhancing sustainable pest control practices in Canada and harmonizing wherever possible the pesticide-related programs and policies of the federal and provincial/territorial governments.

Contact your provincial/territorial agency for questions regarding use permits and classifications.



Health
Canada

Santé
Canada

Your health and
safety... our priority.

Votre santé et votre
sécurité... notre priorité.

Prince Edward Island:

Department of Agriculture and Forestry

British Columbia:

Ministry of Environment, Lands and Parks

Nova Scotia:

Department of the Environment

Saskatchewan:

Sustainable Production Branch, Saskatchewan Agriculture and Foods

Alberta:

Pesticide Management Branch, Alberta Environmental Protection

Northwest Territories:

Environmental Protection Service, Resources, Wildlife and Economic Services

New Brunswick:

Department of the Environment

Québec:

Ministère de l'Environnement et de la Faune

Nunavut:

Environmental Protection, Department of Sustainable Development

Yukon:

Department of Renewable Resources

Newfoundland:

Department of Environment and Labour; Department of Forest Resources and Agrifoods

Ontario:

Pesticides Section, Ontario Ministry of Environment and Energy

Manitoba:

Manitoba Agriculture

Municipal/Local role

Provincial/territorial jurisdictions may allow cities, towns, and municipalities to enact by-laws which set further conditions on the use of pesticides, such as when and where certain types of pesticides (usually lawn, turf and garden products) may be used.

Pesticide Terminology

Active Ingredient:

That ingredient of a pesticide that actually controls the targeted pest.

End-Use Product:

A control product that has been manufactured, packaged and labelled in a form that is usable by the consumer.

Formulant:

Ingredients that serve a purpose other than the actual control of the targeted pest (e.g. solvents to dissolve solids, emulsifiers to prevent the settling of liquids in the container, carriers to deliver the active ingredient uniformly to the site, etc.)

Guarantee:

The amount of active ingredient contained in a product, expressed as either a percentage or weight. The *PCP Act* requires that the guarantee be stated on the label.



Label:

The product label which is approved as part of the registration process contains the conditions of registration which, along with the PCPA and regulations, govern the use of the product. In effect, therefore, the label is a legislative document. Use of a product in a manner that is inconsistent with the directions or limitations on the label is prohibited. Any control product offered for sale in Canada must bear the approved label. Advertisements for the product must relate only to the claims carried on the label.

PCPA Registration Number:

A four or five digit number assigned to each registered pest control product by the PMRA. Unless expressly exempt by regulation under the Act, all pest control products must be registered and be issued a PCPA registration number before being permitted for sale, import or use in Canada.

Pest:

Any injurious, noxious or troublesome insect, fungus, bacterial organism, virus, weed, rodent or other plant or animal.

Pesticide/Pest Control Product:

Any product, device, organism, substance or thing that is manufactured, represented, sold or used as a means for directly or indirectly controlling, preventing, destroying, mitigating, attracting or repelling any pest. Control products include active ingredients used in the manufacture of end-use products and the end-use products themselves. Includes herbicides, insecticides, fungicides, antimicrobial agents, pool chemicals, microbials, material and wood preservatives, animal and insect repellents, and insect- and rodent-controlling devices.

Registrant:

Organization or individual that holds the certificate of registration and is thereby responsible for the product. A registrant can be a chemical company, federal or provincial agency, importer or any person wishing to market a pest control product in Canada. The registrant's name and address must appear on the product label.

Uses:

The specific pest(s) the product is designed to control and the sites where the product can be used. Each pest/site combination constitutes a use (e.g. dandelions on lawns; fleas on cats; fungi on potatoes etc.)

For complete, legal definitions of these and other terms, please refer to <http://canada.justice.gc.ca/STABLE/EN/Laws/Chap/P/P-9.html>.



O'Keefe Ranch & Interior Heritage Society
Box 955, 9380 Hwy 97N
Vernon, BC V1T 6M8

February 22, 2017

The Corporation of the City of Vernon
Office of the Mayor
3400-30th Street
Vernon, British Columbia
V1T 5E6

VIA EMAIL: sblakely@vernon.ca

Attention: His Worship, Mayor Akbal Mund and Members of Council

Dear Mayor and Council:

**RE: O'KEEFE RANCH & INTERIOR HERITAGE SOCIETY
YOUR FILE NO.: 0230-20-37**

The O'Keefe Ranch and Interior Heritage Society (the "Society") would like to take this opportunity to provide you with an update on the coming changes and progress we have made to date at O'Keefe Ranch.

Firstly, the Society is pleased to be working with Dr. Linda McGrew both in implementing various changes and in improving the Society's relationship and level of communication with the City. We will continue to be diligent while establishing clear lines of communication and building trust with the City Council and staff. The Board is creating a formal policy to ensure that, at minimum, quarterly reports are delivered personally by a Board member to provide updates to Council. There will be a clear process detailing what must be included in a formal year-end report. We will be inviting Council and senior staff to join us on a tour of the Ranch and to see the restoration of

St. Anne's church. We hope this will be a first step in rebuilding our relationship with the City of Vernon.

Going forward, the Society will ensure that it adheres to the requirements of the Devonian agreement as per the letter from the City dated January 10, 2018.

On February 13, 2018, the Board passed the following resolution: "that Dr. McGrew's Sustainability and Implementation Plan has been received and declassified." A copy of Dr. McGrew's plan is attached hereto for Council's information. The Board is committed to implementing the recommendations, and understands that we must implement the "urgent" recommendations in order to be eligible to receive the first installment of operating funds as agreed to, with an anticipated completion date of April 2018. Upon the completion of these tasks, the Board will provide a report to Council. At that time, we will request the release of the committed amount of \$50,000 and a timeline for receipt. In view of their importance and long-term ramifications, the Board wishes to ensure we follow the recommendations with diligence and thoughtfulness to ensure the best possible outcome.

The Board is also reviewing and discussing the feasibility study presented by Dr. McGrew at the February 13, 2018 Board meeting in order for her work on the formal business plan to be completed on time.

The Society wishes to thank the City Council and staff for the commitment to helping us complete a business plan. This plan will move the Ranch forward providing visitors and residents a chance to maintain a connection with this important piece of local and ranching history. We have an opportunity to share such unique and authentic buildings from the earliest settlement of people into the traditional territory of the Syilx peoples.

Moving forward, it is hoped that a respectful partnership can continue to be developed to maintain the gem that is "O'Keefe Ranch" for successive generations of residents.

Respectfully,

O'KEEFE RANCH & INTERIOR HERITAGE SOCIETY

Per:



MAX F. RUSSMANN

Chair

O'Keefe Ranch Sustainability and Implementation Plan 2017



The purpose of this document is to report the current status of the O'Keefe Ranch to major stakeholders, with recommendations for immediate needs and changes. The document contains an introduction, deliverables meant to assess the key aspects of the organisation, some best practices research, an Implementation Plan, and Appendices. A draft of this plan was provided to the Board of Directors of the O'Keefe Ranch and Interior Heritage Society on November 1st, 2017, with a meeting to address it both on November 7th and November 14th. A summary presentation of the report was provided to City Council on November 27th.



A stakeholder engagement exercise, capacity building exercises with the board of directors and key staff, several feasibility studies, and a 2-5 year strategic plan are to follow this document. All inquiries related to this document should be directed to Dr. Linda McGrew at drlindamcgreg@gmail.com

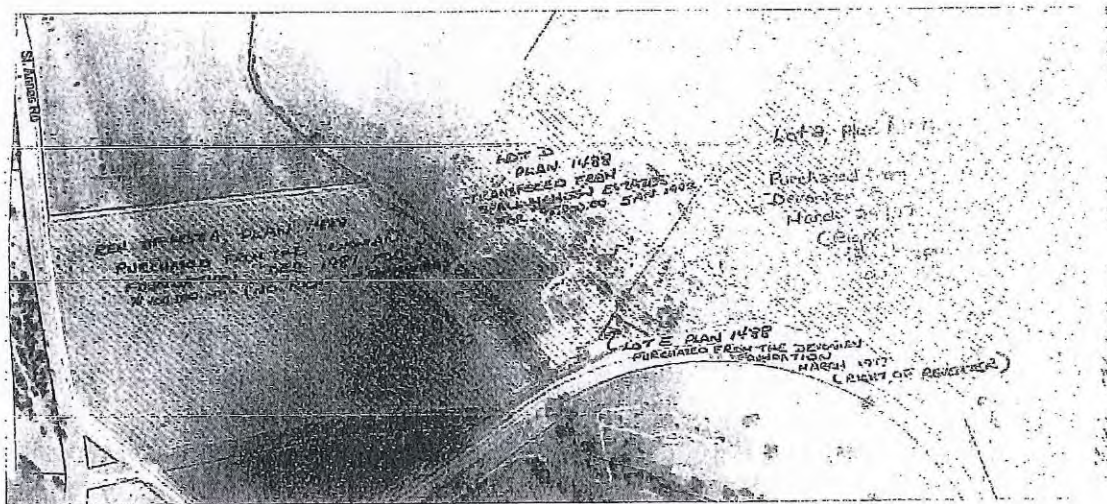
Table of Contents

TABLE OF CONTENTS	2
1.0 INTRODUCTION	3
2.0 DELIVERABLES	7
2.1 PRIOR BUSINESS MODEL AND PRIOR BUSINESS PLANNING EXPLORATION	7
2.2 BUSINESS MODEL CANVAS DEVELOPMENT	10
2.3 EXPLORATION OF PURPOSE DRIVEN PARTNERSHIPS	12
2.4 EXPLORATION OF CORPORATE STRUCTURE TO SUPPORT THE BUSINESS MODEL	13
2.5 DEVELOP BUSINESS METRICS THAT MEASURE THE SUCCESS OF MODEL	15
2.6 CUSTOMER DISCOVERY	18
2.7 POSITIONING STATEMENT	20
2.8 RESEARCH BEST PRACTICES	21
3.0 IMPLEMENTATION PLAN	27
3.1 <i>MARKETING AND EVENTS</i>	27
(KELLY= THE MARKETING AND EVENTS DIRECTOR	27
3.2 HUMAN RESOURCES (HR)	32
3.3 <i>BOARD GOVERNANCE (BG)</i>	35
3.4 <i>COLLECTIONS/CURATORIAL</i>	37
(CJ= CARLA JEAN, THE CURATORIAL DIRECTOR)	37
3.5 <i>ANIMALS, GROUNDS AND BUILDINGS (OPERATIONS COMMITTEE)</i>	39
3.6 FINANCE.....	40
3.7 <i>NOMINATIONS</i>	43
4.0 CONCLUSION	44
5.0 APPENDICES	45
5.1 APPENDIX A: CAPACITY AND RISK ASSESSMENT REPORT	45
5.2 APPENDIX B: SCOPE OF WORK	46

1.0 Introduction

In 1977 the Devonian Foundation transferred Lot E, D.L. 104, Plan 1488; Lot 2, D.L. 104, Plan 14176 and (84 catalogued pages of) artifacts to the City of Vernon (the "City"). These lands and artifacts were transferred to the City on the condition that they would be used to maintain an educational and historic public park depicting the way of life in the area at its inception; if this condition is not met, the lands revert back to Alberta, B.C. and the Crown (in order of offer). Immediately after the Devonian Foundation transferred the property to the City, the City entered into an agreement with the O'Keefe Ranch and Interior Heritage Society (the "Society"), who was (and remains to this day) contracted to manage and upkeep the lands and buildings as well as to meet the conditions placed on the City by the Devonian Foundation.

An initial agreement was struck between the City of Vernon and the O'Keefe Ranch and Interior Heritage Society in 1977; more recently, a 30-year agreement was signed between these parties (in 1997) - leaving 10 years on the current lease agreement. Aside from the initial lots transferred, the City of Vernon purchased Lot D, D.L. 106, Plan 1488 from Spallumcheen Estates in 1992; the remainder of Lot A Plan 1488 was purchased from the Devonian Foundation in 1981, and neither of these lots have rights to the reverter (as in they do not revert back to the provinces of Alberta and then B.C. and then the Crown, they are instead owned by the City). The image on the following page is a map of the aforementioned Lots, which are collectively referred to as the "O'Keefe Ranch".



For their part, the Society has many obligations to the City under this agreement, namely to “preserve the historical quality of the ranch”; “repair and maintain in good condition any improvements now or hereafter erected or installed hereafter”, and to pay taxes and carry insurance, among others.

In the original 1977 lease agreement between the O’Keefe Ranch and Interior Heritage Society and the City of Vernon, \$10,000 per year in funds were provided from the City to the Society for the first 3 years to help pay for capital cost improvements and maintenance (this equates to just under \$40,000 today considering inflation). Since that time, the City has provided the society with as much as \$190,000 in a single calendar year, but often nearer to \$100,000 per year. Historically these operating funds have been provided by the City to help the Society meet the conditions placed on the City by the Devonian Foundation. The City’s current plan is to provide the Society with \$100,000 in 2018 (subject to a financial audit and the approval of this document), \$50,000 in 2019, and \$10,000 in 2020. This puts the Society in a position whereby it is essential to find other income streams and grant opportunities; at the same time, this reduction in operating dollars may also reduce the Society’s ability to develop other income streams.

The Society currently relies primarily on grants from the City of Vernon, BC Arts Council, Canada Summer Jobs, the Twp. of Spallumcheen, and B.C. Gaming to generate almost half of their annual revenue, with the other half being self-generated through admissions, a restaurant sublease, events, fundraisers, and Gift Shop and General Store sales. Summer and autumn are peak seasons for the Ranch, with fundraising events attracting additional tourism and spending such as the Corn Maze, Cowboy Dinners, Family Days, and a Gala. Other income generating activities include weddings and corporate events. Short term, additional potential revenue can be created through sub leasing the gift shop, a café and possibly an additional snack shack of sorts; moreover, many small changes recommended in the Implementation Plan as well as directly to staff can and will lead to increased financial health. Several longer-term self-generating income streams will be examined in early 2018 within a feasibility study report.

A board of directors of 10 (the by-laws state a minimum of 10 and a maximum of 15) currently oversee the Society, with additional seats reserved for representatives from the Township of Spallumcheen, the City of Vernon, and the OKIB was added this year. Like many charities these days, the Society suffers from a variety of challenges including unstable funding, donor/grant dependency and fatigue, a limited talent pool, bureaucratic inertia, and a lack of (loss of¹) an entrepreneurial spirit.

¹ Cornelius O'Keefe was a true entrepreneur. Cornelius used to say "there is always a way to get something done". This entrepreneurial culture and spirit is what originally built the Ranch to the level of success it became in its day.

However, the O'Keefe Ranch has almost limitless potential. The market and location are ripe for a variety of financially lucrative social enterprises. Moreover, the vast collection and historic buildings, as well as skilled and dedicated curatorial and marketing/events staff, lend the Ranch to being able to be both an economic driver and tourism destination for the region one day.

This document contains a variety of assessments, including the following deliverables:

- Prior business model and prior business planning exploration
- Business model canvas development
- Exploration of purpose driven partnerships
- Exploration of corporate structure to support the business model [L] [SEP]
- Develop business metrics that measure success of [L] model [L] [SEP]
- Customer discovery process
- Positioning statement creation [L] [SEP]
- Customer discovery conversation template creation
- Actionable go-to-market plan [L] [SEP]
- Best practices research

In order to develop and produce this information, regular meetings with the senior leadership team, board members, board committees and external stakeholders were conducted. Moreover, an implementation schedule is present in the One Page Plan (pages 16-17) and expanded in the Implementation Plan, beginning on page 30 of this document.

2.0 Deliverables

The following deliverables were established in the Scope of Work (Proposal) found in Appendix B. All of these deliverables have been completed either with board members or staff members in order to develop buy-in and understanding of the tools and priorities.

2.1 Prior Business Model and Prior Business Planning Exploration

On fairly regular occasion the O’Keefe Ranch and Interior Heritage Society (the “Ranch” or the “Society”) has engaged external professional help to improve their operations on various levels. The following is a brief summary of the reports gathered and available to both the General Manager and Board of Directors.

Date	Author	Title	Observations
1982	Alan Ferguson	Concept Plan	Provides the initial framework for the preservation and development of the O’Keefe Ranch. Contains both a historical and land use planning perspective for the Ranch. Paid for in Part by the provincial government.
1991	Ken Mather	Management Plan	Paid for in part by BC government, BC heritage trust and BC heritage revenue, this 100+ page document details at great length, resource, curatorial, building and management assessments along with an economic development assessment; goals and objectives for site use and development and a proposed development plan.
1995	Marathon Marketing	Management Study	This 50+ page document builds a marketing plan with an underlying understanding and study of all aspects of the Ranch (financial, goals, management, staff) Volunteers, community, tourism, and stakeholder engagement).
2006	P. Tassie and M. Nolan	Historic O’Keefe Ranch Infrastructure Assessment	Approximately 50 pages of detailed and valuable data pertaining to each building on site, recommendations for building

			improvements in order of priority, and costs associated with each improvement. (Almost all still relevant)
2008	Marilyn Berglund	2009/2010 Marketing Plan	A 25-page report (including 6 pages of financials) detailing the product, situation, market, SWOT, strategic priorities, marketing activities and budget for the Ranch.
2012	William Adams	Conservation Recommendations for Historic Machinery	A condition assessment of artifacts held outdoors was conducted and recommendations including a multi-annual maintenance program and evaluation criteria (an assessment instrument) be developed.

Furthermore, the board of directors has enlisted the expertise of various strategic planners and support in recent years. Of note:

2010	Carla Dahlen	Strategic Planning	A. Vision and Mission, B. Core Competencies, C. Review of Recent marketing report, D. New Heritage revenue, target markets, events and programs, trends E. Marketing and Communications.
2012	Larry Bell	Task Force Committee Recommendations	Suggestions and recommendations are made by the task force in order to help increase traffic and revenue in lieu of foreseen City of Vernon grant cuts.
2014	Janis Hogarth	Concept Plan	A summary of topics discussed between Leanne Cadden, Karin O'Brien and Gord Heibert after a site assessment walk through. These included developing sustainable permaculture on site, potential partners, revenue sources, and potential funders.
2014	Leanne Cadden	Strategic Planning	A core vision, SWOT, target market, revenue streams, 5-year plan and list of ideas were all generated and summarized in this report.

2016	Jeanne Bryon	One day workshop Facilitator's Report	Report with attachments includes identity issues and concerns at the board level, a SWOT analysis and recommendations and a 12-month priority assessment and action item table.
------	--------------	---------------------------------------	---

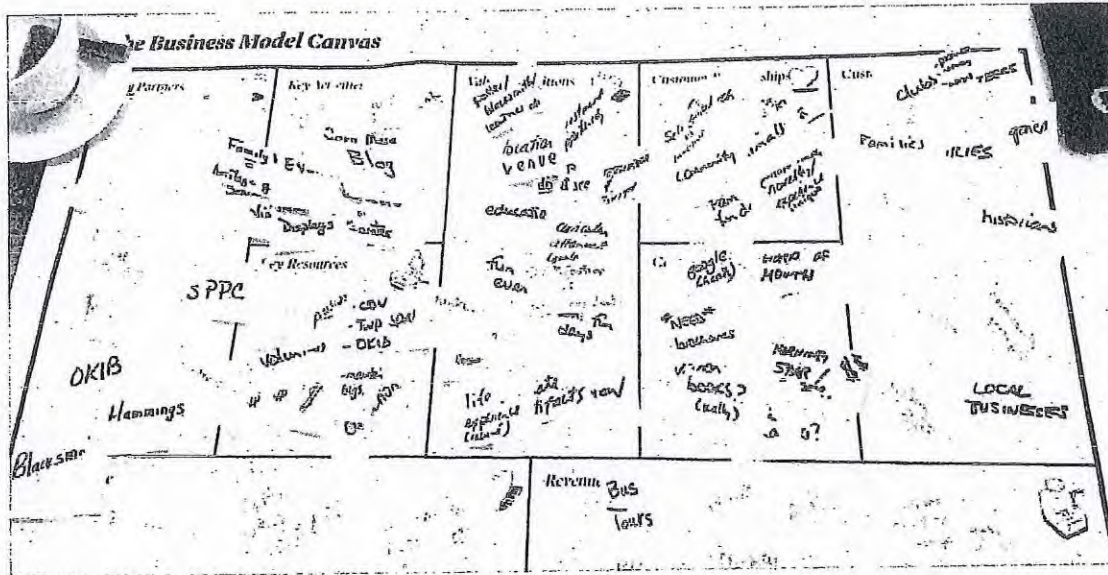
The long length and high level of expertise both of and in these reports begs a question: How much of these plans have been implemented? In short, the answer to this question is "very little", which brings one to another (and possibly more important) question: What barrier(s) are there to implementation? Both the 2016 Facilitator's Report by Jeanne Bryon (which remains confidential) and the Capacity Assessment Report by Linda McGrew (Appendix A) detail the lack of cohesion, vision and trust at the board level, which plays a major role in the lack of implementation of these reports and therefore a lack of improvement with this organisation.

Moreover, the capacity of the board and staff of the O'Keefe Ranch goes a long way to explain why the limited implementation. During the process of developing this document along with the remainder of the scope of work (see Appendix B), capacity is being built. So far many of the staff and board members have taken on the challenge and involved themselves in the process; and yet others have not. Recommendations in this regard are listed in the Implementation Plan. But recommendations cannot repair a low trust culture, a culture of apathy and a "charity" mentality - Only people can repair this.












“AN ORGANISATION IS GREAT NOT BY WHAT IT THINKS IT IS BUT BY WHAT IT DOES”

2.2 Business Model Canvas Development

A business model canvass (BMC) was developed in conjunction with a one day SoFun workshop (www.purppl.ca) attended by two Ranch staff and three board members; further, a two hour session with the chair and secretary of the board to brainstorm aspects of a BMC as they relate to the O'Keefe Ranch right now. Below is an image of the actual BMC generated from these meetings.



A BMC is a helpful tool that collates all aspects of a typical business plan into a single page. The process to produce it is also a helpful way to focus decision makers and help them to see the business with more of a bird's eye (strategic) view. The following page is the final BMC generated for this deliverable.

Business Model Canvas		Created for: Business Plan 2011	Created by: Linda, Janis, Max	Date: October 2017
 <p>Key Partners</p> <p>Who are key partners? Who are key suppliers?</p> <p>CURRENT CoV Twp of Spallumchean restauranteur Hammonds school districts SPPC Blacksmith/ Potter</p> <p>FUTURE? farmers leathermaker actors volunteers OKIB</p>	 <p>Key Activities</p> <p>What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue streams?</p> <p>CURRENT weddings corn maze events family fun days school visits</p> <p>FUTURE? reunions/family events Interactive displays</p>	 <p>Value Proposition</p> <p>What value do we deliver to the customers? Which one of our customer's problems are we helping to solve? Which customer needs are we satisfying?</p> <p>location venues potter/blacksmith stuff to do and see entertainment investment opportunity curriculum attainment education fun</p> <p>Integration into the community</p> <p>life experience donate artifacts curatorial community history activities</p>	 <p>Relationships</p> <p>What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they?</p> <p>casual self guided community animals artifacts/history unique/novelty event specific</p> <p>relatively cheap unnecessary expense? critical</p> <p>this defines how we communicate with our customers</p>	 <p>Customer Segments</p> <p>Who are we creating value for? Who are our most important customers? Customers are only customers if they pay you.</p> <p>families Admissions/visitors tenants tourists volunteers historians clubs (SPPC, NOTRA, railway) local people and businesses community groups schools/teachers/parents</p> <p>brides/grooms corporate tour buses</p>
	 <p>Key Resources</p> <p>What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?</p> <p>land (4 parcels) passion volunteers money buildings collection (artifacts) OKIB, spall and CoV</p>		 <p>Channels</p> <p>Through which Channels do our Customer Segments want to be reached? How are we reaching them now? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines?</p> <p>word of mouth google social media newspaper dive by tourism vemon books/brochures?</p>	 <p>Purpose</p> <p>What do you stand for? (Personally & professionally) Over time, where to continue to strive for more good? "Start With Why" -Simon Sinek</p> <p>promote and maintain okanagan history promote and maintain okanagan heritage agriculture ranching bring/keep history alive in the okanagan</p>
 <p>Cost Structure</p> <p>What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?</p> <p>capital improvements staff (50%) hydro/water events marketing (20%)</p>		 <p>Revenue Streams</p> <p>For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues?</p> <p>CURRENT grants (50%) gala cowboy dinners corn maze rentals history camps and school groups general store</p> <p>FUTURE bus tours experiences workshops small meals/coffee courses subleases</p>		
 <p>Parking Lot</p> <p>accommodation microbrewery experiential learning subleasing space leasing land leasing</p>				

2.3 Exploration of Purpose Driven Partnerships

The Business Model Canvass in the section above addresses 'Key Partners' on the left. Current key partners determined in the process of completing the BMC include: the City of Vernon, the on site Restaurateur (Dale Flowers), the Hammings (dairy farmer next door who grows the corn for the corn maze), the Spallumcheen Pioneer Power Club (SPPC), the North Okanagan Therapeutic Riding Association (NOTRA), the North Okanagan Model Railroad Association (NOMRA), school districts, and the on site blacksmith and potter.

Purpose driven partnerships are similar to key partners in this context. Purpose driven partnerships are those that help the Ranch fulfill its mission. Internally, the Ranch focuses on the partnerships already mentioned, but externally, aside from granting agencies, regional school districts and off-the-cuff personal/professional relationships between specific staff and community stakeholders, partnerships within the local community are lacking, as are strategic national and international partnerships.

Wedding planners, farmers, bus tour operators, tourism book editors and tourism media are key partners that staff will be focusing on building relationships with over the 2018 off-season. Moreover, there is no doubt that the senior leadership of the Ranch could do better (and wants to do better) at their relationship with the City of Vernon. This manifests in better communication planned in the form of regular reports to City Council for the coming year as well as complete fulfillment of the requirements of the Society in the Devonian Lease Agreement.

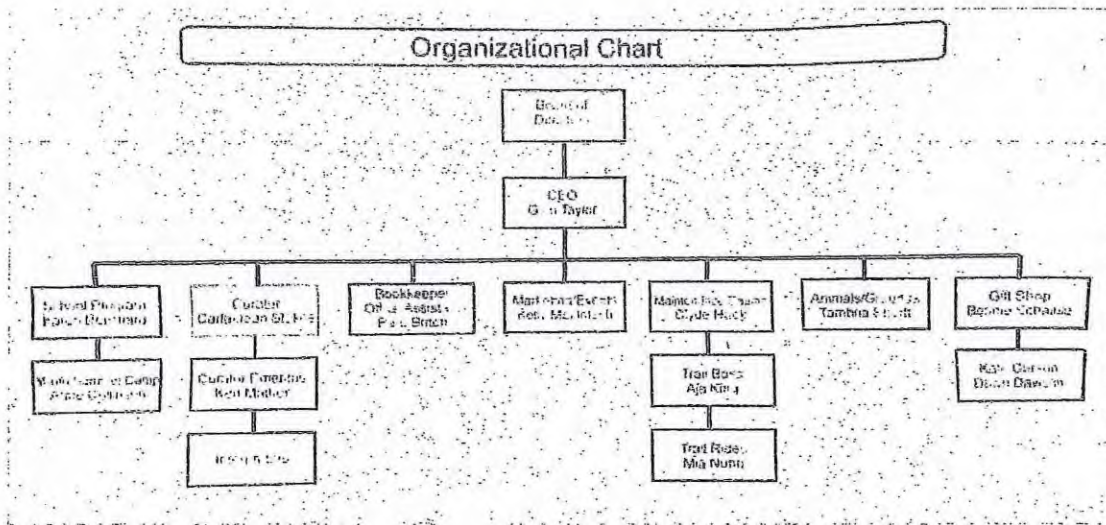
This and other recommendations relating to key partnerships are further discussed in the Implementation Plan below in the Marketing/Events section.

2.4 Exploration of Corporate Structure to Support the Business Model

The business model at the O'Keefe Ranch is currently that of a social enterprise. Without even knowing it, the Ranch/Society is fairly cutting edge with respect to generating it's own revenue as a charity and not relying as heavily on grants as the majority of charities in Canada do. A social enterprise is any organization (from a Non-profit society, Status charity, Co-ops, Corporation, Community Contribution Company (C3), to a for-profit business) that contributes socially and/or environmentally while at the same time as generating revenue.

Things to consider when deciding on a business model are: motivation, control/governance, market/customer, capital, risk, share structure, taxes, reporting, recognition, and access to money. The current status as a registered charity with the ability to self-generate large sums of money through programming, rentals, and other on-site businesses is highly desirable. However, other corporate structures in addition to this could be considered. For-profits can be owned by charities; a co-op of sorts could be arranged on site for an agricultural component, and the idea of a CCC (community contribution company) is one that could be considered if a "company" were to run the gift shop, restaurant, a café, and other future income generating options, with the profits funneling back into the charity (Society).

The concept of changing the business model is daunting and probably unnecessary for the Ranch at this time. On the other hand, the Organisational Structure needs a serious assessment and change. The current organizational (corporate) structure, posted on the bulletin board for all staff to see is the image below.



This current structure bottlenecks all communication at the “CEO”². This structure also gives a single person full control over all staff, with no staff communicating with the board. This structure allows for a fiefdom, with few internal control mechanisms. By flattening the structure and creating a leadership team as opposed to having all of the responsibility in a single person’s hands, additional staff are given the opportunity to take more responsibility for the health/success of the Ranch as well as to communicate with the board. More/better communication with the board allows them to make better choices for the Ranch.

A change in corporate structure is recommended and explained further in the Human Resources section of the Implementation Plan below.³

² This is an incorrect title. The CEO is in fact the chair of the board of directors of the Society.

³ This change in structure was recommended before Glen Taylor was injured. It is strongly recommended that this structural change be implemented regardless of whether Glen will return or not.

2.5 Develop business metrics that measure the success of model

The success of the organisation as a whole can and will be largely measured by its financial health. Further, the financial health is indicative of other aspects of the organisation, such as number of visitors, grant revenue, and/or number of events and rentals. A One Page Plan was developed during several meetings with senior staff and with the aid of a second external consultant from Purppl.

This "One Page Plan" (albeit is two pages in this case) is a tool used to focus staff and move the organization forward strategically. Central to building a strong corporate culture are the "Rockefeller Habits" – a collection of proven organisation-building methods used by John D. Rockefeller and outlined by Verne Harnish in his book, *Mastering the Rockefeller Habits*.

The Rockefeller Habits, or the "Rocks" are the foundation of a company's priorities. In future, the "leadership team" together with the Chair of the board should complete a One Page Plan such as this once every 4-6 months.

This One Page Plan was completed with Glen and before Glen was seriously injured. It is recommended that an interim General Manager be hired as soon as possible. Even better, if an HR/Finance Director can be hired they could immediately take on the vast majority of these tasks allocated to Glen in the One Page Plan.

Purpose & Theory of Change	3-5 Year Strategic Themes	One Year Priorities	Quarterly Rocks																																																									
<p>Vision:</p> <p>To create an attraction that is dynamic and desirable, while maintaining our heritage, agricultural and farming character.</p>	<p>Targets</p> <p>Year round interactions A sought after place to volunteer regionally Community Support (good impression in the area) A dedicated and strategic board of directors 70% of income is self-generated Many thriving on site businesses who support one another and the Ranch to increase visitation A "must visit" stop of interest for the entire region A sought after destination for weddings or family events in the North Okanagan</p>	<p>Goals</p> <p>OKIB relationship and interpretive centre Increased Visitation Gather visitor metrics and adjust accordingly Sell the experience – dynamic Signage – presentation – consistent Recruit like-minded entrepreneurs to run businesses on site Site Plan and Access \$200,000 in grants this year</p>	<p>Rocks</p> <p>OKIB Plan and reconciliation Marketing Plan and budget Curatorial Plan and budget Operational Plan and Budget Financial Plan and budget Re-jig relationships with on-site partners RFP's for café and gift shop</p>																																																									
<p>Mission:</p> <p>+Bring our ranching and farming heritage to life +create vibrancy for our communities through interactive activities and events +preserve and demonstrate the ranching and farming heritage of the North Okanagan</p> <p>Target Market: People from all over the world interested in being entertained and having a historical or cultural experience.</p>	<table border="1"> <thead> <tr> <th>Target</th> <th>Metric</th> </tr> </thead> <tbody> <tr> <td>Increased Visitation</td> <td>75,000 people annually and \$1 million in revenue 30,000 visitors meaningfully engaging in the site</td> </tr> <tr> <td>OKIB relationship – interpretive centre (a physical presence)</td> <td>1 First Nations exhibit every year 2 Land acknowledgement signs 2 board members from OKIB 1 summer internship</td> </tr> <tr> <td>Year round interaction/businesses</td> <td>Open/available 10-12 months per year 4 other businesses on site also open year round.</td> </tr> <tr> <td>Volunteers</td> <td>100% volunteer reporting 10,000 hours of volunteers per year 1 Annual appreciation 1 Fun and enthusiastic coordinator</td> </tr> <tr> <td>Community Support</td> <td>OR staff or board present at 1 council meeting per month. Presentations to council every 3 months Key partnerships with all levels of government</td> </tr> </tbody> </table>	Target	Metric	Increased Visitation	75,000 people annually and \$1 million in revenue 30,000 visitors meaningfully engaging in the site	OKIB relationship – interpretive centre (a physical presence)	1 First Nations exhibit every year 2 Land acknowledgement signs 2 board members from OKIB 1 summer internship	Year round interaction/businesses	Open/available 10-12 months per year 4 other businesses on site also open year round.	Volunteers	100% volunteer reporting 10,000 hours of volunteers per year 1 Annual appreciation 1 Fun and enthusiastic coordinator	Community Support	OR staff or board present at 1 council meeting per month. Presentations to council every 3 months Key partnerships with all levels of government	<table border="1"> <thead> <tr> <th>Core KPIs</th> <th>2018</th> <th>2019</th> </tr> </thead> <tbody> <tr> <td>Visitor traffic</td> <td>2017 Increase by 10%</td> <td>2018 Increase by 10%</td> </tr> <tr> <td>\$ spent by visitors on site</td> <td>2017 Increase by 30%</td> <td>2018 Increase by 15%</td> </tr> <tr> <td>Bus Tours</td> <td>10</td> <td>Double 2018</td> </tr> <tr> <td>Weddings/Family events/rentals</td> <td>20</td> <td>Double 2018</td> </tr> <tr> <td>Rental income*</td> <td>\$150,000</td> <td>2018 Increase by 15%</td> </tr> <tr> <td>Grant applications</td> <td>\$200,000</td> <td>2018 Increase by 15%</td> </tr> </tbody> </table> <p>*From both site rentals (weddings, corporate, family events) and entrepreneurial revenue (rental of restaurant, gift shop, café etc.)</p>	Core KPIs	2018	2019	Visitor traffic	2017 Increase by 10%	2018 Increase by 10%	\$ spent by visitors on site	2017 Increase by 30%	2018 Increase by 15%	Bus Tours	10	Double 2018	Weddings/Family events/rentals	20	Double 2018	Rental income*	\$150,000	2018 Increase by 15%	Grant applications	\$200,000	2018 Increase by 15%	<table border="1"> <thead> <tr> <th colspan="2">Oct- Dec</th> </tr> <tr> <th>Rock</th> <th>Who</th> </tr> </thead> <tbody> <tr> <td>Bus tour customer discovery, MVP and go to market strategy and implementation</td> <td>Kelly</td> </tr> <tr> <td>Grant Planning BC hydro/gas and applications</td> <td>Glen</td> </tr> <tr> <td>OKIB relationship plan and communication</td> <td>CJ</td> </tr> <tr> <td>Budget planning – make more money than we need!</td> <td>Glen</td> </tr> <tr> <td>Job descriptions and plan</td> <td>Linda and Glen</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th colspan="2">Jan-Mar</th> </tr> <tr> <th>Rock</th> <th>Who</th> </tr> </thead> <tbody> <tr> <td>Volunteer recruitment</td> <td>CJ and Kelly</td> </tr> <tr> <td>Comms and marketing plan</td> <td>Kelly/Linda</td> </tr> <tr> <td>Interpretative Strategy</td> <td>CJ</td> </tr> </tbody> </table>	Oct- Dec		Rock	Who	Bus tour customer discovery, MVP and go to market strategy and implementation	Kelly	Grant Planning BC hydro/gas and applications	Glen	OKIB relationship plan and communication	CJ	Budget planning – make more money than we need!	Glen	Job descriptions and plan	Linda and Glen	Jan-Mar		Rock	Who	Volunteer recruitment	CJ and Kelly	Comms and marketing plan	Kelly/Linda	Interpretative Strategy	CJ
Target	Metric																																																											
Increased Visitation	75,000 people annually and \$1 million in revenue 30,000 visitors meaningfully engaging in the site																																																											
OKIB relationship – interpretive centre (a physical presence)	1 First Nations exhibit every year 2 Land acknowledgement signs 2 board members from OKIB 1 summer internship																																																											
Year round interaction/businesses	Open/available 10-12 months per year 4 other businesses on site also open year round.																																																											
Volunteers	100% volunteer reporting 10,000 hours of volunteers per year 1 Annual appreciation 1 Fun and enthusiastic coordinator																																																											
Community Support	OR staff or board present at 1 council meeting per month. Presentations to council every 3 months Key partnerships with all levels of government																																																											
Core KPIs	2018	2019																																																										
Visitor traffic	2017 Increase by 10%	2018 Increase by 10%																																																										
\$ spent by visitors on site	2017 Increase by 30%	2018 Increase by 15%																																																										
Bus Tours	10	Double 2018																																																										
Weddings/Family events/rentals	20	Double 2018																																																										
Rental income*	\$150,000	2018 Increase by 15%																																																										
Grant applications	\$200,000	2018 Increase by 15%																																																										
Oct- Dec																																																												
Rock	Who																																																											
Bus tour customer discovery, MVP and go to market strategy and implementation	Kelly																																																											
Grant Planning BC hydro/gas and applications	Glen																																																											
OKIB relationship plan and communication	CJ																																																											
Budget planning – make more money than we need!	Glen																																																											
Job descriptions and plan	Linda and Glen																																																											
Jan-Mar																																																												
Rock	Who																																																											
Volunteer recruitment	CJ and Kelly																																																											
Comms and marketing plan	Kelly/Linda																																																											
Interpretative Strategy	CJ																																																											

	Board Involvement \$1,000 in cash or in kind donations per board member \$50,000 in fundraising through Gala Grow foundation Attend min 4 events per year Continuous recruitment		Wedding and Bus Tour Customer Discover, MVP and go to market strategy and implementation Kelly																												
			RFPs out and entrepreneurs selected for café and gift shop Glen																												
Theory of Change The O'Keefe and Greenhow families persevered through many challenges to build a successful ranching business in the late 1800's. This story; the culture and history and artifacts and buildings associated with it, is important for both local and international people, allowing them to understand and see what life over 100 years ago was like in this region. Protecting and cultivating this history and culture helps people to understand their roots and helps people to connect with one another – through all our differences; preservation and presentation of the Okeefe Ranch helps to create a connection to our history (both European settlers and First Nations peoples) which in turn creates community. In order to tell the O'Keefe Story and maintain the buildings and artifacts left by the Devonian Foundation, successful long term revenue stream must be developed at the Ranch by the Society.	Key Themes - Generate self sufficient income Build corporate relationships and sponsorships Build OKIB relationship and on site visibility Create fun and fulfilling volunteer tasks and experiences Build an entrepreneurial culture with staff and board Organise board and staff with policies and procedures Systemise events and financials Plans in place for all aspects of the organisation	Key Priorities (not in order of priority) <table border="1"> <tr><td>1.</td><td>Bus Tours and admissions increase</td></tr> <tr><td>2.</td><td>Grant Planning and applications</td></tr> <tr><td>3.</td><td>Volunteer recruiting and management</td></tr> <tr><td>4.</td><td>Special events, weddings</td></tr> <tr><td>5.</td><td>Rental income generation</td></tr> <tr><td>6.</td><td>Plans and structure - Systems</td></tr> <tr><td>7.</td><td>Feasibility studies for accommodation and agricultural hub and aboriginal tourism</td></tr> <tr><td>8.</td><td>Site Assessment and Plan/ Building Management Assessment and Plan</td></tr> <tr><td>9.</td><td>Recruit more dedicated, keen and skilled board members</td></tr> <tr><td>10.</td><td>Develop financial and HR skills with staff</td></tr> </table>	1.	Bus Tours and admissions increase	2.	Grant Planning and applications	3.	Volunteer recruiting and management	4.	Special events, weddings	5.	Rental income generation	6.	Plans and structure - Systems	7.	Feasibility studies for accommodation and agricultural hub and aboriginal tourism	8.	Site Assessment and Plan/ Building Management Assessment and Plan	9.	Recruit more dedicated, keen and skilled board members	10.	Develop financial and HR skills with staff	<table border="1"> <tr><th colspan="2">Apr-June</th></tr> <tr><td>Rock</td><td>Who</td></tr> <tr><td>Complete One Page Plan again</td><td>All</td></tr> <tr><td></td><td></td></tr> </table> Parking Lot / Ideas: Accommodation Experiences (actors and action) Community Partnerships (on and off site) Agritourism Aboriginal tourism Add a staff person – fundraising and volunteers.	Apr-June		Rock	Who	Complete One Page Plan again	All		
1.	Bus Tours and admissions increase																														
2.	Grant Planning and applications																														
3.	Volunteer recruiting and management																														
4.	Special events, weddings																														
5.	Rental income generation																														
6.	Plans and structure - Systems																														
7.	Feasibility studies for accommodation and agricultural hub and aboriginal tourism																														
8.	Site Assessment and Plan/ Building Management Assessment and Plan																														
9.	Recruit more dedicated, keen and skilled board members																														
10.	Develop financial and HR skills with staff																														
Apr-June																															
Rock	Who																														
Complete One Page Plan again	All																														

2.6 Customer Discovery

- conversation template creation
- process implemented to understand ideal customer and develop buyer persona

In order to develop a customer discovery template and process, customer segments first needed to be identified. This was done with the marketing committee over two, two-hour meetings. The table below summarises the three major revenue streams identified at the top, and the buyer persona and value proposition associated with each. Current major market groups identified are:

- o Tourism: gate admissions, annual passes, bus tours, school districts, etc.
- o Facility Rental: shows, weddings, corporate events, restaurant, concerts, etc.
- o Special Events: corn maze, family days, cowboy dinners, mystery dinners, fundraising gala, etc.

	Tourism	Facility Rental	Special Events
Buyer Persona* -demographics -economics -origin	-All ages: parents, boomers. -\$ want value -locals, Albertans, Europeans,	-Brides, farmers, corporations -\$\$ will pay more -locals (individuals, entrepreneurs, companies)	-Families, boomers, midlifers -\$\$ have more \$ -locals and their visitors
Value Proposition -needs	-Something to do...an experience. Local history. Eat/drink. Make memories.	-Space – an area to rent, an area to run a business	-all-inclusive organized entertainment
-solution	Interpreters, activities, restaurant	-multiple use/rental options, additional customers	-inclusive events accompanying food, drink and entertainment partnerships
% of revenue (goal)	20%	40%	30%^

* Buyer Persona = who do you think your customers are?

^10% of revenue goal reserved for corporate sponsorship, which does not currently fit into any of the 3 identified target markets

Two Target Customers to explore in multiple discovery interviews identified in this exercise include people who can bring in more bus tour and wedding revenue. This, along with the process implemented to understand the ideal customer and develop buyer persona, will be further articulated in the Implementation Plan in the Marketing section.

2.7 Positioning Statement

In developing a positioning statement, pain/problem (what motivates the buyer), value (what makes the buyer consider us) and differentiation (What the Ranch has that 'wins' the buyer's business) are identified. With the complexity and size of the Ranch, several Positioning Statements will be necessary, and a few examples are as follows:

O'Keefe Ranch Admissions

Overall, the O'Keefe Ranch visitor experience is for anyone interested in being entertained. Admission to the O'Keefe Ranch provides visitors access to the museum, "ghost town", a petting zoo, and seasonal events. Unlike Davison's Orchard or the Log Barn, the O'Keefe Ranch is a legitimate historic site, offering visitors guided and self-guided tours for an experience of life in the 1800 and early 1900's and a glimpse into how the Vernon area was settled (before it was "Vernon"). The O'Keefe Ranch experience is nearby, affordable, fun and for everyone.



The Field of Screams Haunted Corn Maze

The Field of Screams Haunted Corn Maze at the O'Keefe Ranch caters to those who enjoy a thrill. The Haunted Corn Maze is a terrifying experience that provides spine tingling adventure for only \$10! Unlike the Caravan Farm's Annual Walk of Terror and A Haunted Halloween at Caetani House, The Field of Screams is open for 10 nights in October with over 50 live actors and an ever-changing set. The Field of Screams Haunted Corn Maze is an unforgettable experience and the Ranch's largest fundraiser of the year.

Weddings (current)

Weddings at the O'Keefe Ranch provide a local, beautiful, and historic location to get married. Our wedding venue rental can position a wedding almost anywhere at the Ranch, including the historic church. Wedding venue rental can also include chairs, tables, and other necessities. Unlike other local rustic locations such as the Lone Pine Ranch and Paddlewheel Park, O'Keefe Ranch wedding rentals are inexpensive, available year-round, and can include a variety of other offerings such as meals and accommodation (RV park) on site.

2.8 Research Best Practices

A Google search for “popular historical sites in British Columbia” rendered the top three results: 1. Barkerville Historic Town and Park, 2. Fort Langley National Historic Site of Canada, and 3. Britannia Shipyards (in Richmond, BC). Further, in discussions with various stakeholders, several other heritage sites that the O’Keefe Ranch could strive to become similar to include Calgary Heritage Park, Hat Creek and Fort Steele. Considering this, the following section reports on best practices and how the O’Keefe Ranch can learn from other similar organisations, using the Calgary Heritage Park, Fort Langley and Hat Creek as the “champions” to learn from.

A. Calgary Heritage Park, Calgary AB

A site visit was conducted to the Calgary Heritage Park on October 8th, 2017. Initial memorable impressions: The cost for two adults was about \$50, which seemed high, but the annual pass is less than the cost of 3 visits, and in the end three hours of touring covered less than half of the site. If I lived anywhere in the region I would definitely come back again and again. The Park is very large with a lot to offer - about 10 times more to offer than the O’Keefe Ranch, both in buildings and the collection as well as educational opportunities and activities. There are interpreters for every main building (about 30) and when asked, one interpreter said there are over 100 interpreters for the site; about half of whom are paid and the other half are volunteers. The interpreters were all dressed in heritage clothing and were extremely courteous and service-oriented. Aside from food and the odd history-based item for sale, everything within the gates was free, including the carnival rides, steam train, and a half hour paddlewheel boat ride with views of the city.

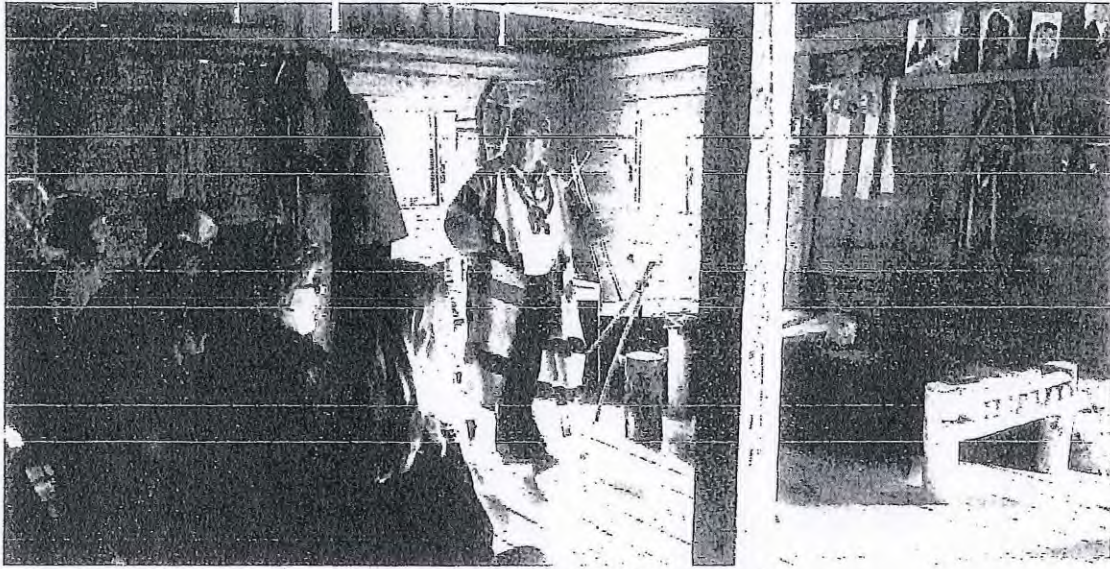
Based on their own 2015 Annual Report, the Calgary Heritage Park (CHP) attracted close to 600,000 visitors in 2013. The Park offers innovative educational opportunities, field trip experiences and programs targeted to grade-level curricula in the village, Gasoline Alley Museum and the wetlands. Adult programs include team driving, canning and old-fashioned spinning. The Park’s diverse revenue streams include admissions, retail, restaurants and concessions, banquets, government grants, donations and corporate sponsorships.



A volunteer shows me how their linotype machine works

Fiscal responsibility is the cornerstone of Heritage Park's success. Between admissions, concessions and restaurants, catering, retail stores, grants, donations and a modest operating grant graciously provided by The City of Calgary, CHP successfully ends each year with a balanced budget. Their concerted approach to fundraising, and a policy that all new capital projects be 100% funded, engages community support and ensures that the Park's resources are never overextended.

Based on the City of Calgary's 2015-2018 Action plan, CHP receives approximately 3 million dollars annually from the City of Calgary's "Civic Partnerships" fund (which also funds parks, the library, science centre, performing arts centre, and the like), which is about 3% of the total budget for the city's civic partnerships city-wide. These 3 million dollars account for 37% of the total 8 million dollars that CHP receives in donations and grants annually (based on 2014/2015 reports). CHP then relies on 10 million in food and retail revenue and over 5 million in admission revenue, amounting to 24 million in annual revenue. The City of Calgary grant therefore accounts for approximately 12.5% of CHP's annual revenue and operating budget.



A Hudson's Bay Voyageur prepares new recruits for a trip down the river

Although Calgary Heritage Park (CHP) is much larger than the O'Keefe Ranch and contains a far greater collection of buildings, artifacts, programs and personnel, the O'Keefe Ranch realistically could attempt to replicate or at the very least learn from the following aspects of the Park:

- First Nations area
- Kiddie Carnival area
- Chautauqua tents
- Food services
- A culture of service
- Site Plan/flow
- Transportation options (trolley, steam train, boat, mini bus, horse drawn carriage) all accessible by people with physical disabilities
- Daily Activities (butter making, bannock making, fire making, etc.)
- Corporate Sponsorships

The First Nations area contains 4 tipis and a large grassy area. Daily, the Blackfoot Nation teaches visitors about fire making, bannock making, art, hunting, and the like.

Aside from the animals, a large area is designated for carnival rides geared towards children under the age of about 10. Chautauqua tents (photos) could serve as temporary shelters for activities such as a craft show and market, farmers market, weddings, etc.

Opportunities to purchase a variety of different foods and drinks are around every corner. Point of sale options make purchasing easy.

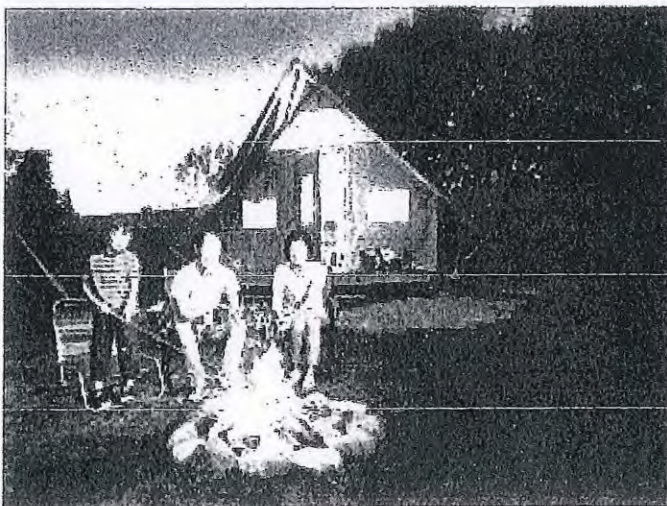
From the moment you purchase your tickets the staff are extremely friendly and gregarious; there is a culture of service at the CHP in line with successful restaurants.

Like a city, the CHP appears to have been intentionally planned and well thought out. The infrastructure to get around and transportation for all interests and ages, including those with physical disabilities, are frequent and free. It appears that there are approximately 10 unique activities for learning and experiencing the CHP every day. Visitors could return again and again and have a unique experience each time for this simple reason alone.

There are activities being conducted by the CHP that do not generate revenue, such as the transportation services. But the CHP has managed to get corporate sponsorship for the train stations, busses, etc. in order to cover the costs of these activities.

B. Fort Langley, Langley BC

Assessment of Fort Langley is based on both the website and various interviews of recent visitors. Fort Langley makes admissions a full experience. The Fort is a truly essential contribution to preserving history in both BC and Canada. The importance of the site is made clear through various means, one of which is self-guided audio

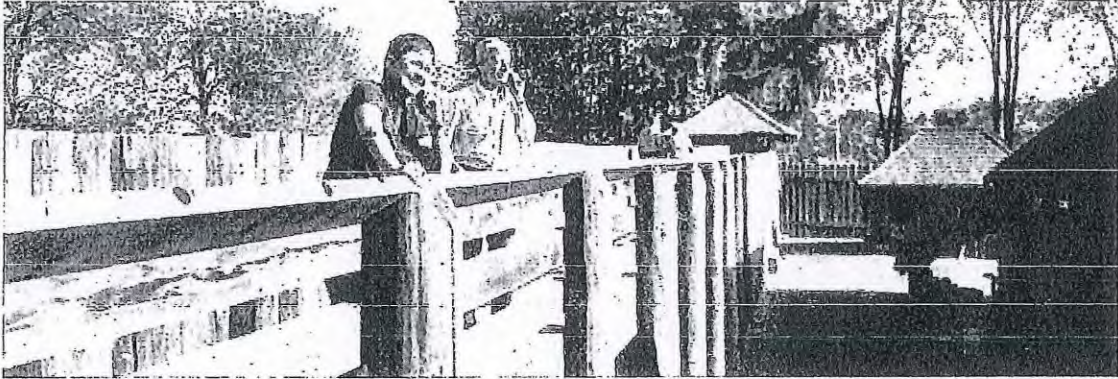


devices that provide information in a variety of languages. Furthermore, there are live demonstrations with costumed interpreters, online tours and guided tours daily.

Although the federal government provides ample funding, Fort Langley subsidizes this revenue with retail and food/beverage space as well as accommodation.

oTENTik Site rentals allow families to stay on site. (photo to left)

The O'Keefe Ranch is a very large area and many visitors find themselves meandering around not really knowing what they are looking at; therefore, the Ranch could build an audio-visual experience for visitors as well as provide guided tours of some of the more critical areas. Further, live demonstrations with costumed interpreters, and online tours and tools could be something the Ranch learns from Fort Langley and considers in the coming years.



Visitors at Fort Langley listening to the audio tour

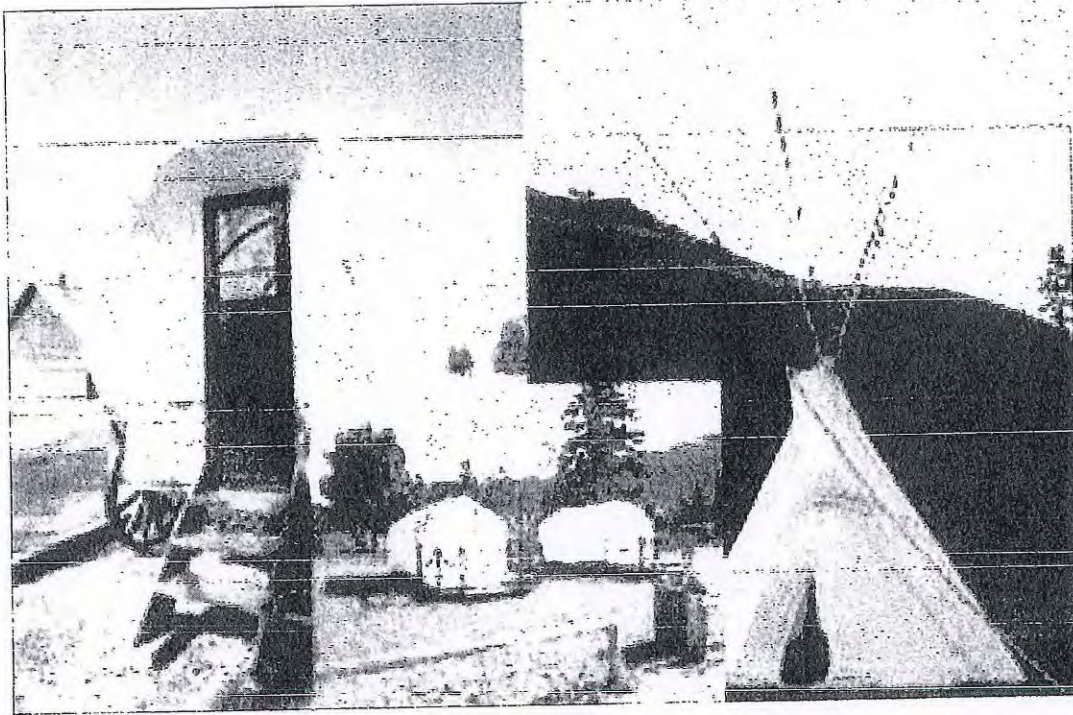
One of the most impressive aspects of Fort Langley's website is their volunteer recruitment page <http://pc.gc.ca/en/lhn-nhs/bc/langley/activ/activ11> as well as their children's program, Xplorers: <http://pc.gc.ca/en/lhn-nhs/bc/langley/activ/activ2>). These two pages will be useful examples as the Ranch staff move into volunteer recruitment and curatorial planning this winter.

Like the CHP, there is abundant retail, food and beverage, "consumer spending" opportunities, which all generate further income and repeat visitors. Visitors come again and again not for the location necessarily but the services therein.

c. Historic Hat Creek, Cashe Creek BC

Historic Hat Creek is located at the intersection of Hwy 97 & 99 in Cache Creek - 4 hrs. Northeast of Vancouver, BC and 1 hr. northwest of Kamloops, BC. It is in the middle of nowhere and yet there are over 60,000 visitors to this site every year.

The main takeaway for the O'Keefe Ranch from Historic Hat Creek is their accommodation. Not only is it their primary income stream, but it is also the reason why visitors come - and stay. The accommodation is simple, with 3 types to choose from. Prices are extremely reasonable and people pay an additional \$15 for bedding and pillows.



Visitors can stay at RV sites, in a large field for tents, miner's tents (above centre) tipis (above right), covered wagons (above left) and cabins. This accommodation creates an all-inclusive venue for weddings, and corporate or family retreats as well, generating Hat Creek Ranch with many more visitors who stay longer, which in turn generates more revenue.

3.0 Implementation Plan

The O'Keefe Ranch will have to make some cultural and other large changes in order to survive the planned grant cuts by the City of Vernon. Typically, neither cultural nor organizational change occur quickly; however, with financial support cuts already taking place, time is of the essence for the Ranch.

The following is broken up into sections based on the current committees on the board. These are:

1. Marketing and Events
2. Human Resources
3. Board Governance
4. Collections/Curatorial
5. Animals, Grounds and Buildings
6. Finance
7. Nominations

The urgency of each recommendation is presented in each table, found at the beginning of each of the 7 sections. Details are given below these tables explaining the recommendations further. **“Extreme urgency” means that the recommendation needs to be implemented immediately and in large part these things should have been complete months if not years ago;** “moderate urgency” means that the recommendation should be completed within the next 5-7 months, ideally before the Ranch opens again next Spring, and “low urgency” means the recommendation should be completed or at the very least started within the next calendar year (2018).

The urgency of each recommendation also coincides with the grant disbursements from the City of Vernon for 2018. All urgent recommendations must be completed before the first grant of \$50,000.00 will be disbursed.

3.1 *Marketing and Events*

(Kelly= the Marketing and Events Director)

<i>Recommendation</i>	<i>Urgency</i>	<i>Who</i>
Communications Plan	Moderate – see scope of work in Appendix B	Kelly and Linda

Marketing Budget and Goal setting	Moderate	Kelly and Linda
Improve and increase communications with the City of Vernon and other major stakeholders	Extreme – see key partnership implementation below	Board, leadership team
Customer discovery, minimal viable product and go to market strategy for Bus tours and weddings	Moderate – see customer discovery implementation below	Linda and Kelly
Committee Terms of Reference and external expert recruited	Extreme	Marketing Committee
Customer Feedback and Customer data collection plan and implementation	Moderate	Kelly and Curatorial Director
Key Partnerships	Moderate – see key partnerships implementation below	Kelly and Marketing Committee and Entire Board
Corporate Sponsorships	Moderate	Kelly and Finance/HR director
Improve Entrance/First Impression	Low	Kelly and Maintenance Director
Improve signage	Low	Kelly
Assess Field of Screams liability concerns and create a mitigation strategy, potentially resulting in contracting out the event.	Low	Kelly and Board

Key Partnership Implementation

The purpose of many key partnerships is to both increase revenues and attendance as well as to develop a greater sense of community and ownership of the Ranch. Inasmuch there is a large untapped group of potential purpose driven partners:

- The Spallumcheen Golf Course
- Other local not for profits*
- Other heritage sites+
- OKIB^(see Curatorial/Collections)
- Volunteers
- Farmers
- Leathermaker and other related artisans

*Develop cross marketing and admissions discounts with the Allan Brooks Nature Centre, Okanagan Science Centre, Vernon Museum and Archives, Vernon Art Gallery, and others. Tourism Vernon or an organization like it could put together a 5 activity punch pass that is purchased for a discount; or perhaps local families can access a membership to all of these family and/or educational-centered not for profits for a group bulk discounted rate. "The Vernon Experience Pass" would benefit tourism, locals, and the not-for-profits alike.

+Develop reciprocal programs with specific heritage sites regionally, such as the Calgary Heritage Park, Hat Creek, Fort Langley, Fintry, Fort Steele, Barkerville, etc. These reciprocal passes are common. The Okanagan Science Centre is part of an international reciprocal program, where a \$50 annual family membership also allows families to enter Science Centres in many cities all over North America for free. Another example is the Ontario Experience Pass, which entitles 2 adults to complimentary attendance to two other historic sites in the region and 10% off all retail at these locations.

A final consideration for key partnerships includes national and international partners. This could include international guide book companies (Frommer's Guides or Lonely Planet Guides), bus tour companies, and other historic sites "sister sites" in other countries.

Customer Discovery Implementation

During the customer discovery process, one asks customers what they want; one tries to answer, "What is the customer and problem and what can I provide to solve it?" It is truly a process of asking and listening. The answers revise buyer persona assumptions to revise your hypothesis about the *minimal viable product* and therefore the *go to market strategy*.

Customer Discovery begins with interviews, where the interviewee asks customer to prioritise problems and identify higher order problems. General questions to ask include: How does the customer solve the problem today?; How might the O'Keefe Ranch solve this problem?; If the Ranch does 'X' would this solve their problem?; Would they use this solution if it were free?; Would they pay \$?; ask for referrals to other customers/potential interviewees too.

The following Question Guide will be used for Customer Discovery by the Marketing and Events Director this winter:

A. Wedding Planner/Bride Interview Questions:

1. Dates (Spring, Fall?), times of the week (fri, sat, weds?)
2. How much \$ are you willing to spend?
3. Expectations?
 - a. What to include or not (i.e.: food, music, support)
 - b. What should the Ranch provide
 - c. What else needed to rent (tables, chairs, heaters, A/V equipment)
 - d. Size of space/capacity
4. Packages?
 - a. Include food, accommodation, music, life-time membership?
5. Specifically ask wedding planners: What does the Ranch need to do to become a wedding destination for the North Okanagan? Basics? Future ideals?

B. Bus Tour Company Interview Questions:

1. Rate the importance of sites for: agritourism, aboriginal tourism, ranching history/education.
2. Food: included, needs, speed, cost.
3. How much time allotted and what needed in that time?
4. How important are museum and historical interpreters?
5. Do most people want to buy souvenirs? (Importance? Price point? Products?)
6. Languages?
7. Financial kick-back/deal?
8. Specifically ask/understand how the Ranch can be attracting more bus tours and what it needs to have on site to make the bus tour experience a good one

Interview Goals/Schedule:

November and December – BUS TOURS

- A. 5 Tour companies based in BC
- B. 5 Tour companies based in Alberta
- C. 3-5 Tour companies based in the US
- D. 3-5 tour companies based in Asia (Japan and/or China)

January and February – WEDDINGS

- A. 5 wedding planners
- B. 7-10 past (2015 or 2016) brides who have been married on the Ranch
- C. 7-10 future brides (at Vernon Bridal Expo)

In trying to figure out what people are looking to buy, one is also identifying their Minimum Viable Product (MVP). The general advice here is don't try to build everything all at once in your first iteration. Once an MVP is identified, a go-to-market strategy can be developed.

Marketing and events are currently the way in which the Ranch generates most of its self-generated revenue. It will be recommended that in January and February the Ranch goes to market with bus tours – channels to be identified – the goal is to have over 40 tours come through in 2018 summer for an additional income generation of \$20,000 (\$16,000 in admissions and \$4,000 in food/retail profit). The Ranch has a booth in a local Wedding Expo in February. For that, a price list and photos will need to be built from the Customer Discovery work in January. At the Expo in February further customer discovery will be completed. A realistic wedding goal is to book 25 in 2018 for a total of \$30,000 in NET revenue.

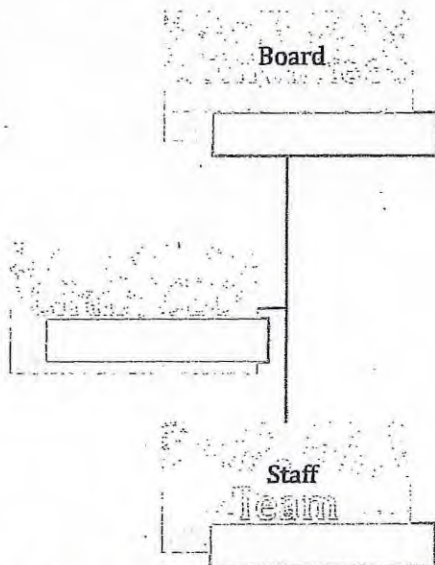
Actionable go-to-market plan

An actionable go to market plan for bus tours and weddings cannot be developed until customer discovery is completed and a minimal viable product is established for these identified target markets.

3.2 Human Resources (HR)

<i>Recommendation</i>	<i>Urgency</i>	<i>Who</i>
Restructure	Extreme – see Restructure below	Entire Board
Safety Manual and Emergency Plan and Policy Manuals	Extreme	HR Committee
Performance review policy	Extreme	HR Committee
Job Descriptions	Extreme	HR Committee and Linda
Recruit for new positions for leadership team	Extreme	HR Committee
Recruit volunteers	Moderate	Finance/HR director and HR committee
Volunteer appreciation event	Moderate	Board and leadership team
Formal contracts/letters for new hires	Moderate	HR/Finance Director

Restructure

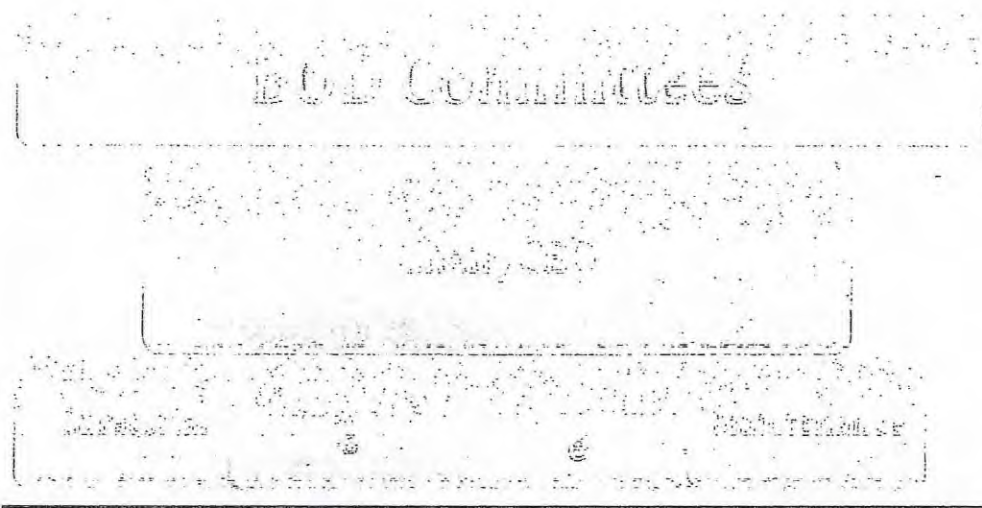


Very simply, the recommended structural change will put the chair of the board (the CEO of the Society) at the centre of the organizational chart. The 7 committees are represented above the Chair and the leadership team is represented below to show the other two main components of the organisation.

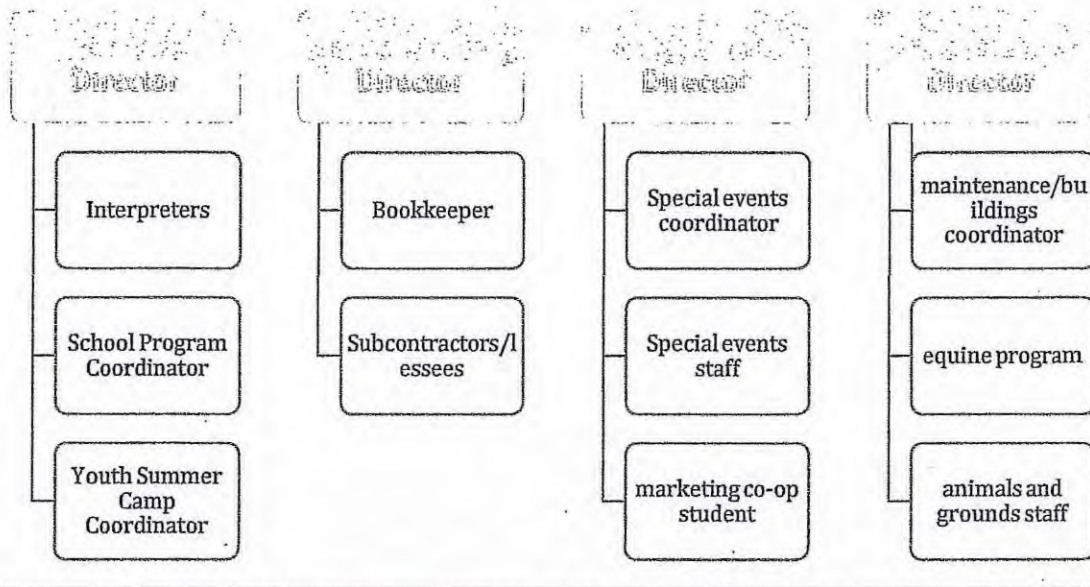
Committees, made up of 2-3 members of the board (and sometimes external experts), are meant to communicate and work

with the specific staff with which they associate. For example, the Curatorial Committee will meet regularly with the Curatorial Director; the Grounds, Animals and Buildings Committee will meet regularly with the Maintenance Director; the Finance and HR Committees will meet regularly with the Finance and HR Director – and all committees report out at each monthly board meeting.

If the HR Committee wishes, they can assign the HR/Finance Director the position of Board Liaison such that the Board as a whole only communicates with one person. This would mean that the Board would only review the performance of that Director, treating them more like an Executive Director in that case, thereby the HR/Finance Director would be charged with conducting performance reviews with the other three members of the Leadership Team and reporting this back to the Board. This would limit risk to the Board by technically only having one employee to manage instead of four.



This structure is not meant to be hierarchical. Everyone must work as a unit, as depicted in the figure above. However, hierarchy does come into play with reporting (ie who staff report to and how committees report out). For example, as below, Interpreters, the School Program Coordinator and the Youth Summer Camp Coordinator all report to the Curator; they are all also hired by and managed by the Curator, with support from the HR/Fundraising Director. Similarly, the HR/Fundraising Director hires and manages the bookkeeper, and all subcontractors and subleasees, such as the restaurant and gift shop.



“WHAT WE MUST DECIDE IS HOW WE ARE VALUABLE NOT HOW VALUABLE WE ARE.”

Currently there is a need for stronger HR and financial skills within the organization. By hiring an additional member for the leadership team specifically dedicated to these two things, HR and finance should improve at the Ranch in short shrift. Furthermore, flattening the organizational structure at the Ranch is expected to do the following:

- improve communication between staff and the board
- decrease power struggles between upper management and the board
- decrease the powerlessness that staff feel in being unable to communicate with the board or be allowed to take any risks or do anything new
- Increase understanding and trust between staff and the board
- promote more of a team environment, which will create a supportive environment for new ideas
- enable the Ranch to grow financially – quickly and significantly
- diversify risk if someone is sick or injured
- increase the talent, skill and experience level at the Ranch
- create more income through fundraising strategies and expertise
- retain high level staff because they feel they are appreciated
- improve moral and ownership of a job well done
- allocate resources as to ensure staff and volunteers can complete their responsibilities to their highest potential
- provide opportunity for an entrepreneurial spirit and risk taking to grow and thrive within the organisational culture

3.3 Board Governance (BG)

<i>Recommendation</i>	<i>Urgency</i>	<i>Who</i>
Code of conduct and Internal Communication Policy - who can speak to whom, when and why	Extreme	BG Committee
Organise all files into a back-end cloud accessed only by board members with a login on the website	Extreme	BG Committee
Financial and HR policies*	Extreme	Linda and committee(s)
Create a decision matrix for when important strategic decisions need to be made*	Extreme	Linda and Board
Job descriptions for the Board, including the roles and responsibilities of the Board and a performance review policy implemented*	Extreme	Linda and BG committee
Build capacity and trust on the board and between the board and staff*	Extreme	Linda and Board

*see tasks 3 and 4 in the scope of work in Appendix B

Governance Committee

The Board Governance Committee has been meeting with Linda McGrew regularly to develop a plan to build on the existing Board Policy Manual. As of October 31st, 2017, the governance committee has created a table of contents and allocated sections to members of the committee and Linda. They will meet again on November 20th and go over all drafts created, including but not limited to:

- a. By laws, mission, vision
- b. Financial policies
- c. Curatorial policies
- d. Marketing policies
- e. Animals, grounds and buildings policies
- f. Human Resources policies
- g. Sub leases
- h. Conflict of Interest

Some of these policies are in existence but are dated.

The Board of Directors (Comments)

The board of directors at the O'Keefe Ranch up to now has been acting as a volunteer board with some governance board qualities. Even the old "code of conduct" states each board member is to take care of a certain section of the Ranch and this is an entrenched position in some of the directors' minds. A working board is more often useful in young organizations, where there is either no or very limited staff. Although the O'Keefe Ranch and Historical Society has been in operation since 1977 the board is still operating as if the Ranch is in its infancy:

- There are very few (if any) policies or procedures;
- There are very few job descriptions for staff and none for the board;

And although the Board has received outside help with strategic plans for years, they seem unable and perhaps unwilling to implement the vast majority of the recommendations. An external consultant completed a Facilitator's Report in January of 2016 (almost 2 years ago) and included, among others, all of the recommendations in the table above, and yet none of these have yet to be implemented.

Further, there are major issues that run deep at a board level, holding both the Board and the organization back. These include:

1. Professionalism
2. Communication
3. Dedication
4. Commitment
5. Intent
6. Obstructionism
7. Divisiveness
8. Knowledge

3.4 Collections/Curatorial

(CJ= Carla Jean, the Curatorial Director)

<i>Recommendation</i>	<i>Urgency</i>	<i>Who</i>
OKIB relationship fostered further [^]	Moderate	Board, committee and CJ
First nations history preserved as part of the Ranch's [^]	Low to Moderate	CJ
Identify key collections, photograph them and creating online galleries and exhibitions	Low to Moderate	CJ
Multi-annual maintenance plan for all outdoor collections	Moderate	CJ and committee
Signage improved	Low	CJ
Build relationships with post secondary education community	Moderate	CJ and committee
Finalise terms of reference for the committee and add a first nations culture and history focus and curatorial expertise and support	Extreme	CJ and committee
Develop a plan and source grants for a year round building to house the collection and events/activities	Low	CJ and Committee
Catalogue & photograph all objects on site	Moderate	CJ and her staff
Strategic De-accession [get rid of] of unnecessary objects	Moderate to Low	CJ and her staff
Digitization of accession records	Moderate	CJ and her staff
Develop "Teach outs" (seminars about box-making, artefact preservation, etc.) and charge a fee for participants	Moderate to Low	CJ

[^]A strategic partnership and relationship the Ranch is in early stages of building is one with the Okanagan Indian Band (OKIB). Efforts are being made to build bridges with members of the OKIB and to foster a relationship. First steps have involved bringing a representative from the Band's Council onto the Society's Board of Directors. Plans are in the works to develop a day long exchange that brings

together all O'Keefe lineages both on and off the Reserve to discuss the history and reconcile the stories. Both the OKIB and the region will benefit from sorting out fact from fiction and writing out the story that actually occurred between the pioneering family and the local First Nation.

The historic structures and artefacts at the Ranch require specialized maintenance and pose the most substantial risk. This risk is mitigated through maintenance, funded in large part up to now by the City's grant. The loss or reduction of this funding will result in significant cuts to the maintenance program.

3.5 Animals, Grounds and Buildings (Maintenance Committee)

<i>Recommendation</i>	<i>Urgency</i>	<i>Who</i>
Site and Land Use Assessment and Sustainability Plan including a agricultural regeneration and water management plan	Moderate	Gord Hiebert and Maintenance Director
Improve gardens and walkways	Low to Moderate	Maintenance Director
Infrastructure and Building Assessment and Report- a follow up to and re creation of the 2006 Infrastructure and Building Assessment Report	Moderate	Maintenance Director
Create a budget and Plan for building and site maintenance	Moderate	Maintenance Director, HR/Fundraising Director and AGB Committee
Generate revenue from animal sales and pursue a fibre credit co-op	Low	AGB Director
ALR and accommodation research and applications	Moderate	AGB Committee and Linda
Recruit 20-30 volunteers for grounds keeping	Moderate	Maintenance Director
Decide what animals stay based on "heritage" animals and animals the O'Keefe Ranch would have once had on site	Moderate	AGB Committee and Maintenance Director
Improve the walkability and accessibility of the site	Moderate	Maintenance Director

The Maintenance Director position, job description and expectations can be built (among other things) on the table above. Moreover, although the HR Committee is responsible for the hiring of this position, the AGB Committee should play a role in hiring and also training this new staff member.

3.6 Finance

<i>Recommendation</i>	<i>Urgency</i>	<i>Who</i>
Audit Recommendation implementation task force - Develop a plan to assess and implement all recommendations from the Audit	Extreme	Financial health and New Business Committee
Terms of Reference for Committee and name/change of focus - Rename this committee and restructure to being "financial health and new business ventures"	Extreme	Finance Committee and Linda
Establish a Database of past current and future grants sources and applications and build a database of potential funding sources [^]	Moderate	Fundraising and HR Director
Create 2018 budgets for each of the 4 Directors on the Leadership team	Extreme	Finance Committee and Fundraising/HR director
2018 Budget for the Ranch, including a plan to increase income through new funding opportunities	Extreme	Finance Committee and Fundraising/HR director
Research Learning Centre ideas for experiential learning as an income stream	Low	Fundraising/HR director
Feasibility studies for accommodation, experiences, agriculture, and others	Moderate	Linda*
2-5 Year Business Plan incorporate all information for this report and the feasibility studies to generate a long term and realistic plan for the Society	Moderate	Linda*

Create and send out RFPs for café and gift shop –see RFPs below	Extreme	HR/Fundraising Director, Financial Health and New Business Committee
Assess and change any or all on-site agreements (potter, blacksmith, Hammings, SPPC, NOTRA, etc.) to promote money-making and entrepreneurship	Moderate	HR/Fundraising Director, Financial Health and New Business Committee
“adopt an Artefact” Fundraising Campaign	Extreme to Moderate	CJ (Curatorial Director), HR/Fundraising Director, Financial Health and New Business Committee

***see scope of work in Appendix B**

It is recommended that the audit strategy on a go forward basis is to have an audit completed in 2018 but an engagement review completed in 2017. 2017 is now a past calendar year and occurred in advance of actually actioning any of the recommendations above. On the other hand, 2018 will show a significant indication as to whether the auditor's recommendations were implemented.

Because the 2016 audit results were so severe, it is recommended here that an audit be completed 3 years in a row (2018, 2019 and 2020). And only if the 2020 audit finds no problems would the O’Keefe Ranch resume their previous system of an annual engagement review.

^Funding Opportunities to Increase and/or Explore

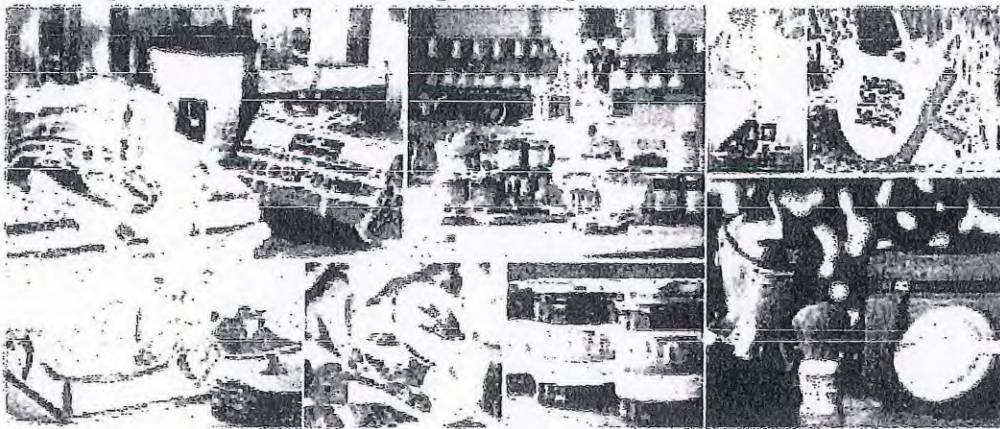
- Customers and operating revenue
- Grants and other government funding
 - Community Investment Funds at TD Bank and local credit unions
 - SIDIT
 - CBT (COLUMBIA BASIN TRUST)
 - INNOWEAVE
 - HERITAGE GRANTS
 - New Capital grant provided by the Gaming Commission
 - TELUS Community Grant
- Subleasing space, land, buildings***with the approval of the City***
- Events
- Crowd Funding

RFPs

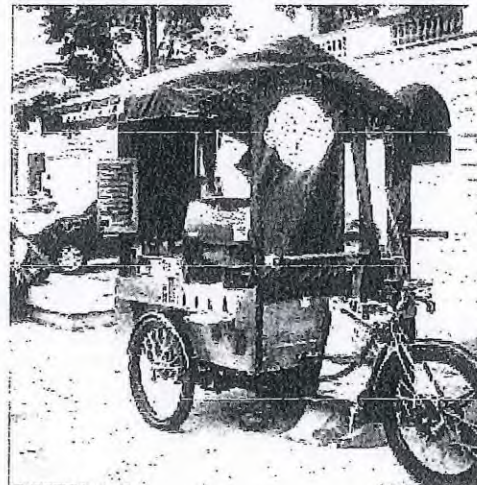
Like how our bodies bring all of our blood to the core organs from the extremities in times of danger, the O'Keefe Ranch must now stick with the core competencies of the Society due to impending cuts from the City and major Board and staff changes.

Therefore, the Society should sublet or subcontract everything outside of its core competencies to external entrepreneurs for now; potentially vertically integrating these aspects back in later (3-5 years from now). Retail and Food are ways in which many heritage sites generate revenue, but for now the Ranch simply does not have the capacity to take this on itself.

Both a gift shop (in the original gift shop area) and a moveable café (or two) are recommended now. These will allow the Society to collect revenue while at the same time as providing visitors with a greater experience.



The gift shop loses the Ranch money, has a paucity of inventory, and it takes time and energy away from interpreters, staff, etc. The O'Keefe Ranch's gift shop could sell products like those above, but not with the current capacity of the board and staff. Plenty of places (the Log Barn, Davidson's Orchard, etc.) considered "out of the way" are incredibly busy and sell hundreds of thousands of dollars of inventory each year. The RFP for the gift shop would suggest a monthly rent of \$1,000, which would generate twice the revenue that the gift shop made last year (not including staff wages as an expense).



Moreover, there is no place on site for a nice drink or snack; no place to just sit and relax and have a quick treat. An entrepreneur could provide a café on wheels (example above) or snack wagon of sorts (below).



These businesses could be open year round and bring more customers off the highway. This would increase admissions revenue and generate income through the sublease.

3.7 Nominations

<i>Recommendation</i>	<i>Urgency</i>	<i>Who</i>
Attend various business events in the region monthly. Create goals for all board members in order to distribute this task across all board members	Moderate to Low	Board Sustainability and Community Involvement Committee
Establish a "Dream Board" set of skills and personalities and begin recruiting for this	Extreme	Board Sustainability and Community Involvement Committee and Linda
Create a Terms of Reference for the committee and set goals and priorities - rename "board sustainability and community involvement"	Extreme	Board Sustainability and Community Involvement Committee
Recruit 5-8 new board members in preparation for the AGM in April 2018	Extreme	Board Sustainability and Community Involvement Committee

Conclusion

Albeit cliché, the possibilities are endless at the O'Keefe Ranch. What is holding the Ranch back from becoming a top tourism destination for the region and generating far more self-generated revenue is its people.

The Introduction, Deliverables, Implementation Plan, and Appendices in this document are all written with hope that the major changes necessary for the Society to thrive will occur. If the Ranch is able to recruit and integrate 3-6 new, dedicated and experienced board members along with leadership team positions over the winter, there is a chance for great success.

I believe that the O'Keefe Ranch as we now know it will not exist in a few years - armed with new board members leading to a high functioning board, a high level leadership team, and a 2-5 year strategic plan (See Appendix B) there is no telling how successful the O'Keefe Ranch could be. On the other hand, *status quo* will very likely mean further cuts to funding, programs, and offerings; this annual decline of revenue may lead to eventual closure.

A final recommendation is for the board's 7 committees to discuss and take on the recommendations made in the Implementation Plan with great urgency and energy. The Ranch is now closed for the season and will re-open in 5 months. That gives the Society almost half of a year to make the cultural, structural, operational and financial changes necessary to succeed.

4.0 Appendices

- 4.1 Appendix A: Capacity and Risk Assessment Report – Confidential and not for Public Consumption

4.2 Appendix B: Scope of Work

Purpose

This document details 1 full year of professional business support for the O'Keefe Ranch to assess, complete and build the necessary staff, leadership, tools, systems and documents to help the Ranch develop a positive relationship with the city and other key stakeholders as well as develop themselves financially as a social enterprise, while at the same time providing the community of Vernon a service as a tourism destination and historic site.

Task #	Description	Start date and duration
1.	<p>A business/sustainability plan/document detailing:</p> <ul style="list-style-type: none"> Prior business model and prior business planning exploration Business model canvas development Exploration of purpose driven partnerships Exploration of corporate structure to support the business model Develop business metrics that measure success of model Regular meetings with senior leadership team Customer discovery process implemented to understand ideal customer and develop buyer persona Positioning statement creation Customer discovery conversation template creation which will help to inform minimum viable product, business model, and go to market strategy 	<p>Aug 1</p> <p>3 months</p>

	<p>Actionable go-to-market plan ^[L]_[SEP]</p> <p>Regular meetings with senior staff who will be implementing these strategies ^[L]_[SEP]</p> <p>Interview and converse with all major stakeholders</p> <p>Research best practices and how the O'Keefe Ranch can learn from other similar organisations</p>	DUE OCT 31
2	<p>Capacity and Risk Assessment Report:</p> <p>Assess Current capacity and risk tolerance of the Board</p> <p>Assess current capacity of the staff</p> <p>Assess current capacity of the location</p> <p>Assess current capacity of the market</p> <p>Assess appetite for change from the City of Vernon and other primary stakeholders</p> <p>**Most of this work is building awareness and knowledge for the development of a longer term strategic plan (see #6 below)</p>	<p>Aug 1</p> <p>1 month</p> <p>Include in business plan OCT 31</p>
3.	<p>Build capacity for staff and Board</p> <p>Build cohesion and trust within the board and between the board and staff</p> <ul style="list-style-type: none"> a. Defined roles of the Board b. Detailed tasks for the Board c. Job descriptions for all staff and assessment system and hiring/firing systems 	<p>Sept 1</p> <p>4 months</p> <p>Dec 31 completion</p>
4.	<p>Create a long term strategy for succession and capacity building, which will include a stakeholder engagement meeting and decision matrix exercise to prepare for the feasibility studies and strategic plan to follow</p>	<p>Nov 1 2018</p> <p>1 month</p> <p>DEC 31</p>

		completion
5.	A feasibility study for "big" ideas identified and other ways to improve the financial health of the organization	Dec 1 2018 2.5 months FEB 15 completion
6.	2 and 5 year financial sustainability (business) plans (assuming receipt of audited financial statements)	Jan 1 1 2018 3 months March 31 completion
7.	A strategic communications plan support and development *along side the communications manager* *assumedly the communications manager will complete at least if not more than 50% of the work, with me more as a supervisory/teaching position for the process and product	Feb 1 2018 2 months March 31 completion
8.	E. Implementation plan and support for all such documents and relationships	April 1 2018 4 months



THE CORPORATION OF THE CITY OF VERNON REPORT TO COUNCIL

ORIGINAL

SUBMITTED BY: Roy Nuriel
Economic Development Planner

COUNCIL MEETING: REG COW I/C
COUNCIL MEETING DATE: February 26, 2018
REPORT DATE: February 14, 2018
FILE: DVP00418

SUBJECT: DEVELOPMENT VARIANCE PERMIT APPLICATION FOR 1803 – 31A STREET

PURPOSE:

To review the development variance permit application for 1803 – 31A Street to vary sections of Zoning Bylaw #5000 and of Subdivision and Development Servicing Bylaw #3843 in order to construct a four and a half storey, 43 unit rental apartment building.

RECOMMENDATION:

THAT Council support Development Variance Permit Application #DVP00418 to vary the following sections of Zoning Bylaw #5000 to allow for a four and a half storey, 43 unit rental apartment to be constructed on Lot 1, Plan 21336, Sec 34, Twp 9, ODYD (1803 – 31A Street):

- a) to vary the minimum yard setbacks (Section 9.12.5) in accordance with the following and as shown on Schedule 'A' (*Note: Schedule 'A' will form part of the Development Variance Permit, if approved, and is Attachment 1 of this report.*):
 - i. front yard: from 4.5m to 0.0m for the parkade retaining wall and building;
 - ii. side yard: from 4.5m to 0.3m and 0.0m for the parkade retaining wall;
 - iii. south side yard: from 4.5m to 1.7m for the parkade retaining wall and building;
 - iv. rear yard: from 9.0m to 0.7m and 4.4m for the parkade retaining wall;
- b) to vary the minimum front, side and rear landscape buffer (Section 6.6.2, Table 6.1) from 1.5m to 0.0m as shown on Schedule 'A';
- c) to vary the minimum number of required off-street parking spaces from 74 spaces to 54 spaces (Section 7, Table 7.1); and
- d) to vary Schedule B, to reduce the setback based on required right of way for 31A Street from 18.5m to 15.8m.

AND FURTHER, that Council support Development Variance Permit Application #DVP00418 to vary the following section of Subdivision and Development Servicing Bylaw #3843 on the property described as Lot 1, Plan 21336, Sec 34, Twp 9, ODYD (1803 – 31A Street):

- a) to vary the off-site works (Schedule A – Level of Service) to asphalt widening of 0.8m, new upright concrete curb and gutter and 1.5m wide concrete sidewalk in 31A Street adjacent to the property.

AND FURTHER, that Council support of DVP00418 is subject to the following:

- a) The owner is to dedicate road right-of-way widening of approximately 2.1m on Lot 1, Plan 21336, Sec 34, Twp 9, ODYD (1803 – 31A Street); and
- b) That the site, floor, elevations, landscaping plans and the parking study noted as Attachments 1 to 8 inclusive in the report titled “Development Variance Permit Application for 1803 – 31A Street” and dated February 14, 2018 by the Economic Development Planner be attached to and form part of DVP00418 as Schedule ‘A’.

ALTERNATIVES & IMPLICATIONS:

1. THAT Council support Development Variance Permit Application #DVP00418 to vary the following sections of Zoning Bylaw #5000 to allow for a four and half storey, 43 unit rental apartment to be constructed on Lot 1, Plan 21336, Sec 34, Twp 9, ODYD (1803 – 31A Street):
 - a) to vary the minimum yard setbacks (Section 9.12.5) in accordance with the following and as shown on Schedule ‘A’ (*Note: Schedule ‘A’ will form part of the Development Variance Permit, if approved, and is Attachment 1 of this report.*):
 - i. front yard: from 4.5m to 0.0m for the parkade retaining wall and building;
 - ii. side yard: from 4.5m to 0.3m and 0.0m for the parkade retaining wall;
 - iii. south side yard: from 4.5m to 1.7m for the parkade retaining wall and building;
 - iv. rear yard: from 9.0m to 0.7m and 4.4m for the parkade retaining wall;
 - b) to vary the minimum front, side and rear landscape buffer (Section 6.6.2, Table 6.1) from 1.5m to 0.0m as shown on Schedule ‘A’;
 - c) to vary the minimum number of required off-street parking spaces from 74 spaces to 54 spaces (Section 7, Table 7.1); and
 - d) to vary Schedule B, to reduce the setback based on required right of way for 31A Street from 18.5m to 15.8m.

AND FURTHER, that Council support Development Variance Permit Application #DVP00418 to vary the following section of Subdivision and Development Servicing Bylaw #3843 on the property described as Lot 1, Plan 21336, Sec 34, Twp 9, ODYD (1803 – 31A Street):

- a) to vary the off-site works (Schedule A – Level of Service) to asphalt widening of 0.8m, new upright concrete curb and gutter and 1.5m wide concrete sidewalk in 31A Street adjacent to the property.

AND FURTHER, that Council support of DVP00418 is subject to the following:

- a) The owner is to dedicate road right-of-way widening of approximately 2.1m on Lot 1, Plan 21336, Sec 34, Twp 9, ODYD (1803 – 31A Street);
- b) (*to be cited by Council*); and
- c) That the site, floor, elevations, landscaping plans and the parking study noted as Attachments 1 to 8 inclusive in the report titled “Development Variance Permit Application for 1803 – 31A Street” and dated February 14, 2018 by the Economic Development Planner be attached to and form part of DVP00418 as Schedule ‘A’.

Note: This alternative supports the development variance application as requested by the applicant, subject to any other conditions cited by Council.

2. THAT Council not support Development Variance Permit Application #DVP00418 to vary Zoning Bylaw #5000 to allow for a four and half storey, 43 rental unit apartment to be constructed on Lot 1, Plan 21336, Sec 34, Twp 9, ODYD (1803 – 31A Street);

AND FURTHER, that Council not support Development Variance Permit Application #DVP00418 to vary Subdivision and Development Servicing Bylaw #3843 on the property described as Lot 1, Plan 21336, Sec 34, Twp 9, ODYD (1803 – 31A Street).

Note: This alternative does not support the development variance application. The owner would have to develop the property in accordance with the bylaws.

ANALYSIS:

A. Committee Recommendations:

At its meeting of February 14, 2018, the Advisory Planning Committee adopted the following resolution:

“THAT Council not support Development Variance Permit Application #DVP00418 to vary Zoning Bylaw #5000 to allow for a four and half storey, 43 rental unit apartment to be constructed on Lot 1, Plan 21336, Sec 34, Twp 9, ODYD (1803 – 31A Street);

AND FURTHER, that Council not support Development Variance Permit Application #DVP00418 to vary the following section of Subdivision and Development Servicing Bylaw #3843 on the property described as Lot 1, Plan 21336, Sec 34, Twp 9, ODYD (1803 – 31A Street).”

B. Rationale:

1. The subject property at 1803 – 31A Street is located in the Hospital Hill neighbourhood (Figures 1 and 2). The property has been vacant since 2011 after a fire destroyed the four storey, 30 unit apartment building. The site is designated Residential – High Density in the Official Community Plan (OCP) and zoned RH1: Low – Rise Apartment Residential as per Zoning Bylaw #5000.
2. The subject application is to vary the following sections of Zoning Bylaw #5000 and Subdivision and Development Servicing Bylaw #3843 in order to construct a four and a half storey, 43 rental unit apartment building at 1803 – 31A Street (Attachments 1- 7):

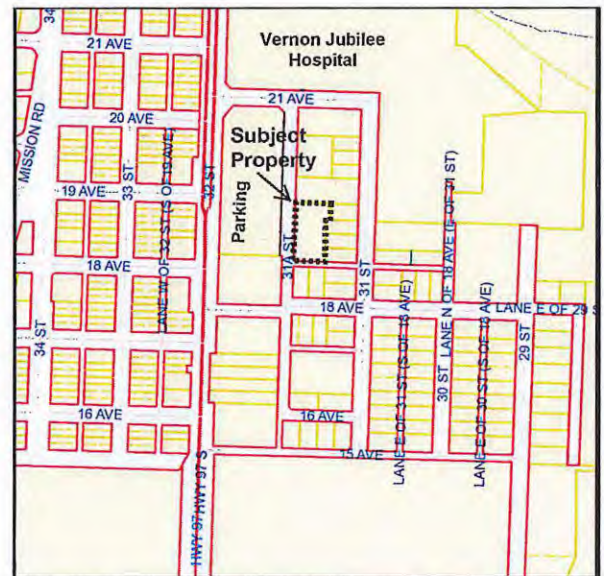


Figure 1 – Property Location Map

Zoning Bylaw #5000

Setback Variance (Sec.9.12.5):

- a) to vary the minimum yard setbacks in accordance with the following and as shown on Schedule 'A' (Attachment 1):
 - i. front yard: from 4.5m to 0.0m for the parkade retaining wall and building;
 - ii. side yard: from 4.5m to 0.3m and 0.0m for the parkade retaining wall;
 - iii. south side yard: from 4.5m to 1.7m for the parkade retaining wall and building; and
 - iv. rear yard: from 9.0m to 0.7m and 4.4m for the parkade retaining wall.

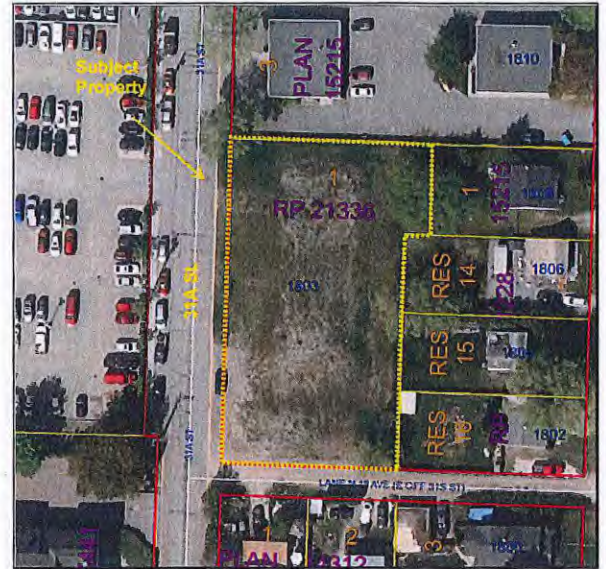


Figure 2 – Aerial Photo of Property

Landscape Buffer Variance (Sec.6.6.2, Table 6.1):

- b) to vary the minimum front, side and rear landscape buffer from 1.5m to 0.0m as shown on Schedule 'A' (Attachment 1).

Parking Variance (Sec.7, Table 7.1):

- c) to vary the minimum number of required off-street parking spaces from 74 spaces to 54 spaces.

Schedule B Variance:

- d) to vary Schedule B, to reduce the required right of way for 31A Street from 18.5m to 15.8m.

Subdivision and Development Servicing Bylaw #3843

- a) to vary the off-site works (Schedule A – Level of Service) standards to asphalt widening of 0.8m, new upright concrete curb and gutter and 1.5m wide concrete sidewalk in 31A Street adjacent to the property.
3. The subject property has an area of 0.21 ha (0.54 ac). Following the adoption of Zoning (RH1 Floor Space Ratio) Text Amendment Bylaw #5661, 2017, the new density calculation method for the RH1 zoning district is as follows:

9.12.5 Development Regulations

(a) Density:

The maximum Floor Space Ratio (FSR) is 1.50, except that:

- With a housing agreement pursuant to Section 4.9, the maximum density shall be increased by FSR 0.25; and
- Where parking spaces are provided completely beneath habitable space of a primary building or beneath useable common amenity areas, providing that in all cases the parking spaces are screened from view, the maximum density shall be increased by FSR 0.25; or
- Where all the required parking is not accommodated completely beneath the habitable space of a primary building or useable common amenity areas, the additional density permitted shall be determined through multiplying the FSR 0.25 by the percentage of parking proposed

to be provided beneath habitable space of a primary building or useable common amenity areas.

The FSR of the proposed 43 unit apartment building is 1.55. As illustrated in Attachments 2 and 3, 64% of the parking area is provided beneath the building. As such, the project qualifies for an additional density bousing of 0.16 FSR. The maximum permitted FSR for the project is 1.66.

4. As illustrated in Attachments 3 to 5, the proposed four and a half storey apartment building incorporates a modern contemporary design, influenced by the new Vernon Jubilee Hospital tower. The first half story is used for partly covered car parking spaces, bicycle parking, a mechanical room, building manager's office and an entrance lobby. The four storeys above include 43 dwelling units and a common exercise room.
5. The proposed building location is adjacent to the required sidewalk on 31A Street (Attachments 1 and 2). The sidewalk would be required to be constructed on the road right of way (ROW). In order to meet the road ROW standards and provide an additional separation between the neighbouring properties at the rear, the applicant is proposing to construct the building at the back of sidewalk. Therefore, the applicant is requesting a front yard setback variance from 4.5m to 0.0m.

The applicant has also requested additional setback variances for the south side of the building and for the perimeter retaining wall in the parkade area (Attachments 1 - 3). The retaining wall is required in order to support the grade differences between the subject and adjacent properties. However, the building itself meets the minimum setback requirements in Zoning Bylaw #5000 on the north side yard (4.5m) and on the rear yard (9.0m). The side yard setback requirement on the south corner of the building, adjacent to the laneway, would also need to be reduced from 4.5m to 1.7m for both the parkade retaining wall and the building. In support of the setback variances, the applicant has provided a shadow analysis illustrating the building's shadow during different times and seasons of the year (Attachment 6).

Administration supports the requested setback variances due to the required widening of 31A Street and the grade of the site. The proposed building location would provide the minimum side and rear setback requirements on the north and east sides between the upper four floors and the adjacent properties. The separation between the building and the properties to the south would be achieved by the presence of the 6.0m laneway.

6. The proposal does not include a landscape buffer of 1.5m on a portion of the front, side and rear yard (Attachment 7) as a result of the requested variances for building siting and the parkade retaining wall. However, the proposed building design (Attachment 5) compensates for the reduction of the landscape buffer. As illustrated in Attachment 7, only a portion of the front yard would not include any landscape treatment, as the applicant is proposing to use planter boxes instead. The applicant is also proposing a physical screen with wood fencing, which provides a visual separation between the lower parking area and neighbouring properties. As illustrated in Attachment 5, the building's design would provide a highly articulated façade and street presence that would reduce its visual impact. The exterior design uses structural elements and a variety of material and colours, such as wood cladding, metal columns, dark bricks, horizontal groove lines and yellow highlights. The landscaping plan as proposed contributes to soften these elements and takes into consideration the long term maintenance and impact on the building structure and foundations. As such, Administration supports the requested variance.
7. The proposed apartment would provide 43 rental units comprising of 11 one bedroom, 20 two bedroom and 12 three bedroom units (Attachment 4). Zoning Bylaw #5000 requires 74 off-street parking spaces (six of which would be designated as visitor parking), at 1.72 spaces per unit (1.58 resident spaces per unit). The applicant is proposing 54 parking spaces (four of which would be designated as visitor parking), resulting in 1.26 spaces per unit (1.16 resident spaces per unit).

8. In support of the parking variance, the applicant provided a parking study dated December 20, 2017 prepared by Watt Consulting Group (Attachment 8). The parking study provides results from a survey and site observations of seven existing apartment sites to estimate the number of vehicles owned per unit. The average vehicle ownership was 0.89 vehicles per unit, while the 85th percentile ownership was 1.15 vehicles per unit. Overall, it is anticipated the resident parking demand for the site will be 1.15 vehicles per unit (49 parking spaces for residents), suggesting that the proposed 1.16 resident spaces per unit would meet the anticipated parking demand for the development site.
9. Visitor parking demand was also reviewed at the existing apartment sites, and it was found that there was an average demand rate of 0.10 spaces per unit. For this development, that means four parking spaces should be designated as visitors parking. The total parking demand (visitors and residents) would total 53 parking spaces.
10. In order to further support the parking reduction, the applicant would implement a car share program at the site, utilizing the Okanagan Car Share Co-op (OGO). The development site would be the first exposure of the OGO program within Vernon. In an agreement between the applicant and OGO dated January 17, 2018 (Attachment 9), the applicant agreed to purchase a vehicle, at a cost of approximately \$34,000, which would be located on-site and would be available to all OGO members. The applicant would also purchase OGO memberships for all two bedroom and three bedroom units in the development to encourage more use of the program. As quoted in the parking study (Attachment 8), car sharing programs contribute to reduced vehicle ownership among members by approximately 50%. Moreover, other jurisdictions' zoning bylaws allow for fewer parking spaces per car share vehicle provided on a development. For example, Penticton's Zoning Bylaw supports a reduction of six parking spaces if the development provides a car share vehicle and a car share parking space. As per the parking study, it was estimated that providing the car share program at the development site would reduce the parking space demand by four parking spaces. This means the overall demand would be reduced from 53 parking spaces to 49 parking spaces. Therefore, the proposed 54 parking spaces would exceed the estimated demand for the development.
11. The BC Building Code requires a minimum of one of the parking spaces to be sized and signed for handicapped parking. The applicant is proposing two handicapped parking spaces. There are to be bicycle parking areas in the parkade as well as the proposed car share program.
12. 31A Street adjacent to this property is identified in the Master Transportation Plan MTP as a Local Road with sidewalk on both sides. The road ROW width adjacent to the property varies from 14.7m wide to 12.2m wide. The 14.7m wide section resulted from a previous 2.5m wide road dedication adjacent to Lot 1, Plan KAP91099 (hospital parking lot) was provided on the west side of 31A Street. The remainder of 31A Street adjacent to the property (approximately 4m) has a road ROW width of 12.2m (40'). Based on the original road centerline a setback of 3.15m would apply to new construction, as per Schedule B of Zoning Bylaw #5000. This was to enable an ultimate 18.5m wide road ROW consistent with the SDSB #3843 road ROW width adjacent to this zoning designation which specified a 12m wide asphalt road surface.
13. Subdivision and Development Servicing Bylaw (SDSB) #3843, Schedule A requires an asphalt width of 12m with 1.5m wide sidewalk on both sides of 31A Street. This standard was intended to provide adequate width for two 3.5m wide travel lanes and two 2.5m wide parking lanes. Based on ITF travel lane and parking lane widths of 3.25m and 2.4m respectively, the total asphalt width required to provide the same function would be 11.3m. Administration therefore supports a variance to SDSB #3843, Schedule A to reduce the total pavement width from 12m to 11.3m, as shown in Table 1. This will result in the applicant widening the existing asphalt by 0.8m and installing new upright concrete curb and gutter and a 1.5m wide concrete sidewalk adjacent to their property. In order to accommodate the on street works adjacent to the full frontage of the property, additional road dedication of 2.1m would be required.

14. The supported reduced asphalt width in 31A Street adjacent to this property enables a reduction of the road ROW width necessary to support those works. Zoning Bylaw #5000 Schedule B identifies a setback based on an ultimate 18.5m road ROW width at this location. Support for the reduced asphalt width enables a reduction of the road ROW width necessary. Based on the original road centerline, Administration supports the requested variance to Zoning Bylaw #5000, Schedule B to reduce the setback adjacent to 31A Street from 18.5m to 15.8m, as shown in Table 1. This width provides space behind sidewalk for streetlights and shallow utilities. Based on the original road centerline, this would result in a setback of 1.8m for new construction.

Table 1

31A Street	ROW Width	Asphalt Width	Concrete Curb & Gutter	Sidewalk	Ornamental Streetlights
Existing	12.2m-14.7m	8.5m-10.5m	Yes	None	None (on utility poles on opposite side)
Bylaw#3843	18.5m	12.0m	Yes	1.5m wide	Yes
MTP	NA	NA	NA	Required	NA
ITF	15.3m	11.3m	Yes	2.0m wide	One side
Variance Supported	15.8m	11.3m	Yes	1.5m	To be determined

15. Should Council support DVP00418, Administration recommends that the following conditions be required as part of DVP approval:

- a) The owner is to dedicate road right-of-way widening of approximately 2.1m on Lot 1, Plan 21336, Sec 34, Twp 9, ODYD (1803 – 31A Street); and
- b) That the site, floor, elevations, landscaping plans and the parking study noted as Attachments 1 to 8 to be attached to and form part of DVP00418 as Schedule 'A'.

C. Attachments:

- Attachment 1 – Schedule 'A' (setback and landscaping buffer variance locations)
- Attachment 2 – Proposed site plan
- Attachment 3 – Main floor and parkade plan
- Attachment 4 – Proposed 2nd to 5th floor and roof plan
- Attachment 5 – Elevations
- Attachment 6 – Shadow study
- Attachment 7 – Landscape plan
- Attachment 8 – Parking study
- Attachment 9 – Car share program agreement

D. Council's Strategic Plan 2015 – 2018 Goals/Deliverables:

The subject application involves the following deliverable in Council's Strategic Plan 2015 – 2018:

- Support sustainable neighbourhoods by implementing neighbourhood plans and the OCP.
- Support sustainable urban development by reducing off site costs and reviewing parking requirements for infill development


E. Relevant Policy/Bylaws/Resolutions:

1. The subject property is designated Mixed Use – High Density Commercial and Residential on the land use map in the Official Community Plan.
2. The property is zoned RH1 – Low Rise Apartment Residential as per Zoning Bylaw #5000.
3. The *Local Government Act* provides Council with the authority to vary local bylaws based on site specific considerations. The granting of such variances does not set a precedent within the community for future variances to be based upon, as each variance application must be evaluated on its own merit and potential implications to the whole community and the specific neighbourhood.

BUDGET/RESOURCE IMPLICATIONS:

The applicant has reviewed the City's Rental Housing Incentive Grant program and associated criteria. As the project is for a private sector purpose built 43 rental unit apartment, there may be a grant application submitted if the project is approved. The program allows for a grant amount of up to \$4,000 per unit, with the approval being subject to a number of variables such as funding availability, the project design meeting SAFERhome standards and the adoption and registration of a Housing Agreement Bylaw and covenant.

Prepared by:

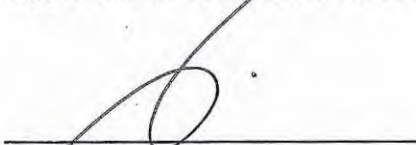

 Craig Broderick
 Feb 16 2018 11:00 AM DocuSign

Roy Nuriel
Economic Development Planner


 Robert Miles
 Feb 16 2018 10:55 AM DocuSign

Kim Flick
Director, Community Infrastructure and Development

Approved for submission to Council:


 Will Pearce, CAO
 Date: 16-02-2018

REVIEWED WITH

- | | | |
|--|---|--|
| <input type="checkbox"/> Corporate Services | <input type="checkbox"/> Operations | <input checked="" type="checkbox"/> Current Planning |
| <input type="checkbox"/> Bylaw Compliance | <input type="checkbox"/> Public Works/Airport | <input type="checkbox"/> Long Range Planning & Sustainability |
| <input type="checkbox"/> Real Estate | <input type="checkbox"/> Facilities | <input type="checkbox"/> Building & Licensing |
| <input type="checkbox"/> RCMP | <input type="checkbox"/> Utilities | <input checked="" type="checkbox"/> Engineering Development Services |
| <input type="checkbox"/> Fire & Rescue Services | <input type="checkbox"/> Recreation Services | <input type="checkbox"/> Infrastructure Management |
| <input type="checkbox"/> Human Resources | <input type="checkbox"/> Parks | <input checked="" type="checkbox"/> Transportation |
| <input type="checkbox"/> Financial Services | | <input type="checkbox"/> Economic Development & Tourism |
| <input checked="" type="checkbox"/> COMMITTEE: APC (Feb.14/18) | | |
| <input type="checkbox"/> OTHER: | | |

Schedule 'A'



a (i). to vary the minimum front yard setback from 4.5m to 0.0m for the parkade retaining wall and building (Section 9.12.5);
b. to vary the minimum front landscape buffer from 1.5m to 0.0m (Section 6.6.2, Table 6.1).

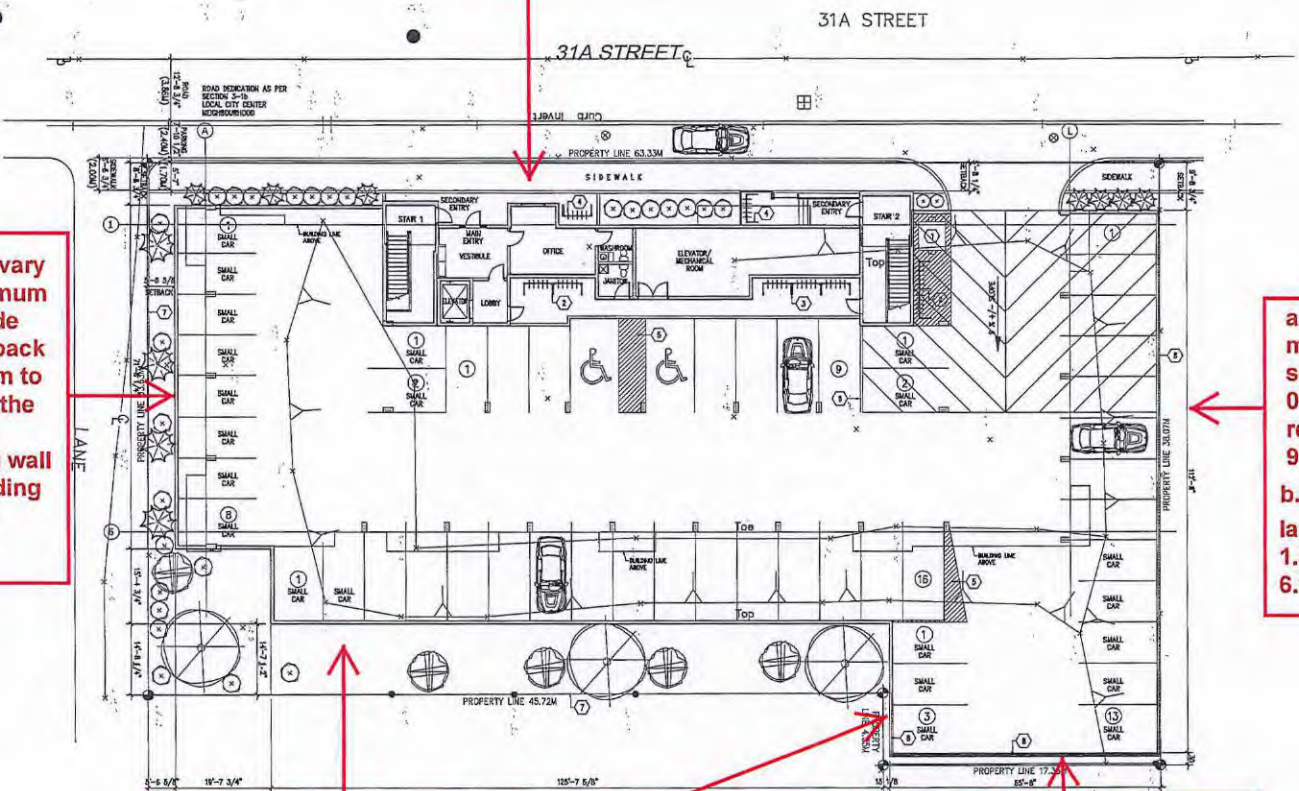
a (ii). to vary the minimum side yard setback from 4.5m to 0.0m for the parkade retaining wall (Section 9.12.5);
b. to vary the minimum side landscape buffer from 1.5m to 0.0m (Section 6.6.2, Table 6.1).

a (iv). to vary the minimum rear yard setback from 9.0 m to 0.7m for the parkade retaining wall (Section 9.12.5);
b. to vary the minimum rear landscape buffer from 1.5m to 0.0m (Section 6.6.2, Table 6.1).

a (ii). to vary the minimum side yard setback from 4.5m to 0.3m for the parkade retaining wall (Section 9.12.5);
b. to vary the minimum side landscape buffer from 1.5m to 0.0m (Section 6.6.2, Table 6.1).

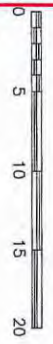
a (iv). to vary the minimum rear yard setback from 9.0 m to 4.4m for the parkade retaining wall (Section 9.12.5).

a (iii). to vary the minimum south side yard setback from 4.5m to 1.7m for the parkade retaining wall and building (Section 9.12.5).

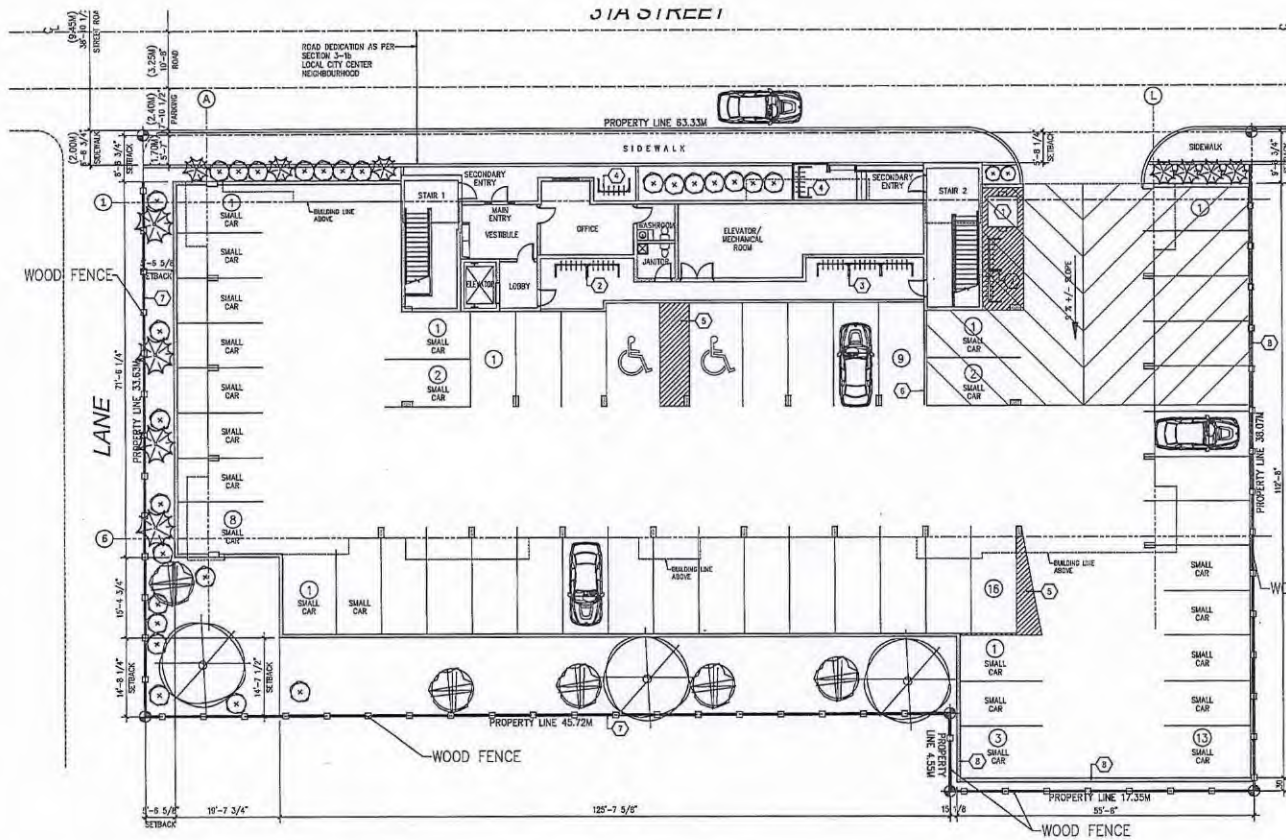


- LEGEND:**
- x denotes spot elevation
 - denotes from pin found
 - ⊞ denotes water valve
 - denotes utility pole
 - ⊙ denotes "No Parking" sign

SITE PLAN OF LOT 1, PLAN 21336,
SEC 34, TP 9, ODYD



SCALE: 1 : 300	OUR FILE: R10268
DATE: 20 Sep. 2017	DRAWN: RL
Ironclid Developments Inc.	
WILLIAM E. MADDIX	
LAND SURVEYOR	
VERSION: 06 VIT 858	
TELEPHONE: (250) 545-4343	



PARKING
 Total Parking Area: 1,440.27 m²
 Covered Parking Total Area: 926 m²
 Uncovered Parking Total Area: 512.66 m²
 Internal Landscaping Total Area: 364.37 m²

1 PROPOSED SITE PLAN
 SCALE: 1/8"=1'-0"
 DATE: NOV 24 2017

NOTE:
 6'-6" HIGH WOOD FENCE
 TYP. 18'-0" PANELS
 STEPPED DOWN TO FOLLOW FINAL GRADE
 6'-6" TO BE MEASURED AT HIGHEST ELEVATION

IRONCLAD DEVELOPMENTS INC.



Project Management
 General Contracting
 Design Build

101-57158
 Symington Rd.
 Springfield, MB,
 R2J 4L6

Ph: 204-777-1972
 info@isdev.ca

IRONCLAD DEVELOPMENTS INC.

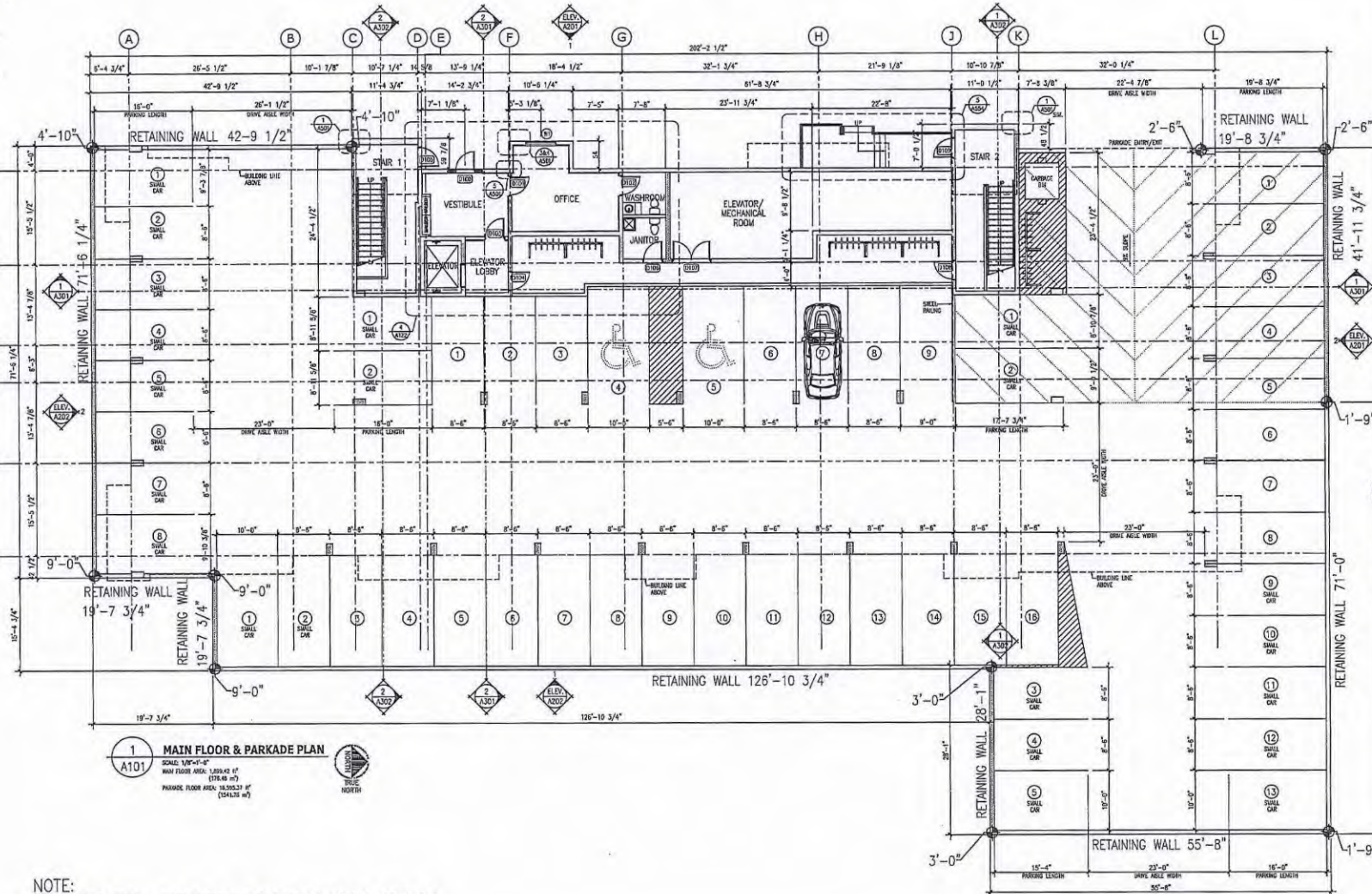
REV#	REVISION DESCRIPTION	DATE
1	ISSUED FOR FOUNDATION PERMIT	2017/12/21

THIS DRAWING IS THE PROPERTY OF IRONCLAD DEVELOPMENTS INC. AND CANNOT BE REPRODUCED OR USED WITHOUT THE CONSENT OF THE DESIGN MANAGER. THE CONTRACTOR IS RESPONSIBLE FOR CHECKING AND VERIFYING ALL SIZES AND DIMENSIONS AND SHALL REPORT ALL DISCREPANCIES TO IRONCLAD DEVELOPMENTS INC. AND OBTAIN CLEARANCE FROM IT BEFORE PROCEEDING.

Vernon, British Columbia
 1803 31A Street
 The Highland Apartments
 Proposed Site Plan 1/2

Project Number	1704
Date	November 24, 2017
Rev Date	
Drawn By	TT
Checked By	RG
Sheet No.	A001
Scale	AS NOTED

S:\Design\Project\1704-1803 31A Street [Vernon]\02_Clan C_Dwg1 Pkg1\2.2_Plan_Arch\2.2.1_Drawing\2.2.1.2_Engnet\Vernon 2 - DP_Supplemental Information [D:\A-2017\1704-1803\A101_Floor Plans.dwg]



1 A101 MAIN FLOOR & PARKADE PLAN
 SCALE: 1/8"=1'-0"
 MAIN FLOOR AREA: 12604.47 SQ. FT. (1174.8 m²)
 PARKADE FLOOR AREA: 16,205.27 SQ. FT. (1514.26 m²)

NOTE:
 RETAINING WALL ELEVATION MEASURED FROM TOP OF THE CONCRETE SLAB.

IRONCLAD DEVELOPMENTS INC.

Project Management
 General Consulting
 Design/ Build

101-57158
 Symington Rd.
 Springfield, MB.
 R2J 4L6

Ph: 204-777-1972
 info@icdev.ca

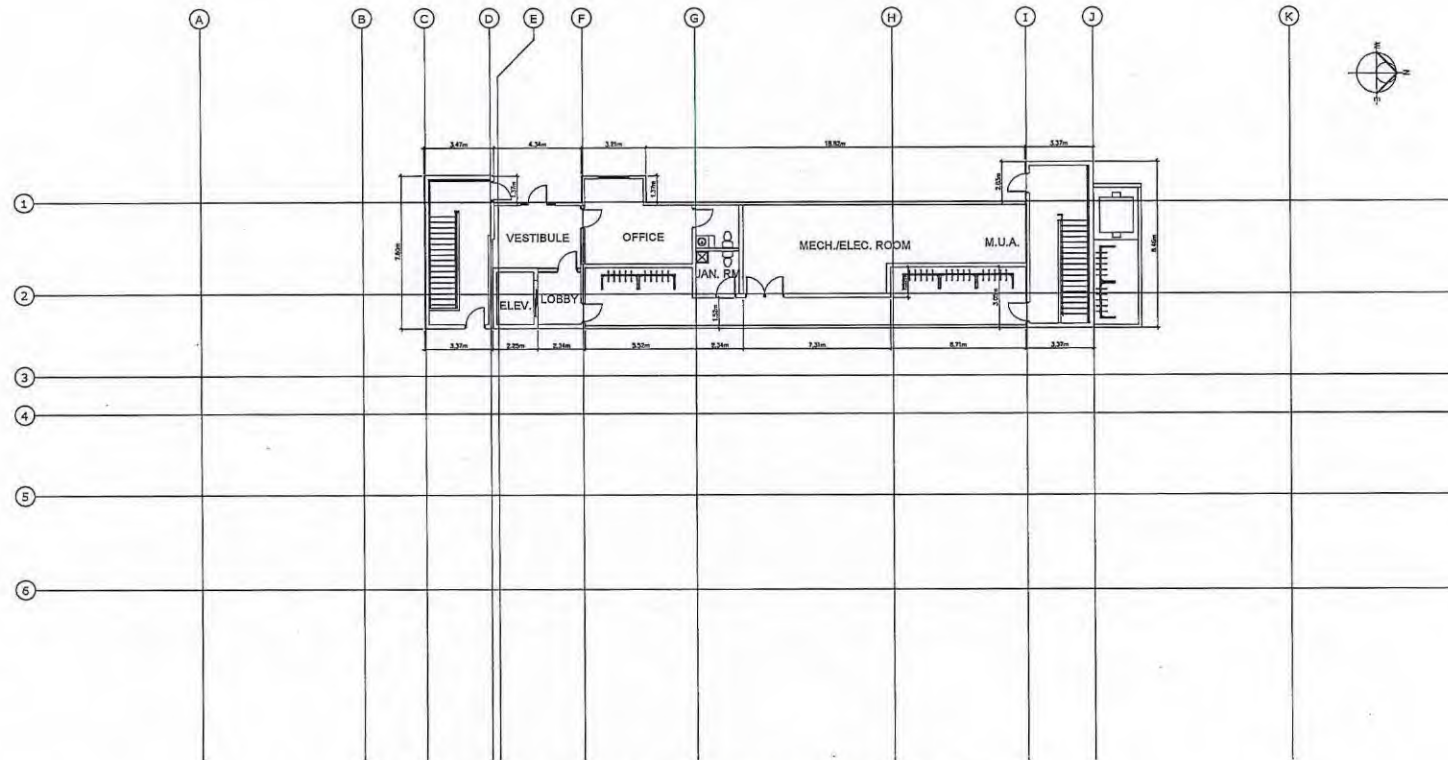
IRONCLAD DEVELOPMENTS INC.

REV#	REVISION DESCRIPTION	DATE
1	ISSUED FOR FOUNDATION PERMIT	2017/12/21

THIS DRAWING IS THE PROPERTY OF IRONCLAD DEVELOPMENTS INC. AND CANNOT BE REPRODUCED OR USED WITHOUT THE CONSENT OF THE DESIGN WARRIOR. THE CONTRACTOR IS RESPONSIBLE FOR CHECKING AND VERIFYING ALL LEVELS AND DIMENSIONS AND SHALL REPORT ALL DISCREPANCIES TO IRONCLAD DEVELOPMENTS INC. AND OBTAIN CLARIFICATION PRIOR TO COMMENCING WORK.

Vernon, British Columbia
 1803 31A Street
 The Highland Apartments
 MAIN FLOOR &
 PARKADE PLAN

Project Number	1704
Date	November 24, 2017
Drawn By	TJ/TJ
Checked By	RG
Sheet No.	A101
Scale	AS NOTED



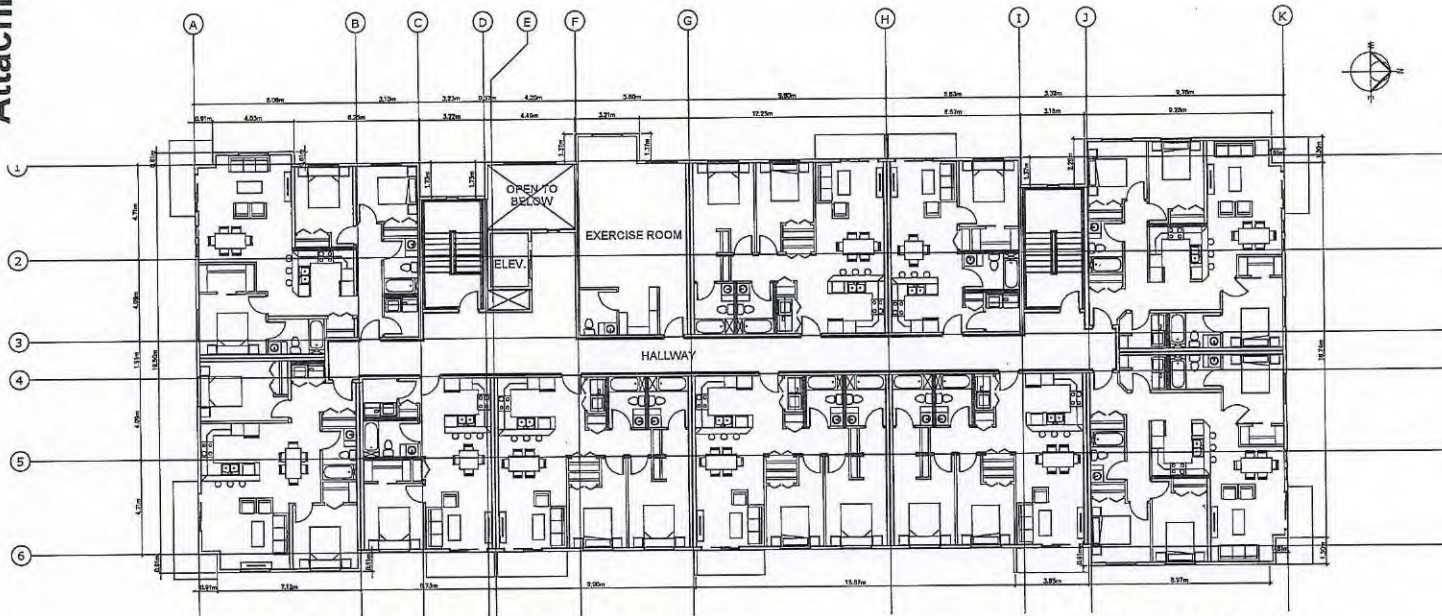
PROPOSED PARTIAL MAIN FLOOR

SCALE NTS
 AREA 194 m2 (2,090 sq.ft.)



PROJECT
Proposed Apartment Development
1803 31A STREET
 1803 31A Street, Vernon, BC

DATE : November 05, 2017
 FILE : 1704-Vernon II
 SHEET No. **pd. 2.0**

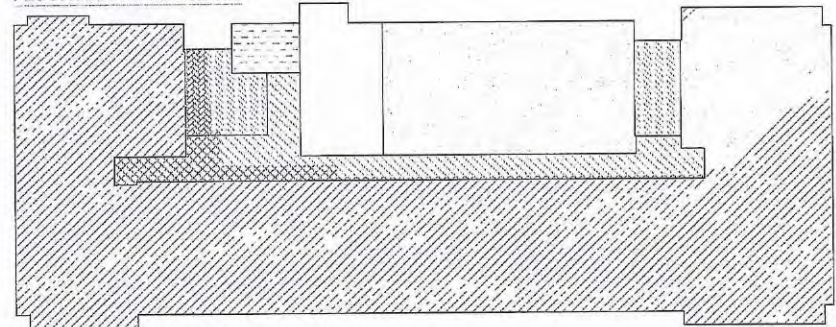


PROPOSED 2nd FLOOR PLAN

SCALE NTS

AREA 1,076 m² (11,588 sq.ft.)

FLOOR AREA BREAKDOWN



- HABITABLE SPACE = 856.38 m² (9,218 sq.ft.)
- CORRIDOR (HALLWAY) = 89.09 m² (959 sq.ft.)
- STAIRS/ELEVATOR = 47.29 m² (509 sq.ft.)
- COMMON AMENITY SPACE = 63.37 m² (574.47 sq.ft.)
- OPEN UNUSABLE SPACE = 15.17 m² (163.36 sq.ft.)



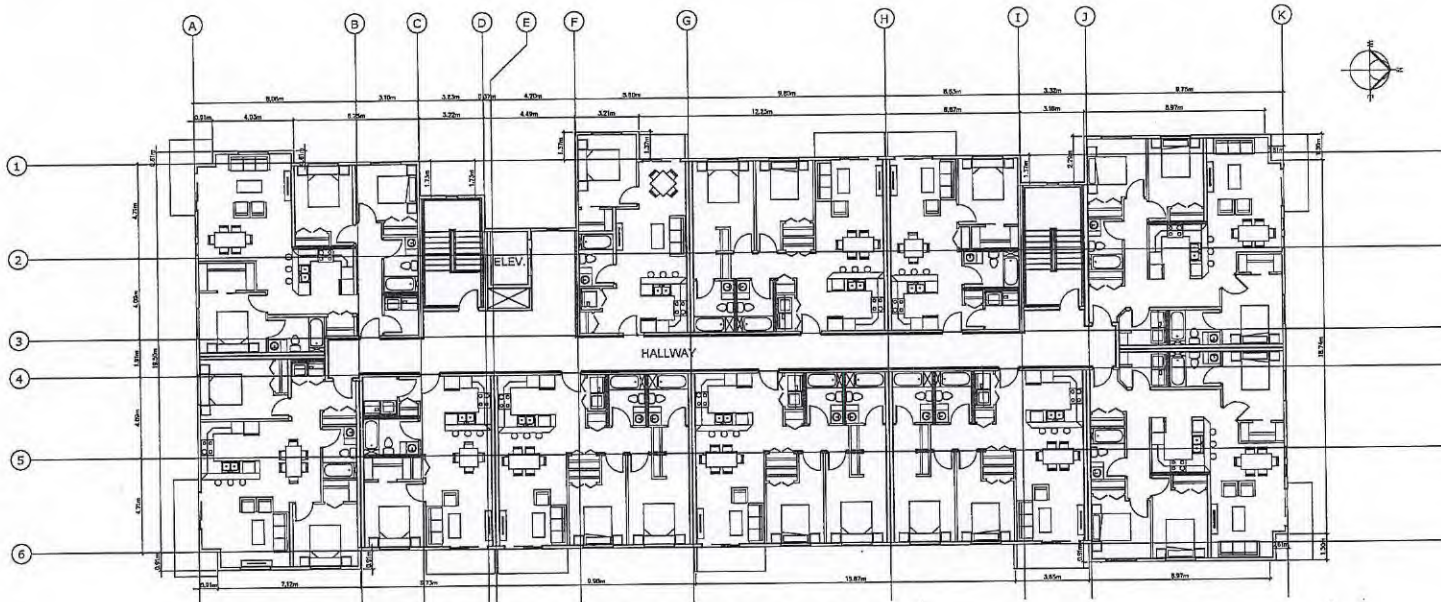
IRONCLAD DEVELOPMENTS INC.
Proposed Apartment Development
1803 31A STREET
 1803 31A Street, Vernon, BC

DATE : November 06, 2017

FILE : 1704--Vernon II

SHEET No. **pd. 2.1**

Tel 2 0 4 7 7 7 1 9 7 2 info@icdev.ca
 COPYRIGHT © 2010 - 2017

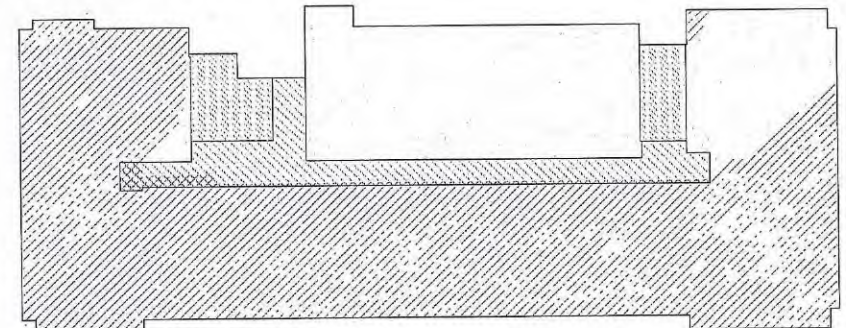





PROPOSED TYP 3rd & 4th FLOOR PLAN

SCALE NTS

AREA 1,061 m² (11,424 sq.ft.)

FLOOR AREA BREAKDOWN

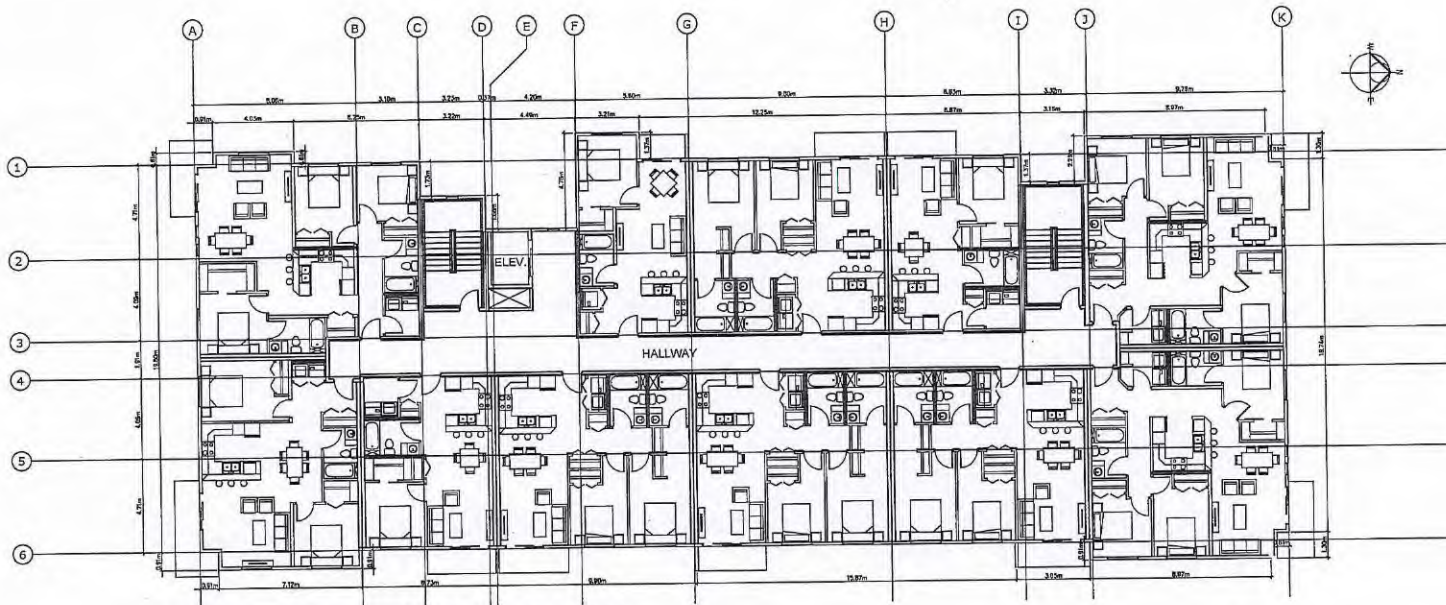


-  HABITABLE SPACE = 856.38 m² (9,218 sq.ft.)
-  CORRIDOR (HALLWAY) = 89.09 m² (959 sq.ft.)
-  STAIRS/ELEVATOR = 47.29 m² (509 sq.ft.)



PROJECT
Proposed Apartment Development
1803 31A STREET
 1803 31A Street, Vernon, BC

DATE : November 05, 2017
 FILE : 1704-Vernon II
 SHEET No.
pd. 2.2



PROPOSED FIFTH FLOOR PLAN

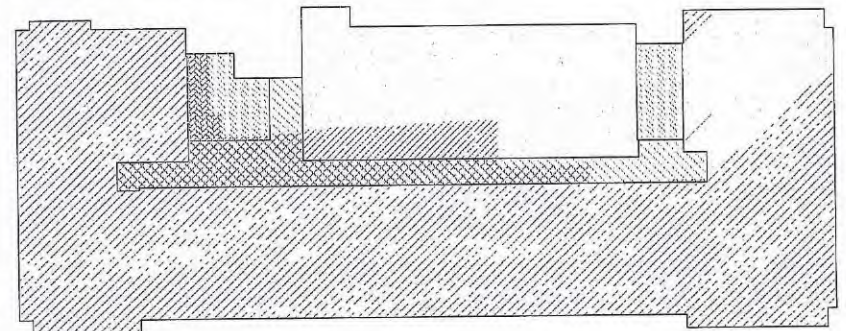
SCALE

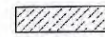


NTS.

AREA

1,061 m² (11,424 sq.ft.)

FLOOR AREA BREAKDOWN



-  HABITABLE SPACE = 856.38 m² (9,218 sq.ft.)
-  CORRIDOR (HALLWAY) = 89.09 m² (956 sq.ft.)
-  STAIRS/ELEVATOR = 47.29 m² (509 sq.ft.)

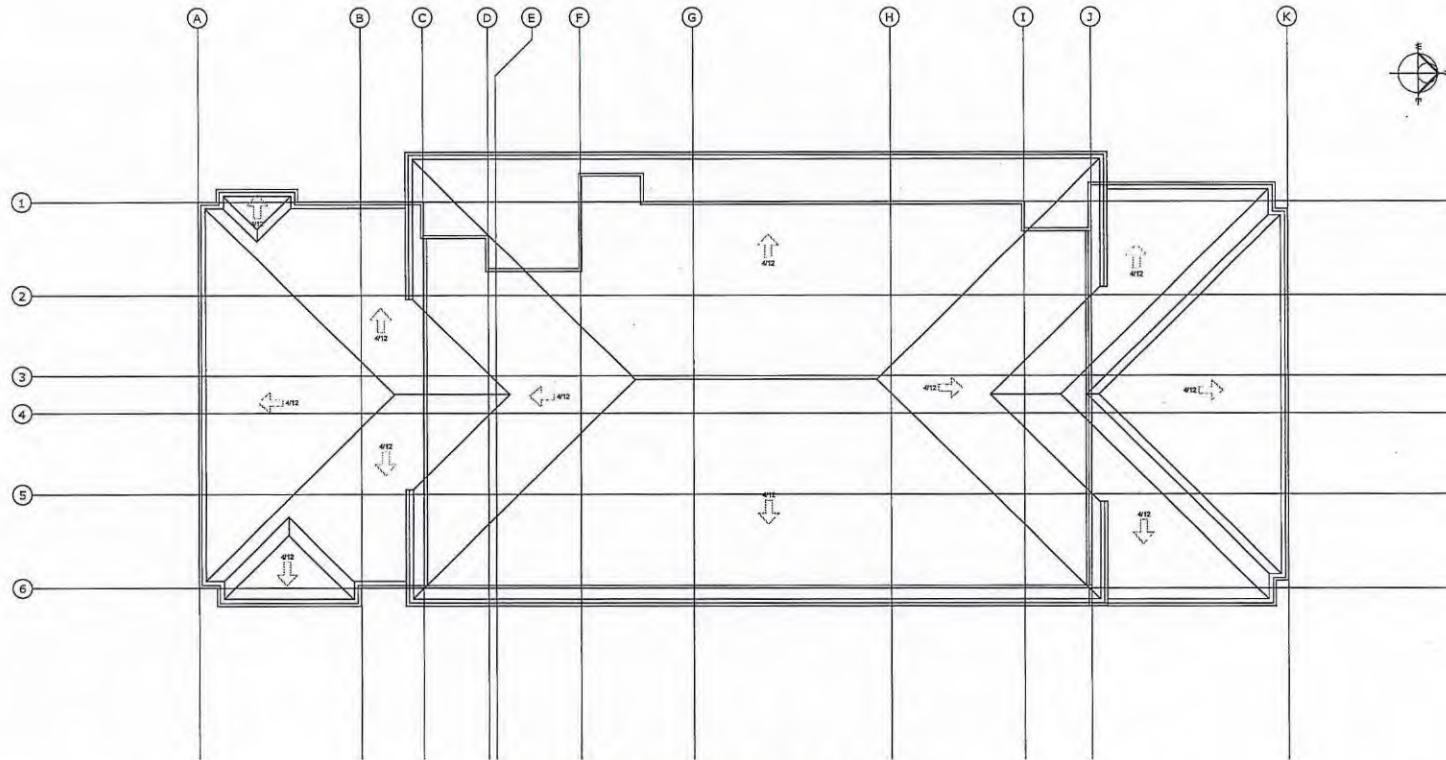


PROJECT
Proposed Apartment Development
1803 31A STREET
 1803 31A Street, Vernon, BC

DATE : November 06, 2017

FILE : 1704-Vernon II

SHEET No.
pd. 2.3



PROPOSED ROOF PLAN

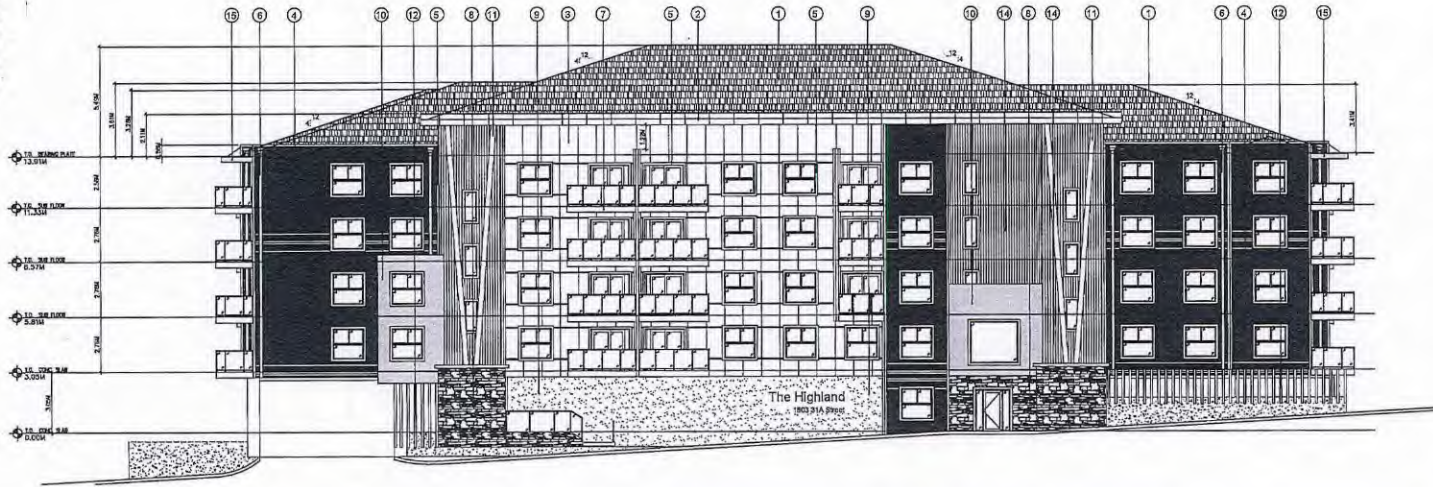
SCALE NTS
AREA N/A



PROJECT
Proposed Apartment Development
1803 31A STREET
1803 31A Street, Vernon, BC

DATE : November 05, 2017
FILE : 1704-Vernon II

SHEET No.
pd. 2.4



- ① ASPHALT SHINGLES (MIDNIGHT BLACK)
- ② PREFIN. ALUMINUM CLADDING (MILL FINISH)
- ③ HARDIE PANEL (ARCTIC WHITE, SMOOTH W/ BLACK EZ LOCK PROFILE, EASY TRIM ON HORIZONTAL ONLY)
- ④ CORRUGATED METAL SHEET (GRAY)
- ⑤ 4" HARDIE TRIMS (IRON GRAY)
- ⑥ PRE-FABRICATED METAL AL. SCUPPERS W/ DOWN SPOUTS (COLOR MATCHED)
- ⑦ 12" HARDIE BOARD (IRON GRAY)
- ⑧ THIN MASONRY BRICK FROM ALSIPS (BLACK DIAMOND) OR EQUIVALENT
- ⑨ PAINTED CONCRETE (FLAT BLACK)
- ⑩ ACRYLIC STUCCO (CLOVERDALE - YELLOW #AC 109)
- ⑪ 10" Ø ROLLED STEEL (MILL FINISH)
- ⑫ FRAMED 2X4 SCREENING CLAD W/ BROWN TREATED LUMBER OR SIMILAR (SIZE TO BE DETERMINED)
- ⑬ BROWN TREATED FENCING
- ⑭ LUX ARCHITECTURAL PANEL (CEDAR)
- ⑮ PRE-FIN. AL. CLADDING (CLOVERDALE - AC109)



PROPOSED WEST ELEVATION

SCALE

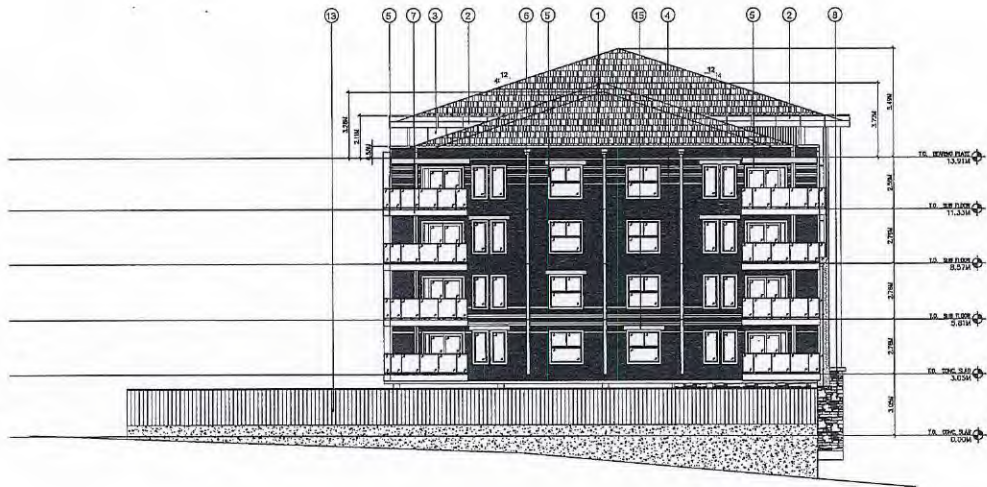
NTS



PROJECT
Proposed Apartment Development
1803 31A STREET
 1803 31A Street, Vernon, BC

DATE : February 06, 2018
 FILE : 1704-Vernon II
 SHEET No. **pd. 3.0**

Tel 2 0 4 7 7 1 9 7 2 Info@icdev.ca
 COPYRIGHT © 2010 - 2017



- ① ASPHALT SHINGLES (MIDNIGHT BLACK)
- ② PREFIN. ALUMINUM CLADDING (MILL FINISH)
- ③ HARDIE PANEL (ARCTIC WHITE, SMOOTH W/ BLACK EZ LOCK PROFILE, EASY TRIM ON HORIZONTAL ONLY)
- ④ CORRUGATED METAL SHEET (GRAY)
- ⑤ 4" HARDIE TRIMS (IRON GRAY)
- ⑥ PRE-FABRICATED METAL/L. SCUPPERS W/ DOWN SPOUTS (COLOR MATCHED)
- ⑦ 12" HARDIE BOARD (IRON GRAY)
- ⑧ THIN MASONRY BRICK FROM ALSIPS (BLACK DIAMOND) OR EQUIVALENT
- ⑨ PAINTED CONCRETE (FLAT BLACK)
- ⑩ ACRYLIC STUCCO (CLOVERDALE - YELLOW #AC 109)
- ⑪ 10" Ø ROLLED STEEL(MILL FINISH)
- ⑫ FRAMED 2X4 SCREENING CLAD W/ BROWN TREATED LUMBER OR SIMILAR (SIZE TO BE DETERMINED)
- ⑬ BROWN TREATED FENCING
- ⑭ LUX ARCHITECTURAL PANEL (CEDAR)
- ⑮ PRE-FIN. AL. CLADDING (CLOVERDALE - AC109)



PROPOSED NORTH ELEVATION

SCALE

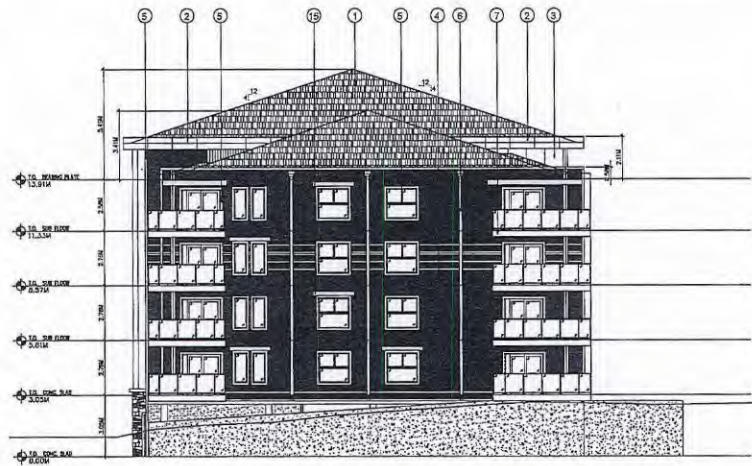
NTS



PROJECT
Proposed Apartment Development
1803 31A STREET
 1803 31A Street, Vernon, BC

DATE : November 05, 2017
 FILE : 1704-Vernon II

SHEET No.
pd. 3.1



- ① ASPHALT SHINGLES (MIDNIGHT BLACK)
- ② PREFIN. ALUMINUM CLADDING (MILL FINISH)
- ③ HARDIE PANEL (ARCTIC WHITE, SMOOTH W/ BLACK EZ LOCK PROFILE, EASY TRIM ON HORIZONTAL ONLY)
- ④ CORRUGATED METAL SHEET (GRAY)
- ⑤ 4" HARDIE TRIMS (IRON GRAY)
- ⑥ PRE-FABRICATED METAL/LAL. SCUPPERS W/ DOWN SPOUTS (COLOR MATCHED)
- ⑦ 12" HARDIE BOARD (IRON GRAY)
- ⑧ THIN MASONRY BRICK FROM ALSIPS (BLACK DIAMOND) OR EQUIVALENT
- ⑨ PAINTED CONCRETE (FLAT BLACK)
- ⑩ ACRYLIC STUCCO (CLOVERDALE - YELLOW #AC 109)
- ⑪ 10" Ø ROLLED STEEL(MILL FINISH)
- ⑫ FRAMED 2X4 SCREENING CLAD W/ BROWN TREATED LUMBER OR SIMILAR (SIZE TO BE DETERMINED)
- ⑬ BROWN TREATED FENCING
- ⑭ LUX ARCHITECTURAL PANEL (CEDAR)
- ⑮ PRE-FIN. AL. CLADDING (CLOVERDALE - AC109)



PROPOSED SOUTH ELEVATION

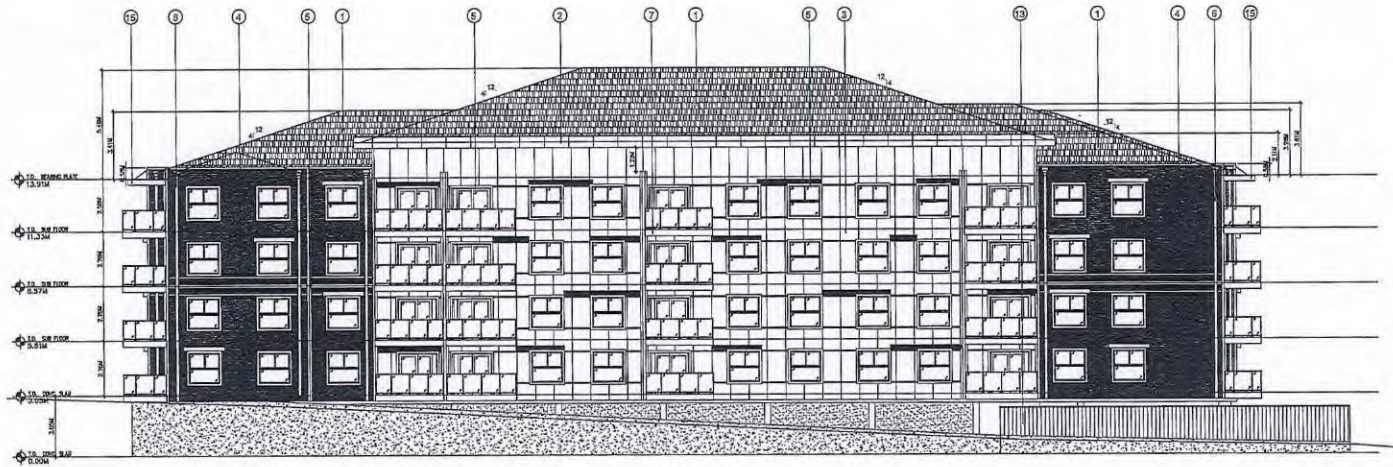
SCALE

NTS



PROJECT
Proposed Apartment Development
1803 31A STREET
 1803 31A Street, Vernon, BC

DATE : November 05, 2017
 FILE : 1704-Vernon II
 SHEET No.
pd. 3.2



- ① ASPHALT SHINGLES (MIDNIGHT BLACK)
- ② PREFIN. ALUMINUM CLADDING (MILL FINISH)
- ③ HARDIE PANEL (ARCTIC WHITE, SMOOTH W/ BLACK EZ LOCK PROFILE, EASY TRIM ON HORIZONTAL ONLY)
- ④ CORRUGATED METAL SHEET (GRAY)
- ⑤ 4" HARDIE TRIMS (IRON GRAY)
- ⑥ PRE-FABRICATED METAL/AL. SCUPPERS W/ DOWN SPOUTS (COLOR MATCHED)
- ⑦ 12" HARDIE BOARD (IRON GRAY)
- ⑧ THIN MASONRY BRICK FROM ALSIPS (BLACK DIAMOND) OR EQUIVALENT
- ⑨ PAINTED CONCRETE (FLAT BLACK)
- ⑩ ACRYLIC STUCCO (CLOVERDALE - YELLOW #AC 109)
- ⑪ 10" Ø ROLLED STEEL (MILL FINISH)
- ⑫ FRAMED 2X4 SCREENING CLAD W/ BROWN TREATED LUMBER OR SIMILAR (SIZE TO BE DETERMINED)
- ⑬ BROWN TREATED FENCING
- ⑭ LUX ARCHITECTURAL PANEL (CEDAR)
- ⑮ PRE-FIN. AL. CLADDING (CLOVERDALE - AC109)



PROPOSED EAST ELEVATION

SCALE

NTS



PROJECT
Proposed Apartment Development
1803 31A STREET
 1803 31A Street, Vernon, BC

DATE : February 08, 2018
 FILE : 1704-Vernon II

SHEET No.
pd. 3.3

Tel 2 0 4 7 7 1 9 7 2 info@icdev.ca
 COPYRIGHT © 2010 - 2017



PERSPECTIVE VIEWS

SCALE

NTS



PROJECT
Proposed Apartment Development
1803 31A STREET
 1803 31A Street, Vernon, BC

DATE : February 06, 2018

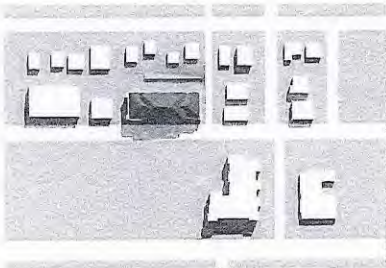
FILE : 1704-Vernon II

SHEET No. **pd. 4.0**

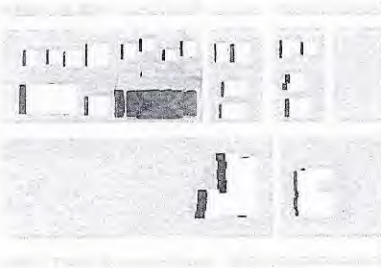
Tel 2 0 4 7 7 7 1 9 7 2 info@icdev.ca
 COPYRIGHT © 2010 - 2017

Summer solstice
June 21

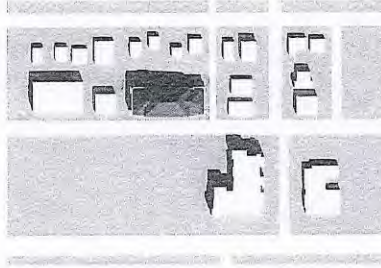
9:00 a.m.



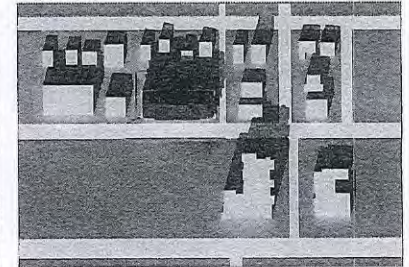
12:00 p.m.



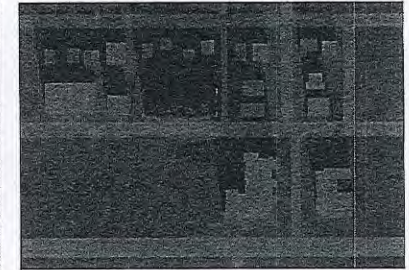
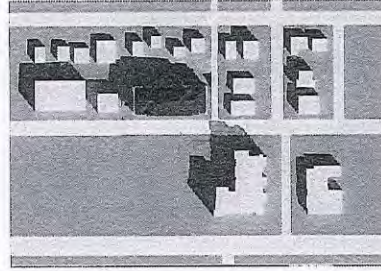
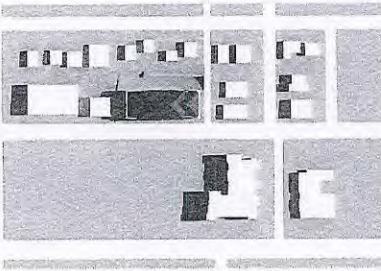
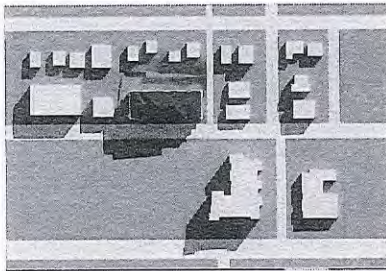
03:00 p.m.



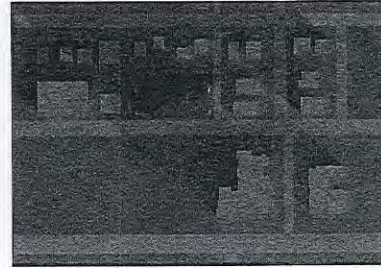
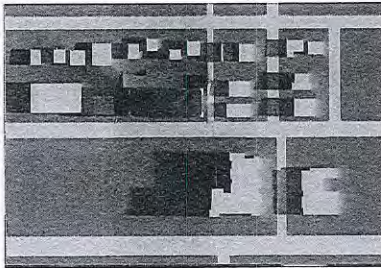
06:00 p.m.



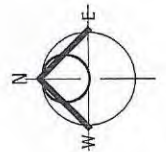
Equinox
March 20
September 23



Winter solstice
December 21



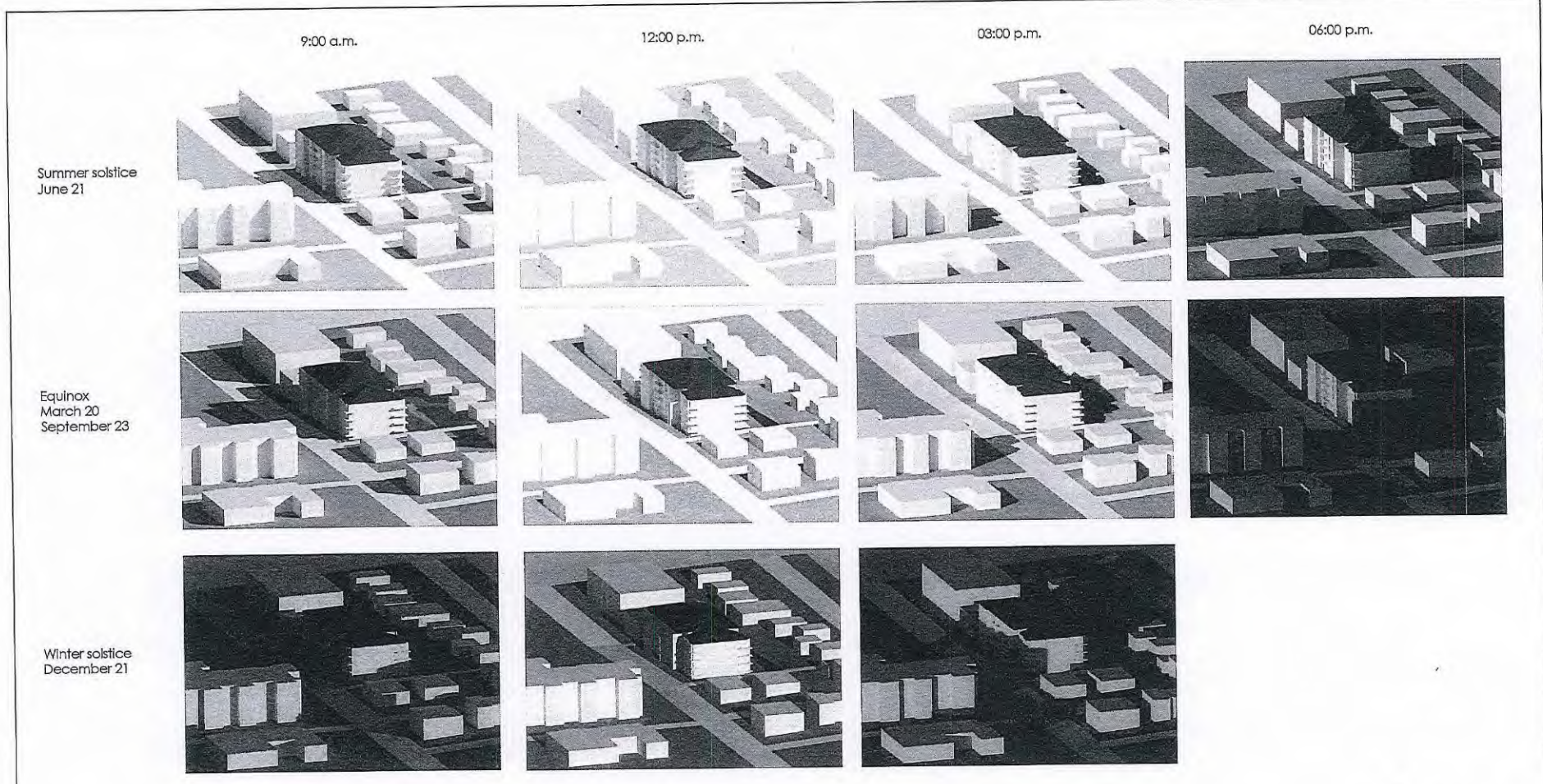
01 SHADOW STUDY- PLAN VIEW
AD1.0 NTS



IRONCLAD DEVELOPMENTS INC.
101-57158 Symington Road
Springfield, NB R2J 4L5
Ph: 204-777-1872
Info@idev.ca

1803 31A STREET
VERNON, BC
SHADOW STUDY
PLAN VIEW

Drawn By		O.S.	Project No.	1704	Sheet No.	AD1.0
Checked By		R.G.	Date	11/01/2017	Scale	

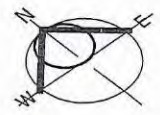



Summer solstice
June 21

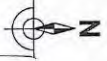
Equinox
March 20
September 23

Winter solstice
December 21

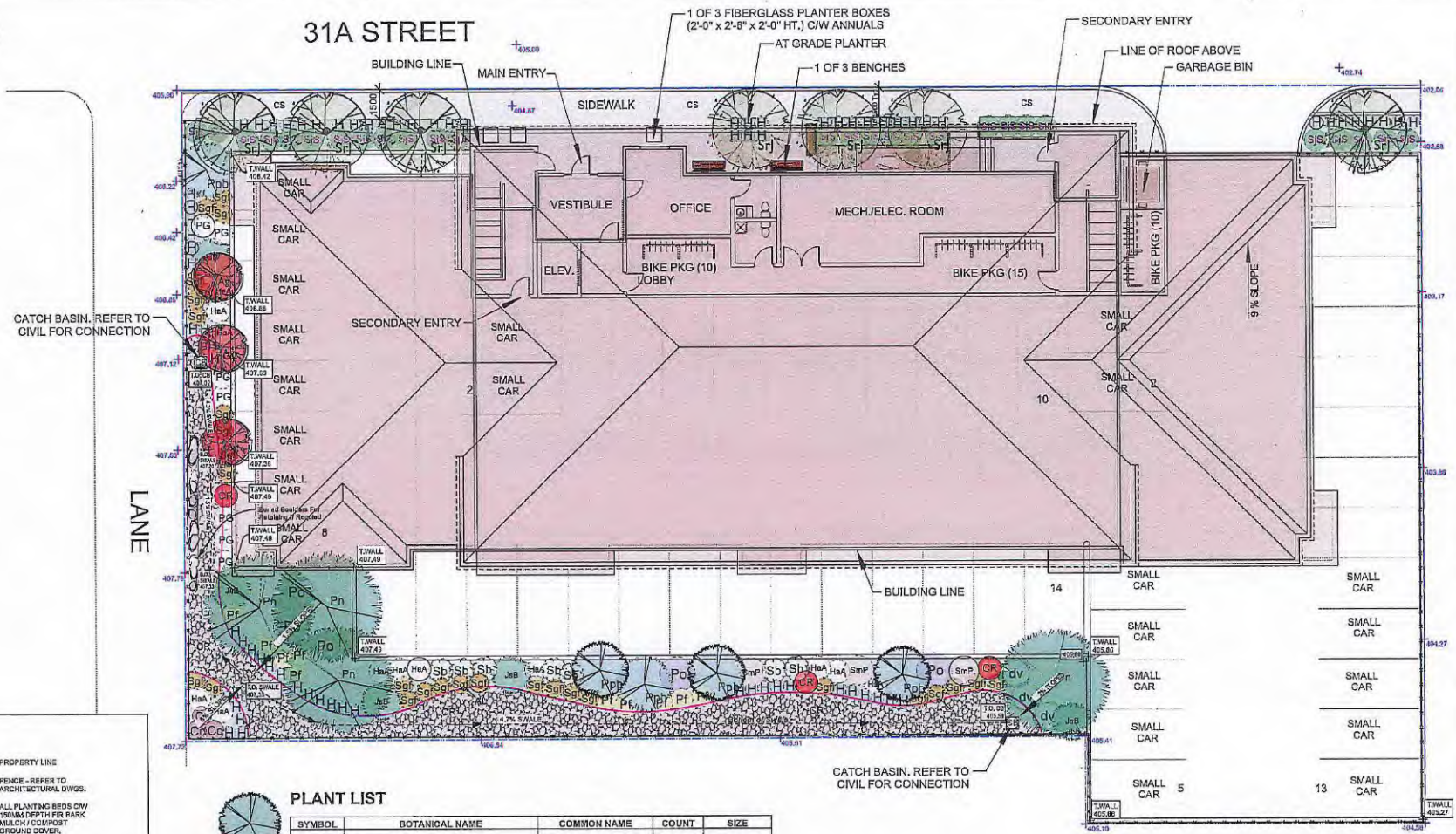
01 SHADOW STUDY- ANGLED VIEW
AD1.1 NTS



	IRONCLAD DEVELOPMENTS INC. 101-57188 Symington Road Springfield, NB R2J 4L6 Ph: 204-777-1972 info@idev.ca		1803 31A STREET VERNON, BC SHADOW STUDY ANGLED VIEW		Sheet No. AD1.1
	Drawn By C.S.	Project No. 1704	Checked By R.G.	Date 11/01/2017	Scale AS_NOTED



31A STREET



LEGEND

- PROPERTY LINE
- FENCE - REFER TO ARCHITECTURAL DWGS.
- ALL PLANTING BEDS CW 150MM DEPTH PER BARK MULCH / COMPOST GROUND COVER.
- DECORATIVE WASHED, CRUSHED ROCK GROUND COVER ON APPROVED NONWOVEN FILTER FABRIC.
- CONCRETE SIDEWALK REFER TO CIVIL ENG. DWG.
- COUNTY BENCH SERIES 5 BY FRANCIS ANDREW STEE FURNISHINGS LTD. OR APPROVED EQUIVALENT
- FIBERGLASS PLANTER BOX FOR SEASONAL PLANTING
- 150MM MT. ALUMINUM EDGING CW ALUMINUM SPIKES.
- LANDSCAPE CATCH BASIN TO CONNECT TO CATCH BASIN & STORM DRAINAGE SYSTEM IN BELOW GROUND PARKING LOT.
- EXISTING SPOT ELEVATIONS
- PROPOSED SPOT ELEVATIONS (PRELIMINARY) FINAL DIMENSIONS PLEASE REFER TO COORDINATED WITH THE CIVIL DWGS.

PLANT LIST

SYMBOL	BOTANICAL NAME	COMMON NAME	COUNT	SIZE
	Trees			
Pn	<i>Pinus nigra</i>	Austrian Pine	4	2.5M HT. B&B
PpD	<i>Picea pungens 'Baker'</i>	Baker Blue Spruce	5	2.5M HT. B&B
SrJ	<i>Syringa reticulata 'Japonica'</i>	Japanese Tree Lilac	7	60mm Cal.
Ag	<i>Acer dasycarpus</i>	Amur Maple	3	60mm Cal.
	Shrubs			
dv	<i>Cornus alba 'Bailealis'</i>	Variiegated Dogwood	3	2 Gal. Pot
Cc	<i>Cotinus cogonioides</i>	Smoke Bush	3	2 Gal. Pot
HeA	<i>Hydrangea arborescens 'Annabelle'</i>	Annabelle Hydrangea	12	2 Gal. Pot
JrB	<i>Juniperus sabina brodiaeformis</i>	Brodiae Juniper	5	2 Gal. Pot
FG	<i>Philadelphus 'Galehad'</i>	Galehad Mock Orange	8	2 Gal. Pot
Po	<i>Physocarpus opulifolius 'Diablelo'</i>	Diablelo Ninebark	5	2 Gal. Pot
Pf	<i>Potentilla fruticosa 'Yellow Gem'</i>	Yellow Gem Potentilla	10	2 Gal. Pot
CR	<i>Rosa rugosa 'Champlain'</i>	Champlain Rose	3	2 Gal. Pot
S/S	<i>Spiraea x japonica 'Shirobana'</i>	Shirobana Spiraea	27	2 Gal. Pot
SrJ	<i>Spiraea x japonica 'Goldflame'</i>	Goldflame Spiraea	25	2 Gal. Pot
Sb	<i>Symphoricarpos albus</i>	Snowberry	7	2 Gal. Pot
Smp	<i>Syringa meyeri 'Palibin'</i>	Dwarf Korean Lilac	3	2 Gal. Pot
	Grasses			
H	<i>Helictotrichon sempervirens 'Sapphire'</i>	Blue Oat Grass	77	1 Gal. Pot

ALL WORK AND MATERIALS TO BCSLA, CNLA STANDARDS

Date	Revisions	By
Nov 2, 2017	Issued for Development Permit	LJ



Project
1803-31a Street,
Vernon, BC

Sheet Title
Landscape Plan

Date Oct. 20, 2017
Scale 1:100m
Drawn By LSNVH
Project No.

Copyright reserved. This drawing and the description and all other data herein are the exclusive property of Lazzarin Svissdahl and cannot be used without the Landscape Architect's written consent.

Drawing No.
L 1



1803 31A Street Development
Parking Study

Prepared for: **Ironclad Developments Inc.**

Prepared by: **Watt Consulting Group**

Our File: **2290**

Date: **December 20, 2017**

TABLE OF CONTENTS

1.0	INTRODUCTION	1
1.1	Subject Site.....	1
1.2	Site Characteristics	2
2.0	PROPOSED DEVELOPMENT	5
2.1	Land Use	5
2.2	Proposed Parking Supply.....	5
3.0	PARKING REQUIREMENT	5
4.0	EXPECTED PARKING DEMAND.....	6
4.1	Resident Parking Demand	6
4.2	Visitor Parking Demand	9
4.3	Summary of Expected Parking Demand	10
5.0	ON-STREET PARKING CONDITIONS.....	10
6.0	CARSHARING	11
7.0	SUMMARY	13
7.1	Recommendations	13

1.0 INTRODUCTION

Watt Consulting Group (“WATT”) was retained by Ironclad Developments Inc. to conduct a parking study for the proposed rental housing development at 1803 31A Street in the City of Vernon. The purpose of this study is to determine whether the proposed parking supply will accommodate demand, in consideration of on-site parking management and transportation demand management options.

1.1 SUBJECT SITE

The proposed development site is located at 1803 31A Street in the City of Vernon. The site is currently zoned RH-1 | Low-Rise Apartment Residential. See **Figure 1**.

FIGURE 1. SUBJECT SITE



1.2 SITE CHARACTERISTICS

The following provides details regarding transportation options and services that are located in close proximity to the site. See **Figure 2**.



Services

The site is located within a one (1) minute walk of Vernon Jubilee Hospital, a pharmacy and a nearby restaurant. Downtown Vernon is located within a 20 minute walk, where residents can access grocery stores, postal services and other amenities. There is also a recreational centre and library south of downtown which is also within a 20 minute walk of the site. The Armoury Park and the Polson Park Trail, which connects to Polson Park, are within a five (5) minute walk of the site and provide park space for recreational activities (i.e. baseball, soccer, and playground).



Transit

The closest bus stop to the site is located on 15th Avenue and serves Route 6 | College which provides a connection between Okanagan College, the Hospital, and the downtown transit exchange. Another bus stop located on 34th Street, near 19th Avenue, (within a five (5) to seven (7) minute walk of the site), serves Route 5 | South Vernon which provides a connection between the residential areas in the south and the downtown transit exchange. Both routes are classified as local routes, with a service frequency of 20 to 120 minutes.¹

According to the North Okanagan Transit Future Plan (2013)², Route 6 is to be rerouted along Highway 97 as part of a frequent transit corridor. With the realignment, the bus stop near the hospital will be relocated to Highway 97, but will still be within a reasonable walking distance of the site. Service frequency during peak weekday hours will be improved to 20 minutes and service on weekends will be every 30 to 60 minutes.



Walking

There is limited sidewalk infrastructure surrounding the site, with sidewalks on only one side of the road, or there are no sidewalks available. A sidewalk will be installed in front of the subject site, however there are no sidewalk connections adjacent to the subject site. A crossing, if warranted, should be considered to provide a connection to the sidewalk on the west side of 31a Street. The site has a walkscore of 53³ which suggests that the site is somewhat walkable and

¹ Regional District of North Okanagan Agenda. Available online at: http://www.rdno.ca/agendas/120104_cow_agnd.pdf

² North Okanagan Transit Future Plan. Available online at: <https://bctransit.com/servlet/documents/1403641053613>

³ Walkscore. Available online at: <https://www.walkscore.com/score/1803-31-st-vernon-bc-canada>

pedestrians can complete some errands by foot. The Polson Trail is also located close to the site (within a 5 minute walk) which connects to Polson Park and several retail stores near Polson Drive and Kalamalka Lake Road. There is a multi-use trail south of the site that connects to Okanagan College.



Cycling

The closest cycling route is located 300 meters away, and is a multi-use trail that connects to Okanagan College and the west side of Vernon to residential areas. There are also bike lanes located 400 meters away, across Highway 97 on 34th Street. Both routes are a short two (2) to three (3) minute bike ride from the subject site. There is no planned cycling infrastructure that is accessible within the vicinity of the site.⁴



Carsharing

There are no existing carshare services available in Vernon; however, OGO Carshare Co-op (OGO) is considering expanding into Vernon. Ironclad Development Inc., the developer of this site, is working with OGO to consider a carshare program as part of this development. A carshare program would be beneficial to site residents that require a vehicle on an infrequent basis.



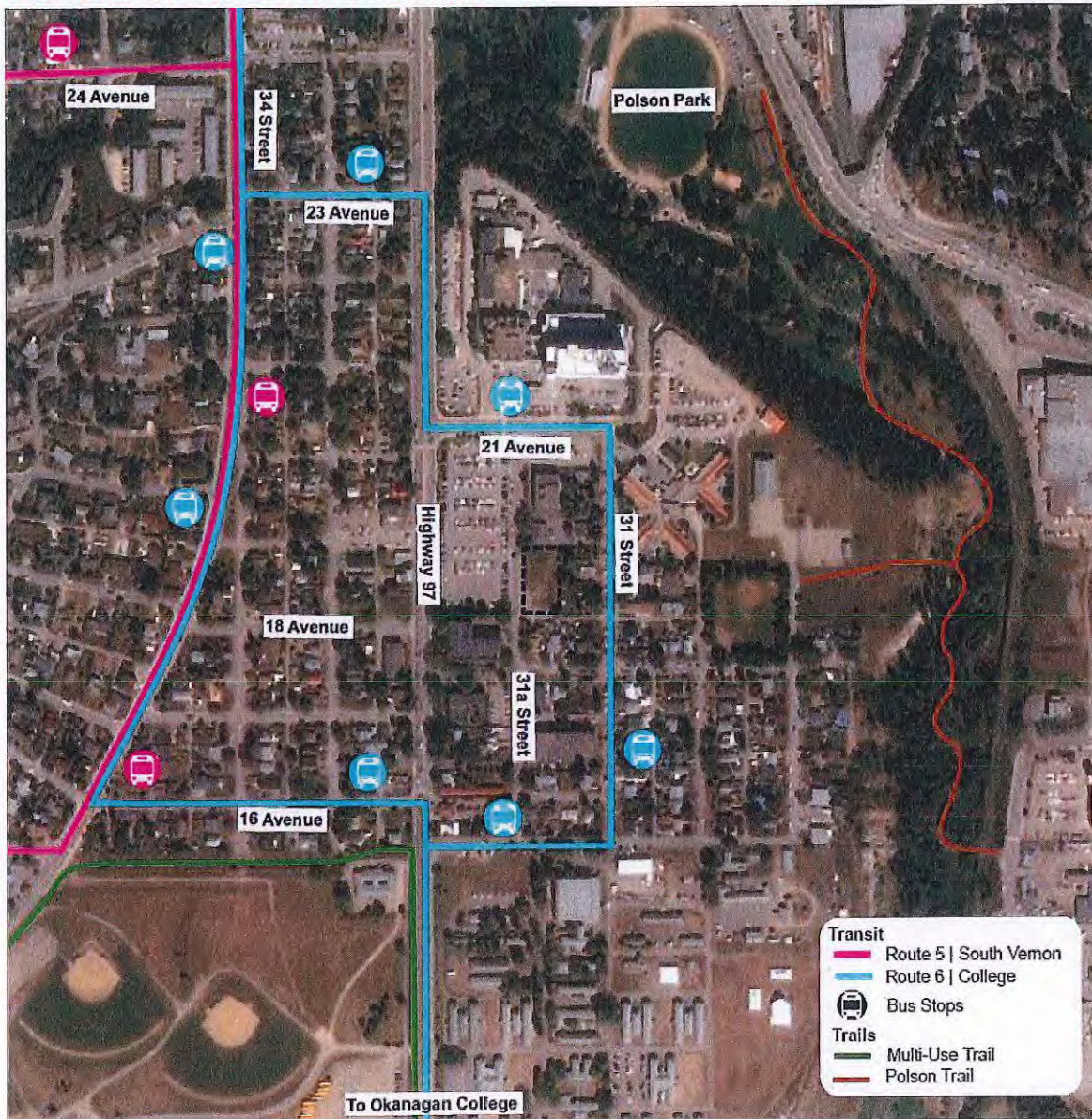
Target Market

The site is located within a one (1) minute walk to the Vernon Jubilee Hospital which provides employees an opportunity to live close to where they work. Staff at the hospital, particularly care-aids, nurses and doctors work odd hours and would benefit from such a short commute. The hospital is a large employment generator, suggesting there would likely be a high demand for units at this site. Another target market may be seniors as health care is a service that they may require more often than the general populace. The site may also be well suited for family and caregivers of patients in the hospital.

The site is also located approximately two (2) and a half kilometers away from Okanagan College. Students may be attracted to the convenience of the location as it would be a 10 minute bus ride to school via Route 6, or a 15 minute bike ride.

⁴ 25 Year Master Transportation Plan. Available online: https://www.vernon.ca/sites/default/files/docs/planning-building/150713_2015_mtp_forocpamendment.pdf

FIGURE 2. TRANSPORTATION OPTIONS MAP



2.0 PROPOSED DEVELOPMENT

2.1 LAND USE

The proposed development is for 43 market rental apartment units. See **Table 1**. Units will be one-bedroom, two-bedroom and three-bedroom units ranging in size from 532 sq.ft. to 1,078 sq.ft.

TABLE 1. SUMMARY OF PROPOSED DEVELOPMENT

Unit Type	Floor Area	Quantity
One Bedroom	532 sq.ft. to 582 sq.ft.	11
Two Bedroom	836 sq.ft. to 867 sq.ft.	20
Three Bedroom	1,042 sq.ft. to 1,078 sq.ft.	12
Total Units		43 Residential Units

2.2 PROPOSED PARKING SUPPLY

The proposed parking supply is for 54 spaces, a parking supply rate of 1.29 spaces per unit. The development also includes 35 Class I bike spaces and 11 Class II bike spaces.

3.0 PARKING REQUIREMENT

The City of Vernon's Zoning Bylaw⁵ determines the minimum parking supply requirement. The 'Apartment Housing' requirement would apply to the multi-family residential use and results in a total requirement of 74 parking spaces. See **Table 2**.

TABLE 2. SUMMARY OF PARKING REQUIREMENT

Unit Type	Quantity	Parking Requirement (Rate)	Parking Requirement (Quantity)
One Bedroom	11	1.25 spaces / unit	14
Two Bedroom	20	1.5 spaces / unit	30
Three Bedroom	12	2.0 spaces / unit	24
Visitor	43	1 space / 7 units	6
Total Parking Requirement			74 Spaces

⁵ City of Vernon Zoning Bylaw No. 5000, Section 7: Parking and Loading. Available online at: https://www.vernon.ca/sites/default/files/docs/bylaws/zoning_7_parking_loading.pdf

4.0 EXPECTED PARKING DEMAND

This section provides a summary of local data and secondary research to determine expected resident and visitor parking demand.

4.1 RESIDENT PARKING DEMAND

4.1.1 REPRESENTATIVE SITES

Sites were selected that were deemed representative of the subject site to determine an estimated parking demand for the proposed site. Study sites are located within close proximity to the subject site or exhibit similar characteristics in terms of access to services, public transit and cycling routes. The Walk Score was obtained for each representative site and ranges between 48 and 90. See **Table 3**.

TABLE 3. REPRESENTATIVE SITE CHARACTERISTICS

Location	Tenure	Number of Units	Walk Score	Distance to Site
1604 31st Street	Apartment Rental	49	48	90m
1903 31a Street	Apartment Rental	24	56	280m
2310 34 Street	Apartment Rental	40	84	750m
2312 36th Street	Apartment Rental	22	64	1.4km
2800 35 Street	Apartment Rental	42	90	1.4km
2313 36th Street	Apartment Rental	12	70	1.4km
3806 24 Avenue	Apartment Rental	26	58	1.7km

OBSERVATIONS

Observations were conducted on Wednesday November 22nd and Thursday November 23rd between 7:30pm and 8:30pm⁶. All representative sites have surface parking, which allowed for fast and efficient counts of parked vehicles.

Results suggest an 85th percentile peak parking demand of 0.72 vehicles per unit, with rates ranging from 0.41 vehicles per unit to 0.95 vehicles per unit. See **Table 4**.

⁶ As the observations were conducted from 7:30pm to 8:30pm (not considered the ultimate peak for residents) a 5% factor was added to results of observations to reflect peak residential parking demand when resident parking demand is at 100%, as per the *ULI Shared Parking Manual*

TABLE 4. SUMMARY OF OBSERVATIONS AT REPRESENTATIVE SITES

Location	Number of Units	Wednesday November 22, 7:30pm		Thursday November 23, 7:30pm	
		Vehicles Observed	Demand Rate (vehicles per unit)	Vehicles Observed	Demand Rate (vehicles per unit)
1903 31a Street	24	11	0.46	14	0.58
1604 31 st Street	49	28	0.57	26	0.53
2310 34 th Street	40	39	0.98	38	0.95
3806 24 th Avenue	26	11	0.42	11	0.42
2800 35 th Street	42	28	0.67	29	0.69
2312 36 th Street	22	13	0.59	9	0.41
2313 36 th Street	12	6	0.50	8	0.67
		Average	0.60		0.61
		85th Percentile	0.70		0.72

VERBAL SURVEYS

Property management companies were contacted⁷ for the each of the representative sites to inventory the number of resident vehicles at each site. Response rate was low for this exercise, and only property managers from three of the representative sites were successfully contacted. The number of vehicles for each of the three sites was an average of 40% higher than the number of vehicles observed during the busier of the two observations at those same sites (see above). This factor was then applied to the other apartment sites where a site manager was not successfully contacted. See **Table 5**.

Average parking demand is 0.89 vehicles per unit and the 85th percentile demand is 1.15 vehicles per unit.

⁷ Phone calls were made on Monday November 17 and Tuesday November 18, 2016

TABLE 5. SUMMARY OF VERBAL SURVEY AT REPRESENTATIVE SITES

Site	No. Units	No. Vehicles	Demand Rate (vehicles/unit)
1903 31a Street	24	-	0.81*
1604 31 st Street	49	-	0.80*
2310 34 th Street	40	45	1.13
3806 24 th Avenue	26	-	0.59*
2312 36 th Street	22	-	0.83*
2800 35 th Street	42	30	0.71
2313 36 th Street	12	16	1.33
		Average	0.89
		85th Percentile	1.15

*These parking demand rates were adjusted to reflect a higher parking demand based on surveys compared to observations

4.1.2 PARKING DEMAND BY UNIT TYPE

Research suggests that parking demand varies based on the size of unit - the higher the number of bedrooms, the higher the parking demand. Study sites have been factored to account for unit configuration (i.e., number of bedrooms) as follows:

1. Parking demand at each site
2. The breakdown of unit type (i.e., number of bedrooms) at each site; and
3. The assumed “ratio differences” between each unit type based on the King County Metro⁸ study which recommends one-bedroom units have a 20% higher parking demand than bachelor units, two-bedroom units have a 60% higher parking demand than one-bedroom units, and three-bedroom units have a 15% higher parking demand than two-bedroom units.

Average parking demand and 85th percentile parking demand were considered among each representative site. See **Table 6**. When factored for unit configuration, using 85th percentile as a conservative measure, the results conclude the following:

- One-Bedroom Units (11) = 0.81 vehicles per unit, 9 vehicles
- Two-Bedroom Units (20) = 1.14 vehicles per unit, 23 vehicles
- Three-Bedroom Units (12) = 1.40 vehicles per unit, 17 vehicles
- Total Vehicles = 49 vehicles

⁸ King County Metro. (2013). Right Size Parking Model Code. Table 2, page 21.
Available online at: <http://metro.kingcounty.gov/programs-projects/right-size-parking/pdf/140110-rsp-model-code.pdf>

TABLE 6. SUMMARY OF PARKING DEMAND BY UNIT TYPE

Site	No. Units	Peak Vehicle Demand	Bachelor Rate	One Bedroom Rate	Two Bedroom Rate	Three Bedroom Rate
1903 31a Street	24	0.81		0.74	1.18	
1604 31st Street	49	0.80	0.52	0.65	1.04	
2310 34 Street	40	1.13				1.13
3806 24 Avenue	26	0.59	0.50	0.63		
2312 36th Street	22	0.83		0.83		
2800 35 Street	42	0.71	0.46	0.58	0.92	
2313 36th Street	12	1.33	0.64	0.81		1.45
Average		0.89	0.53	0.71	1.05	1.29
85th Percentile		1.15	0.59	0.81	1.14	1.40

4.2 VISITOR PARKING DEMAND

Observations of designated visitor parking spaces were conducted concurrently with the site observations on November 22nd and November 23rd. See **Table 7**. Visitor parking was identified and observed at two sites. Results suggest a peak average visitor parking demand of 0.1 visitor vehicles per unit. The findings are similar to the *Metro Vancouver Apartment Parking Study*⁹ that concluded that typical visitor parking demand is less than 0.1 vehicles per unit.

TABLE 7. SUMMARY OF VISITOR PARKING DEMAND

Location	Number of Units	Wednesday November 22, 7:30pm		Thursday November 23, 7:30pm	
		Vehicles Observed	Demand Rate (vehicles per unit)	Vehicles Observed	Demand Rate (vehicles per unit)
1903 31a Street	24	1	0.04	4	0.17
2800 35 th Street	42	1	0.04	1	0.04
Average			0.04		0.10

⁹ Metro Vancouver Apartment Parking Study, Technical Report, 2012. Available online at: http://www.metrovancouver.org/services/regional-planning/PlanningPublications/Apartment_Parking_Study_TechnicalReport.pdf

4.3 SUMMARY OF EXPECTED PARKING DEMAND

Expected parking demand is approximately 53 vehicles, which is one less than the proposed parking supply. See **Table 8**.

TABLE 8. SUMMARY OF EXPECTED PARKING DEMAND

		Units	Expected Parking Demand	
			Rate	Total
Resident	One Bedroom	11	0.81 vehicles per unit	9
	Two Bedroom	20	1.14 vehicles per unit	23
	Three Bedroom	12	1.40 vehicles per unit	17
Visitor		43	0.1 vehicles per unit	4
Total Expected Parking Demand				53

5.0 ON-STREET PARKING CONDITIONS

On-street parking conditions were observed within close proximity to the site, bounded by 21st Avenue to the north, 30th Street to the east, 15th Avenue to the south and 32nd Street to the west. Parking restrictions on these road segments are either unrestricted or there is no parking available. See **Appendix A** for a summary of observations.

Observations¹⁰ were completed on two weekday evenings and one weekday afternoon to reflect the anticipated “peak” periods for the site (residential) and for the surrounding neighbourhood (hospital). Observations were conducted during the following time periods:

- Wednesday November 22, 7:30pm
- Thursday November 23, 7:30pm
- Tuesday November 28, 1:30pm

Total occupancy on the peak weekday evening observation (Thursday November 23rd) is 46% with 82 spaces remaining for residents and visitors. Other notable on-street parking trends during the peak observation period (for the site) include the following:

- 31a Street between 21st and 18th Avenue (directly adjacent the site) was observed at 100% occupancy;
- 31st Street between 21st and 18th Avenue was 80% occupied with three spaces still available; and
- 18th Avenue from 31a Street to 31st Street was observed at 31% occupancy with nine spaces still available.

¹⁰ A 5% factor was added to the results of the weekday evening observations to reflect peak residential parking demand based on the ULI Shared Parking Manual.

Total on-street occupancy was highest during the mid-day observation with a total occupancy of 63% with 57 spaces unoccupied. This increased occupancy during the day is directly attributed to spillover parking from the Hospital. As weekday afternoon is not the peak demand period for residents, this is not expected to impact the ability of residents or visitors of the site to park on-street.

Although spillover is not expected from the site, there is capacity to accommodate visitors or residents of the site within two blocks without displacing existing vehicles.

6.0 CARSHARING

The applicant is considering the implementation of a carshare program at the site utilizing Okanagan Carshare Co-op, “Ogo” the carshare corporation operating in the Okanagan. There is currently no carshare vehicle located in close proximity to the site that would target site residents. It is recommended that the applicant purchase a vehicle that should be located on-site that will be available to site residents as well as all Ogo members. The cost of the vehicle will be approximately \$34,000. Although providing a vehicle may encourage usage among employees; providing the combination of a vehicle and memberships will see the largest uptake by residents. Ogo has two membership options including the following:

1. **Member-Owner.** Appropriate for members who will use the program on a regular basis. Up-front costs include a \$500 refundable member share and a \$25 sign-up fee. The hourly rate is \$5/hour and mileage fees of \$0.40/km and \$0.25/km after 50km.
2. **Casual.** Appropriate for members who want to “try out” the carsharing program. This option does not require a refundable member share. It includes the same sign-up costs, hourly costs and mileage costs as the member-owner option. There is also a \$25 monthly fee.

The member-owner is the most applicable membership option to site residents, however, the refundable member share may be a barrier to some. The applicant is proposing to purchase memberships for the two- and three-bedroom units (32 units in total) which will have a cost of \$16,000. Residents will be responsible for the sign-up fee, hourly fees and mileage fees. Memberships should be tied to units, to ease the management during turnover phases of residents. The site is an ideal location for residents to reap the benefits of a carshare program, particularly for those residents who work at the hospital. The carshare program would “fill the gap” and provide residents an opportunity to have access to a vehicle on an as-needed basis.

A comprehensive study in California found a decrease in average vehicle ownership from 0.47 to 0.24 vehicles per household¹¹ (accounts for a range of housing types) among households that joined carshare services, an approximately 50% reduction in vehicle ownership.

¹¹ Martin and Shaheen, The Impact of Carsharing on Household Vehicle Ownership, Access Magazine, Spring 2011, pg22

A study of carshare programs in the City of Toronto found that vehicle ownership rates at condominium sites without carshare vehicles was 1.07 vehicles per unit, whereas buildings with one or more carshare vehicles had significantly lower rates at 0.53 vehicles per unit, which represents a 50% reduction in vehicle ownership rates.¹²

Two studies from Metro Vancouver explored the impact of carsharing on vehicle ownership. Over 3,400 carshare households participated in the study. The key findings are as follows:

- On average, up to 3 private personal vehicles were shed per carshare vehicle.
- A regression analysis found that those living in rental housing and in a smaller household size are statistically more likely to give up vehicle ownership compared to the reference case.¹³
- The number of carshare vehicles within walking distance has a small but statistically significant relationship with apartment household vehicle holdings.¹⁴

Other jurisdictions recognize the decrease in parking demand associated with carsharing in their development regulations. The City of Vancouver, as an example, allows for a reduction of five spaces for each carshare vehicle purchased and parked on-site¹⁵, where a model regulation for King County (Seattle) suggests a reduction of four spaces¹⁶. Similar regulations are in-place in New Westminster, Coquitlam, and Richmond allowing for a 5-15% reduction where carshare vehicles are accessible. A study by the City of Toronto recommends a reduction of one parking space for buildings with less than 30 units¹⁷. Correspondence from Victoria Carshare Cooperative (now Modo)¹⁸ suggests a 5-10% reduction in parking demand where memberships are provided and a vehicle easily accessible, and a similar reduction of 5-10% is recommended in *Parking Management Best Practices*¹⁹.

A proposed development in Penticton (135 Front Street) is coordinating with OGO to implement a car sharing program at the site. The proposal is for 14 residential units vehicle²⁰ and ground-floor commercial with 2 parking spaces on-site (there are also six additional parking spaces on a lot adjacent the site). In order to support this parking variance, the applicant is providing one carshare vehicle and one reserved carshare vehicle space on-site. The Penticton Zoning Bylaw

¹² City of Toronto. (2009). Parking Standards Review: Examination of Potential Options and Impacts of Car Share Programs on Parking Standards. Available online at:

https://www1.toronto.ca/city_of_toronto/city_planning/zoning_environment/files/pdf/car_share_2009-04-02.pdf

¹³ Ibid, pg. 54.

¹⁴ Metro Vancouver. (2014). The Metro Vancouver Car Share Study: Technical Report. Available online at:

<http://www.metrovancouver.org/services/regional-planning/PlanningPublications/MetroVancouverCarShareStudyTechnicalReport.pdf>

¹⁵ Refer to City of Vancouver Bylaw no.6059, Section 3.2.2, available at: <http://vancouver.ca/your-government/parking-bylaw.aspx>

¹⁶ King County Metro, Right Size Parking Model Code, December 2013, pg21, available at:

<http://metro.kingcounty.gov/programs-projects/right-size-parking/pdf/140110-rsp-model-code.pdf>

¹⁷ City of Toronto, Parking Standards Review, IBI Group, 2009

¹⁸ Correspondence from Victoria Carshare Cooperative (now Modo), received August 2009

¹⁹ T Litman, Parking Management Best Practices, American Planning Association, 2007

²⁰ Discussion with OGO Carshare Co-op Representative on December 11, 2017.

recognizes this program and supports a reduction of three spaces for each carshare vehicle and space²¹.

Based on the research and the representative site in Penticton, a reduction of four parking spaces will be supported if a carshare vehicle is placed on site and memberships are provided for the two- and three-bedroom units. This reduces expected parking demand to 49 vehicles plus one reserved space for a carshare vehicle.

7.0 SUMMARY

The proposed development is for 43 units and 54 off-street parking spaces – a parking supply rate of 1.29 spaces per unit. The City's Parking Bylaw identifies a required minimum parking supply of 74 parking spaces, which is 20 more than proposed.

Expected parking demand was calculated for the site based on observations and verbal surveys. Results suggest an expected parking demand of 49 resident vehicles and four visitor vehicles, which is a total site demand of 53 vehicles. Site parking demand is expected to be accommodated within the proposed off-street parking supply without impacting the surrounding neighbourhood. With the implementation of a carshare program, expected parking demand is reduced to 49 vehicles (plus one reserved parking space for a carshare vehicle).

7.1 RECOMMENDATIONS

1. It is recommended the City grant the requested variance to allow for provision of 54 parking spaces (1.29 spaces per unit).

²¹ 123 Front Street, Penticton Council Minutes March 23, 2017. Available online at:
[http://www.penticton.ca/assets/City~News/News/2017/2017-03-23%20Public%20Notice%20\(135%20Front\).pdf](http://www.penticton.ca/assets/City~News/News/2017/2017-03-23%20Public%20Notice%20(135%20Front).pdf)

APPENDIX A. ON-STREET PARKING ASSESSMENT



201-460 DOYLE AVENUE
KELOWNA, BC V1Y 0C2
(250) 469-6617
INFO@OGOCARSHARE.CA
WWW.OGOCARSHARE.CA

Agreement

Kelowna, British Columbia – January 17th, 2018

This agreement outlines the commitment between the Okanagan Car Share Co-op (OGO) and IRONCLAD DEVELOPMENT INC to integrate carsharing into the development at 1803 31A Street, in Vernon, BC.

BETWEEN:

**Okanagan Car Share Co-op
doing business as OGO**

201 – 460 Doyle Ave,
Kelowna, B.C.
V1Y 2A2
("OGO")

AND

**IRONCLAD DEVELOPMENTS INC
doing business as Developer**

101 – 57158 Symington Rd 20E
Springfield, MB
R2J 4L6

("Developer")

WHEREAS:

- A. Developer has undertaken the residential development of the lands located at 1803 31A Street in the City of Vernon, British Columbia;
- B. OGO is a not-for-profit co-operative that fosters carsharing and raises awareness about the benefits of sharing cars over individual ownership;
- C. Developer will designate one (1) designated above ground parking space at 1803 31A Street (the "Co-op Space") for the exclusive use of the Vehicle (as defined hereafter), substantially as shown in Appendix 1;
- D. OGO will, at its cost, operate, maintain, repair and insure the Vehicle(s) and administer the carsharing program (the "Carsharing Program"); and
- E. Developer and OGO intend that the Vehicle(s) will be available for use by all OGO members, including the residents of 1803 31A Street who become members of OGO, collectively, the "Permitted Users").



201-460 DOYLE AVENUE
KELOWNA, BC V1Y 0C2
(250) 469-6617
INFO@OGOCARSHARE.CA
WWW.OGOCARSHARE.CA

F. OGO, in its sole discretion, may assign, pledge or transfer this Agreement or the proceeds therefrom with the developer's consent. Developer may not assign this agreement without OGO's consent. This Agreement shall be binding upon and endure to the benefit of OGO and developer's respective successors and assigns.

NOW THEREFORE in consideration of the sum of Ten (\$10.00) Dollars now paid by each party to the other (the receipt and sufficiency whereof is by each hereby acknowledged) and in consideration of the mutual promises and covenants contained herein, the parties agree as follows:

Project Fee

1. Prior to completion of construction of Development, Developer will pay to OGO the sum of \$ 51,000 (the "Project Fee"), which sum is inclusive of taxes, shipping and all other fees and charges, for the purchase and carsharing set up of one (1) Vehicle equipped for carsharing purposes upon the execution of this Agreement by the parties. Parts of the fund will also be applied towards the cost of maintaining, operating, insuring and administering the Vehicle(s) during the Term (as defined hereafter).
2. Another carshare vehicle will act as a neighbourhood amenity that will be placed within a five hundred (500) meter radius from the development at a highly visible parking spot that is yet to be determined. The developer agrees to take on negotiations with the City of Vernon for finding a suitable location together with OGO.
3. The project fee also includes thirty two (32) non-refundable co-op memberships (each worth \$500) that will be assigned to each unit. Those members still need to meet the co-op's eligibility criteria to become members. The memberships will remain with the unit for an undefined time period.
4. OGO will use the Project Fee forthwith upon receipt to purchase the carshare vehicles (the "Vehicle(s)") for use as the Vehicle(s), and will provide Developer with a copy of the vehicle registration evidencing that the Vehicle is registered in the name of OGO together with proof of insurance.
5. Upon receipt of the Project Fee, OGO will issue a receipt to Developer confirming payment of the Project Fee to OGO.
6. Developer agrees that OGO will be the sole provider of the Carsharing Program in respect of the Vehicle(s) during the Term.
7. Developer and OGO agree that the Vehicle(s) will be accessible to and useable by all members of OGO, including any residents of strata lots in the Development who become OGO members, and OGO will take all commercially reasonable steps to ensure the Vehicle is used only by the Permitted Users.



201-460 DOYLE AVENUE
KELOWNA, BC V1Y 0C2
(250) 469-6617
INFO@OGOCARSHARE.CA
WWW.OGOCARSHARE.CA

8. OGO agrees to provide usage of the Vehicle(s) for OGO members and to cause the Vehicle(s) to be parked in the nearby Co-op Space(s) at all times when not in use by an OGO member. For greater certainty, OGO will not be responsible for any costs in respect of the Co-op Space(s) during the Term, including, without limitation, 24 hour per day, 7 day per week OGO member access to the Co-op Space(s) and the maintenance of the Co-op Space(s).
9. OGO will be solely responsible for providing and paying for the Carsharing Program, including but not limited to the operating, administration, maintenance, repair and insurance costs.

OGO agrees to maintain, repair, and operate the Vehicle(s) and, if a Vehicle is damaged beyond repair during the Term, to replace such a Vehicle with a vehicle which is at least equivalent in value to the Vehicle such that the Vehicle is always available for use by the Permitted Users during the Term.
10. OGO acknowledges and agrees that Developer will not be responsible for any costs associated with the Vehicle(s) or the Carsharing Program, including without limitation, any applicable taxes or delivery fees in respect of the purchase of the Vehicle(s), beyond the payment of the Project Fee.
11. Developer acknowledges and agrees that residents of Development (the "Residents") will not automatically become members of OGO and must meet OGO's registration requirements and join OGO in order to be eligible to use the Vehicle(s) and the Carsharing Program.
12. Developer acknowledges and agrees that Residents who are OGO members will be responsible for applicable member fees in respect of the use of the Vehicle(s), such member fees as noted on the OGO website.
13. OGO will provide the Carsharing Program for a term of two (2) years (the "Term") commencing from the date of issuance of the first occupancy permit for any new buildings, improvements or structures, which include dwelling units, constructed at 1803 31A Street (and any renewal term, if applicable), following which this Agreement may be terminated by either part upon obtaining the prior written consent of the other party to this Agreement, provided that this Agreement may not be terminated by either party unless such a party obtains the prior written consent of the City of Vernon to vary the requirements set out in the Development Permit to provide for the Vehicle, the Co-op space and the Carsharing program at 1803 31A Street.
14. An annual review will take place at the date of the first and second anniversaries of signing of the Agreement to assess the profitability of providing carsharing at 1803



201-460 DOYLE AVENUE
KELOWNA, BC V1Y 0C2
(250) 469-6617
INFO@OGOCARSHARE.CA
WWW.OGOCARSHARE.CA

31A Street. If OGO determines that the location has achieved profitability, based on the full costs to provide carsharing at 1803 31A Street, including vehicle operating expenses, OGO would keep the vehicle close to the development after the term of this agreement.

Marketing and Promotion

15. OGO and the developer shall allow use of each other's graphics in advertising and promotional activities. Use of graphics must be in a manner whereby the graphics remain in their original form and approved by each party in writing.
16. OGO and the developer shall only use each other's trademarks, logos or trade names in connection with 1803 31A Street activities. Any other use must receive the prior written approval of each party (by email).
17. OGO will provide residents of 1803 31A Street with \$120 in driving credit to be applied to usage and mileage charges to expire three months after registration.

IN WITNESS WHEREOF

The parties have agreed to this letter of intend on the 17 day of January, 2018.

Okanagan Car Share Co-op
doing business as OGO

Ironclad Developments Inc.
doing business as developer

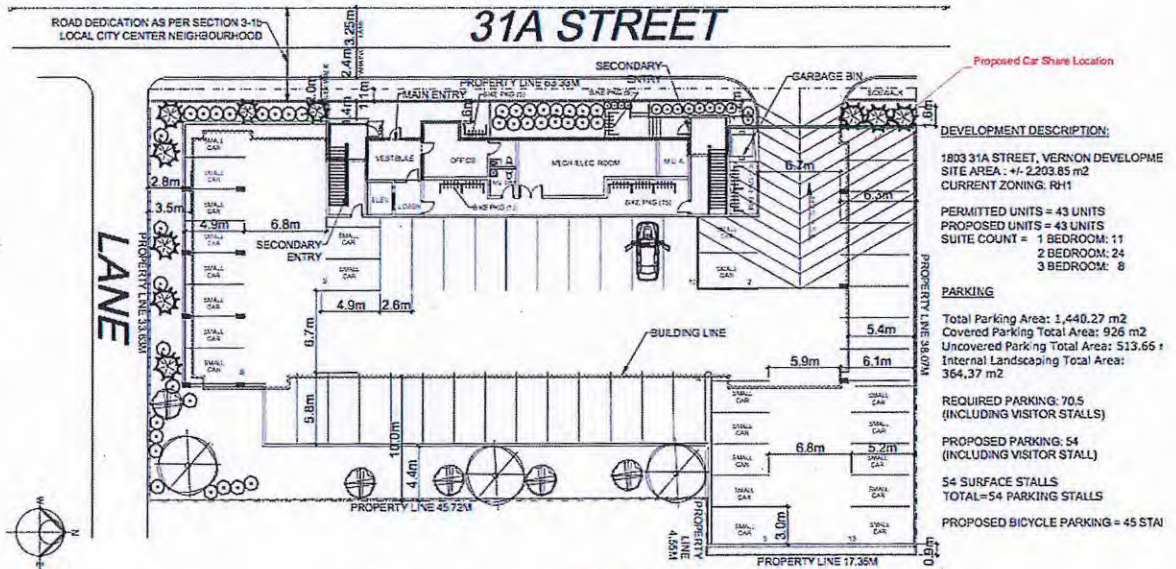
By: _____
Authorized Signatory

By: _____
Authorized Signatory



201-460 DOYLE AVENUE
 KELOWNA, BC V1Y 0C2
 (250) 469-6617
 INFO@OGOCARSHARE.CA
 WWW.OGOCARSHARE.CA

Appendix 1: Parking spot for carsharing vehicle



DEVELOPMENT DESCRIPTION:
 1803 31A STREET, VERNON DEVELOPEME
 SITE AREA: +/- 2,203.85 m2
 CURRENT ZONING: RM1

PERMITTED UNITS = 43 UNITS
PROPOSED UNITS = 43 UNITS
 SUITE COUNT = 1 BEDROOM: 11
 2 BEDROOM: 24
 3 BEDROOM: 8

PARKING
 Total Parking Area: 1,440.27 m2
 Covered Parking Total Area: 926 m2
 Uncovered Parking Total Area: 513.65 m2
 Internal Landscaping Total Area: 364.37 m2

REQUIRED PARKING: 70.5
 (INCLUDING VISITOR STALLS)

PROPOSED PARKING: 54
 (INCLUDING VISITOR STALL)

54 SURFACE STALLS
TOTAL = 54 PARKING STALLS

PROPOSED BICYCLE PARKING = 45 STALLS

PROPOSED SITE PLAN (SURFACE PARKADE)

SCALE: NTS
 AREA: 2,203.85 m2 (23,722 sq.ft.)

IRONCLAD
 PROJECT: Proposed Apartment Development
 1803 31A STREET
 1803 31A Street, Vernon, BC

DATE: November 06, 2017
 FILE: 1704-Vernon 2
 SHEET No. **pd. 1.0**



CORPORATION OF THE CITY OF VERNON REPORT TO COUNCIL

ORIGINAL

SUBMITTED BY: Sheila Bridge, Municipal Development
Technician III

COUNCIL MEETING: REG COW I/C
COUNCIL MEETING DATE: February 26, 2018
REPORT DATE: January 24, 2018
FILE: DVP00420

SUBJECT: DEVELOPMENT VARIANCE PERMIT APPLICATION FOR 5400 WILLOW DRIVE

PURPOSE:

To review the development variance permit application to vary the servicing standard provisions within Subdivision and Development Servicing Bylaw #3843 for the proposed development of 5400 Willow Drive.

RECOMMENDATION:

THAT Council support the development variance permit application (DVP00420) to vary Subdivision and Development Servicing Bylaw #3843 Schedule A requirements to upgrade the road works in Willow Drive adjacent to Lot A, Plan EPP31464, District Lot 75, ODYD (5400 Willow Drive), by not requiring asphalt widening, new curb, gutter, sidewalk or streetlights as a condition of development approval and return the funds collected for the Works Contribution Agreement.

ALTERNATIVES & IMPLICATIONS:

1. That Council not support the application as submitted, and support an amended development variance application (DVP00420) to vary Subdivision and Development Servicing Bylaw #3843 Schedule A requirements to upgrade the road works in Willow Drive adjacent to Lot A, Plan EPP31464, District Lot 75, ODYD (5400 Willow Drive), to a reduced asphalt widening consistent with the Integrated Transportation Framework (ITF) of 0.9m and reduce the funds provided as part of the Works Contribution Agreement obtained by the developer in order to proceed with a building permit application.

Note: This would provide for future construction of a dedicated off street parking lane adjacent to this lot only. Future changes to the Subdivision and Development Servicing Bylaw #3843 Schedules A and B to road standards consistent with good asset management principles, if supported by Council, would likely result in these funds being returned.

ANALYSIS:

A. Committee Recommendations:

At its meeting of January 23, 2018, the Advisory Planning Committee passed the following resolution:

"THAT Council support the development variance permit application (DVP00420) to vary Subdivision and Development Servicing Bylaw #3843 Schedule A requirements to upgrade the road works in Willow Drive adjacent to Lot A, Plan EPP31464, District Lot 75, ODYD, by not requiring asphalt widening, new curb, gutter, sidewalk or streetlights as a condition of development approval and return the funds collected for the works contribution."

B. Rationale:

1. The subject property is located in South Vernon at 5400 Willow Drive as shown in Figure 1 and Attachment 1. The land has been designated as RLD – Residential Low Density within the Official Community Plan and is in the R5 – Four-Plex Housing Residential zoning district of Zoning Bylaw #5000 (Attachment 2).
2. The applicant has applied for a development permit (DP00620) in order to construct an 11 unit multi-family complex with a mixture of duplex, triplex and fourplex units (Attachment 3) which was approved for issuance on February 24, 2016.

3. In order to allow construction to start in the spring of 2017, the applicant applied for and received the first building permit (BP006069) for a duplex building that meets all bylaw requirements, including provision of onsite parking.

4. The requested variance to the servicing standards of Subdivision and Development Servicing Bylaw (SDSB) #3843 Schedule A to waive the requirement to widen the asphalt in Willow Drive adjacent to the subject property would leave the existing road works in the area unchanged. As shown in Table 1 below, the road in this area has concrete curb, gutter and a 1.5m wide sidewalk adjacent to the property. The road was built to City standards of the day in 1974. This is the last property in the area to be developed and would thus be the only one upgrading the adjacent road works if the variance was not supported.



Figure 1 Subject Property Location

5. Willow Drive is identified as a Local Road in the Master Transportation Plan and the subject property has a zoning designation of R5. As a condition of development approval, SDSB #3843 Schedule A requires the adjacent road in Willow Drive to have 9.5m of asphalt (two travel and one dedicated parking lane), concrete curb, gutter and 1.5m wide sidewalk. A reduction in the off-site works required is supportable as this is consistent with the principles of the Integrated Transportation Framework (ITF). The ITF map indicates an 8.9m wide asphalt road surface (two travel lanes and one dedicated parking lane) in this area. Currently, Willow Drive has a pavement width of approximately 8.0m; concrete curb, gutter and a 1.5m wide sidewalk adjacent to the site. The existing asphalt width does not provide for a dedicated parking lane but does enable on street parking which would provide traffic calming consistent with all roads in the area. The proposed development is providing parking onsite to current Zoning Bylaw standards and thus not creating a potential increased demand for on street parking. There are existing overhead hydro and communication lines on the north side of Willow Drive with a street light mounted on a pole just east of the site. Installation of a street light is not supported on this side of the road (adjacent to the site) due to the potential for conflict with the overhead lines. Administration supports keeping the existing road works unchanged and consistent with the rest of the neighborhood.
6. In order to obtain a Building Permit the developer entered into a Works Contribution Agreement as part of BP6006069 to provide for future road widening, new curb and gutter at the new alignment, and 1.5m wide sidewalk. If the variance is approved, the funds provided as part of the Works Contribution Agreement would be refunded.

Table 1 – Willow Drive

Willow Drive	Pavement Width	Concrete Curb & Gutter	Concrete Sidewalk
Bylaw #3843 Schedule A Table A.2 Requirement	9.5m	Yes	1.5m both sides
ITF Section 3-1	8.9m	Concrete curb & gutter	1.5m one side
Existing Condition	8.0m	Concrete curb & gutter	1.5m one side (north)
Requested Variance	No Change	No Change	No Change
Recommended	No Change	No Change	No Change

C. Attachments:

Attachment 1 – Site location

Attachment 2 – Zoning Bylaw #5000 Section 9.6 R5 – Four-plex Housing Residential zoning district

Attachment 3 – DP000620 Site Plan and Building Elevations

D. Council’s Strategic Plan 2015 – 2018 Goals/Deliverables:

The subject application involves the following objectives in Council’s Strategic Plan 2015 – 2018:

- Support sustainable urban development by reducing offsite costs and reviewing parking requirements for infill development.

E. Relevant Policy/Bylaws/Resolutions:

At its Regular Meeting of April 14, 2014, Council passed the following resolution:

“THAT Council endorse Scenario #2 as contained in the presentation titled City of Vernon Integrated Transportation Framework (ITF) dated April 2014, and direct Administration to complete the Integrated Transportation Framework with a list of recommendations that will require updates to policy and standards to support implementation of the ITF, to be presented to Council at a future meeting for consideration.”

While updates to policy and standards are yet to be submitted to Council for consideration, the proposed cross section is consistent with recommended changes to standards which appear in the ITF.

BUDGET/RESOURCE IMPLICATIONS:

The funds collected for the Works Contribution would need to be returned if the variance is supported.

Prepared by:

Approved for submission to Council:

Sheila Bridge
Feb 7 2018 9:04 AM DocuSign

Sheila Bridge
Municipal Development Technician III

Will Pearce, CAO
Date: 15.02.2018

Kim Flick
Feb 7 2018 9:10 AM DocuSign

Kim Flick
Director, Community Infrastructure and Development

REVIEWED WITH		
<input type="checkbox"/> Corporate Services	<input type="checkbox"/> Operations	<input checked="" type="checkbox"/> Current Planning
<input type="checkbox"/> Bylaw Compliance	<input type="checkbox"/> Public Works/Airport	<input type="checkbox"/> Long Range Planning & Sustainability
<input type="checkbox"/> Real Estate	<input type="checkbox"/> Facilities	<input type="checkbox"/> Building & Licensing
<input type="checkbox"/> RCMP	<input type="checkbox"/> Utilities	<input checked="" type="checkbox"/> Engineering Development Services
<input type="checkbox"/> Fire & Rescue Services	<input type="checkbox"/> Recreation Services	<input type="checkbox"/> Infrastructure Management
<input type="checkbox"/> Human Resources	<input type="checkbox"/> Parks	<input type="checkbox"/> Transportation
<input type="checkbox"/> Financial Services		<input type="checkbox"/> Economic Development & Tourism
<input checked="" type="checkbox"/> COMMITTEE: APC (Jan 23, 2018)		
<input type="checkbox"/> OTHER:		

Vernon Essentials Site





9.6 R5: Four-plex Housing Residential

9.6.1 Purpose

The purpose is to provide a **zone** for the **development** of a maximum of four ground oriented **dwelling** units in the form of **single detached, semi-detached, duplex, three-plex** or **four-plex housing** on urban services. The R5c sub-zoning district allows for **care centre, major** as an additional use. The R5h sub-zoning district allows for **home based business, major** as an additional use. (Bylaw 5467)

9.6.2 Primary Uses⁴

- **care centre, major** (use is only permitted with the R5c sub-zoning district)
- **duplex housing**
- **four-plex housing**
- **group home, major**
- **semi-detached housing**
- **single detached housing**
- **three-plex housing**
- **seniors housing**

9.6.3 Secondary Uses

- **boarding rooms**
- **care centres, minor**
- **home based businesses, minor**
- **home based businesses, major** (in single detached housing only) (use is only permitted with the R5h sub-zoning district)
- **secondary suites (in single detached housing only)**
- **seniors assisted housing**
- **seniors supportive housing**

9.6.4 Subdivision Regulations

- Minimum **lot width** is 20.0m, except it is 22.0m for a **corner lot**.
- Minimum **lot depth** is 30.0m.
- Minimum **lot width** for single detached housing is 14.0m, except it is 16.0m for a **corner lot**.
- Minimum **lot area** for single detached housing is 450m².
- Minimum **lot area** is 700m², except it is 800m² for a **corner lot**, or 10,000m² if not serviced by a **community sewer system**. (Bylaw 5339)

9.6.5 Party Wall Subdivision Regulations

Lot Type	Minimum Lot area		Minimum Lot Width	
	interior	corner	interior	corner
Semi-Detached Housing	350m ²	400m ²	10.0m	12.0m
Three-Plex Housing	235m ²	285m ²	7.0m	9.0m
Four-Plex Housing	175m ²	225m ²	7.0m	9.0m

9.6.6 Development Regulations

- Maximum **site coverage** is 40% and together with driveways, parking areas and **impermeable surfaces** shall not exceed 50%.

- Maximum **floor space ratio** is 0.6.
- Maximum **height** is the lesser of 10.0m or 2.5 **storeys**, except it is 4.5m for **secondary buildings** and **secondary structures**.
- Minimum **front yard** is 4.0m, except it is 6.0m for a garage or **carport** to the back of curb or sidewalk for a front entry garage, or it is 0.6m to the side of the garage and 2.6m to the front building façade for side-entry garage and driveway layouts.
- Minimum **side yard** is 2.0m for a 1 or 1.5 **storey** portion of a **building** or a **secondary building or structure** and 2.5m for a 2 or 2.5 **storey** portion of a **building**, except it is 4.0m from a **flanking street** unless there is a garage accessed from the **flanking street**, it is 4.0m or it is 2.6m to the building for a side-entry garage and driveway from a flanking street and at least 6.0m from the back of curb or sidewalk. Where there is no direct vehicular access to the **rear yard** or to an attached garage or **carport**, one **side yard** shall be at least 3.0m. The minimum **side yard** setback for shared interior **party walls** shall be 0.0m. The minimum **side yard** setback for **single detached housing** is 1.5m, except it is 4.0m from a **flanking street** unless there is a garage accessed from the **flanking street**, it is 4.0m or it is 2.6m to the building for a side-entry garage and driveway from a **flanking street** and at least 6.0m from the back of curb or sidewalk.
- Minimum **rear yard** is 6.0m for a 1 or 1.5 **storey** portion of a **building** and 7.5m for a 2 or 2.5 **storey** portion of a **building**, except it is 1.0m for **secondary buildings**.
- The maximum **height** of any vertical wall element facing a **front, flanking or rear yard** (including **walkout basements**) is the lesser of 6.5m or 2.5 **storeys**, above which the **building** must be **set back** at least 1.2m.
- Maximum **density** is 30 units per gross hectare (12 units/gross acre).
- Maximum four **dwelling** units located in a **building**, with each unit having a minimum width of 6.5m. (*Bylaw 5339*)

9.6.7 Other Regulations

- In order for bareland strata **developments** to be consistent with the character of the surrounding neighborhood, the strata plan shall be considered as one **site** for defining the overall use, **density** and **site coverage**.
- The above noted **subdivision** and **development** regulations shall be applied to each strata **lot** within the strata plan.
- A minimum area of 25m² of **private open space** shall be provided per **dwelling**.
- Where **development** has access to a rear **lane**, vehicular access to the **development** is only permitted from the rear **lane**.
- For **seniors assisted housing, seniors housing and seniors supportive housing**, a safe drop-off area for patrons shall be provided on the **site**.
- For strata developments, common recreation buildings, facilities and amenities may be included in the strata plan. Recreational buildings shall be treated as **secondary buildings** for the purpose of determining the **height** and **setbacks** of the **building** as specified in each **zone**.
- For multi-unit residential housing, one **office** may be operated for the sole purpose of the management and operation of the multi-unit residential **development**.
- In addition to the regulations listed above, other regulations may apply. These include the general **development** regulations of Section 4 (**secondary development, yards, projections into yards, lighting, agricultural setbacks, etc.**); the specific use regulations of Section 5; the **landscaping** and fencing provisions of Section 6; and, the parking and loading regulations of Section 7.
- As per Section 4.10.2 - All **buildings** and **structures, excluding perimeter fencing (garden walls and fences)** on **lots abutting** City Roads as identified on Schedule "B" shall not be sited closer to the City Road than the setback as per the appropriate zone measured from the offset Rights of Way as illustrated on Schedule "B". (*Bylaw 5440*)

No.	Description	Date
DP	Development Permit Updated as Coupled	July 8/2016 Dec 17/2016

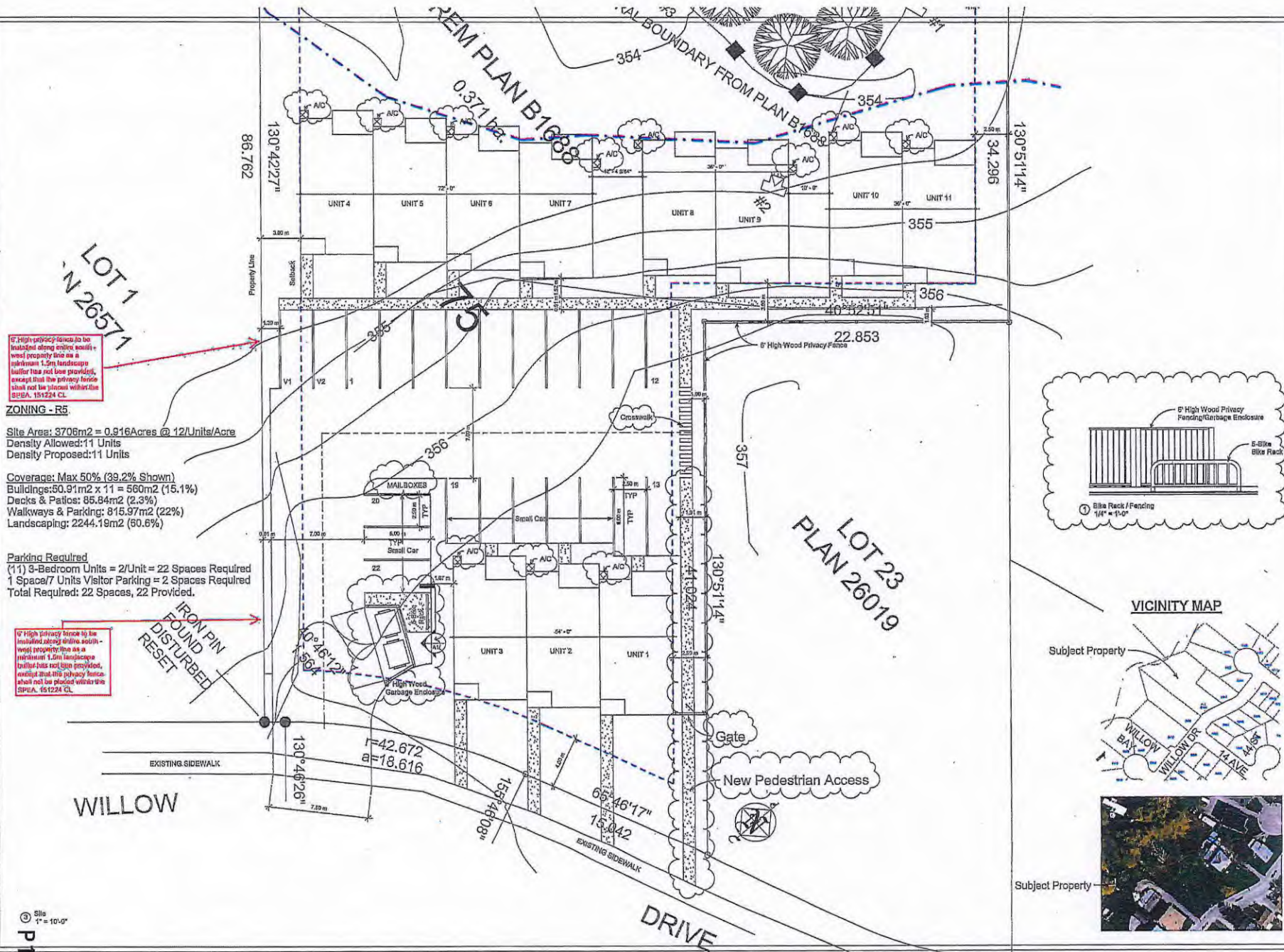
Attached to and forming part of Development Permit #000620
 between the City of Vernon and PAD VENTURES LTD.
 Date Rintoul, Approving Officer

Schedule "A"
 (1 page)

Willow Multi
 5400 Willow Drive
 Vernon BC

Attachment 3

Date	Dec
Drawn by	925R
Project No.	As 1
Scale	A1



6' High privacy fence to be installed along entire south-west property line as a replacement 1.5m landscape buffer has not been provided, except that the privacy fence shall not be placed within the RPA, 451224 CL

ZONING - R5
 Site Area: 3706m² = 0.916Acres @ 12/Units/Acre
 Density Allowed: 11 Units
 Density Proposed: 11 Units

Coverage: Max 50% (39.2% Shown)
 Buildings: 50.91m² x 11 = 560m² (15.1%)
 Decks & Patios: 85.84m² (2.3%)
 Walkways & Parking: 815.97m² (22%)
 Landscaping: 2244.19m² (60.6%)

Parking Required
 (1) 3-Bedroom Units = 2/Unit = 22 Spaces Required
 1 Space/7 Units Visitor Parking = 2 Spaces Required
 Total Required: 22 Spaces, 22 Provided.

6' High privacy fence to be installed along entire south-west property line as a replacement 1.5m landscape buffer has not been provided, except that the privacy fence shall not be placed within the RPA, 451224 CL

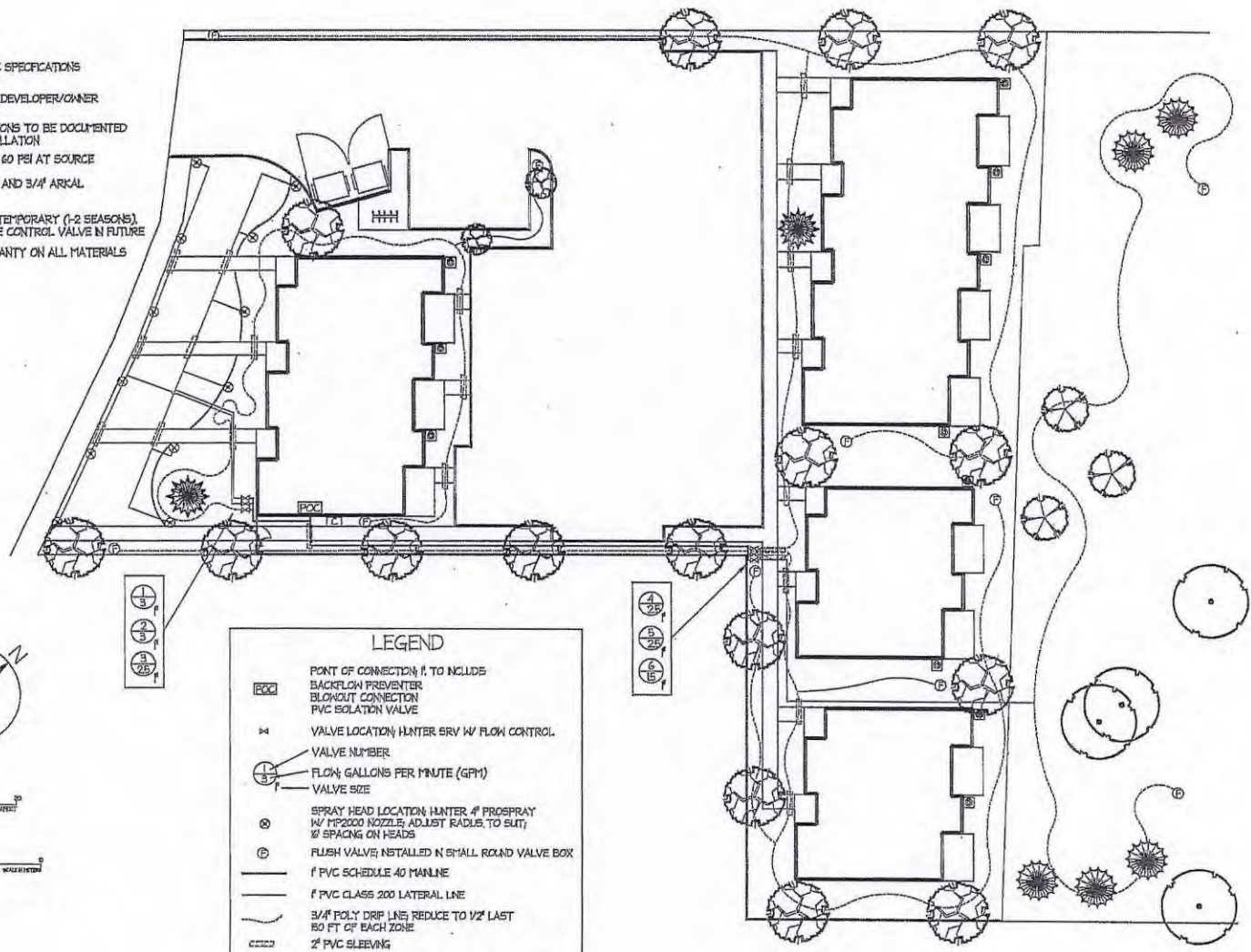
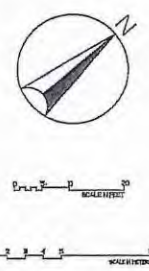
IRON PIN FOUND DISTURBED RESET

WILLOW

Site
 1" = 10'-0"
 P149

IRRIGATION NOTES:

IRRIGATION INSTALLATION TO MEET IABC SPECIFICATIONS AND STANDARDS
 AS BUILT DRAWING TO BE PROVIDED TO DEVELOPER/OWNER FOLLOWING INSTALLATION
 WINTERIZATION AND START-UP INSTRUCTIONS TO BE DOCUMENTED AND LEFT WITH OWNER FOLLOWING INSTALLATION
 SYSTEM DESIGN BASED ON 6 GPM AND 60 PSI AT SOURCE
 DRIP ZONES TO INCLUDE 30 PSI REDUCER AND 3/4" ARKAL 120 MESH FILTER
 RIPARIAN IRRIGATION (VALVE #16) TO BE TEMPORARY (1-2 SEASONS). 1" PVC BALL VALVE TO REPLACE REMOTE CONTROL VALVE IN FUTURE
 CONTRACTOR TO PROVIDE 1 YEAR WARRANTY ON ALL MATERIALS AND WORKMANSHIP.



LEGEND

	POINT OF CONNECTION. IT TO INCLUDE BACKFLOW PREVENTER, BLOWOUT CONNECTION, PVC ISOLATION VALVE
	VALVE LOCATION. HUNTER SRV W/ FLOW CONTROL
	VALVE NUMBER
	FLOW. GALLONS PER MINUTE (GPM)
	VALVE SIZE
	SPRAY HEAD LOCATION. HUNTER 4" PROSPRAY W/ MP2000 NOZZLE. ADJUST RADIIUS TO SUIT, 10' SPACING ON HEADS
	FLUSH VALVE. INSTALLED IN SMALL ROUND VALVE BOX
	1" PVC SCHEDULE 40 MAINLINE
	1/2" PVC CLASS 200 LATERAL LINE
	3/4" POLY DRIP LINE. REDUCE TO 1/2" LAST 80 FT OF EACH ZONE
	2" PVC SLEEVING
	CONTROLLER. HUNTER 6 STATION XC, OUTDOOR



December 21th, 2015

PAD Ventures Ltd.
7812 Sage Dr.
Coldstream, BC
V1B 2C1

Phil Dyck.

The following quotation for the landscaping and irrigation installation for the multi-family project located **5404 Willow Drive, Vernon, BC** has been prepared for you as requested. The quote has been set up in a summarized form to briefly show the costs involved; and a detailed form to illustrate the breakdown of services involved in your quote.

Please see below and review both sections along with the following notes section for further details and quote exemptions:

Summary of Quote

Irrigation	\$ 6,400.00
Landscaping	\$ 48,800.00
Total	\$ 55,200.00 + GST

Details of Quote

Irrigation \$ 6,400.00

- o Installation of an automated irrigation system to the new plantings and new lawn area.
- o Includes:
 - All work beyond provided irrigation connection and backflow preventer
 - All materials and labour required to install system as specified in plans
 - Installed using Hunter Irrigation materials
 - Installed in accordance with IIABC standards
 - Includes as-built drawings and operation manual
 - Includes one year warranty on all materials and workmanship
 - Includes winterizations and startup within a one year period
- o Does not include:
 - Sleeving beneath concrete walkways, curbing

14 Kestrel Cr., Vernon, BC, V1H 1R7
250.938.5225
nokomislandscaping@gmail.com
www.nokomislandscaping.com



Nokomis
LANDSCAPING
DESIGN & BUILD

Landscaping \$ 48,800.00

- o Installation of landscaping as specified on design
- o Includes:
 - Final Site Grading and excavation of tree pits
 - Plant material installation. Installation of specified plantings to meet BCLNA specs. Trees to be staked and braced
 - Installation of non-woven weed barrier
 - Installation of 1" Deep Lake Shale rock mulch to all level areas
 - Clean-up
- o Does not include:
 - Rough grade
 - Hauling of fill material off-site; importing necessary fill material to bring areas to grade
 - Hauling away of any construction debris
 - Retaining walls, fencing, site furnishings or concrete work
 - Riparian protection or traffic control
- o Assumes:
 - Access by machine throughout worksite
 - Dumptruck access to centralized area for materials delivery
 - Access to water at time of installation
 - Landscaping and Irrigation to commence and be completed in one period. IE. Project not broken into phases
 - Any usable soils from site excavation credited at \$375.00 per 12 yard load.

Notes:

- This quote does not include GST
- This quote is good till April 1st, 2016
- The General Contractor to identify all underground utilities
- Any extra work outside of the above services listed, will be billed at a rate of \$45/hr/person; \$70/hour for bobcat use.

If you feel comfortable with the above quote, we can now prepare a contract based on the agreed amount, and establish a start date for your landscaping project. Please feel free to contact us if you have questions or concerns, regarding the above estimate.

Regards,

Michael Arding,
Nokomis Landscaping Ltd.

14 Kestrel Cr., Vernon, BC, V1H 1R7
250.938.5225
nokomislandscaping@gmail.com
www.nokomislandscaping.com

No.	Description	Date
DP	Development Permit	July 8 2015

Windows and horizontal colour variation added to sides as shown on drawing A8.160105 CL

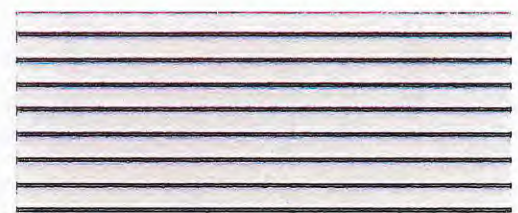


① Front

Windows and horizontal colour variation added to sides as shown on drawing A8.160105 CL



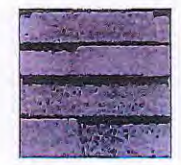
② Back



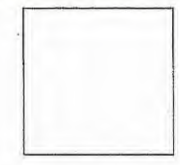
Certainteed Vinyl Siding - Desert Tan



Certainteed Vinyl Siding - Graite Grey



Asphalt Shingles - Silverwood



White - Trim/ Gutters/Soffit

Attached to and forming part of Development Permit #0000620
 between the City of Vernon and PAD VENTURES LTD.
 Dale Rintoul, Approving Officer

Schedule "C"
 (13 pages)

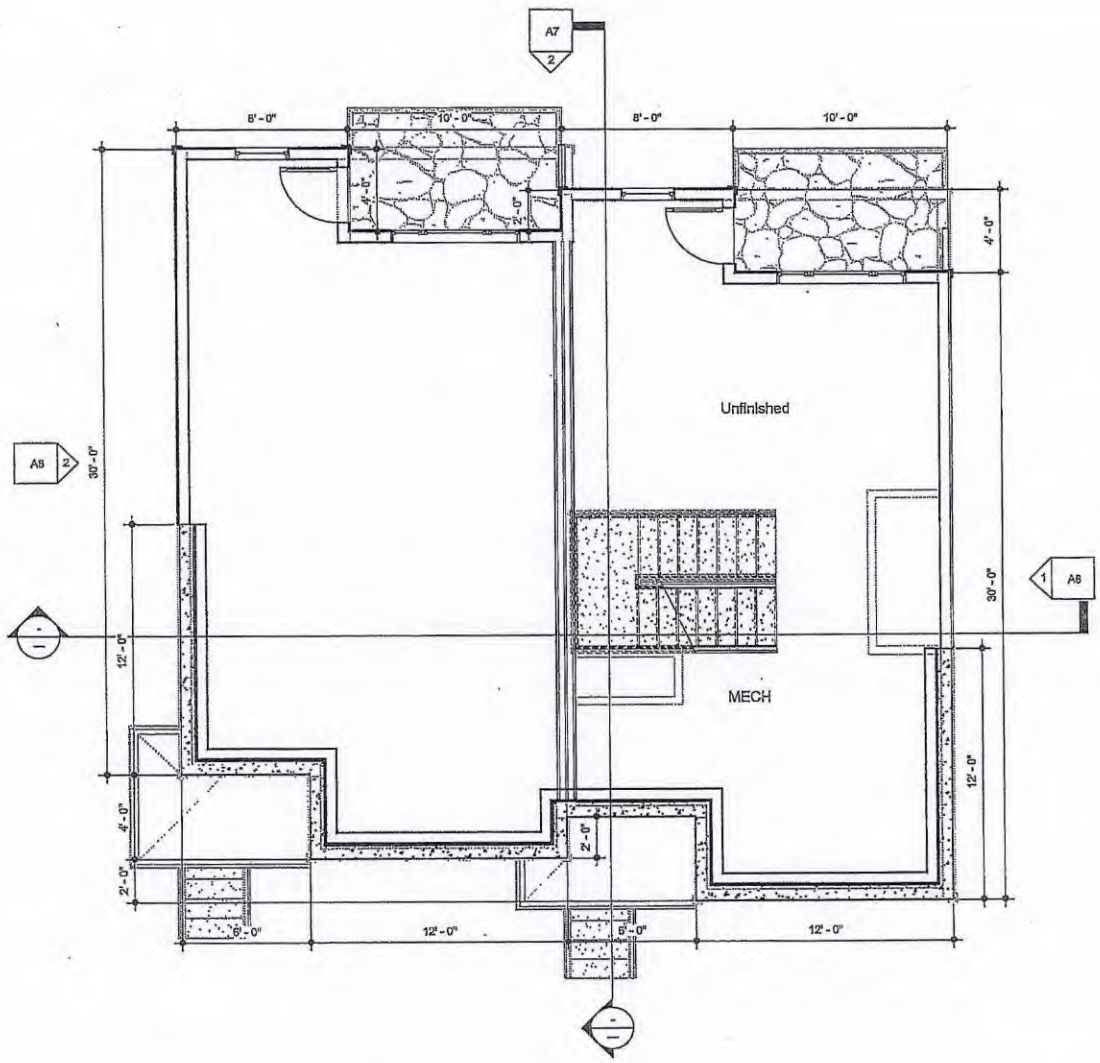
Willow
 Duplex/Fourplex
 Willow Drive
 Vernon BC
 Cover Sheet

Date	July 8 2015
Drawn by	ML
Project No.	925RDI 1632
Scale	

A0

P154

No.	Description	Date
DP	Development Permit	July 8 2015

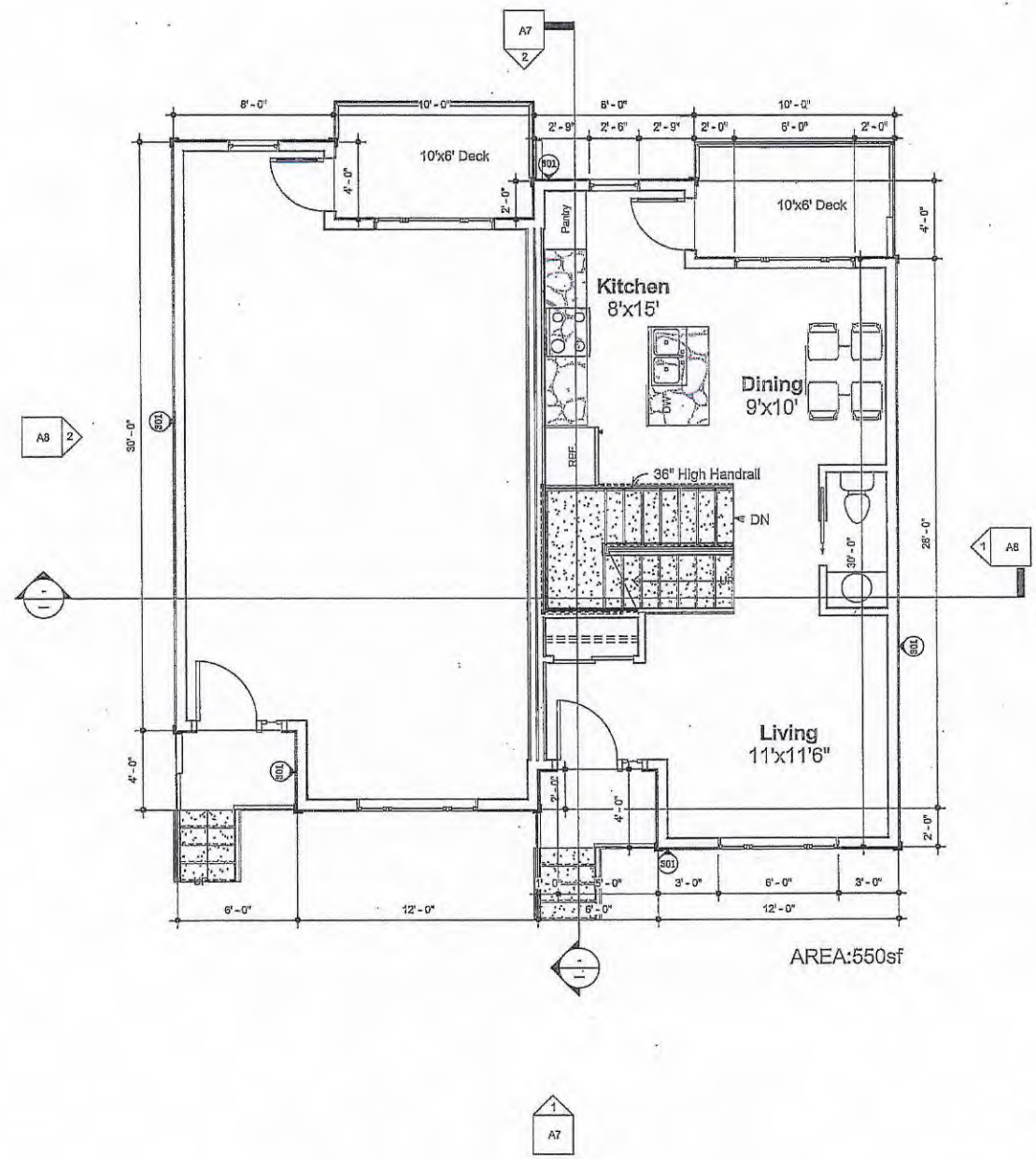


Willow
Duplex/Fourplex
Willow Drive
Vernon BC
Lower Floor

Date	July 8 2015
Drawn by	ML
Project No.	925RD1 1532
Scale	1/4" = 1'-0"

A3

P155

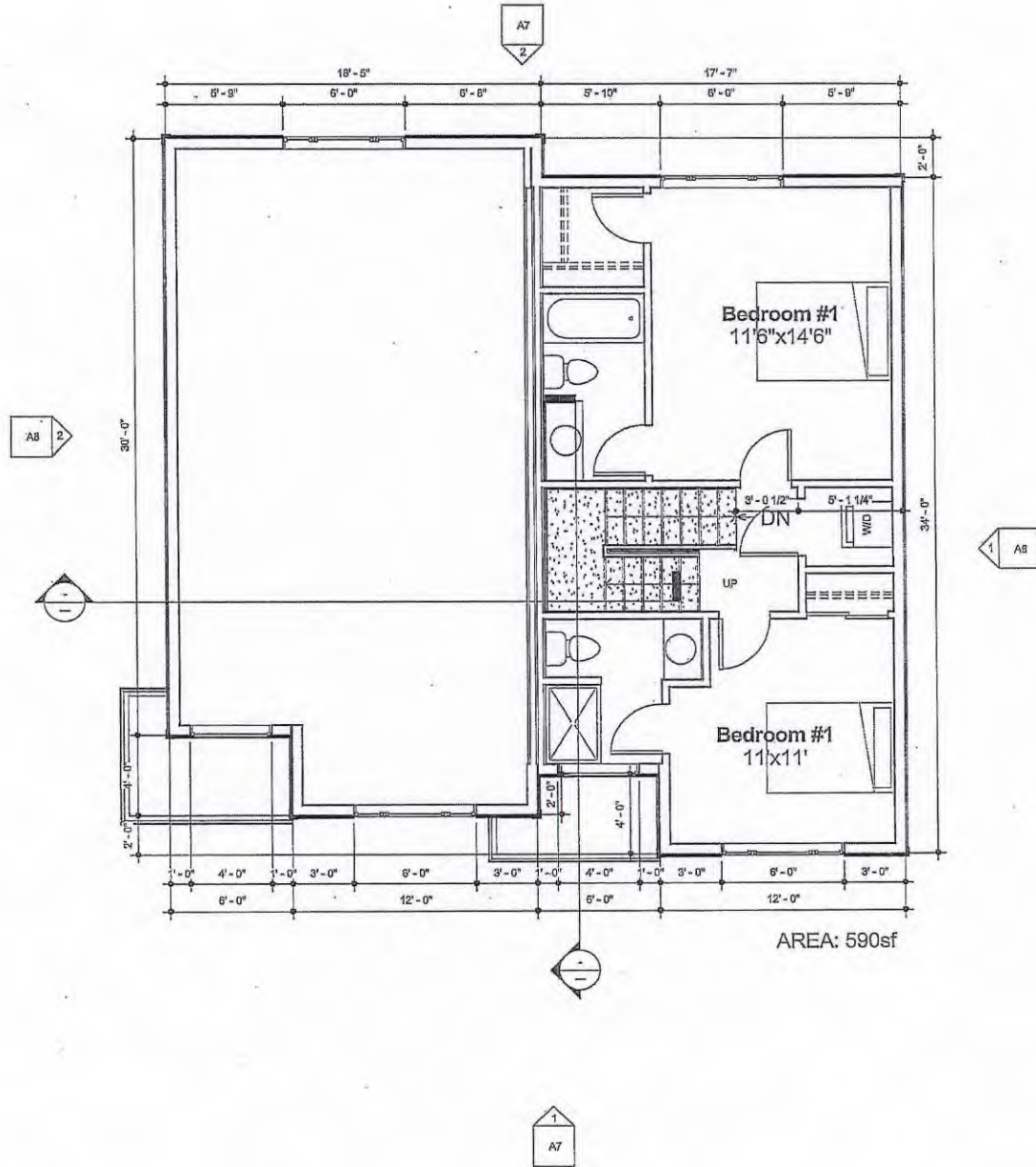


AREA:550sf

Willow
 Duplex/Fourplex
 Willow Drive
 Vernon BC
 Main Floor

Date	July 8 2015
Drawn by	ML
Project No.	925RD1 1532
Scale	1/4" = 1'-0"

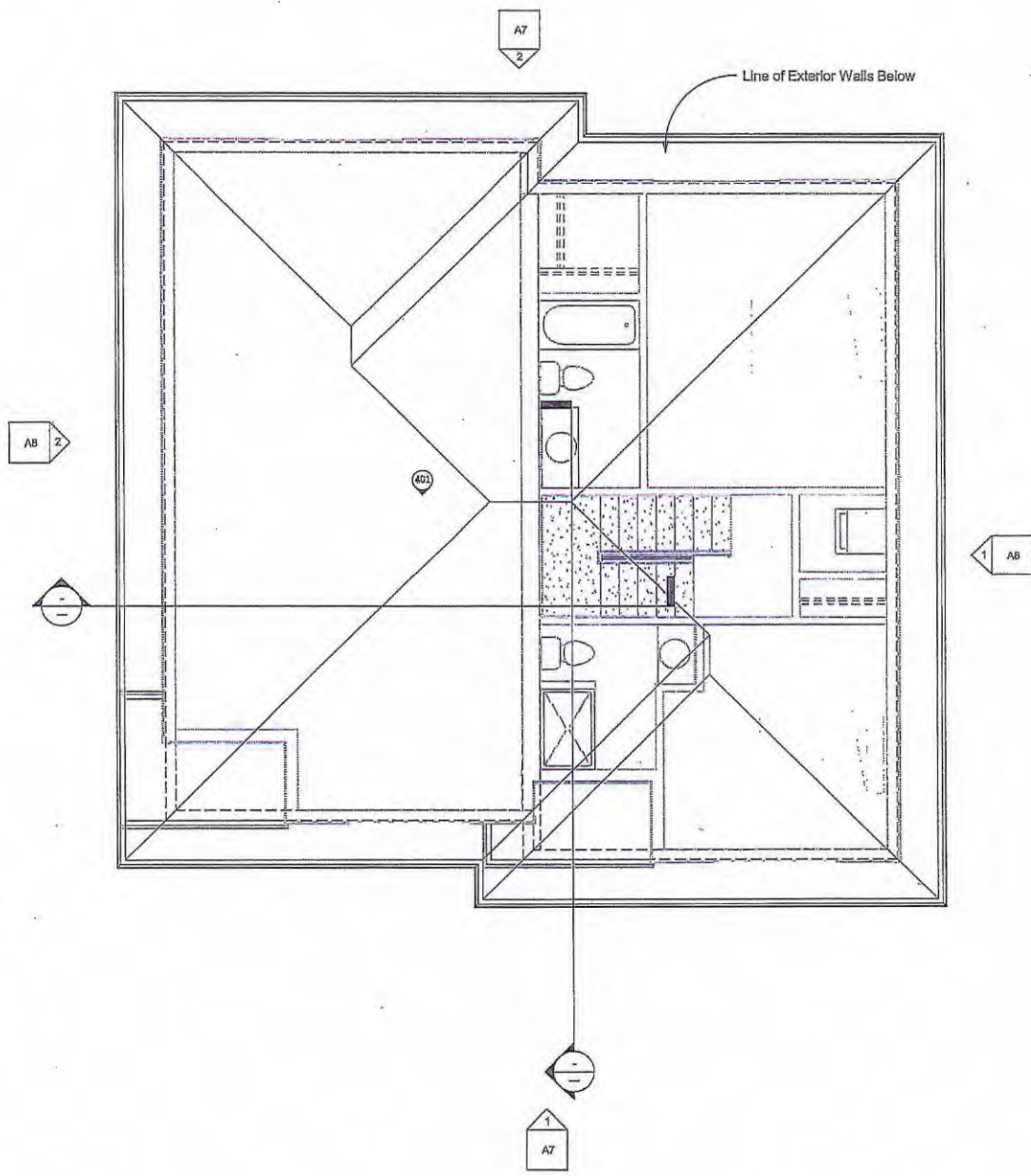
A4



Willow
 Duplex/Fourplex
 Willow Drive
 Vernon BC
 Upper Floor

Date	July 8 2015
Drawn by	ML
Project No.	925RDI.1532
Scale	1/4" = 1'-0"

A5



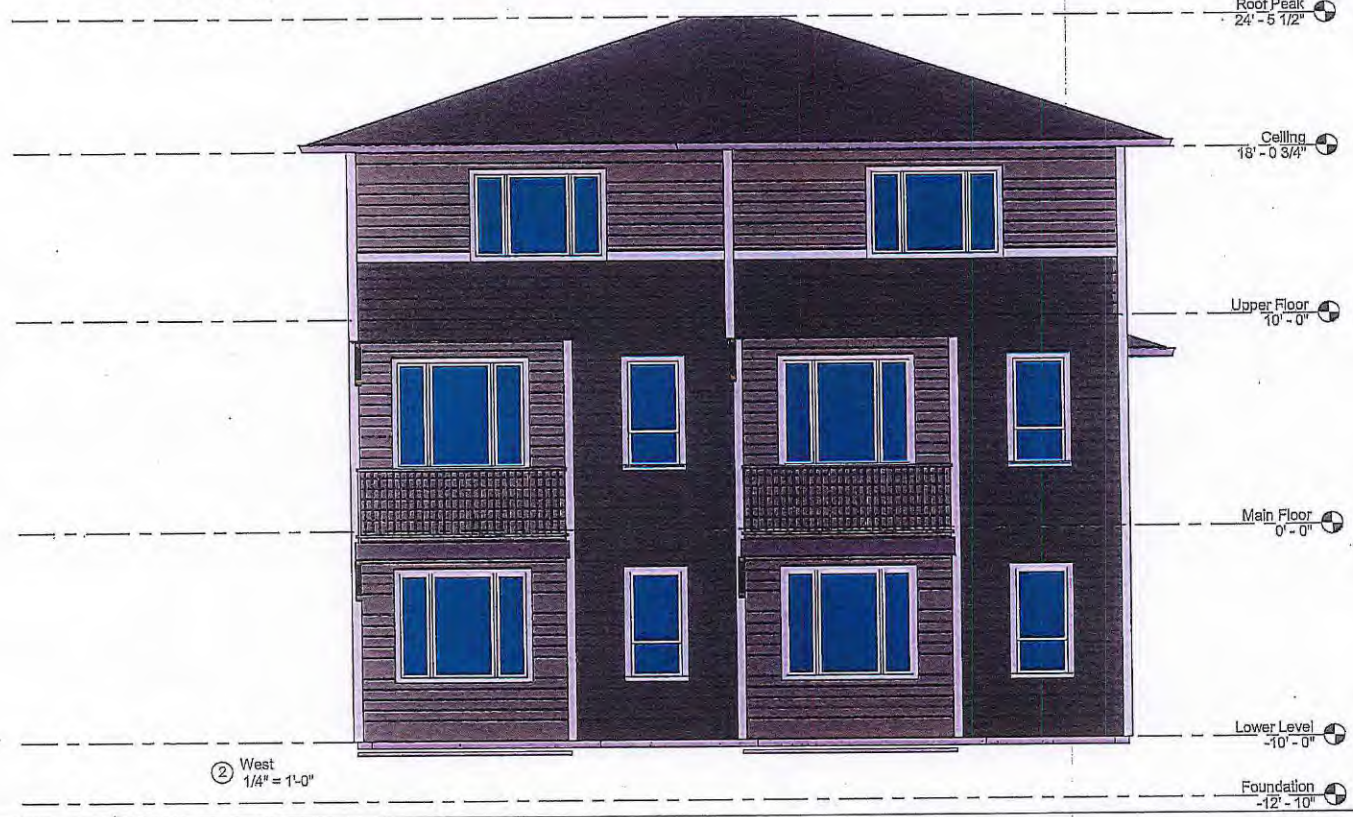
Willow
 Duplex/Fourplex
 Willow Drive
 Vernon BC
 Roof

Date July 8 2015
 Drawn by ML
 Project No. * 925RD1 1532
 Scale 1/4" = 1'-0"

A6

7/8/2015 8:54:14 PM

P158

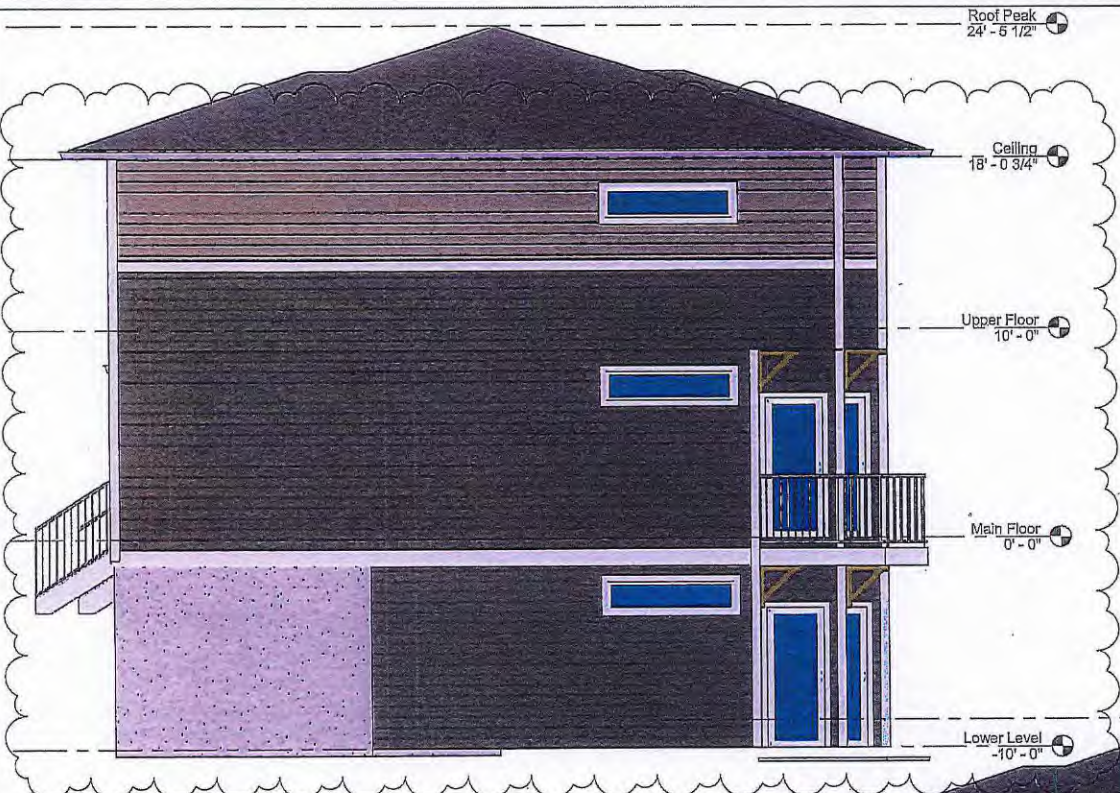


Willow
 Duplex/Fourplex
 Willow Drive
 Vernon BC
 East / West
 Elevations

Date	July 8 2015
Drawn by	ML
Project No.	925RDI 1532
Scale	1/4" = 1'-0"

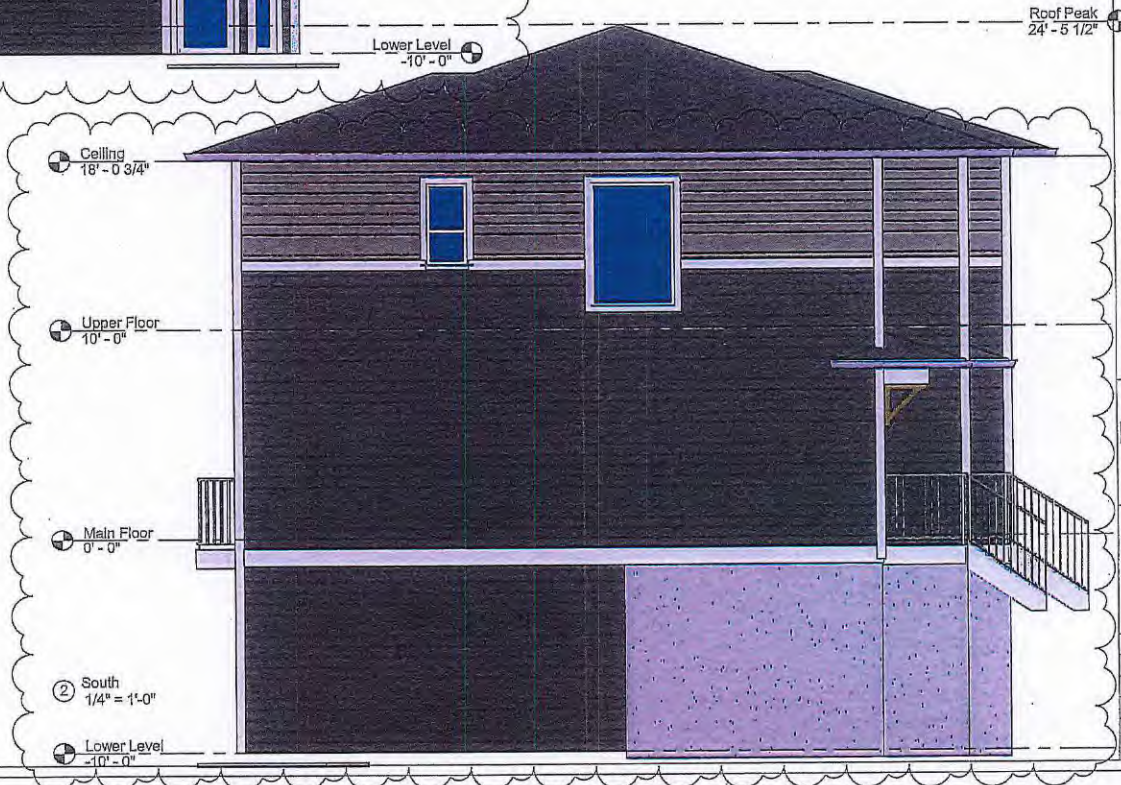
A7

No.	Description	Date
DP	Development Permit	July 8 2015
DP	Updated Sides	Jan 5 2016



① North
1/4" = 1'-0"

Spatial Separation Calculation:
Wall Area 830sf @ 7%
Allowable Opening = 56sf
Openings Provided = 27sf



② South
1/4" = 1'-0"

Spatial Separation Calculation:
Wall Area 800sf @ 7%
Allowable Opening = 56sf
Openings Provided = 32sf

Willow
Duplex/Fourplex
Willow Drive
Vernon BC
North / South
Elevations

Date	Jan 5 2016
Drawn by	ML
Project No.	925RDI_1532
Scale	1/4" = 1'-0"

A8

P160



Windows and horizontal color variation added to sides as shown on drawing A7-160105-CL.

① Front

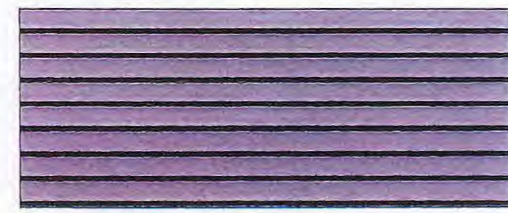


Windows and horizontal color variation added to sides as shown on drawing A7-160105-CL.

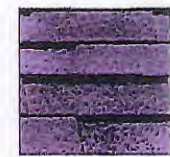
② Back



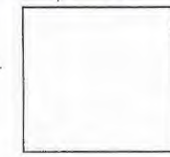
Certainteed Vinyl Siding - Desert Tan



Certainteed Vinyl Siding - Granite Grey



Asphalt Shingles - Silverwood



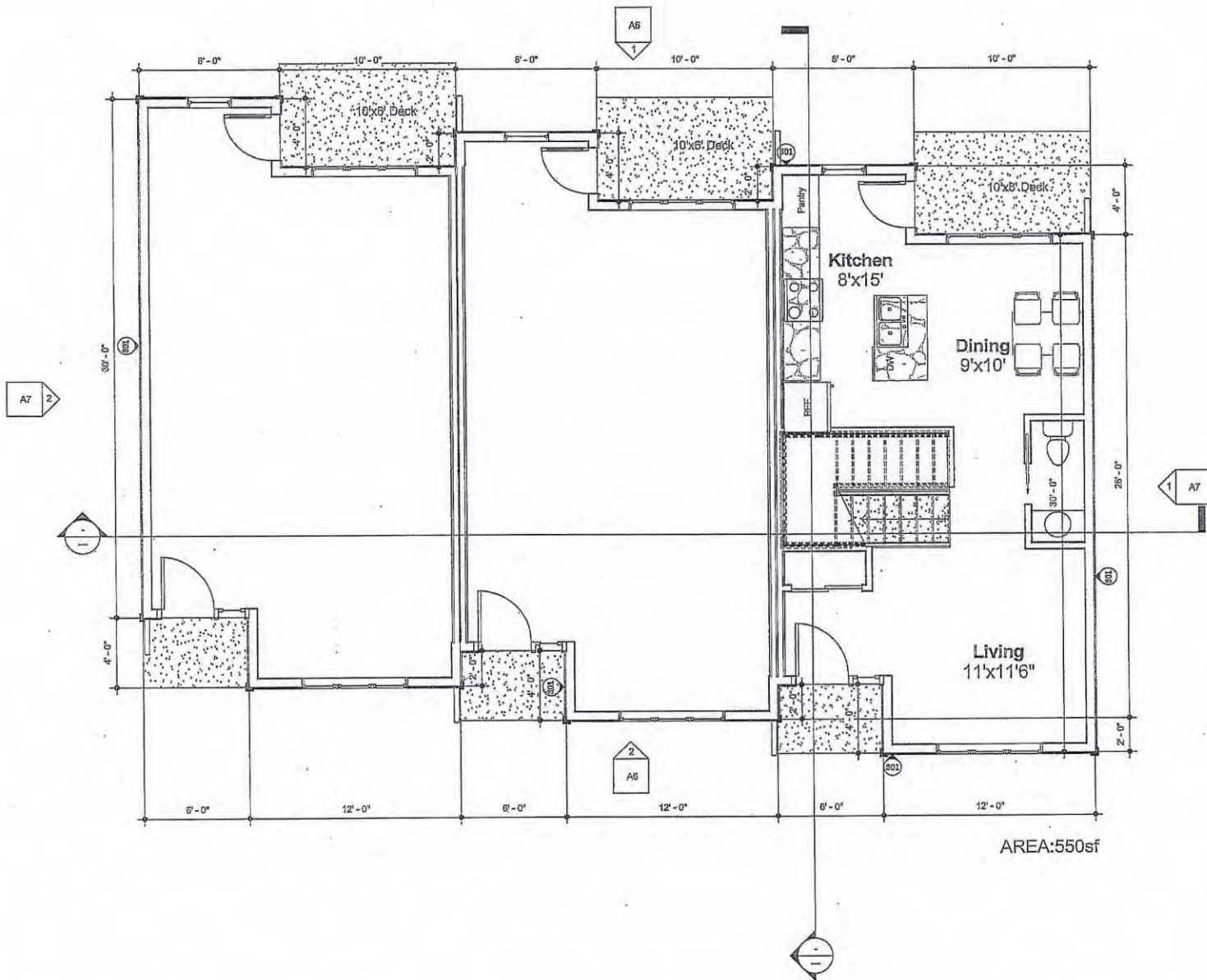
White - Trim/ Gutters/Soffit

Willow 3-Plex
Willow Drive
Vernon BC

Cover Sheet

Date July 6 2015
 Drawn by ML
 Project No. 925RDI 1632
 Scale

A0



AREA:550sf

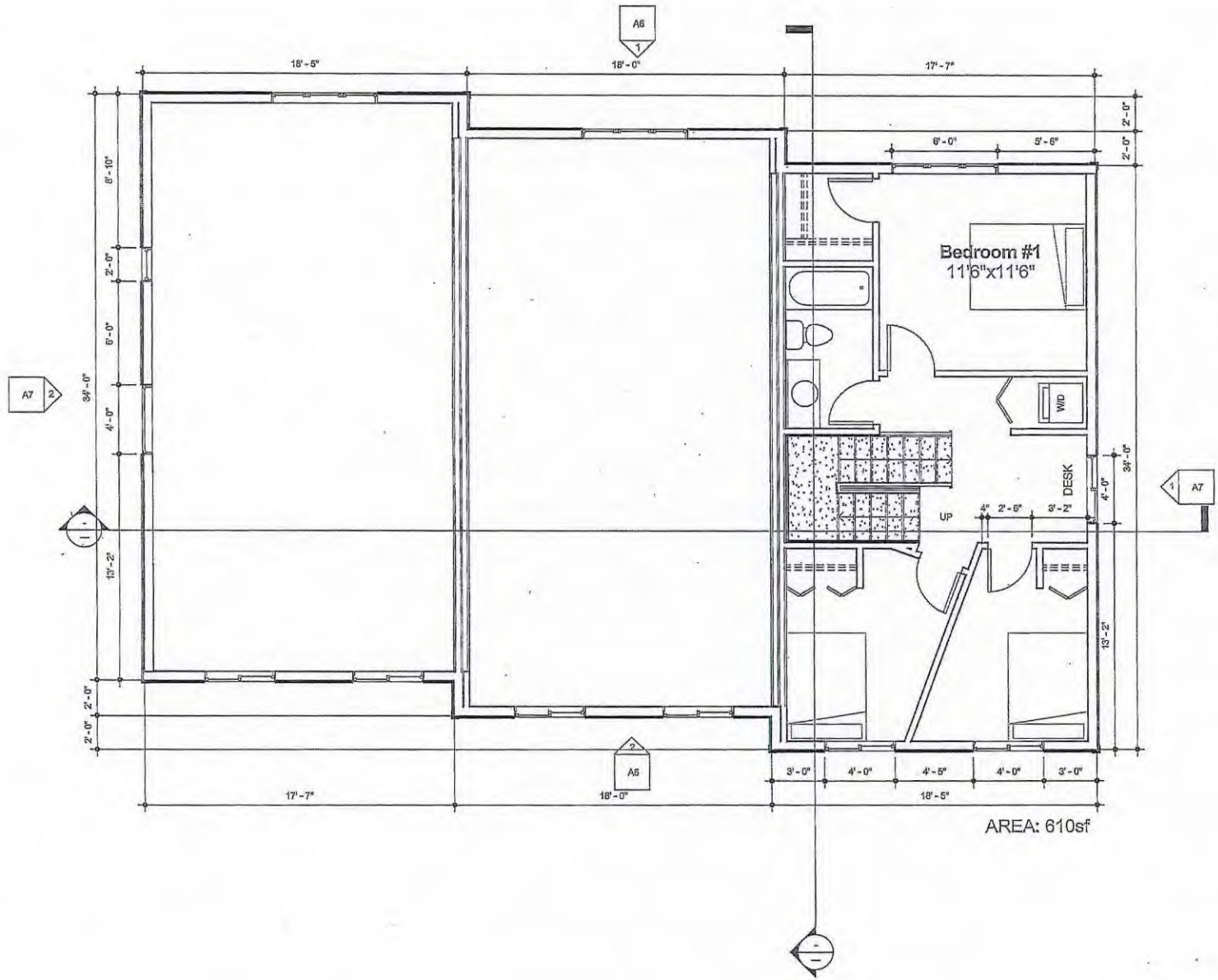
Willow 3-Plex
Willow Drive
Vernon BC

Main Floor

Date	July 6 2015
Drawn by	ML
Project No.	925RDI 1532
Scale	1/4" = 1'-0"

A3

No.	Description	Date
DP	Development Permit	July 6 2015



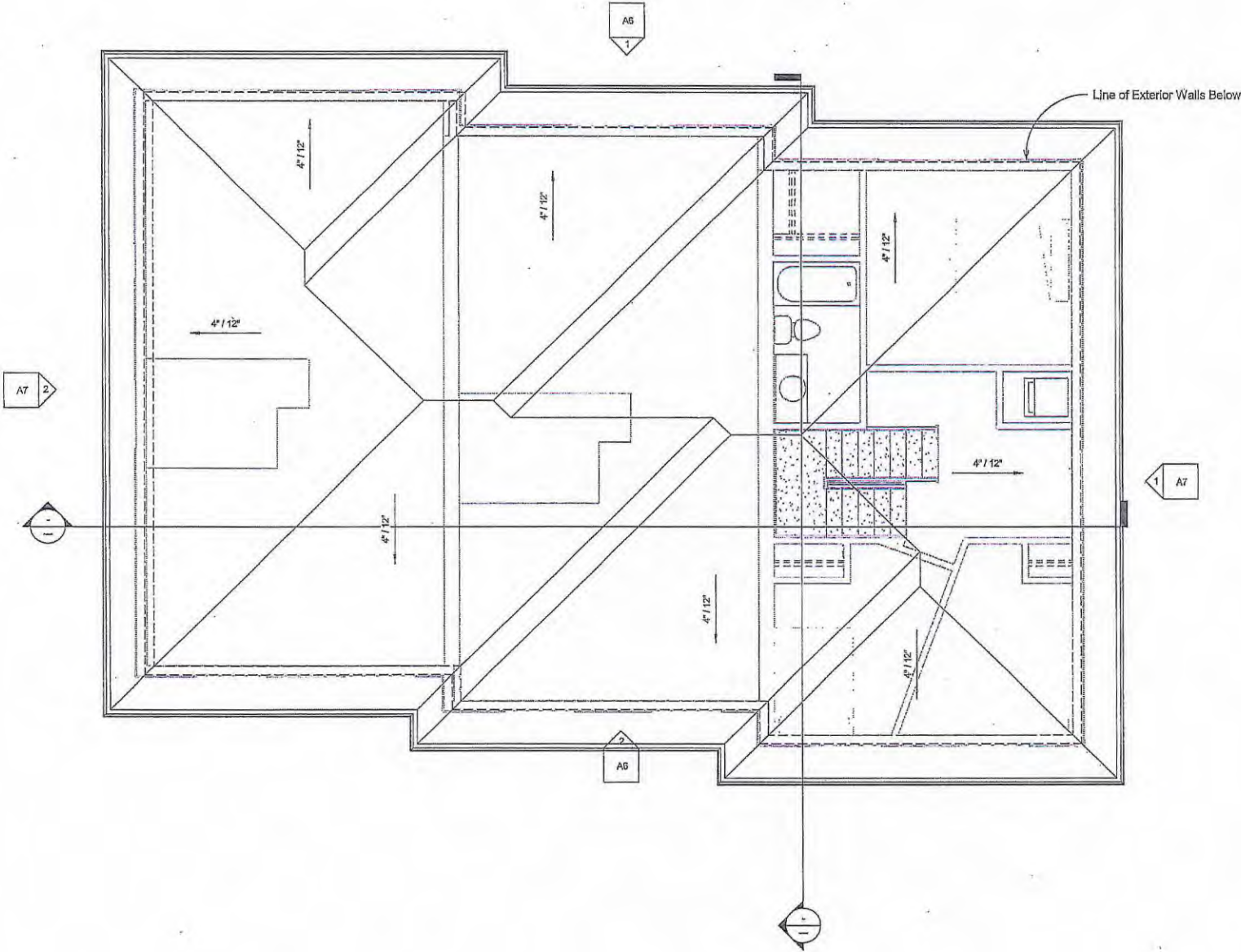
AREA: 610sf

Willow 3-Plex
 Willow Drive
 Vernon BC

Upper Floor

Date	July 6 2015
Drawn by	ML
Project No.	925RDJ 1532
Scale	1/4" = 1'-0"

A4

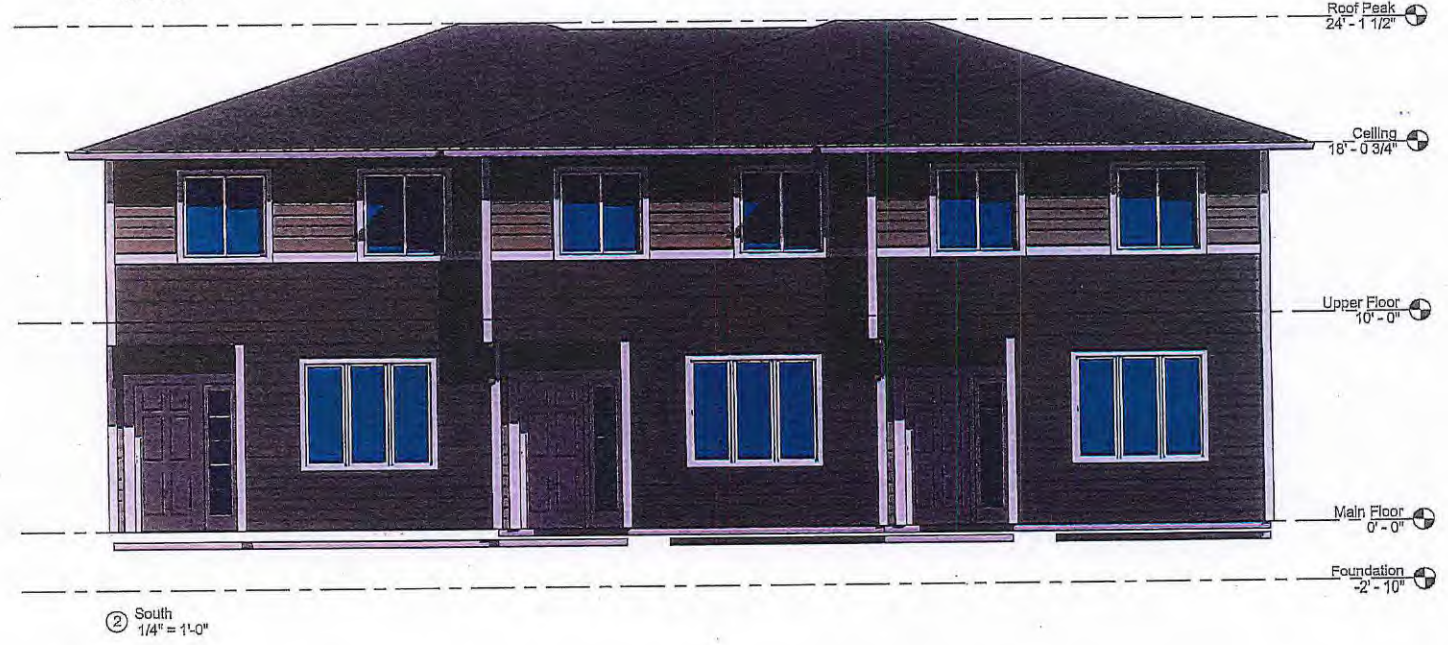


Willow 3-Plex
Willow Drive
Vernon BC

Roof

Date	July 6 2015
Drawn by	ML
Project No.	925RDJ 1532
Scale	1/4" = 1'-0"


A5

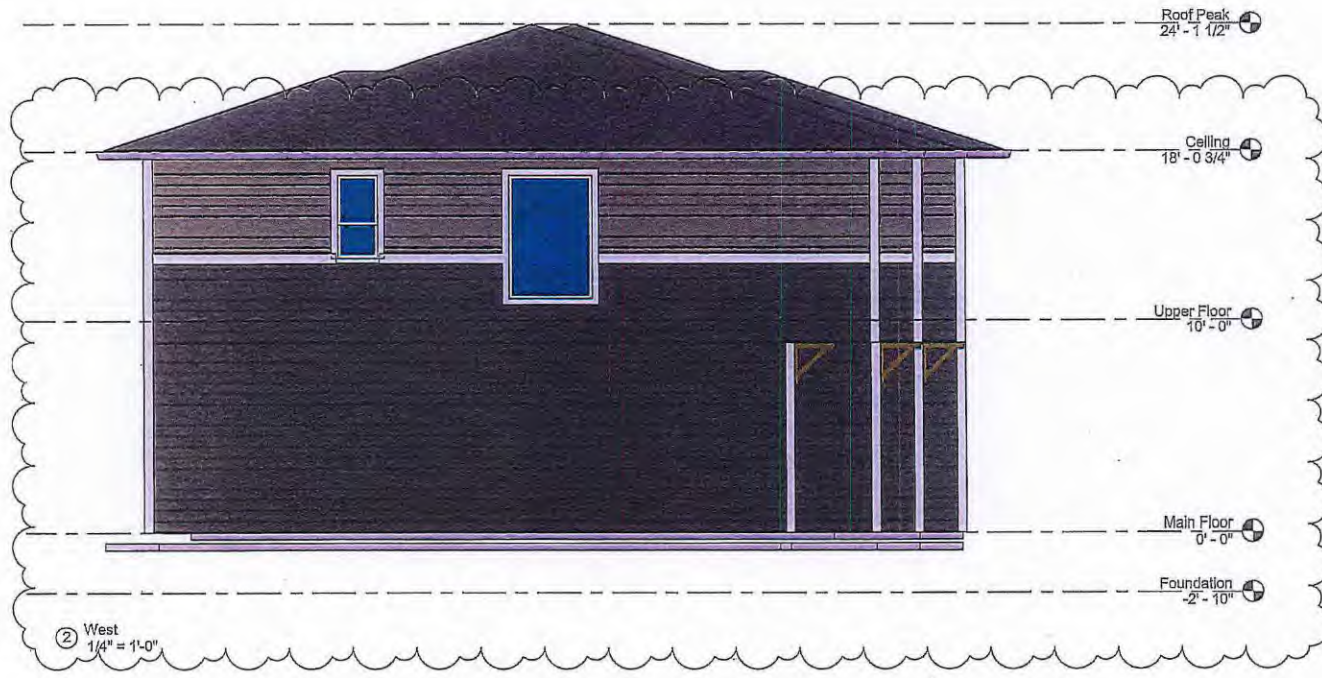
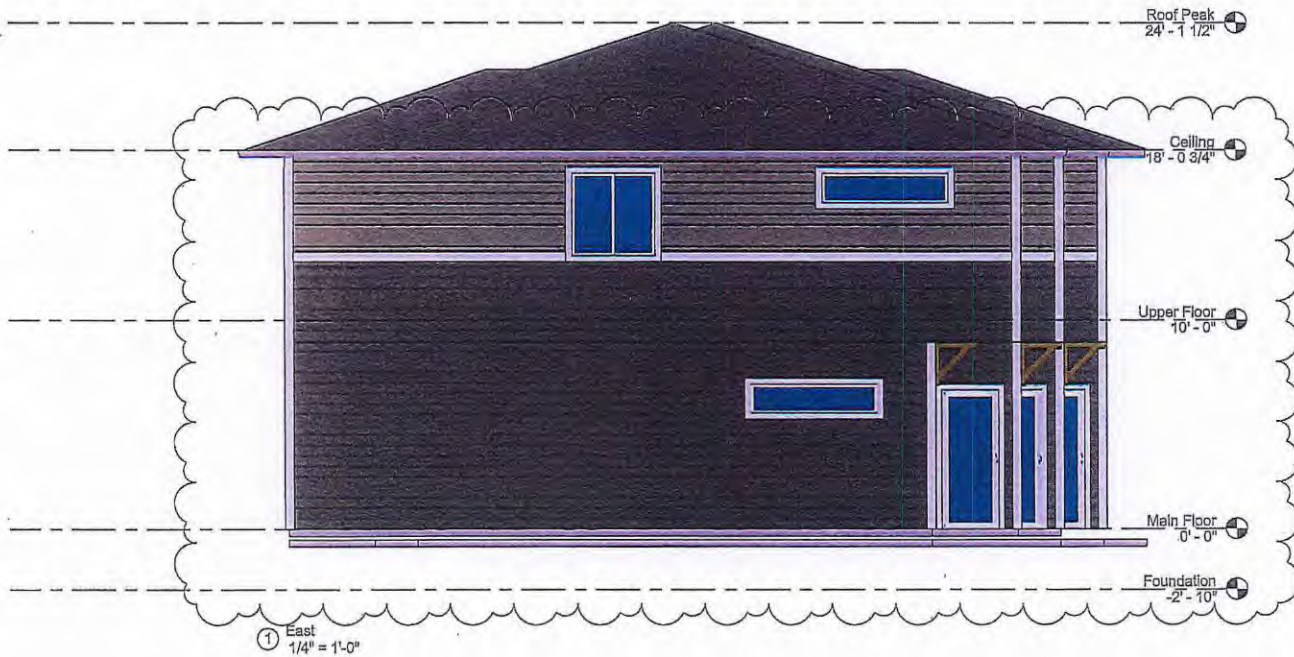


Willow 3-Plex
 Willow Drive
 Vernon BC

 North / South
 Elevations

Date	July 6 2015
Drawn by	ML
Project No.	925RD1 1532
Scale	1/4" = 1'-0"
A6	


 250.007.0117 Design Inc.
 www.250.007.0117.com
 No. Description Date
 DP Development Permit July 6 2015
 DP Updated Slides Jan 5 2016



Willow 3-Plex
 Willow Drive
 Vernon BC

East / West
 Elevations

Date Jan 5 2016
 Drawn by ML
 Project No. 925RDI 1632
 Scale 1/4" = 1'-0"

A7

P166

ADMINISTRATION UPDATES
February 26, 2018 REGULAR COUNCIL MEETING

File: 0550-05

CORPORATE SERVICES

Delegation Request for Consideration of Updated Smoking Bylaw

At its Regular Meeting of February 13, 2018, Council received a delegation from representatives of First Transit. The delegates requested that Council consider updating the City of Vernon's Smoking Bylaw to more closely match the regulations provided in the Lake Country Smoking Bylaw. The Manager, Bylaw Compliance will provide a report to Council regarding tobacco and vaping regulations at the March 26, 2018 Regular Council agenda. A report is currently being prepared on regulations pertaining to cannabis for Council's consideration, tentatively scheduled for April, which will include recommendations explicitly pertaining to cannabis consumption.

COMMUNITY INFRASTRUCTURE AND DEVELOPMENT SERVICES

Cannabis Update

Administration has been receiving draft covenants from the cannabis dispensaries in advance of the anticipated March 12, 2018 adoption of the Zoning Bylaw amendment precluding cannabis dispensaries. Following the adoption of that amendment, those dispensaries that provided a covenant will have the opportunity to apply for a temporary use permit, as per Council's direction of November 14, 2017.

Subdivision Development Servicing Bylaw #3843 Schedules A and B Highway Standards

Amendments to SDSB#3843 Schedules A and B to update standards consistent with the Integrated Transportation Framework (ITF) are near completion. Administration intends to bring a report forward to Council in March advising of proposed amendments to the schedules and request Council support to seek input from industry stakeholders before finalizing amendments. Administration would review all input, revise the draft amendments as appropriate, and bring the draft bylaw forward for Council's consideration and readings in May.

Capital Update

The 32 Avenue Reconstruction project tender was awarded on February 16, 2018 to CGL Contracting Ltd. Construction is scheduled to start in April.

Carryover projects from 2017 will commence when the weather warms and frost in the road has subsided.

OPERATION SERVICES**Snow Buddy Program**

The CAO has contacted Nexus BC to discuss the Snow Buddy Program. The folks at Nexus are very helpful and pleasant to work with. In past years Nexus has recruited volunteers (Snow Buddies) and contractors to assist generally lower income seniors and persons with disabilities to clear snow from sidewalks and driveways at low or no cost. In the Fall of 2017 the numbers of volunteers coming forward was very low for the 2017/2018 winter season. This may have been affected by retirements and transfer of duties within Nexus. The contact at Nexus anticipates that they will gear up later in 2018 for the 2018/2019. Winter season.

The Nexus "Snow Buddies" service is distinct from the Snow Buddy program for which Council sets aside \$500 per year. The Snow Buddy program is intended to provide a modest "award" recognition to volunteers within the community who have cleared snow within their neighbourhood, typically for less able seniors and persons with disabilities. Folks within the community may nominate an exemplary volunteer for recognition. Nominations are submitted to Nexus BC who select the outstanding individuals for recognition. The recognition may be a modest cash award (\$20-\$100) or small token of recognition (a prepaid coffee card as example). The value of the award is funded through the Council budget for the Snow Buddy program (\$500) and is reimbursed to Nexus BC.

Nexus BC and the City have agreed to improve public awareness of both the Snow Buddies service (in 2018/2019, provided volunteers step forward) and the Snow Buddy recognition program (provided Council authorizes funding in the 2019 Budget) through our respective media platforms."



THE CORPORATION OF THE CITY OF VERNON

INTERNAL M E M O R A N D U M

TO: Will Pearce, CAO **FILE:** 6135-03

PC: Kim Flick, Director, Community Infrastructure and Development **DATE:** February 14, 2018

FROM: Kendra Kryszak, Parks Planner

SUBJECT: Lakeshore Park Preliminary Design Feedback

The preliminary design for the first phase of Lakeshore Park includes 100 metres of waterfront, located adjacent to Lakeshore Road. The preliminary design incorporates a parking lot, universal accessible swings with a natural wood/rock border, bocce courts, naturalized areas, benches, picnic tables, resting logs, and signage (Attachments 1 and 2). Due to high water levels in recent years and the probability of high levels in the future, the preliminary park design has been created to withstand some level of flooding.

Information on this preliminary design was available on Engage Vernon (engagevernon.ca) between January 23 and February 5 to provide residents the opportunity to comment on the design and future phases. The total visitors to the Engage Vernon webpage was 240; the number of "informed" visitors to the webpage (downloaded the plan and 3D renderings) was 178; and the number of "engaged" visitors that completed the survey was 5. Administration also received a few phone calls regarding feedback on the plan.

Changes that participants would like to see in this preliminary plan are a connecting pathway, shaded areas, picnic tables, a large covered area, increase in grade, and on street parking (Attachment 3).

The preliminary design links the pathway through the site and back onto the road. In a future phase, Administration would explore establishing a pathway connection to Marshall Field and to the multi-purpose trail that would run along Lakeshore Road. With regard to shade, a number of new trees are proposed in the design to supplement existing mature trees that would remain. There are six picnic tables proposed along with a number of large logs for relaxing areas. The design includes a new parking area, and on street parking is included in the design for Lakeshore Road on the north side from Okanagan Landing Road to Vernon Creek. This would be implemented when Lakeshore Road is upgraded. A large covered shelter could be explored in the next phase for park development.

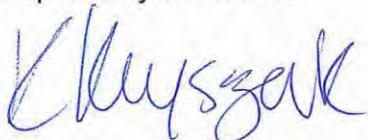
Features that participants would like to see in future phases are bathrooms, concession, patio lounge, showers, designated dog area, playground, volleyball courts, connecting pathways, and xeriscape plantings. These concepts will be explored at such time as planning for Phase 2 is undertaken.

Administration will be undertaking demolition of the remaining house, removal of identified wildlife trees that are dangerous prior to the nesting season, and completion of detailed construction drawings and specifications. Administration is working towards tendering this project in the spring and construction in summer 2018.

RECOMMENDATION:

THAT Council endorse the Lakeshore Park Preliminary Design as outlined in the memo titled "Lakeshore Park Preliminary Design Feedback" dated February 14, 2018 as submitted by the Parks Planner and direct Administration to proceed with the detailed design.

Respectfully submitted:

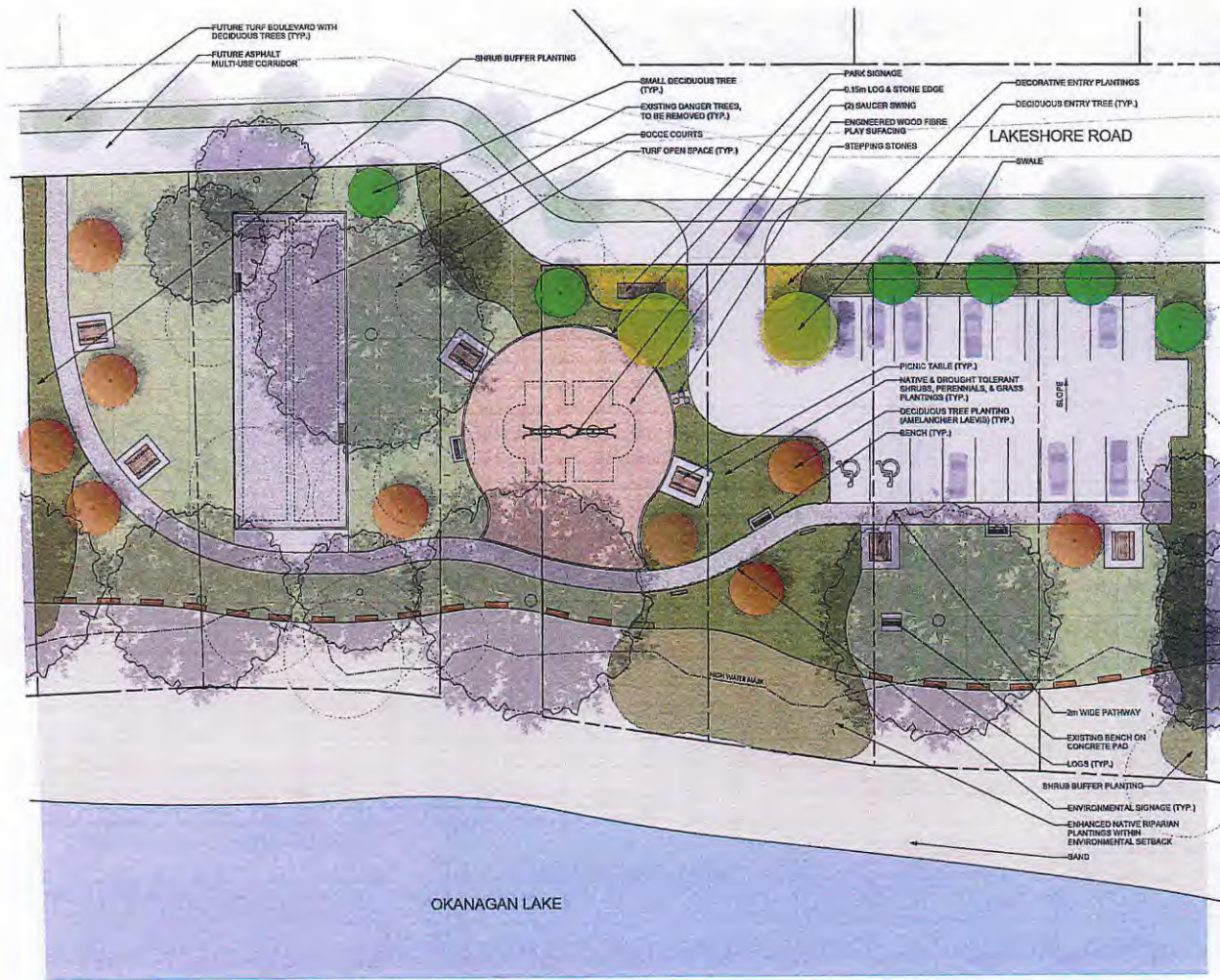
A handwritten signature in blue ink, appearing to read "Kryszak".

Kendra Kryszak, Parks Planner

Attachment 1: Lakeshore Park Preliminary Plan

Attachment 2: Lakeshore Park Preliminary 3D Renderings

Attachment 3: Survey Report – Lakeshore Park



RUTHERFORD PICNIC TABLE FROM WISHBONE SITE FURNISHINGS



SAUCER SWINGS



BOCCO COURTS



LOGS ON THE BEACH



VIEW OF SITE ENTRY FROM LAKESHORE ROAD WITH PARK SIGNAGE & DECORATIVE PLANTINGS



VIEW OF NORTH END OF PARK WITH BOCCIE COURT, PATHWAY, AND OPEN TURF SPACE



VIEW OF PARK SPACE FROM THE LAKE WITH LOG SEATS AND BEACH AREA



VIEW OF EAST END OF PARK WITH PARKING LOT, PATHWAY, SWINGSSET, AND PICNIC AREAS

Survey Report

15 January 2018 - 13 February 2018

Lakeshore Park

PROJECT: Lakeshore Park

Engage Vernon



Q1 What changes if any would you like to see in this preliminary plan?

JiMB

1/29/2018 12:38 PM

Prefer streetside parking; park appears flat as a pancake, perhaps a "rolling hills" kind of look would be more appealing.

Clement1945

1/30/2018 12:19 PM

Plans look great!

mezt

2/06/2018 10:03 AM

shaded areas, picnic tables, large covered area

sheryllynaustin

2/06/2018 12:55 PM

It should be bigger, longer, or have the potential to expand in future. All waterfront should be public access. Pathways should connect to other parks (Kin and Marshall fields).

Gainfully retired

2/08/2018 03:17 PM

visuals look good

(5 responses, 0 skipped)

Q2 What features would you like to see in future phases of this park?

- | | |
|---------------------------------------|---|
| JiMB
1/30/2018 12:36 PM | Bathroom. Concession. Patio Lounge. Showers. |
| Clement1945
1/30/2018 12:00 PM | Designated dog area with 'poop' bag dispensers, toilet facilities |
| mezt
2/08/2018 10:05 A | playground |
| sherilynnaustin
2/08/2018 12:55 PM | Volleyball courts as Vernon beach volleyball leagues need more courts.
Community connectivity pathways for walkers and bikers. |
| Gainfully retired
2/08/2018 03:07 | attention to xeriscape features (drought-tolerant) and ALSO flood protection measures |

(5 responses, 0 skipped)

Q3 Do you have any additional comments regarding the preliminary Lakeshore Park plan?

- | | |
|--|--|
| Clement1945
1/30/2018 12:19 PM | We residence of this area have been complaining for years about dogs on the beach! Please do something! If the far north lot could be a designated dog area, this would take the dog (and owners) off the main beach (Kin Beach and south to the creek). There is definitely a need for toilet facilities as we have also witness people urinating on the beach. |
| sherilynnaustin
2/06/2018 12:55 PM | Please consider adding more parks like this along the lake shore of Kalamalka and Swan Lakes. |
| Gainfully retired
2/08/2018 03:07 P | must pay attention to drought and flood issues (climate change) |

Optional question (3 responses, 2 skipped)



THE CORPORATION OF THE CITY OF VERNON

INTERNAL M E M O R A N D U M

TO: Will Pearce, Chief Administrative Officer **FILE:** 0360-25
PC: Patricia Bridal, Director of Corporate Services, **DATE:** February 8, 2018
Deputy Chief Administrative Officer
FROM: Maria Doyle, Sr. Exec. Assistant
SUBJECT: *SILGA CONVENTION – ATTENDANCE OF COUNCIL MEMBERS*

The annual convention for the Southern Interior Local Government Association (SILGA) will be held in Revelstoke, BC from April 24 through to April 27, 2018.

SILGA represents the various municipalities and regional districts in the BC Southern Interior. Resolutions endorsed by SILGA are forwarded to the Union of British Columbia Municipalities (UBCM) Conference held in September 2018.

Mayor Mund has approved the attendance of Councillor Scott Anderson to attend the convention in 2018. Mayor Mund will also be attending. As per the Council travel and expense policy (attached), this approval is being brought forward for information and ratification.

RECOMMENDATION:

THAT Council ratifies the approval of Councillor Scott Anderson and Mayor Mund (others to be cited by Council) attending the 2018 Southern Interior Local Government Association (SILGA) convention in Revelstoke, BC from April 24 – April 27, 2018.

Respectfully submitted,

A handwritten signature in cursive script that reads 'M Doyle'.

Attachment



THE CORPORATION OF THE CITY OF VERNON

INTERNAL M E M O R A N D U M

TO: Will Pearce, CAO **FILE:** 6410-05
PC: P. Bridal, Director, Corporate Services **DATE:** February 13, 2018
FROM: K. Flick, Director, Community Infrastructure and Development Services
SUBJECT: **Community Infrastructure and Development Services Staffing**

Due to staff changes over the last half of 2017, as well as the overall amount of development activity, additional staff resources in Current Planning are required to deliver an acceptable level of service to clients. Application volumes are currently substantial and continue to come in at a strong pace. Administration anticipates 2018 to be very busy as many developers are actively pursuing approvals.

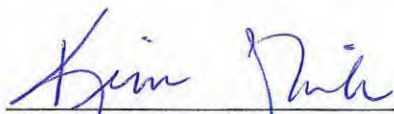
Recruitment is currently underway to fill a vacancy in the department, but it is unlikely that a successful incumbent will be in place until April. Once the position is filled, it will take some time for the new person to "come up to speed" on process and procedures.

As such, Administration is seeking approval from Council to bring on additional staff for the duration of 2018. It is recommended that these expenditures be funded from the Development Excess Reserve. The reserve is \$636,177, which accounts for all draws approved for 2018. The upset cost for additional staff resources is \$105,000.

RECOMMENDATION:

THAT Council support up to \$105,000 from the Development Excess Reserve to fund additional staff resources in the Current Planning Department for the duration of 2018.

Respectfully Submitted,



Kim Flick, Director

Community Infrastructure and Development



THE CORPORATION OF THE CITY OF VERNON

INTERNAL MEMORANDUM

TO: Will Pearce, CAO **FILE:** 1610-06
PC: Directors **DATE:** February 15, 2018
Aaron Stuart, Manager of Financial Planning & Reporting
FROM: Debra Law, Director of Finance
SUBJECT: 2017 Overtime Summary

The City of Vernon Administration consistently strives to spend tax dollars responsibly. One of the ways this is accomplished is by limiting overtime expenses as much as possible throughout the year. Starting in 2013 overtime expense has been relatively consistent due to policies allowing for flexible hours of work, limited emergency situations and vigilance by managers.

In 2013 overtime expense dropped \$246,359 and up until 2016 averaged \$641,344. During the spring of 2017 the City of Vernon experienced an unusual amount of local flooding. Then in the summer of 2017 the City agreed to assist the Province of BC in setting up an Emergency Centre for citizens across the Province affected by wildfires. These two events caused a significant increase in overtime costs during the year. Fortunately, through the Emergency Management of BC program, the City has been able to apply for a reimbursement of its total costs in the amount of \$430,646, of which \$89,594 is for labour expense (mostly overtime).

TOTAL OVERTIME			
Year	Amount	Change \$	Change %
		(+ve Decrease) / (-ve Increase)	
2012	\$874,071.51		
2013	\$627,712.49	\$246,359.02	28.19%
2014	\$598,151.68	\$29,560.81	4.71%
2015	\$686,896.54	-\$88,744.86	-14.84%
2016	\$652,618.41	\$34,278.13	4.99%
2017	\$825,955.68	-\$173,337.27	-26.56%

The "Overtime Report by Division/Department" (Attachment 1) provides a more detailed breakdown of the overtime experienced by the City for the past three years (2015, 2016, and 2017). The total overtime expense for 2017 was \$825,956, an increase from the prior year of \$173,337.

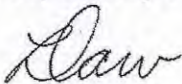
Most of this increase is within the Fire Services Division. Approximately half of the increase is due to the emergencies noted above (\$89,594). The rest is due to a combination of excess minimum manning overtime costs due to staff shortages (\$39,995) and Council's decision to man Fire Station 2 and 3 this summer (\$83,871). Council approved the budget amendment due to extreme fire hazards. Source of funds was the 2016 year end unexpended, uncommitted balance. The total amount noted for Fire Services is \$213,460.

Other Division overtime costs were both over and above by much smaller amounts than the prior year resulting in a net increase across all Divisions of \$173,337. Net of Fire Services, the net increase from the prior year is \$12,967.

RECOMMENDATION:

THAT Council receive the memo titled "2017 Overtime Summary" dated February 15, 2018 from Director of Finance for information.

Respectfully submitted:



Debra Law

CITY OF VERNON
OVERTIME REPORT BY DIVISION/DEPARTMENT
FOR THE END OF DECEMBER
WITH PRIOR 2 YEAR COMPARISON

Division/Department	2015	2016	2017	2016/2017 Increase (Decrease)	2016/2017 % Increase (Decrease)
AIRPORT	\$9,094.33	\$11,110.02	\$9,826.82	(\$1,283.20)	(11.5%)
AIRPORT	\$9,094.33	\$11,110.02	\$9,826.82	(\$1,283.20)	(11.5%)
COMMUNITY INFRASTRUCTURE & DEVELOPMENT	\$2,168.27	\$3,623.43	\$8,589.15	\$4,965.72	>100%
BUILDING & INSPECTIONS	\$843.60	\$0.00	\$0.00	\$0.00	0.0%
CURRENT PLANNING	\$0.00	\$0.00	\$924.00	\$924.00	>100%
ENGINEERING (OBSOLETE)	\$1,324.67	\$2,095.17	\$453.94	(\$1,641.23)	(78.3%)
GIS (OBSOLETE)	\$0.00	\$680.28	\$0.00	(\$680.28)	(100.0%)
INFRASTRUCTURE MANAGEMENT	\$0.00	\$0.00	\$4,846.56	\$4,846.56	>100%
LONG RANGE PLANNING	\$0.00	\$847.98	\$0.00	(\$847.98)	(100.0%)
TOURISM - COMBINED	\$0.00	\$0.00	\$1,037.37	\$1,037.37	>100%
TRANSPORTATION	\$0.00	\$0.00	\$1,327.28	\$1,327.28	>100%
CORPORATE SERVICES	\$690.34	\$2,794.33	\$3,524.95	\$730.62	26.1%
COMMUNICATIONS	\$364.92	\$568.91	\$0.00	(\$568.91)	(100.0%)
INFORMATION SERVICES - GENERAL	\$0.00	\$2,051.98	\$2,876.20	\$824.22	40.2%
LAND SERVICES	\$57.81	\$0.00	\$0.00	\$0.00	0.0%
LEGISLATIVE SERVICES	\$267.61	\$173.44	\$648.75	\$475.31	>100%
FACILITIES	\$11,310.97	\$5,447.20	\$8,703.11	\$3,255.91	59.8%
CITY HALL BUILDING	\$4,084.88	\$1,058.56	\$2,647.33	\$1,588.77	>100%
CIVIC PLAZA	\$1,048.48	\$1,263.30	\$209.80	(\$1,053.50)	(83.4%)
COMMUNITY SERVICES BUILDING	\$326.60	\$164.96	\$44.21	(\$120.75)	(73.2%)
CORPORATE SERVICES BUILDING	\$0.00	\$0.00	\$125.55	\$125.55	>100%
DETACHMENT BUILDING	\$1,043.76	\$924.98	\$522.67	(\$402.31)	(43.5%)
DOWNTOWN WASHROOM	\$0.00	\$0.00	\$167.44	\$167.44	>100%
FACILITIES GENERAL	\$431.77	\$736.54	\$3,681.98	\$2,945.44	>100%
FIRE STATION 1 (MAIN HALL)	\$183.57	\$0.00	\$158.84	\$158.84	>100%
PARKADE	\$154.16	\$0.00	\$22.10	\$22.10	>100%
YARDS	\$4,037.75	\$1,298.86	\$1,123.19	(\$175.67)	(13.5%)
FINANCIAL SERVICES	\$3,253.97	\$5,069.55	\$4,732.39	(\$337.16)	(6.7%)
FINANCE - ACCOUNTING	\$1,231.11	\$2,923.14	\$2,815.19	(\$107.95)	(3.7%)
FINANCE - PURCHASING	\$2,022.86	\$2,146.41	\$1,917.20	(\$229.21)	(10.7%)

CITY OF VERNON
 OVERTIME REPORT BY DIVISION/DEPARTMENT
 FOR THE END OF DECEMBER
 WITH PRIOR 2 YEAR COMPARISON

Division/Department	2015	2016	2017	2016/2017 Increase (Decrease)	2016/2017 % Increase (Decrease)
FIRE RESCUE	\$234,918.74	\$242,135.21	\$402,505.35	\$160,370.14	66.2%
EMERGENCY MANAGEMENT INTERMUNICIPAL	\$12,806.69	\$2,661.92	\$0.00	(\$2,661.92)	(100.0%)
EMERGENCY MANAGEMENT VERNON	\$0.00	\$0.00	\$82,721.57	\$82,721.57	>100%
FIRE FIGHTING	\$222,112.05	\$239,473.29	\$319,783.78	\$80,310.49	33.5%
FLEET	\$3,589.46	\$3,544.41	\$6,324.77	\$2,780.36	78.4%
FLEET - EQUIPMENT	\$3,072.28	\$2,940.89	\$3,246.49	\$305.60	10.4%
FLEET - FIRE STATION 1	\$142.80	\$289.92	\$638.05	\$348.13	>100%
FLEET - FIRE STATION 2	\$71.50	\$0.00	\$0.00	\$0.00	0.0%
FLEET - RECREATION	\$41.24	\$229.88	\$208.92	(\$20.96)	(9.1%)
FLEET - VEHICLES	\$107.10	\$83.72	\$0.00	(\$83.72)	(100.0%)
FLEET GENERAL	\$154.54	\$0.00	\$2,231.31	\$2,231.31	>100%
HUMAN RESOURCES	\$0.00	\$0.00	\$0.00	\$0.00	0.0%
OPERATIONS ADMINISTRATION	\$6,178.38	\$1,536.80	\$1,317.33	(\$219.47)	(14.3%)
OPERATIONS GENERAL	\$6,178.38	\$1,536.80	\$1,317.33	(\$219.47)	(14.3%)
PARKS MAINTENANCE	\$6,565.05	\$9,685.75	\$9,049.30	(\$636.45)	(6.6%)
ALEXIS PARK	\$0.00	\$53.00	\$53.80	\$0.80	1.5%
CREEKSIDE PARK	\$487.36	\$688.40	\$0.00	(\$688.40)	(100.0%)
DND PARKS	\$736.04	\$849.86	\$1,110.73	\$260.87	30.7%
GRAHAME PARK	\$310.80	\$406.30	\$304.88	(\$101.42)	(25.0%)
HERITAGE PARK	\$0.00	\$26.50	\$0.00	(\$26.50)	(100.0%)
KALAMALKA LAKE BEACH	\$0.00	\$164.04	\$0.00	(\$164.04)	(100.0%)
KIN BEACH PARK	\$0.00	\$123.66	\$407.34	\$283.68	>100%
KIN RACETRACK PARK	\$243.68	\$284.55	\$304.88	\$20.33	7.1%
LAKEVIEW PARK	\$0.00	\$123.66	\$56.36	(\$67.30)	(54.4%)
MACDONALD PARK	\$269.79	\$509.84	\$445.82	(\$64.02)	(12.6%)
MARSHALL FIELDS PARK	\$1,122.91	\$1,492.64	\$744.27	(\$748.37)	(50.1%)
MISSION HILL PARK	\$0.00	\$146.40	\$197.28	\$50.88	34.8%
PADDLEWHEEL PARK	\$0.00	\$292.74	\$107.60	(\$185.14)	(63.2%)
PARK TRAILS	\$103.40	\$412.35	\$311.52	(\$100.83)	(24.5%)
PARKS GENERAL	\$0.00	\$575.52	\$71.74	(\$503.78)	(87.5%)
POLSON PARK	\$1,957.21	\$2,695.72	\$3,749.58	\$1,053.86	39.1%

CITY OF VERNON
 OVERTIME REPORT BY DIVISION/DEPARTMENT
 FOR THE END OF DECEMBER
 WITH PRIOR 2 YEAR COMPARISON

Division/Department	2015	2016	2017	2016/2017 Increase (Decrease)	2016/2017 % Increase (Decrease)
SMALL PARKS/TOT LOTS	\$191.46	\$840.57	\$1,183.50	\$342.93	40.8%
SUB REGIONAL PARKS GENERAL	\$1,142.40	\$0.00	\$0.00	\$0.00	0.0%
PROJECTS	\$10,095.71	\$10,572.10	\$19,903.13	\$9,331.03	88.3%
BALANCE SHEET - GENERAL	\$398.08	\$0.00	\$0.00	\$0.00	0.0%
NON-TCA INFRASTRUCTURE - GENERAL	\$882.68	\$1,657.63	\$1,840.16	\$182.53	11.0%
NON-TCA INFRASTRUCTURE - SEWER	\$0.00	\$459.20	\$357.68	(\$101.52)	(22.1%)
OP PROJECTS - RECREATION	\$0.00	\$988.32	\$592.22	(\$396.10)	(40.1%)
PROJECTS - PUBLIC WORKS	\$0.00	\$0.00	\$11,824.14	\$11,824.14	>100%
TCA INFRASTRUCTURE - GENERAL	\$2,498.24	\$5,004.44	\$1,761.83	(\$3,242.61)	(64.8%)
TCA INFRASTRUCTURE - SEWER	\$6,273.81	\$2,462.51	\$3,463.36	\$1,000.85	40.6%
TCA NON-INFRASTRUCTURE - GENERAL	\$42.90	\$0.00	\$63.74	\$63.74	>100%
PROTECTIVE SERVICES	\$11,002.02	\$11,321.02	\$10,330.19	(\$990.83)	(8.8%)
BYLAW & PARKING	\$10,495.77	\$10,533.52	\$9,655.19	(\$878.33)	(8.3%)
SAFE COMMUNITIES OFFICE	\$506.25	\$787.50	\$675.00	(\$112.50)	(14.3%)
PUBLIC WORKS	\$129,915.66	\$124,072.71	\$139,614.93	\$15,542.22	12.5%
BOULEVARDS	\$2,415.21	\$2,541.34	\$3,631.05	\$1,089.71	42.9%
CEMETARY	\$0.00	\$312.02	\$123.00	(\$189.02)	(60.6%)
DOWNTOWN BEAUTIFICATION	\$192.50	\$2,091.06	\$1,754.04	(\$337.02)	(16.1%)
PAVED STREETS	\$106,616.76	\$108,759.66	\$119,006.55	\$10,246.89	9.4%
PUBLIC WORKS GENERAL	\$7,992.61	\$2,839.42	\$2,863.30	\$23.88	0.8%
SIDEWALKS & MULTI-USE TRAILS	\$3,883.02	\$517.65	\$5,218.17	\$4,700.52	>100%
SIGNALIZED INTERSECTIONS	\$1,549.52	\$2,065.08	\$1,185.58	(\$879.50)	(42.6%)
SOLID WASTE & RECYCLING	\$0.00	\$0.00	\$148.60	\$148.60	>100%
STREET LIGHTS	\$1,844.36	\$0.00	\$596.68	\$596.68	>100%
TRAFFIC SIGNAGE	\$711.60	\$239.00	\$1,345.04	\$1,106.04	>100%
TREES	\$4,710.08	\$4,707.48	\$3,742.92	(\$964.56)	(20.5%)
RCMP	\$52,469.60	\$55,897.99	\$47,953.45	(\$7,944.54)	(14.2%)
RCMP DETACHMENT	\$40,879.54	\$37,195.62	\$28,989.13	(\$8,206.49)	(22.1%)
RCMP DETENTION CENTER	\$11,590.06	\$18,702.37	\$18,964.32	\$261.95	1.4%

CITY OF VERNON
 OVERTIME REPORT BY DIVISION/DEPARTMENT
 FOR THE END OF DECEMBER
 WITH PRIOR 2 YEAR COMPARISON

Division/Department	2015	2016	2017	2016/2017 Increase (Decrease)	2016/2017 % Increase (Decrease)
RECREATION	\$29,149.04	\$19,262.57	\$16,374.99	(\$2,887.58)	(15.0%)
AQUATIC CENTRE	\$3,471.08	\$3,631.83	\$1,942.92	(\$1,688.91)	(46.5%)
CENTENNIAL ARENA	\$457.60	\$0.00	\$72.00	\$72.00	>100%
CIVIC ARENA	\$4,801.43	\$2,658.00	\$1,511.01	(\$1,146.99)	(43.2%)
HALINA CENTRE	\$279.78	\$0.00	\$0.00	\$0.00	0.0%
LAKEVIEW WADING POOL	\$1,377.27	\$433.14	\$585.01	\$151.87	35.1%
LAVINGTON POOL	\$1,271.27	\$863.80	\$736.90	(\$126.90)	(14.7%)
MULTI USE FACILITY - CONCESSION	\$0.00	\$438.86	\$771.06	\$332.20	75.7%
MULTI USE FACILITY - OPERATIONS	\$3,263.84	\$4,228.95	\$4,760.05	\$531.10	12.6%
PRIEST VALLEY ARENA	\$6,669.33	\$2,652.21	\$1,459.20	(\$1,193.01)	(45.0%)
REC CENTER FACILITY	\$4,369.08	\$2,626.92	\$3,143.54	\$516.62	19.7%
REC CENTRE CONCESSION	\$0.00	\$46.88	\$316.88	\$270.00	>100%
REC CENTRE GENERAL PROGRAMS	\$891.46	\$1,037.26	\$442.83	(\$594.43)	(57.3%)
REC CENTRE OFFICE	\$1,861.39	\$250.58	\$434.46	\$183.88	73.4%
REC CENTRE PROGRAMS 2	\$251.00	\$193.14	\$149.25	(\$43.89)	(22.7%)
REC CENTRE PROGRAMS 3	\$21.75	\$21.00	\$49.88	\$28.88	>100%
REC CENTRE PROGRAMS1	\$162.76	\$180.00	\$0.00	(\$180.00)	(100.0%)
SEWER	\$90,848.57	\$47,071.55	\$60,881.71	\$13,810.16	29.3%
LIFT STATIONS	\$28,396.36	\$18,562.21	\$29,522.38	\$10,960.17	59.0%
SANITARY SYSTEM COLLECTION & DISPOSAL	\$19,988.49	\$3,896.09	\$6,880.41	\$2,984.32	76.6%
SEWER GENERAL OPERATIONS	\$0.00	\$178.41	\$0.00	(\$178.41)	(100.0%)
SEWER RECOVERABLE WORK ORDERS	\$12,409.18	\$1,108.25	\$0.00	(\$1,108.25)	(100.0%)
SPRAY IRRIGATION	\$8,011.44	\$3,069.73	\$2,216.97	(\$852.76)	(27.8%)
STORM SYSTEM	\$5,139.93	\$1,917.42	\$2,994.14	\$1,076.72	56.2%
VWRC (TREATMENT)	\$16,903.17	\$18,339.44	\$19,267.81	\$928.37	5.1%
WATER	\$85,646.43	\$99,473.77	\$76,324.11	(\$23,149.66)	(23.3%)
WATER DEPARTMENT GENERAL	\$85,646.43	\$99,473.77	\$76,324.11	(\$23,149.66)	(23.3%)
GRAND TOTAL	\$686,896.54	\$652,618.41	\$825,955.68	\$173,337.27	26.6%



THE CORPORATION OF THE CITY OF VERNON

INTERNAL MEMORANDUM

TO: Will Pearce, CAO **FILE:** 1700-01
PC: Directors **DATE:** February 20, 2018
FROM: Debra Law, Director of Finance
SUBJECT: MSP Premiums and 2019-2023 Budget implications

On Tuesday, February 20, 2018 the Province of BC announced the elimination of Medical Services Plan (MSP) premiums starting January 1, 2020. At this time the City is paying approximately \$220,000 per year for MSP premiums on behalf of employees. This is one-half of the amount paid the prior year due to a 50% reduction in costs implemented by the province the beginning of 2018. This policy change resulted in a reduction in the 2018 taxation requirement of approximately \$163,800, plus \$14,500 for the Sewer Utility and \$27,800 for Recreation Services.

The provincial government also announced a new “employer health” tax beginning January 1, 2019. This tax will be implemented on an incremental basis depending on the annual payroll of a business. The City’s annual payroll totals about \$23 million. As a result, the estimated cost to the City will at the highest rate of 1.95% or \$448,500 per annum, with about \$335,000 affecting taxation, \$29,600 for Sewer Utility and \$56,900 for Recreation Services.

The City is already facing several challenges to taxation for the 2019-2023 budget cycle. Here is a summary of the expected taxation impact:

2019 Employer Health Tax	\$ 336,375
Rate Stabilization reserve funding 2018 ongoing operations	\$ 534,924
Transit expansion initiative started in 2018	\$ 210,000
Summer Seasonal Bylaw Compliance program	\$ 84,481
2018 Capital project operating impacts	<u>\$ 41,116</u>
Total taxation impact	<u>\$1,206,896</u>

Total taxation impact does NOT include the impact of Collective Agreements, CPI, imposed costs not at the discretion of Council (Provincial and Federal statutory requirements and direction from governing agencies such as Environment, Transportation, etc.), or Council directed service level increments.

RECOMMENDATION:

THAT Council receive the memo from the Director of Financial Services dated February 20, 2018 titled MSP Premiums and 2019-2023 Budget implications.

Respectfully submitted:

Debra Law



THE CORPORATION OF THE CITY OF VERNON

INTERNAL MEMORANDUM

TO: Will Pearce, CAO **FILE:** 1700-01
PC: Directors **DATE:** February 15, 2018
Aaron Stuart, Manager of Financial Planning & Reporting
FROM: Debra Law, Director of Finance
SUBJECT: 2019-2023 Financial Plan Timeline

The Financial Plan timeline followed for the past couple of years has resulted in an adopted Financial Plan bylaw each year that is reasonable and timely. Administration is recommending that we follow a similar timeline for the 2019-2023 Financial Plan process with some minor changes to accommodate for the municipal election being held on Saturday, October 20, 2018.

The following recommendation will include a Special Committee of the Whole meeting with Council in June 2018 to present a Strategic Plan update and budget workshop. Then after the municipal elections, a proposed workshop/orientation related to the budgeting process and taxation in local government. Administration has recommended three days for the presentation of the proposed budget packages to Council to allow for more time if needed. Finally, Administration is suggesting a potential initial reading of the 2019-2023 Financial Plan Bylaw at the last meeting of Council for 2018.
(Attachment 1)

In addition, Administration will be seeking public submissions through a website survey and scheduled public consultation during the presentation of the budget packages to Council.

RECOMMENDATION:

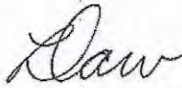
THAT Council approve the 2019-2023 Financial Planning Timeline as set forth in the memo from the Director of Financial Services dated February 15, 2018 titled 2019-2023 Financial Plan Timeline;

AND FURTHER, that Council approve a Special Meeting of Council to be held at Lakers Clubhouse on June 7, 2018 to review the progress on the Strategic Plan and issues influencing the 2019-2023 Financial Plan;

AND FURTHER, that Council approve a Special Meeting of Council to be held on November 7, 8 and 9, 2018, for a Council orientation and a review of the budgeting process and taxation in local government;

AND FURTHER, that Council approve Special Meetings of Council to be held on November 28, 29 and 30, 2018 to deliberate the 2019-2023 Financial Plan as set forth in the memo from the Director of Financial Services dated February 15, 2018 titled 2019-2023 Financial Plan Timelines.

Respectfully submitted:

A handwritten signature in cursive script, appearing to read "Law".

Debra Law

Attachment 1

2019-2023 Financial Plan Timeline

<u>DATES</u>	<u>DESCRIPTION OF ACTIVITY</u>
May 1 – 31	Public submissions through website survey
June 7	Special Committee of the Whole meeting – Strategic Planning Review and Budget Workshop
June 25 - 29	Questica training for Managers
July 3 - 6	Questica opened to Managers
July 9 – August 30	Manager meetings with Financial Services
August 31	Budgets due to Financial Services
September 1 –27	CAO/CFO review with Directors/Managers
September 28	Last day for changes to 2019-2023 budgets
October 17 – 19	Director review of budget packages
November 7 – 9	Budget & Taxation workshop training (1 day)
November 13	Presentation of proposed budget packages to Council
November 28 - 30	Council deliberations of proposed budget
December 10	Financial Plan Bylaw – Initial readings



THE CORPORATION OF THE CITY OF VERNON

INTERNAL M E M O R A N D U M

TO: Will Pearce, CAO **FILE:** 6904-01-02
PC: Kim Flick, Director, Community Infrastructure and Development **DATE:** February 15, 2018
FROM: Kevin Poole, Manager, Economic Development and Tourism
SUBJECT: 2018-22 Tourism Strategic Business Plan

In March 2017, Council directed Administration to submit a 3% Municipal Regional District Tax (MRDT) application to Destination BC and the Province of BC. One of the requirements of the application is to include a five year Tourism Plan. The submission from Administration included the adopted 2017-21 Tourism Strategic Business Plan. On May 18, 2017 Destination BC notified Administration of changes that would be required to the submission prior to being supported by Destination BC staff.

Administration brought forward the required changes to Council for consideration. At its Regular Meeting of May 23, 2017 Council passed the following resolution:

THAT Council direct Administration to make the following amendments to the 2017-21 Tourism Strategic Business Plan as requested by Destination BC:

- 1) Change the date, and references to, the Tourism Strategic Business Plan and associated Situation Analysis from 2017-21 to 2018-22.*
- 2) Update the budget references throughout the Tourism Strategic Business Plan from 2016-21 to 2017-22.*
- 3) Change the timeline on page 33 from 2016-2021 to 2017-22.*
- 4) On Page 13, Strategy #3, Action 3 delete reference to Vernon "attending" Canada's West Market Place.*

AND FURTHER, that Council direct Administration to create and submit a 2018 tactical plan and budget as requested by Destination BC;

AND FURTHER, that Council direct Administration to submit the revised documentation to Destination BC by May 30, 2017.

Administration made the changes as endorsed by Council and submitted a revised 3% MRDT application on May 29, 2017. On October 2, 2017, Administration was notified by

the Ministry of Finance that the City of Vernon 3% MRDT application was approved and would begin on January 1, 2018.

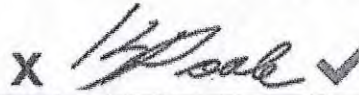

Although the changes made to the Tourism Strategy in May 2017 were not significant, it is necessary to bring forward the revised 2018-22 Tourism Strategic Business Plan for final approval by Council.

Recommendation:

THAT Council adopt the “2018-22 Tourism Strategic Business Plan” as attached to the memo titled “2018-22 Tourism Strategic Business Plan” dated February 15, 2018 and submitted by the Manager of Economic Development and Tourism.

Respectfully submitted by:

Feb 15 2018 12:12 PM


Kevin Poole 

Kevin Poole

Attachment 1 – 2018-22 Tourism Strategic Business Plan

G:\6400-6999 PLANNING AND DEVELOPMENT\6904 TOURISM-MARKETING-PROMOTIONS\01 Strategic Plan\02 Tourism Vernon Bus Strat 2018-22\180215_kp_memo_tourism_strategic_plan.docx



Building Vernon's Tourism Future

Business Strategic Plan, 2018 - 2022

FINAL



Table of Contents

EXECUTIVE SUMMARY.....	3
INTRODUCTION.....	5
VISION.....	5
MISSION.....	6
GOALS.....	6
STRATEGIC FRAMEWORK.....	7
STRATEGIES.....	7
INSPIRE VISITATION THROUGH FOCUSED MARKETING.....	7
ACTIVATE STRATEGIC MARKETING PARTNERSHIPS.....	7
ENHANCE THE DESTINATION APPEAL.....	8
PROVIDE VISIONARY LEADERSHIP.....	8
BRANDING.....	9
TARGET MARKETS.....	10
DEMAND GENERATORS.....	10
PRIORITY INITIATIVES.....	11
INSPIRE VISITATION THROUGH FOCUSED MARKETING.....	11
ACTIVATE STRATEGIC MARKETING PARTNERSHIPS.....	14
ENHANCE THE DESTINATION APPEAL.....	17
PROVIDE VISIONARY LEADERSHIP.....	23
GOVERNANCE MODEL.....	29
BUDGET.....	30
TIMELINE.....	33
1.1 APPENDIX 1: NET PROMOTER SCORE.....	34

DEFINITIONS AND ACRONYMS

- Conversion - visitor has taken an action that leads to a purchase, e.g., a hotel booking
- DMAI – Destination Marketing Association International
- DMO – Destination Marketing Organization, e.g., Tourism Vernon is a DMO
- DBC - Destination British Columbia, the provincial DMO that promotes British Columbia as a destination
- FIT – Fully Independent Traveller, e.g., not travelling on a group tour
- ITAs – International Tourist Arrivals, the # of tourists who travel to a country other than their usual residence
- Leisure market/traveller – travel for pleasure, e.g., not for business, sports, visiting friends/family, etc.
- MRDT – Municipal Regional District Tax
- OTA – Online Travel Agency, e.g., Expedia, Booking.com, etc.
- TOTA – Thompson Okanagan Tourism Association, the regional DMO
- Travel Trade - people and companies that resell travel products, i.e., Jonview Canada, Gap Adventures

Executive Summary

This plan presents a vision for Tourism Vernon to implement over the next five to seven years. It intends to move Tourism Vernon as an organization forward, ensuring the right budget and efforts are being applied to the right initiatives to support tourism stakeholders and tourism growth. It has also been developed to enable Tourism Vernon to move the destination forward and make it more competitive with other desirable destinations within the Thompson Okanagan and British Columbia.

Vision

The aspirational vision for Vernon as a destination: *Vernon is the destination of choice on our target market's list of places to visit in the Thompson Okanagan.*

The vision for Tourism Vernon is to: *Be the most innovative and effective Destination Marketing Organization in the Thompson Okanagan in inspiring our target markets to experience our destination.*

Goals

1. Increase Vernon's market share of travellers to and within BC.
2. Improve Vernon's Net Promoter Score.
3. Increase stakeholder rating of Tourism Vernon's overall performance.
4. Increase tourism-driven economic benefits to Vernon.

Strategic Framework

Four strategic areas have been identified to drive the strategic plan and ensure Vernon is aggressively taking advantage of short-term opportunities as well as preparing for the long-term future.

Inspire Visitation through Focused Marketing	Activate Strategic Marketing Partnerships	Enhance Destination Appeal	Provide Visionary Leadership
Inspire increased visitation to Vernon through targeted marketing efforts.	Leverage strategic tourism partners to extend marketing reach and effectiveness.	Create greater destination experience and product appeal to better compete with other Thompson Okanagan and BC destinations.	Provide innovative and inspiring leadership through effective destination management and organizational structures.

Strategies

Inspire Visitation through Focused Marketing

1. Build the Vernon destination brand.
2. Evolve and enhance leisure marketing efforts to complement the current focus on generating awareness and interest with a stronger focus on conversion for booking a trip to Vernon.

3. Increase role in travel trade sales efforts, working in collaboration with tourism businesses.
4. Increase efforts on the sports tourism market.

Activate Strategic Marketing Partnerships

5. Leverage existing and new strategic marketing partnerships and programs with local Vernon stakeholders.
6. Work collaboratively with destinations along the primary travel corridors in the Thompson Okanagan.
7. Leverage relevant sector marketing partnerships and programs for tourism growth.
8. Increase engagement of Thompson Okanagan Tourism Association (TOTA), Destination BC and Destination Canada to improve marketing efforts for Vernon.

Enhance the Destination Appeal

9. Encourage and enable industry to develop new remarkable products and experiences that support the Vernon brand, demand generators and target markets.
10. Increase focus on supporting new and enhanced festivals and events.
11. Facilitate collaboration to ensure Vernon is leveraging its unique potential as a gateway and hub for the North Okanagan Rail Trail.
12. Provide more compelling and enticing packaged travel experiences within the destination and between destinations.
13. Ensure a positive community experience.
14. Continue to evolve the visitor services model.
15. Support the focus on understanding and protecting natural assets of the region.

Provide Visionary Leadership

16. Evolve to a Commission-managed organizational structure over time to enable Tourism Vernon to be more effective.
17. Advocate for the tourism industry within the municipality, region, and province.
18. Continue to ensure the tourism industry is inclusive of the Vernon area.
19. Continue to engage stakeholders and residents through communications and community relations activities to contribute to an enhanced tourism development climate.
20. Facilitate and encourage industry training and development.
21. Lead the ongoing collection, analysis and sharing of performance metrics, research and intelligence.
22. Secure additional funding to resource Tourism Vernon appropriately.
23. Ensure ongoing tourism planning.

Budget

The budget is based on an aggressive but achievable target of successfully applying for 3% MRDT effective in 2018, increasing MRDT 8% on average between 2018 and 2022, and fast-tracking the utilization of the Reserve Fund. Based on these changes, the budget for Tourism Vernon increases to over \$1,500,000, which is a significant increase that enables Vernon to be more competitive with other Okanagan destinations.

	Base Year: Budget 2017	2018	2019	2020	2021	2022
TOTAL	\$1,159,347	\$1,312,000	\$1,382,648	\$1,450,418	\$1,555,851	\$1,669,585

Introduction

Tourism Vernon is the official Destination Marketing Organization (DMO) for the City of Vernon, operating as a department of the City of Vernon and responsible for marketing the area and operating the Vernon Visitor Centre. Tourism Vernon contracted Align Consulting and Vardo Creative to conduct a situation analysis review and create a new five- to seven-year Business Strategic Plan.

The Situation Analysis review was developed with input from industry stakeholders, including an all day planning workshop on March 1, 2016 with over 40 stakeholders, a stakeholder survey with over 70 responses, and in-depth interviews with over 20 individuals.

Tourism Vernon is a relatively new Destination Marketing Organization, and has achieved significant success since its inception. This plan presents a vision for Tourism Vernon to implement over the next five to seven years. The plan intends to move Tourism Vernon as an organization forward, ensuring that the right budget and efforts are being applied to the right initiatives to support tourism stakeholders and tourism growth. It has also been developed to enable Tourism Vernon to move the destination forward and make it more competitive with other destinations within the Thompson Okanagan that currently have more significant destination appeal, product offerings, budgets and staff resources.

The following plan should be reviewed and updated as necessary to reflect changing tourism objectives, priorities and market conditions. The plan is based on industry's desire for realistic but aggressive growth; any unforeseeable and significant changes may impact performance, e.g. catastrophic worldwide events, substantial wildfire season, etc. Also, results should be tracked regularly such that subsequent plans, with learning from the current year's activities, can be even more effective in increasing benefits to the city.

It is important to note that this plan extends beyond the municipal boundaries of the City of Vernon and includes the surrounding Vernon area. For the purposes of this plan, "Vernon" includes the entire Vernon area; the Vernon area consists of multiple municipalities including the City of Vernon, the Municipality of Coldstream and the Regional District of North Okanagan Electoral Areas B & C. Tourism initiatives often include a wider region that extends from Enderby in the north to Lake Country in the south, Cherryville to the east and Falkland to the west. This area includes areas like Silver Star Mountain Resort, Armstrong and Lumby.

Vision

The vision for Tourism Vernon and Vernon as a destination is aspirational and has been created for beyond the life of this plan. This vision should be reviewed periodically to ensure it remains relevant over the long-term.

The vision for Vernon as a destination:

Vernon is the destination of choice on our target market's list of places to visit in the Thompson Okanagan.

The vision for Tourism Vernon is to:

Be the most innovative and effective DMO in the Thompson Okanagan in motivating our community and partners to grow in excellence, and inspiring our target markets to experience our destination.

Mission

It is the mission of Tourism Vernon to promote, protect and enhance Vernon's position as one of North America's premier holiday and lifestyle destinations through leading the execution of targeted marketing programs, supporting destination development programs and advocating for the sustainable growth of tourism in Vernon.

Goals

It is the desire of Tourism Vernon's stakeholders to see a realistic stretch target that demonstrates a stronger growth rate in Vernon than the provincial average. Baseline research by Tourism Vernon will be required to determine the current performance measurement of these objectives and establish targets for the future.

1. Increase Vernon's market share of travellers to and within BC.
 - a. Increase MRDT revenues to Vernon by an average of 8% annually from 2018 to 2023.
 - b. Increase average length of stay by 14.8% to a minimum of 2 nights.
 - i. Current 2015 baseline average across all months was 1.75 nights.
 - c. Increase visitation in shoulder and winter seasons.
 - i. Benchmark: grow average hotel occupancy rate for winter months above 40% by 2023. (November increases by 25%, from 32% to 40%; January increases by 82%, from 22% to 40%; February increases by 25%, from 32% to 40%; and March increases by 21%, from 33% to 40%) This is dependent on accommodation capacity for SilverStar Mountain Resort.
2. Improve Vernon's Net Promoter Score¹.
 - a. Benchmark to be developed with Destination BC assistance. Improve by a minimum of 1% annually.
 - b. For more information on Net Promoter Score, see Appendix 1.
3. Increase stakeholder rating of tourism Vernon's overall performance by 15.3% to over 4.0 by 2023.
 - a. Benchmark 2015: Average score was 3.47 for performance.
 - b. Meet 3% MRDT requirement for Community Collaboration.
4. Increase tourism-driven economic benefits to Vernon.
 - a. Benchmark to be developed.

¹ Net Promoter® and NPS® are registered trademarks and Net Promoter Score and Net Promoter System are trademarks of Bain & Company, Satmetrix Systems and Fred Reichheld.

Strategic Framework

Building on the success Tourism Vernon has seen to date, four strategic areas have been identified to drive the strategic plan and ensure Vernon is aggressively taking advantage of short-term opportunities as well as preparing for the long-term future.



Strategies

There are 23 strategies to support the strategic framework in four strategic areas.

Inspire Visitation through Focused Marketing

Inspire Visitation through Focused Marketing is about building on the marketing foundation Tourism Vernon has created and featuring the identified demand generators to inspire more travellers to choose Vernon as a destination.

Strategies

1. Build the Vernon destination brand.
2. Evolve and enhance leisure marketing efforts to complement the current focus on generating awareness and interest with a stronger focus on conversion for booking a trip to Vernon.
3. Increase role in travel trade sales efforts, working in collaboration with tourism businesses.
4. Increase efforts on the sports tourism market.

Activate Strategic Marketing Partnerships

Activate Strategic Marketing Partnerships entails leveraging tourism partners to extend marketing reach and effectiveness. The BC tourism industry functions best through collaboration and partnering. This strategic area ensures Tourism Vernon is in alignment with the goals of the provincial tourism system, which has been

designed to create access to more marketing funds for all parts of the industry, and reduce administration costs and duplication wherever possible.

Strategies

5. Leverage existing and new strategic marketing partnerships/programs with local Vernon stakeholders.
6. Work collaboratively with destinations along the primary travel corridors in the Thompson Okanagan.
7. Leverage relevant sector marketing partnerships and programs for tourism growth.
8. Increase engagement of Thompson Okanagan Tourism Association (TOTA, Destination BC and Destination Canada to improve marketing efforts for Vernon.

Enhance the Destination Appeal

Enhance the Destination Appeal is about ensuring Vernon develops a core offering of memorable and remarkable products and experiences to attract new visitation, encourage repeat visitation, and generate word of mouth advocacy and referrals. A key part of enhancing the appeal of Vernon as a destination is focusing on improving the existing product experiences as well as creating new experiences that support the brand positioning to differentiate Vernon from other destinations such as Kelowna, Kamloops, Penticton, Osoyoos and the Shuswap.

While it is not Tourism Vernon's role to lead destination development, it is a critical component of destination management and Tourism Vernon needs to influence the evolution of the destination. It is also important that Tourism Vernon encourages stakeholders by providing or facilitating the use of the tools, information and education which supports the development of remarkable destination experiences for visitors.

Strategies

9. Encourage and enable industry to develop new remarkable products and experiences that support the Vernon brand, demand generators and target markets.
10. Increase focus on supporting new and enhanced festivals and events.
11. Facilitate collaboration to ensure Vernon is leveraging its unique potential as a gateway and hub for the North Okanagan Rail Trail.
12. Provide more compelling and enticing packaged travel experiences within the destination and between destinations.
13. Ensure a positive community experience.
14. Continue to evolve the visitor services model.
15. Support the focus on understanding and protecting natural assets of the region.

Provide Visionary Leadership

Provide Visionary Leadership is about shifting the way Tourism Vernon does things. It's about establishing the right organizational systems to provide strong leadership and nimble decision making to ensure this strategic plan will be successful.

Strategies

16. Evolve to a Commission-managed organizational structure over time to enable Tourism Vernon to be more effective.
17. Advocate for the tourism industry within the municipality, region, and province.

18. Continue to ensure the tourism industry is inclusive of the Vernon area.
19. Continue to engage stakeholders and residents through communications and community relations activities to contribute to an enhanced tourism development climate.
20. Facilitate and encourage industry training and development.
21. Lead the ongoing collection, analysis and sharing of performance metrics, research and intelligence.
22. Secure additional funding to resource Tourism Vernon appropriately.
23. Ensure ongoing tourism planning.

Branding

In 2015, the City of Vernon completed a community branding project with the objective to “Create a strong brand message to represent the City of Vernon to all markets (tourists, residents, economic development, people looking to relocate, etc.).”

The Activate Life brand has been adopted by Tourism Vernon, with a destination twist, such as Activate Your Senses, Activate Your Game, Activate Your Menu, etc.

Tagline: Activate Life

Brand Promise: To enrich active lifestyles that take advantage of our natural surroundings.

Positioning Statement

Vernon provides the perfect palette for creating active, well-balanced lifestyles. The incredible natural environment draws people outside to enjoy abundant activities that range from cultural to sporting, suitable for young families and extreme outdoor enthusiasts alike. Nowhere else in the Okanagan Valley offers the top-to-bottom experience that Vernon does, with world-class mountain ski resorts, beaches, golf resorts, orchards, vineyards and farms all within 30 minutes of each other. Small-town charm with access to large-city amenities let visitors and residents have it all in one place. Vernon — activating lifestyles.

BC Destination Brand Alignment

It is important for the Vernon brand to align to the BC destination brand, with the tagline Super, Natural British Columbia. The BC destination brand is built upon BC’s true nature, which is vast, diverse, abundant awe-inspiring and powerful. At the core of the brand is the brand essence: Wild at Heart. The brand essence speaks to a truth about BC’s target audience: they have a deep appreciation of nature and while they may lead successful and accomplished lives, there is a part within them that craves a connection to the wild. In the wild, they are reminded of what is real and what matters, and the true nature of beauty and freedom. For more information, see www.destinationbc.ca/Resources/british-columbia-tourism-brand.

Target Markets

The primary target markets for Tourism Vernon’s Business Strategic Plan have been divided into Consumer Markets and Stakeholder Markets:

Consumer Markets

Primary

- Leisure
 - Active travellers
 - Geographic:
 - Lower Mainland / BC markets
 - Northern Alberta / Edmonton
 - Southern Alberta / Calgary
 - EQ: Free Spirits, Cultural Explorers, Authentic Experiencers, Rejuvenators
- Travel trade – tour operators
 - Free Independent Travellers (FIT) and tour groups
- Visiting Friends and Relatives (VFR)

Secondary

- Okanagan Day Trippers
- Sports groups
- Washington – Seattle/Spokane
 - Key market for Kelowna, which creates spin-off effect and opportunities for Vernon

Tourism Vernon Stakeholders

- Including municipalities, Regional District, tourism businesses, partner organizations, and residents

Demand Generators

Six demand generators have been identified for Vernon. These have been identified through research and stakeholder feedback. Future marketing and development initiatives should endeavour to include these themes.

1. Leisure Market – Outdoor Recreation
 - a. Consumer research demonstrated that Vernon’s appeal to visitors includes its scenery, lakes, and outdoor activities. Almost three-quarters of visitors participated in outdoor activities.
 - b. Includes: hiking, cycling (trail/road), mountain biking, water sports, golf, downhill skiing, nordic, snowshoeing, wildlife viewing, etc.
2. Leisure Market - Festivals and Events
 - a. Festival and Events is a strong travel motivator and has been identified as a key theme to attract shoulder season visitation. Festival and Events can support and enhance other Demand Generators, e.g., mountain biking events, golf events, agritourism festival, ski event, sport tourism event, etc.
 - b. Includes cultural and performing arts events.

3. World-class Resort-based Experiences
 - a. Specific demand generator for targeted resort-based experiences, including Predator Ridge (golf), Sparkling Hill (health and wellness), and SilverStar Mountain Resort/Sovereign Lake Nordic Centre (winter).
4. Leisure Market – Small Town Charm
 - a. Consumer research demonstrated that Vernon’s appeal to visitors includes the downtown and its small town charm, as well as the people in Vernon.
 - b. Downtown
 - c. Culinary & Agritourism
 - d. Family Friendly, including attractions, heritage sites, etc.
 - e. Vernon People
5. Sports Tourism
6. Travel Trade – Free Independent Travellers (FIT) and group tours

Priority Initiatives

The following section outlines the priority initiative areas to support the identified goals, objectives and strategies. This document is not meant to be an exhaustive list of all tactical implementation activities, but highlight the strategic priorities for the next five years.

Inspire Visitation Through Focused Marketing

Strategy #1	Build the Vernon destination brand.
Description	With the launch of the Vernon “Activate Life’ brand in 2015, significant work is needed to entrench the brand and ensure it is supported and amplified by all tourism stakeholders and partners. Also, ongoing efforts are required to ensure the Vernon brand aligns with the BC destination brand, with the tagline Super, Natural British Columbia.
Actions	<ol style="list-style-type: none"> 1. Provide training and assist tourism businesses to ensure their marketing efforts reflect and align to the Vernon brand. Ensure all stakeholders are knowledgeable of the brand platform and have the tools and guidelines to leverage the brands in their marketing efforts. 2. Continue to build assets that reflect the new brand, including written content, images, video/b-roll. 3. Work with partners to ensure content and messaging on Vernon is updated and reflects the new Vernon brand positioning, e.g., TOTA, Destination BC, Destination Canada, sector marketing organizations, and sales channels such as Online Travel Agency sites (OTA, e.g. Expedia, Booking.com). 4. Work with Destination BC to ensure the Vernon brand aligns to the new BC destination brand.
Role	Tourism Vernon to lead with the support and engagement of tourism partners and operators.

Strategy #2	<p>Evolve and enhance marketing efforts to complement the current focus on generating awareness and interest with a stronger focus on conversion for booking a trip to Vernon.</p>
Description	<p>In 2015 and 2016, significant efforts were made by Tourism Vernon to increase awareness through media relations and social media activities. Over the course of this plan, the intent is to continue the awareness generating initiatives and increase the proactive marketing to target markets to increase the length of overnight stays. As such, Tourism Vernon should create a promotional mix of marketing activities that continue to raise awareness and desire/interest of Vernon as a “must-see” destination in the Okanagan, with increased efforts on more strongly influencing a decision to visit, and driving conversion in that they entice visitors to book.</p> <p>It is important to note that conversion implies the visitor has taken an action that leads to a purchase, e.g., an overnight stay, a tour or an attraction entrance, and does not intent to mean Tourism Vernon manages a proprietary booking engine.</p>
Actions	<ol style="list-style-type: none"> 1. Attract visitors to Vernon by marketing the destination’s unique attributes and demand generators. Showcase the unique, competitive, and motivating features of Vernon as a destination to position as a compelling alternative to competing destinations, e.g., Kelowna, Kamloops, Penticton and the Shuswap. 2. Promote the demand generators through marketing messages, including outdoor recreational experiences, festival and events, and small town charm with the connections to local food, local people and local businesses. 3. Continue to leverage the EQ program to identify the most opportune/highest yield traveler for outdoor recreation, festival and events and agritourism experiences and incorporate EQ creative intelligence into all marketing campaigns/programs. 4. Continue to aggressively target and secure media relations visits and overall earned media coverage. 5. Expand social media efforts to engage passionate communities and traveller advocates. Create engagement with visitors while in the destination to increase word of mouth promotion. 6. Continue to develop Integrated Marketing Campaigns to drive short-term and long-term results for the region. <ol style="list-style-type: none"> a. Increase focus on converting the awareness and desire to an actual purchase with a focus on promoting packages and special offers. b. Implement a robust Repeat Visitation campaign with a focus on converting existing visitors to come back again, increasing the length of their subsequent stay. 87% of surveyed visitors were very likely to visit Vernon again. c. Implement a robust Residents campaign. More than half of Vernon’s visitors are in Vernon to visit friends and relatives. Given this fact, there are opportunities to ensure Vernon residents are fully aware of the variety of experiences available to their visitors. This initiative may require a review and update of Tourism Vernon’s policies. d. Implement off-season Locals campaign from outside the Vernon area, e.g., Kelowna, Kamloops, Penticton. Local visitors (Thompson Okanagan) were

	<p>more likely to visit during the shoulder season. This initiative may require a review and update of Tourism Vernon’s policies.</p> <ol style="list-style-type: none"> 7. Continue to provide valuable and inspiring trip planning information through online and visitor services channels. 8. Continually review and enhance the Vernon presence with Online Travel Agents (OTAs), e.g., Booking.com, Expedia, TripAdvisor.
Role	Tourism Vernon to lead, working in collaboration with tourism businesses and other partners.

Strategy #3	Increase the role in travel trade sales efforts, working in collaboration with tourism businesses.
Description	<p>Currently, travel trade represents 10% of total visitors according to the Vernon Commercial Accommodation Survey Results. Vernon is well positioned along the Vancouver to Alberta corridor to capture a share of the important drive market, positioning Vernon as a scenic alternative to Kamloops. In addition, the accommodation sector has strongly articulated a desire for Tourism Vernon to assist with capturing a larger share of the travel trade FIT and tour group market.</p> <p>However, Vernon needs to develop a solid travel trade strategy to ensure there is adequate product experiences to capture extended day-visits and overnight stays that lead to increased benefits for the tourism industry and don’t negatively impact tourism businesses or community assets.</p>
Actions	<ol style="list-style-type: none"> 1. Work with accommodators and key attractions to develop a travel trade sales and marketing strategy. 2. Increase staff resources towards travel trade activities with a focus on increasing the amount of Vernon product represented in travel trade FIT and group tour packages. (As outlined in strategy #16, this may include a portion of the recommended full-time Marketing Specialist position). 3. Work with TOTA to ensure Vernon is maximizing opportunities to be featured at trade shows attended by the TOTA as a region, e.g., Canada’s West Marketplace, Rendezvous Canada, National Tour Association (NTA). 4. Determine opportunities to leverage existing tour operators travel itineraries that travel through Vernon to increase length of stay and paid experiences.
Role	Tourism Vernon to lead the efforts, working in collaboration with TOTA, DBC, Destination Canada and tourism operators, as well as tourism businesses.

Strategy #4	Increase efforts on the sports tourism market.
Description	<p>Vernon has a good history of sport hosting, some adequate facilities and a good accommodation base for sport tourism. In addition, sports tourism complements the Activate Life brand positioning. However, currently there is no sport tourism strategy, dedicated resources or focused attention on this growing and extremely competitive market in BC. Other destinations are becoming more aggressive and Vernon needs to increase its intentions on this market to continue to maintain market share.</p>

	<p>Analysis of Vernon’s Commercial Accommodation Survey suggests that there are opportunities to drive increased occupancy to accommodation properties in both peak and shoulder seasons, and a more dedicated focus on sports tourism can help fill the gap. Currently, sports team visitors are important shoulder season visitors; efforts to increase sport tourism in the shoulder season are particularly important to increase average occupancy rates.</p> <p>The goals of the sports tourism strategy will be developed based on the facilities assessment and development of a strategic plan; this may include attracting new events, growing existing events, increasing capacity utilization, and increasing sports benefits in the shoulder and off season.</p>
Actions	<ol style="list-style-type: none"> 1. Develop a Sports Tourism Strategy, including: <ol style="list-style-type: none"> a. Facilities assessment gap analysis based on market needs and sports tourism strategies. b. Hire a part-time Sport Tourism Coordinator. (As outlined in strategy #16, this would include half of the recommended full-time Marketing Specialist position). c. Develop an incentives and sponsorships plan. d. Identify specific tournaments, events and meets and assist local sports organizations with hosting bids. e. Market to provincial and national amateur sports organizations. f. Develop initiatives to inspire friends and family visits with the athletes. g. Develop initiatives to generate repeat leisure travel. 2. Participate on the Canadian Sports Tourism Alliance and the newly reinvigorated Community Sport Hosting Network led by the Ministry of Community, Sport and Cultural Development. 3. Explore Grant funding opportunities specifically for sport hosting.
Role	Tourism Vernon to lead.

Activate Strategic Marketing Partnerships

Strategy #5	Leverage existing and new strategic marketing partnerships and programs with local Vernon stakeholders.
Description	There are significant marketing opportunities to partner more effectively with the Vernon stakeholders, and look for non-traditional partners that are already passionate Vernon advocates.
Actions	<ol style="list-style-type: none"> 1. Continue to work in alliance, and build upon successful partnerships with local tourism businesses throughout Vernon. <ol style="list-style-type: none"> a. Continue to offer the MRDT Coop Marketing Program to leverage marketing funds from the MRDT with tourism operators/private sector. b. Continue to support stakeholder initiatives towards the Meeting, Incentives, Conventions and Exhibitions (MICE) market through

	<p>information on the website and referring enquiries to stakeholders directly.</p> <ol style="list-style-type: none"> 2. Continue to leverage partners, and look for new partners that complement the focus areas within the plan, e.g., Downtown Vernon Business Association, Regional District of North Okanagan for the Cultural Master Plan and Agricultural Plan. 3. Explore non-conventional marketing partnerships that may significantly generate greater reach for Vernon. Examples may include packaged goods (e.g., Davison Orchards), travel contest prize to Vernon, local media, local non-tourism businesses (e.g., Kal Tire, Tolko, Hoban Equipment), bicycle manufacturers, etc. 4. Continue to identify and build partnership opportunities with outlying cities and communities that can contribute to enhancing the Vernon appeal as a destination and/or strengthen and leverage marketing efforts, e.g., Lumby, Enderby, Cherryville, Lake Country, etc.
Role	Tourism Vernon to lead.

Strategy #6	Work collaboratively with destinations along the primary Thompson Okanagan travel corridors.
Description	The success of community destination marketing is to work in partnership with local business, neighbouring communities and relevant strategic businesses, and improve the linkages between destination marketing organizations at all levels (e.g. structures, resources and strategies). Stronger working relationships with destinations along Vernon’s key travel corridors can be mutually beneficial for all parties.
Actions	<ol style="list-style-type: none"> 1. Engage TOTA and peer DMO’s in exploratory dialogue and strategic planning sessions to identify new and innovative marketing collaborations for the benefit of the entire region. 2. Continue to work in alliance, and build upon successful partnerships along the south-north Okanagan corridor. 3. Continue to work in alliance and build upon successful partnerships along the west-east Vancouver to Alberta corridor. 4. Develop a strategy to work as a Consortium (three or more communities working together) and leverage the new Destination BC Co-operative Marketing Program to provide matching marketing funds for Tourism Vernon and partner initiatives.
Role	Tourism Vernon to lead for the Vernon area, looking to TOTA to lead for the region.

Strategy #7	Leverage relevant sector marketing partnerships and programs for tourism growth.
Description	The shift in the role of the sector marketing organizations in BC has resulted in an increase in relevance for these organizations in terms of promoting their sector. It is important that Vernon engage and leverage the relevant sector activities to ensure Vernon is represented and expanding marketing efforts to appropriate target markets.
Actions	<ol style="list-style-type: none"> 1. Work with sector associations to leverage their provincial marketing efforts and ensure Vernon is well represented, including providing content they can use (story ideas, images, videos, content). Identified sectors include: <ol style="list-style-type: none"> a. BC Golf Marketing Alliance b. Mountain Bike Tourism Association (e.g., annual contest promotion)

	<ul style="list-style-type: none"> c. North to Alaska (Drive market, RV and FIT) d. Canada’s West Ski Area Association e. Fishing sector marketing organizations, e.g., BC Fishing Resorts and Outfitters Association, Sport Fishing Institute. f. BC Ale Trail (new for 2016) g. BC RV and Campground Association
Role	Tourism Vernon to outreach to sector marketing organization, who will take the lead on provincial efforts, to determine opportunities for Vernon.

Strategy #8	Increase engagement of TOTA, Destination BC and Destination Canada in working with Tourism Vernon to improve marketing efforts.
Description	Increased alignment within the provincial tourism system creates new opportunities to work with TOTA, Destination BC, Destination Canada and relevant sector associations to promote Vernon tourism opportunities. Also, it is important to proactively work with TOTA to address the concerns expressed by stakeholders that TOTA’s focus of effort is imbalanced, with greater emphasis on South Okanagan than North Okanagan.
Actions	<ol style="list-style-type: none"> 1. Increase familiarization of the Vernon area for relevant TOTA, Destination BC and Destination Canada staff by hosting a Vernon fam tour. 2. Develop action plans to identify and monitor opportunities for further engagement with both TOTA, Destination BC and Destination Canada, so that Vernon can support the regional, provincial and federal strategies and vice-versa. Review on an annual schedule. 3. Advocate for fair representative of Vernon in TOTA and Destination BC activities and efforts. 4. Continue to create new assets and communications that support the content plans of TOTA Touring campaigns, Destination BC provincial campaigns, and Destination Canada federal campaigns. 5. Ensure all TOTA, Destination BC and Destination Canada marketing materials accurately reflect the positioning and messaging for Vernon, including editorial content, photographs, driving routes, trip ideas, blogs. 6. Leverage partnerships with TOTA, Destination BC and Destination Canada to expand the reach of Vernon’s marketing message and gain exposure in long-haul Canadian and International markets. 7. Review promotional partnering opportunities with TOTA, Destination BC and Destination Canada for maximizing effectiveness while in the destination decision-making stage. 8. Coordinate a presentation with Destination BC and Destination Canada to provide an overview of Vernon’s tourism products and experiences to highlight the destination for staff (Victoria and Vancouver offices). 9. Encourage Vernon businesses to participate in TOTA, Destination BC and Destination Canada programs, e.g., Listings Program, Special Offers, etc.
Role	Tourism Vernon to lead.

Enhance the Destination Appeal

It is critical that the mandate for destination development isn't added to the existing role of Tourism Vernon, or another organization, without adequate resources to ensure the workload doesn't jeopardize current tourism marketing or other critical initiatives of benefit to the region, e.g., Okanagan Rail Trail.

Strategy #9	Encourage and enable industry to develop new remarkable products and experiences that support the Vernon brand, demand generators and target markets.
Description	<p>While there has been a strong emphasis on marketing with proven results, there isn't the same organizational structure, mandate or resources on the destination development side of the destination management equation.</p> <p>Vernon does have a solid base of market ready products, but a more compelling critical mass is required to enhance the destination appeal.</p> <p>While tourism stakeholders strongly desire for Tourism Vernon to remain focused on marketing, there has been a global trend for DMOs to place a greater emphasis on destination development that ensures unique product experiences to market.</p> <p>As such, there is a need for Tourism Vernon to encourage and enable others to lead the development of new remarkable products and experiences.</p>
Actions	<ol style="list-style-type: none"> 1. Participate in Destination BC Remarkable Experiences program as a full community destination. 2. Provide information and insight to identify best development opportunities and support any development planning and initiatives. 3. Evaluate the quality of the experiences by using Net Promoter Score. <p>Based on input and engagement from both visitors and stakeholders, participate in the development of Destination Development Action Plans to identify key concrete steps that can be taken to create more product experiences, improve the appeal and quality of the current product offer, and support visitation in the shoulder seasons. Action Plans should be developed for each of the following (due to the significant nature of Festivals & Events and the Okanagan Rail Trail project, these plans have been identified as separate strategies below):</p> <ol style="list-style-type: none"> 4. Develop an Outdoor Activities Action Plan <ol style="list-style-type: none"> a. Identified as a unique selling proposition and key motivator for travel to the region. b. Select a few key iconic Outdoor Activities to further develop as remarkable experiences and "Must Do" Activities in Vernon, e.g., SUP or kayak on Kalamalka Lake. 5. Develop a Small Town Charm Action Plan <ol style="list-style-type: none"> a. Identified in consumer research as appeal of Vernon, and differentiates Vernon from Kamloops and Kelowna. b. Focus on: agritourism, local foods/beverages, downtown, unique attractions, etc. 6. Develop an Aboriginal Tourism Experiences Action Plan <ol style="list-style-type: none"> a. Identified as a trip enhancer for the region. 9% of visitors to the visitor centre requested information about First Nations (the third highest

	<p>request), and TOTA is increasing resources by hiring a regional aboriginal tourism specialist.</p> <p>b. Work with Aboriginal Tourism Association of BC (AtBC), TOTA, and local First Nations to support the development and long-term growth of cultural tourism and build stronger relationships with the First Nations communities, e.g., Okanagan Indian Band, Splotsin Band, and other potential partners.</p>
Role	Tourism Vernon should communicate and advocate for the need for product development, facilitate planning, and support the City of Vernon and industry in their efforts to develop new and enhanced product experiences.

Strategy #10	Increase focus on supporting new and enhanced festivals and events.
Description	In terms of product development, visitor and stakeholder research has demonstrated there are opportunities to facilitate development of large-scale event projects that highlight Vernon’s outdoor appeal.
Actions	<ol style="list-style-type: none"> 1. Develop a Festival & Events Strategy and Action Plan to support new events creation and expansion of existing events with potential for increased visitation and overnight stays, including: <ol style="list-style-type: none"> a. Identify existing key signature events that support the Activate Life brand positioning and identify opportunities for enhancement. b. Identify gaps in the event calendar, or where current events are at capacity, and develop plan to address. In particular, focus on festivals & events the entire community can support and promote to draw significant visitors. c. Identify potential new events that enhance the destination appeal, including mountain biking, arts/cultural events, and multi-destination events to showcase the entire destination, e.g., Ski to SUP, triathlon, Ironman. d. Increase the visibility of festivals to potential travellers through heightened promotion. e. Support the arts and cultural events as identified and executed through the Regional District of North Okanagan Cultural Master Plan, e.g., festivals and live performances. 2. Fund the Festival & Events Strategy and Action Plan Fund through the reserve funds. 3. Facilitate elevated packaging and promotion of existing events. <ol style="list-style-type: none"> a. Explore combining existing community-specific events into more significant offerings to increase the draw to the entire Vernon area. b. Explore adding additional features to existing events to encourage event attendees to stay longer and spend more. c. Develop overnight packages attached to key events, e.g. all day, evening or weekend events. d. Work with tourism operators to develop packaged offers to support overnight stays. e. Support existing events through all marketing vehicles.

Role	Tourism Vernon should lead the development of an events strategy, review the ability to add financial incentives for new events, and facilitate packaging and promotional opportunities. Additional involvement is required from the City of Vernon, Regional District of North Okanagan, Coldstream, and surrounding areas.
------	--

Strategy #11	Facilitate collaboration to ensure Vernon is leveraging its unique potential as a gateway and hub for the North Okanagan Rail Trail.
Description	Trail infrastructure in the Vernon area is currently under development and substantial efforts are being put forward by municipalities, Regional District, local organizations and TOTA to develop the Okanagan Rail Trail. Trail tourism has been identified as a key priority and Tourism Vernon has an opportunity to quickly establish Vernon as the northern hub. However, efforts need to be applied to guide the tourism industry, and entrench this positioning.
Actions	<ol style="list-style-type: none"> 1. Tourism Vernon to contract a lead Project Manager to ensure product development and marketing initiatives are kept on track and implemented on time for the Vernon area. This position would work closely with TOTA and engage all relevant organizations. 2. Work with Ribbons of Green Trail Society and TOTA to activate Regional Trails Strategy for Vernon, including: <ol style="list-style-type: none"> a. Support of a strategic and select group of market-ready trails from the existing trail/cycling initiatives (e.g. SilverStar Mountain Resort, North Okanagan Cycling Society initiatives, city planned trails). b. Major awareness marketing. c. Directional devices –Signage, apps, maps, rack cards, guides. d. On the ground systems for users –transport, meals, etc. e. Airport pick-up with bike racks. f. Kelowna return, Penticton return, Osoyoos return. g. Gear movement. h. Bike rentals and repair -mobile & injury transport. i. Packed lunches & snacks. j. Evening events -bike tune-up area. k. Massage, hot tubs, etc. l. Bike storage lockers, bike bag storage. m. Poor weather activities. 3. Leverage the Okanagan Rail Trail Visitation to generate repeat visits and longer stays for Vernon. 4. Use a two-year allocation of the reserve funds to activate this initiative to firmly entrench Vernon as the best starting point along the Okanagan Rail Trail.
Role	Tourism Vernon / City of Vernon to contract a lead Project Manager. There is no intention that Tourism Vernon will fund capital/infrastructure related projects or financially support the operation of capital/infrastructure projects.

Strategy #12	Provide more compelling and enticing packaged travel experiences within the destination and between destinations.
Description	In order to diversify the market and attract new visitors to the area, new product development is needed. Efforts should be made to facilitate collaboration to ensure compelling and attractive packages are developed and promoted.

	<p>Consumers are looking for unique, memorable and authentic experiences. Efforts should be made to create compelling and attractive packages that:</p> <ul style="list-style-type: none"> • Encourage visitors to the Okanagan and Shuswap to visit Vernon for a day trip. • Encourage visitors to Vernon to stay longer and participate in activities and experience throughout the entire area. • Entice same day or event-specific visitors to return for a longer visit. • Provide residents with ideas for Visiting Friends and Relatives (VFR) to enhance and extend their stay. • Entice visitors to bring their families to participate in other activities, e.g., while one is at a sporting event, the other is engaged in another experience. <p>Media and travel trade are looking for new and unique offerings for their consumers.</p>
Actions	<ol style="list-style-type: none"> 1. Facilitate workshops and networking opportunities between tourism operators—in particular accommodations, transportation and activities—for the development of partnerships and packaged offers. <ol style="list-style-type: none"> a. Create packages and itineraries for both day and overnight stays. Focus goal of packages on increasing visitation, length of stay and yield (dollars spent per person). b. Facilitate packaging and itinerary development workshops and sessions. Provide assistance and guidance to members and stakeholders on developing appealing and compelling packages and promoting them. c. Create itineraries featuring a variety of activities but with each itinerary appealing to a specific market or travel motivation, e.g.: <ul style="list-style-type: none"> ▪ By target market, e.g., locals (within region), Lower Mainland, etc. ▪ By season, e.g., spring, summer, fall, winter. ▪ By length of stay, 1 day, 2 days, one week. ▪ By Explorer Quotient (EQ) types. 2. Explore the consumer appeal and feasibility of developing packages with other destinations, e.g., Osoyoos to Vernon packages, Kelowna to Vernon packages. These will both entice visitors north from more popular Okanagan destinations, as well as support the destination brand through association. 3. Utilize all relevant marketing communication vehicles to ensure the prominence of package offers and value-add messaging, including the website and social media. <ol style="list-style-type: none"> a. Highlight packaged offerings on website, and throughout marketing communications and channels.
Role	Tourism Vernon to lead.

Strategy #13	Ensure a positive community experience.
Description	Collaborative efforts should be made to ensure the entire Vernon area community is collectively contributing to creating a positive experience for the visitor that compels the visitor to share their experiences with others and engenders loyalty for a return visit.
Actions	Connectivity

	<ol style="list-style-type: none"> 1. Ensure visitors can connect through digital and mobile devices through the destination. <p>Wayfinding/Signage</p> <ol style="list-style-type: none"> 2. Ensure adequate use of highway signs to attract travellers into communities and attractions throughout Vernon. 3. Update signage at each end of Vernon to welcome visitors and create awareness of the destination. 4. Extend new signage that is utilized downtown to other areas of the destination to assist travellers to get to other places, e.g., lakes, orchards, etc. 5. Ensure consistent use of trail signage throughout the destination, including hiking trails, the Okanagan Rail Trail and mountain biking trails (estimated 200 signs required). <p>Quality Assurance</p> <ol style="list-style-type: none"> 6. Provide operators with a standards guideline for ensuring the level of visitor service and overall experience supports the brand positioning, marketing and brand promise and expectations of visitors. Potentially have operators sign an MOU in order to receive marketing support. <p>Beautification</p> <ol style="list-style-type: none"> 7. Enhance the appeal of driving through Vernon on the main highways, extending the downtown charm to the main thoroughfares. 8. Enhance the appeal around the Visitor Centre to make the first impression more positive for visitors. 9. Improve the visual appeal of Kalamalka Lake and Okanagan Lake waterfront access, e.g., work with Regional District of North Okanagan to improve chain link fence at Kalamalka Lake, provide pocket parks along Okanagan Lake until long-term development plans are realized.
Role	Tourism Vernon to advocate for these identified infrastructure improvements, working in collaboration with all Vernon area stakeholders. There is no intention that Tourism Vernon will fund capital/infrastructure related projects or financially support the operation of capital/infrastructure projects.

Strategy #14	Continue to evolve the visitor services model.
Description	<p>Effort needs to continue to be applied to ensure the visitor has the information they need regarding the activities and services that are available in Vernon and that this information is easy to find. Efforts should be made to ensure the community is collectively contributing to creating a positive experience for the visitor.</p> <p>Provision of visitor services is in a state of change around the world. Tourism Vernon should continue to innovate the provision of visitor services by trying new ways of connecting with visitors, including embracing new technology to connect with visitors. Special attention should be paid to tracking the success of new initiatives.</p> <p>Also, the visitor services model should be reviewed with the aim to redistribute current and future budgets allocated from visitor services to marketing and promotions.</p>
Actions	<ol style="list-style-type: none"> 1. Continue to provide visitor services through the Visitor Centre Network. 2. Develop an innovative visitor services strategy to address the changing needs of visitors, in particular for outside of visitor centres, to address the growing trend in using mobile platforms for trip planning. Explore feasibility of expanding roaming mobile visitor services for reaching visitors where they are located, in particularly at

	<p>key festival & events and sporting events and the ability for them to upload and distribute their experience via these services.</p> <ol style="list-style-type: none"> 3. Ensure the ongoing collection, analysis and sharing of visitor services intelligence. 4. Explore implementing innovative online and social media efforts to engage with visitors already in the Thompson Okanagan looking for ideas for the day. 5. Continue to supply traffic sources (e.g., Kelowna Airport, hotels, sports facilities, Visitor Centre) with tourism information for Vernon. 6. Explore a less costly visitor services model to realign funds to higher value activities.
Role	Tourism Vernon to lead.

Strategy #15	Support the focus on understanding and protecting natural assets within the region.
Description	Vernon’s tourism draw is highly connected to the natural environment and unique culture of the destination. Outdoor recreation in nature, scenery and wildlife viewing are all included in travel motivators to Vernon. The continued focus on cultural stewardship and protecting and preserving the surrounding natural assets is a key priority for all stakeholders to action.
Actions	<ol style="list-style-type: none"> 1. Develop a Responsible Travel Destination statement/story that can be used to help educate prospective visitors and residents on what the natural values of the destination are, what local actions are being taken to protect it, and the conduct expected by visitors while in-destination. Post on the website and have available for industry to share with guests, including what visitors can do to help and support. 2. Identification of, and promotion of standards for industry to adopt that supports being a Responsible Travel Destination. 3. Build appreciation and knowledge with industry employees (e.g., front line, management, owners, operators) to ensure all visitor connections and touchpoints are supporting the Responsible Travel Destination story. 4. Explore becoming a Wild Cities Champion through the Wild Cities Project, which has a purpose to “regenerate wild nature in urban areas to improve quality of life for all”. (wildcities.org) 5. Explore garnering recognition for the industry efforts, which will assist in developing pride of place, support the brand proposition, and draw media attention to the collective stewardship achievements of the region. Examples may include Tourism for Tomorrow awards and World Responsible Tourism Awards.
Role	Tourism Vernon to facilitate the efforts with the involvement of municipalities, Regional District and tourism operators.

Provide Visionary Leadership

Strategy #16	Evolve to a Commission-managed organizational structure over time to enable Tourism Vernon to be more effective.
Description	<p>Currently, there are significant benefits to Tourism Vernon residing within the city of Vernon. However, that structure also hinders the DMO to be flexible, nimble and resourced appropriately. Over the next few years, efforts should be made to address the challenges and evolve to a new organizational structure that better enables Tourism Vernon to excel in the competitive tourism industry and to better support tourism stakeholders.</p> <p>With the projected growth of tourism, and the resources required to implement this plan, the capacity of Tourism Vernon needs to expand. Also, to ensure consistent, quality delivery of services and engagement of tourism stakeholders, additional staff resources are required.</p>
Actions	<ol style="list-style-type: none"> 1. Hire an additional full-time staff member to take the role of Sport Tourism Manager (1/2 time) and Marketing Specialist (1/2 time). <ol style="list-style-type: none"> a. Review the current and required roles for the existing Tourism Manager, the additional staff member and contractors for better efficiencies and to ensure the most effective structure of roles and responsibilities. b. Additional staff may be directed to manage sports tourism and group sales, product packaging, festival & events, travel trade as well as assist with ongoing media relations and marketing initiatives. c. Review on a bi-annual basis to determine if additional resources are required. 2. Evolve the Governance Structure: <ol style="list-style-type: none"> a. Create a Tourism Commission governance structure separate from the City of Vernon Council to reduce levels of bureaucracy, and enable quick decisions and faster reaction to market demands. b. Tourism Advisory Committee – Continue with the Marketing and Events Sub-committees. Shift the focus of the Visitor Centre Sub-committee to a Visitor Experience Sub-committee with a stronger focus on the overall end-to-end customer experience. c. Formalize the role of the Marketing Action Team, ensuring there are clearly defined roles, processes, communications and results. 3. Work to address City of Vernon rules and regulations to enable travel media hosting.
Role	Tourism Vernon to work with the City of Vernon to find a solution agreeable to all parties. Involve Tourism Advisory Committee and tourism businesses as needed.

Strategy #17	Advocate for the tourism industry within the municipality, region, and province.
Description	The secondary research, stakeholder interviews and the stakeholder survey revealed there are opportunities to improve tourism infrastructure in Vernon. Tourism Vernon should continue to work with partners within the City of Vernon, senior levels of government and other organizations to provide the tourism perspective on infrastructure challenges and improve the overall climate for tourism.

	While there has been a strong emphasis on marketing through the direction of Tourism Vernon with proven results, there isn't the same organizational structure, mandate or resources on the destination development side of the destination management equation. Industry stakeholders want Tourism Vernon to remain focused on marketing, but long-term competitiveness of the destination requires a mandate for destination development, and a champion to facilitate the process.
Actions	<ol style="list-style-type: none"> 1. Develop an advocacy and communication plan to improve tourism infrastructure in Vernon, including providing relevant information and engaging the tourism industry: <ol style="list-style-type: none"> a. Expand and improve parks, trails and greenspaces in Vernon. b. Enhance the appeal of Vernon when driving through. c. Monitor and address peak-season traffic and perceived parking problems. d. Ensure free and easy connectivity/access to the Internet. e. Continue to support development of downtown/quaint town experiences. f. Support development of a new Art Gallery and Museum. g. Continue to support improved visitor transportation options to and throughout the Vernon area. h. Expand and enhance signage/wayfinding outside of the downtown core. i. Expand access and infrastructure to the surrounding lakes, with particular emphasis on: <ul style="list-style-type: none"> • Redeveloping a portion of the Okanagan Lake waterfront to include tourism accommodation and destination appeal. • Providing additional waterfront experiences on Kalamalka Lake to improve the overall experience of water-based activities. 2. Advocate to build capacity in the Vernon area for a champion to take the lead role in working with partners in implementing destination development initiatives. 3. Participate fully in the provincial Destination Development plans being led by Destination BC. 4. Take an active role on seeking board positions on regional and provincial industry associations.
Role	Tourism Vernon is responsible for ongoing advocacy and support. There is no intention that Tourism Vernon will fund capital/infrastructure related projects or financially support the operation of capital/infrastructure projects.

Strategy #18	Continue to ensure the tourism industry is inclusive of the entire Vernon area.
Description	DMO partnerships both within and outside of the tourism industry are key to success. More and more, local DMOs are working with their partners in economic development, parks and recreation and other community and regional organizations to align actions and leverage funding opportunities. This is particularly important in Vernon, where many tourism experiences are outside of the city boundaries and there are emerging product development opportunities (e.g. rail trail experiences) that supersede municipal boundaries.
Actions	<ol style="list-style-type: none"> 1. Continue to partner and collaborate within the City of Vernon departments (e.g. Parks and Recreation) for the betterment of tourism.

	<ol style="list-style-type: none"> 2. Explore funding opportunities with local and regional government agencies that receive benefit from the Tourism Vernon function, including Coldstream and Electoral Areas B & C. 3. Enhance regional collaboration with local First Nations when working on tourism promotion and development activities. 4. Long-term, explore a combined MRDT area inclusive of the entire Vernon area, including Vernon, Coldstream, Regional District Area B & C, Lumby, Enderby, Cherryville, and SilverStar Mountain Resort to significantly increase the available resources and reach of the entire destination.
Role	Tourism Vernon to continue to champion ongoing partner collaboration within the Vernon area.

Strategy #19	Continue to engage stakeholders and residents through communications and community relations activities to contribute to an enhanced tourism development climate.
Description	<p>Engagement and communications efforts should be continued for all stakeholders in the region to build support for tourism, keep stakeholders informed about the progress of individual initiatives and overall plans, and encourage stakeholder participation in tourism development and marketing efforts. Enabling an Engaged Community is about ensuring all community stakeholders are informed and engaged in driving results for the tourism sector in Vernon.</p> <p>A stronger communications plan is needed to strengthen relationships with the community through communications, inclusion, transparency and accountability.</p>
Actions	<ol style="list-style-type: none"> 1. Establish a communications and community relations strategy that engages and informs the tourism industry, stakeholders, residents and City of Vernon to contribute to an enhanced tourism development climate. 2. Continue to communicate with stakeholders through newsletters, events, and information posted on the website, among others. <ul style="list-style-type: none"> o Increase the stakeholder database. 3. Increase public perception of the value of tourism. <ul style="list-style-type: none"> o Develop an economic impact study. o Create awareness of the value of tourism, including spin-off benefits, e.g., resident's quality of life, business generation, construction, etc. Explore leveraging existing resources, e.g., TIABC. o Share results of Commercial Accommodation Survey and other research. 4. Stakeholder Participation <ul style="list-style-type: none"> o Initiate email updates/newsletters to interested stakeholders. o Continue inviting stakeholders to meetings – generate participation via emails, possibly incentive for participation. o Ensure product inventory of tourism operators is maintained. 5. Explore the development of a resident campaign, to inform residents of the value of tourism, and their role in being good hosts. 6. Coordinate events calendar. 7. Provide updates on activities and accomplishments, both ongoing and more formally annually. 8. Consider social media activities that help engage residents as well as travellers.

Role	Tourism Vernon to lead with the engagement of all municipalities, Regional District, tourism operators and general public.
------	--

Strategy #20	Facilitate and encourage industry training and development.
Description	<p>The brand promise that is made by marketing Vernon must be in line with the products and services being offered. As Vernon continues to develop its tourism opportunities and outreach to new markets, both individual businesses and the collective industry will require development.</p> <p>Visitors have heightened expectations for optimum quality of customer service. Tourism Vernon and Tourism Vernon stakeholders have identified the need for industry development including customer service training and cross-training of frontline employees (e.g., employees that have direct interactions with visitors such as hotel front desk staff and restaurant servers) on the availability of tourism experiences in Vernon.</p>
Actions	<ol style="list-style-type: none"> 1. Participate in the Destination BC Remarkable Experiences pilot program that will provide tools to help individual businesses both improve their visitor experience and become the best digital marketers they can be. Destination BC will enable their network of partners with a range of skills, tools and delivery models to help create memorable experiences for their guests, to improve experience design and frontline service delivery, to cost effectively manage their online reputation and empower their guests to amplify the message. 2. Work with TOTA, Aboriginal Tourism BC and Destination BC to host professional development workshops: <ol style="list-style-type: none"> a. Host workshops focused on providing an exceptional visitor experience, including <i>WorldHost</i>® Customer Service Training and accommodation quality standards. b. To improve local understanding of actively participating in online and social media marketing by engaging travellers and generating content. c. To improve skillsets in Product Packaging. d. To improve understanding of cultural tourism experiences and aboriginal tourism development. e. Promote free webinars and downloadable <i>Tourism Business Essentials</i> guides to industry stakeholders, such as Online Reputation Management and Working with Travel Media, among others. 3. Continue to implement a program to assist front line staff throughout the Thompson Okanagan region with product knowledge of Vernon. <ol style="list-style-type: none"> a. Conduct FAM tours of Vernon with key influencers, and front line staff, e.g., Visitor Centre Counsellors. 4. Provide industry with training on the Vernon brand strategy and highlight key initiatives operators can implement to support and reinforce the brand through quality improvements. 5. Provide operators with a standards guideline for ensuring the level of visitor service and overall experience supports the brand positioning, marketing and brand promise and expectations of visitors.

	<p>a. Ensure a focus on the cycling market to meet expectations of the Okanagan Rail Trail visitor.</p> <p>6. Leverage and promote existing TOTA and Destination BC training tools, e.g., Tourism Business Essentials guides to industry stakeholders.</p>
Role	Tourism Vernon to lead efforts, with the involvement of tourism businesses, TOTA, Destination BC, and other organizations.

Strategy #21	Lead the ongoing collection, analysis and sharing of performance metrics, research and intelligence.
Description	<p>Business intelligence is a critical aspect to ensuring tourism development and marketing decisions are being made based on sound research. Currently, Tourism Vernon is building intelligence, but research specific to Vernon is limited to a one-year data set.</p> <p>Efforts should be made to continue to gather and share information relevant to Vernon, and instill an industry-wide culture of ongoing performance measurement collection and documentation to enable the analysis of trends over time and ensure business decisions are based on solid information, research and analysis.</p> <p>Efforts are also needed to establish tourism industry research that will provide the information needed to execute this plan, as well as provide critical information for community tourism planning in the future.</p> <p>When planning future research and analysis work, it is imperative to include potential project partners (e.g. SilverStar Mountain Resort, Predator Ridge, Sparkling Hill and other tourism businesses) to share resources as well as research insights. Also, given the need for Tourism Vernon to improve collaboration and communication, ensure Tourism Vernon Stakeholders are aware of study results. The value of tourism to the Vernon area should be calculated and communicated with the broader Vernon community (outside of tourism).</p>
Actions	<ol style="list-style-type: none"> 1. Continue with current research and intelligence program to help measure and monitor business plans and provide input into business decisions. <ol style="list-style-type: none"> a. Maintain the monthly Vernon Commercial Accommodation Survey. b. Continue to track key visitor services and marketing key performance indicators. 2. Regularly conduct Tourism Stakeholder surveys to evaluate Tourism Vernon’s performance. 3. Conduct visitor surveys on a regular basis. There are opportunities to expand the scope of the visitor survey and evaluate quality of tourism experiences in Vernon; work with Destination BC’s Research, Planning and Evaluation team to implement Net Promoter Score tracking in Vernon, which is recommended to evaluate quality of tourism experiences and can be compared to the provincial tracking and other destinations within BC. For more information on Net Promoter Score, see Appendix 1. 4. Enhance Explorer Quotient insights by linking online survey results with PRIZM5 database (EnviroNics Analytics consumer segment research based on postal code). TOTA can facilitate this work. 5. Conduct a full economic impact study to determine the total number of Vernon visitors, their expenditures, tourism jobs in Vernon, GDP, and government revenues relating to tourism.

	<p>6. Develop a process or program to ensure measurement of industry performance and to work with tourism businesses to instill a culture of tracking and reporting on business performance, including monitoring and sharing the following performance measurements:</p> <ul style="list-style-type: none"> o Increase overnight visitation. o Increase length of stay. o Increase accommodation revenues. o Increase awareness, interest and conversion from target markets. o Increase Net Promoter Score. o Growth in employment in tourism. <p>7. Monitor Destination BC’s Research and Evaluation webpage for industry performance measurement.² Continue to work with Destination BC’s Research, Planning and Evaluation team to assist with Vernon’s performance measurements and intelligence.</p> <p>8. Conduct research into new areas of product development, including cycling and how will it benefit the area.</p>
Role	Tourism Vernon to lead with involvement from accommodators and other tourism businesses.

Strategy #22	Secure additional funding to resource Tourism Vernon appropriately.
Description	<p>Additional resources are required to ensure Vernon can be competitive, increase market share and address existing workload capacity issues.</p> <p>Vernon’s neighboring DMOs in the Okanagan Valley enjoy larger annual budgets than Tourism Vernon. For Kelowna and Kamloops, this is a result of a larger room-base and therefore more income from the MRDT. The majority of Tourism Stakeholders have demonstrated general support for Tourism Vernon to apply for the increase in MDRT which would result in about \$242,000 (2018, first full year) in additional funds for tourism promotion and development. Gaining these additional funds would help Vernon compete with other neighboring communities.</p>
Actions	<ol style="list-style-type: none"> 1. Continue efforts to secure 3% MRDT Funding. 2. Request funding from tourism stakeholders and governments that benefit from Tourism Vernon efforts, e.g., Regional District of North Okanagan, Coldstream, etc. This should not be a membership fee structure or model. 3. Identify priority projects within this Tourism Plan requiring outside funding and explore alternative funding options. 4. TOTA and Destination BC programs that could be leveraged to offset costs.
Role	Tourism Vernon to lead with the involvement of tourism businesses, TOTA, City of Vernon, municipalities, Regional District, tourism businesses.

Strategy #23	Ensure ongoing tourism planning.
Description	Continue to involve stakeholders in community planning as this plan evolves.

² See: <http://www.destinationbc.ca/Research/Industry-Performance.aspx>

	<p>Ongoing efforts need to be continued to ensure all stakeholders within Vernon are working together and are represented and supporting this plan.</p> <p>Also, with multiple product experiences being offered to different consumer target groups, it would be beneficial to map out an annual communication plan to ensure the right messages are being delivered effectively. A holistic communication plan will ensure all communications—community, stakeholder and consumer target markets—will be leveraged to achieve objectives, in particular, to increase awareness and engagement from industry.</p>
Actions	<ol style="list-style-type: none"> 1. Continue to conduct Annual Planning. <ol style="list-style-type: none"> a. Annual meetings to review the execution and budget of Vernon’s Tourism Strategy Update. Engage stakeholders and TOTA in prioritizing projects for subsequent years and allocating funding. 2. Engage AtBC and Vernon area First Nations in tourism planning and development. 3. Continue to work with other City of Vernon divisions on planning initiatives that impact the tourism industry. 4. Integrated Content Plan <ol style="list-style-type: none"> a. Implement an annual content and communication plan for all outgoing communications materials e.g., website, social media, newsletters, industry and stakeholder communications, media relations, local government.
Role	Tourism Vernon to lead with the involvement of tourism partners.

Governance Model

For this plan to be successful, it is important a strong governance model be in place. In Vernon, the City of Vernon is the delivery agent for tourism services through the marketing name of Tourism Vernon. The function is housed within the Community Development and Infrastructure Division with the Tourism Manager reporting to the Senior Manager of Economic Development and Tourism.

Strategic direction for Tourism is provided by City Council with the assistance of the Tourism Advisory Committee, especially as it relates to the use of funds collected from the Municipal and Regional District Tax and other sources, including City of Vernon funds and resources. This governance model is recommended to continue for the life of this plan, with recognition of the actions identified within Strategy #16 Evolve to a Commission-managed organizational structure over time to enable Tourism Vernon to be more effective.

Advantages of this model:

- Ensures consistent branding and external messaging between all City of Vernon divisions including Economic Development and Tourism. Leverages City of Vernon marketing efforts.
- Increased collaboration between a variety of municipal services including Community Development, Parks and Recreation and Economic Development and Tourism on projects and initiatives. Ensures tourism interests and requirements are included in City of Vernon and partner development projects.
- As it is a part of the municipality, Tourism receives additional support through various functions including Finance, Information Systems, Administration, Operations, Human Resources and Community Development. This drastically reduces administrative, overhead and operational costs associated with the function by \$100,000 and \$110,000 annually.
- There is a mechanism in place for industry to provide input and strategic direction to the Tourism Manager.

Budget

The following budget has been developed based on the approved 2017 budget. It is important to review this plan on an annual basis to reprioritize activities, determine funding requirements and determine availability of funds.

This plan has been developed based on an aggressive but achievable target of increasing MRDT 8% on average to 2022. It also includes fast-tracking the utilization of the Reserve Fund in 2017. Vernon currently has a significant reserve fund of \$548,732 that most years does not get utilized. To jumpstart tourism in Vernon, it is recommended this plan draw from that funding source to help activate tourism now to better prepare the destination for the future. The plan is based on industry’s desire for realistic but aggressive growth; any unforeseeable and significant changes may impact performance, e.g. catastrophic worldwide events.

In addition, \$310,176 has been added in 2018 based on the successful MRDT process to shift from 2% to 3% (.8% of additional 1% would go to Tourism Vernon, the remaining .2% would remain with the Province to fund a provincial tourism event hosting program.)

Based on the above changes, the budget grows to over \$1,500,000, which is a significant increase over the current budget forecast and enables Vernon to be more competitive with other Okanagan destinations.

The following chart outlines all revenues sources, including the City of Vernon (with annual increases), Destination BC Visitor Centre Operating Grant, Earned Revenues, Reserve Funds and MRDT. As the budget for the Priority Actions outlined within this plan may exceed the total annual budget available from Tourism Vernon, new revenue streams or other resources should continue to be sourced, which may include new funding available by the Province for event hosting, community grant funding programs, etc.

Currently the designated accommodation area for the collection of the MRDT is the City of Vernon boundary; there is an opportunity to include Regional District of North Okanagan (RDNO) Area B.

	Base Year: Budget 2017	2018	2019	2020	2021	2022
MRDT – 2%	\$718,000	\$775,440	\$837,475	\$904,473	\$976,831	\$1,054,978
MRDT - 3%*	0	\$310,176	\$334,990	\$361,789	\$390,732	\$421,991
Reserve Funds	\$268,600	\$50,000	\$30,000	\$0	\$0	\$0
City of Vernon	\$113,387	\$115,428	\$117,506	\$119,621	\$121,774	\$123,966
Destination BC Visitor Centre Operating Grant	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Earned Revenues	\$34,360	\$35,956	\$37,677	\$39,534	\$41,513	\$43,650
TOTAL	\$1,159,347	\$1,312,000	\$1,382,648	\$1,450,418	\$1,555,851	\$1,669,585

Note: Destination BC Visitor Centre Operating Grant is confirmed to 2018, and budgeted to continue in 2022. Earned Revenues for 2018-2022 are based on estimates and are subject to City of Vernon Council approval.

*3% funding – Tourism Vernon receives 0.8% of the additional 1%.

Expenditures by strategic area:

Function	Strategies	2018	2019	2020	2021	2022
Marketing	Inspire Visitation through Focused Marketing	\$770,000	\$832,648	\$855,418	\$925,851	\$979,585
Marketing	Activate Strategic Marketing Partnerships	\$85,000	\$90,000	\$95,000	\$110,000	\$120,000
Development & Visitor Services	Enhance the Destination Appeal	\$225,000	\$225,000	\$230,000	\$245,000	\$260,000
Administration	Provide Visionary Leadership	\$232,000	\$235,000	\$270,000	\$275,000	\$310,000
TOTAL		\$1,312,000	\$1,382,648	\$1,450,418	\$1,555,851	\$1,669,585

For comparison purposes, a budget with a 2% MRDT has been provided in the event the 3% MRDT application is not successful. The following budget has been provided based on a 2% MRDT funding level.

	Base Year: Budget 2017	2018	2019	2020	2021	2022
MRDT – 2%	\$718,000	\$775,440	\$837,475	\$904,473	\$976,831	\$1,054,978
MRDT - 3%*	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Funds	\$268,600	\$50,000	\$30,000	\$0	\$0	\$0
City of Vernon	\$113,387	\$115,428	\$117,506	\$119,621	\$121,774	\$123,966
Destination BC Visitor Centre Operating Grant	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Earned Revenues	\$34,360	\$35,956	\$37,677	\$39,534	\$41,513	\$43,650
TOTAL	\$1,159,347	\$1,001,824	\$1,047,658	\$1,088,628	\$1,165,118	\$1,247,594

Note: Destination BC Visitor Centre Operating Grant is confirmed to 2018, and budgeted to continue in 2019. Earned Revenues for 2018-2022 are based on estimates and are subject to City of Vernon Council approval.

*3% funding – Tourism Vernon receives 0.8% of the additional 1%.

Function	Strategies	2018	2019	2020	2021	2022
Marketing	Inspire Visitation through Focused Marketing	\$654,347	\$605,824	\$632,658	\$648,628	\$695,118
Marketing	Activate Strategic Marketing Partnerships	\$80,000	\$60,000	\$65,000	\$65,000	\$70,000
Development & Visitor Services	Enhance the Destination Appeal	\$200,000	\$125,000	\$125,000	\$150,000	\$175,000
Administration	Provide Visionary Leadership	\$225,000	\$211,000	\$225,000	\$225,000	\$225,000
TOTAL		\$1,159,347	\$1,001,824	\$1,047,658	\$1,088,628	\$1,165,118

Timeline

Strategies		2017	2018	2019	2020	2021	2022
Inspire Visitation through Focused Marketing							
1	Build the Vernon destination brand.						
2	Evolve and enhance leisure marketing efforts to complement the current focus on generating awareness and interest with a stronger focus on conversion for booking a trip to Vernon.						
3	Increase role in travel trade sales efforts, working in collaboration with tourism businesses.						
4	Increase efforts on the sports tourism market.						
Activate Strategic Marketing Partnerships							
5	Leverage existing and new strategic marketing partnerships and programs with local Vernon stakeholders.						
6	Work collaboratively with destinations along the primary travel corridors in the Thompson Okanagan.						
7	Leverage relevant sector marketing partnerships and programs for tourism growth.						
8	Increase engagement of TOTA, Destination BC and Destination Canada to improve marketing efforts for Vernon.						
Enhance the Destination Appeal							
9	Encourage and enable industry to develop new remarkable products and experiences that support the Vernon brand, demand generators and target markets.						
10	Increase focus on supporting new and enhanced festivals and events.						
11	Facilitate collaboration to ensure Vernon is leveraging its unique potential as a gateway and hub for the North Okanagan Rail Trail.						
12	Provide more compelling and enticing packaged travel experiences within the destination and between destinations.						
13	Ensure a positive community experience.						
14	Continue to evolve the visitor services model.						
15	Support the focus on understanding and protecting natural assets of the region.						
Provide Visionary Leadership							
16	Evolve to a Commission-managed organizational structure over time to enable Tourism Vernon to be more effective.						
17	Advocate for the tourism industry within the municipality, region, and province.						
18	Continue to ensure the tourism industry is inclusive of the Vernon area.						
19	Continue to engage stakeholders and residents through communications and community relations activities.						
20	Facilitate and encourage industry training and development.						
21	Lead the ongoing collection, analysis and sharing of performance metrics, research and intelligence.						
22	Secure additional funding to resource Tourism Vernon appropriately.						
23	Ensure ongoing tourism planning.						

1.1 Appendix 1: Net Promoter Score

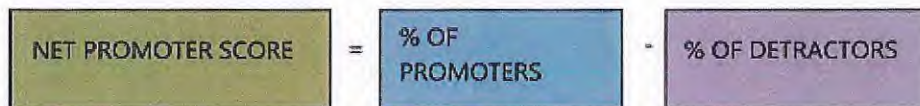
The following has been provided by Destination BC: <http://www.destinationbc.ca/Resources/Monitoring-and-Evaluation/Net-Promoter-Score.aspx>

The Net Promoter Score (NPS), developed by Frederick Reichheld and Bain & Company in 2002, is a simple metric that helps organizations monitor the engagement of their customers. It reflects the likelihood that customers will recommend a product/company/place to friends, family or colleagues.

In the context of the tourism industry, NPS is based on responses to the question, “How likely are you to recommend [Vernon] as a travel destination to a friend, family member or colleague?” Responses are scored from 0 = “not at all likely” to 10 = “extremely likely”. Respondents are divided into three categories:

- **Detractors** (scores of 0 to 6): Unhappy visitors, unlikely to tell others to visit and might even damage the reputation of a destination through negative word of mouth.
- **Passives** (scores of 7 or 8): Marginally satisfied visitors not excited enough to tell others about their travel experience.
- **Promoters** (scores of 9 or 10): Loyal enthusiasts likely to return and rave about their travel experience.

NPS is calculated by subtracting the percentage of detractors from the percentage of promoters.



The intention to recommend a travel destination, reported by the NPS, is a proxy measure of overall satisfaction with the travel experience. Satisfaction with the travel experience and the intention to recommend greatly increase the likelihood of a return visit to British Columbia. And word of mouth advocacy, either face-to-face or through social media, is critical for attracting first time visitors to British Columbia.

NPS is regarded by researchers as the question that best predicts the future growth of customer centric businesses like the tourism industry. Many tourism businesses and destination management organizations, including the Canadian Tourism Commission, are also measuring NPS to help monitor and measure efforts to improve customer loyalty.

The original research that developed NPS is described in an article by Frederick F. Reichheld in the Harvard Business Review: <https://hbr.org/2003/12/the-one-number-you-need-to-grow>.



THE CORPORATION OF THE CITY OF VERNON

INTERNAL M E M O R A N D U M

TO: Will Pearce, CAO **FILE:** 6750-20
PC: Kim Flick, Director, Community Infrastructure and Development **DATE:** February 14, 2018
FROM: Kevin Poole, Manager, Economic Development and Tourism
SUBJECT: BUSINESS AMBASSADOR PROGRAM

Starting in 2013, the Economic Development Advisory Committee formed a variety of Task Force teams that would take on specific initiatives to assist the Economic Development function beyond what Administration had the capacity to undertake. The first two groups, the Branding Task Force and the Technology Task Force, were very successful and engaged several Committee members along with community experts in the marketing and technology community.

The Business Ambassador Program Task Force was established in 2015 and included several members of the Economic Development Advisory Committee. The goal of the Task Force was to explore options for beginning a Business Ambassador Program in Vernon. Essentially, the program would engage business professionals and service providers in further supporting new business investment beyond the services offered by the City of Vernon Economic Development function. The Task Force did some initial research and found three common types of Business Ambassador Programs, as follows:

- 1) Welcome Business Ambassadors – A program focussed on having a dedicated group of business volunteers that would welcome new businesses and investors to the region. The group would be an additional resource to assist in networking new business into the community to ensure they feel welcomed and supported.
- 2) Expert Business Ambassadors – A program geared towards business ambassadors that have specific expertise that could assist new businesses coming to the area ie: lawyers, accountants, commercial lenders, etc.
- 3) External Bound Ambassadors – A program that concentrates on having Business Ambassadors that travel abroad and promote the attributes of doing business in Vernon.

In order to further develop a potential program and set priorities, \$5,800 was allocated from the 2016 Economic Development projects budget to have a consultant undertake a more detailed analysis of the Business Ambassador Program opportunity. Based on a proposal and support from the Task Force, Administration contracted the Greater Vernon Chamber of Commerce to take the lead on further investigating the initiative.

The Task Force met a variety of times over the past year to discuss the opportunity in further detail. In July 2017, the Greater Vernon Chamber of Commerce provided a report (Attachment 1) to the Business Ambassador Task Force for consideration. The report provides the framework required for creating a Business Ambassador Program including budget implications, samples of types of programs in other jurisdictions and options for consideration. Unfortunately, the report was never finalized by the Task Force nor formally endorsed by the Economic Development Advisory Committee for Council's consideration.

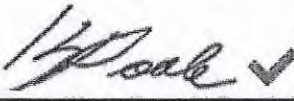
As the Economic Development Advisory Committee was recently restructured, Administration felt it necessary to share the initial findings of the Business Ambassador Task Force directly with Council. In terms of next steps, as time permits, Economic Development staff plan to meet with several of the service providers identified within the report (ie: Greater Vernon Chamber of Commerce, Rotary Clubs, etc.) to gauge interest in providing Business Ambassador Program services. Based on those discussions and further review of the opportunity by Administration, recommendations on establishing a Business Ambassador Program may be brought back to Council for consideration in the future.

Recommendation:

THAT Council receive the memorandum titled "Ambassador Program" dated February 14, 2018 from the Manager, Economic Development and Tourism, for information.

Respectfully submitted by:

Feb 15 2018 11:47 AM

X  ✓
Kevin Poole
DocuSign

Kevin Poole

Attachment 1 – Vernon Business Ambassador Program – Options for Consideration

G:\6400-6999 PLANNING AND DEVELOPMENT\6750 ECONOMIC DEVELOPMENT\20 Economic Developments Projects\Task Force Initiatives\Ambassador Program Task Force\180214_kp_memo_business_ambassador_program.docx

Vernon Business Ambassador Program

Options for consideration

(July 2017)

Prepared for the **Greater Vernon Chamber of Commerce** by:



Leslie Lax

Creating opportunities in community and economic development

Table of Contents

Introduction and Background	3
Methodology and key findings	3
Program Summary	4
Mission	4
Program description.....	4
Inbound Investor Support	6
Outbound activities	6
Recruitment and training	6
Keys to Success.....	6
Benefits to Ambassadors.....	8
Program Components	8
Metrics of success	10
Budget Options	12
Appendices:.....	13
Vernon Business Ambassador Non-Disclosure and Expectations Agreement:.....	14
Vernon Business Ambassador Program – Information for Membership.....	15
Excerpt from County of Brant – Ambassador Program Draft	17
Research Information Sources	19

Introduction and Background

New business growth is crucial to a diversified and strong local economy. The City of Vernon Economic Development Department assists new business attraction through a number of activities including:

- participating in trade shows and outbound missions;
- providing assistance to business interests that approach the City;
- providing information to ease relocation or business start-up;
- processing commercial, industrial and institutional development applications;
- providing site-selection services; and
- networking and broking relationships with businesses and other organisations.

As with any economic development department or agency, services are limited by budget allocation and effective departments leverage economic development activity through partnerships.

The City of Vernon's Economic Development Advisory Committee (EDAC) has identified an opportunity to enhance the City's economic development activity through the development and implementation of a Business Ambassador Program. Initial work on the idea was developed by members of the EDAC Ambassador Action Team / Sub-Committee including Nancy Wilde, Val Trevis, Ian Murphy, Dan Rogers and George Duffy (previous Chamber Manager). The team recognised the potential benefit in providing additional support to the City when working with inbound investor delegations. This assistance could take the form of providing industry sector linkages through bringing local business leaders to the table, sharing business experience and on occasion providing cultural protocol support for foreign investors.

Following the initial investigation by the EDAC Ambassador Action Team the City of Vernon contracted with the Greater Vernon Chamber of Commerce to develop a proposal for a local Business Ambassador Program. The Chamber contracted with Leslie Lax, STRATEGIC Management Consulting to research and draft an options report the City of Vernon could consider if it wished to proceed with such a program.

Methodology and key findings

Research for input began with a web-based search for Business Ambassador Programs in Canada. On-line information was carefully reviewed prior to establishing contact with program leads. Over twenty sites were reviewed and after careful consideration eleven programs were selected for further review. The consultant reached out to program leads by email and telephone and in seven cases connected through personal conversation to further clarify program services and activities and learn from the experience in other communities.

In addition, contact information for three stakeholders was provided to the consultant and these were followed up with personal conversations.

Based on information from the programs reviewed it soon became clear that most Business Ambassador activity was focussed on outbound activities. That is, Ambassadors took advantage of activities outside of the community to commend the community and encourage their business connections to do business in their community.

Those programs that did have an inward focus were either directed to buy-local type programs or had budgets that are likely to far exceed the capacity of the City of Vernon to implement. With that said, the recent work by the Local Immigration Partnership Council to refresh and strengthen the "Move to Vernon" program may provide an opportunity to dove-tail an ambassador program that has an inbound focus. There are many variables that will influence the decision to proceed with outbound or inbound (or both), many of which are noted within this report.

Information from program review indicates that it may be better to focus, at least initially, on business investment activities rather than labour force and skills development. The labour force elements are important and often necessary to effect business investment. However, any new program is best introduced in manageable phases, building upon successes. Experience suggests that new programs that are too broad in scope have challenges with initial implementation.

Program Summary

MISSION

With municipal economic development resources stretched to their limit, a Business Ambassador Program provides an opportunity for the City of Vernon and a third party to leverage local resources to enhance economic development activities. The mission of the Business Ambassador Program is to utilise the strength, passion and confidence of local business and community leaders to encourage investment in the community, enhance local business opportunities and generally grow the local economy.

PROGRAM DESCRIPTION

The Business Ambassador Program would comprise an outstanding collection of Ambassadors that are committed to support the economic development efforts of the City of Vernon. The Business Ambassador Program is designed to tap into the knowledge and expertise of local business leaders and build economic development capacity, create a positive image for the city and to attract new business to the City of Vernon. Using their unique personal and professional networks along with their talent, energy and enthusiasm, local business leaders equipped with promotional tools will encourage new business activity including enhancing sales, securing new conference and event activity and bringing new investment to the City of Vernon.

The Business Ambassador Program is envisaged as a focused partnership that offers a powerful resource to business and community leaders who are passionate about promoting the City of Vernon as a place to invest and do business. Key partners would be the City of Vernon (specifically the Economic Development Advisory Committee and the Economic Development Department) and a third party service provider. The Greater Vernon Chamber of Commerce with its well established links to local business, credibility and resources is well placed to take the role of program delivery partner though other local entities could also be considered.

The program would also seek linkages between other organisations that support program goals. These organisations might include Community Futures North Okanagan, Social Planning Council for the North Okanagan, Downtown Vernon Association, Vernon and District Immigrant Services Society, local service clubs (for example Rotary) and other local and regional partners. The contribution of these organisations will be established through initial collaborative sessions designed to describe program objectives and build synergies with existing and possible future services provided by the stakeholder organisations.

Based on the original ideas from the EDAC Ambassador Action Team, the Business Ambassador Program's services would ideally focus on supporting inbound investors along with a component that seeks to develop outbound business links. There are potential needs in other areas of economic development including existing business retention and labour market development, including the attraction of skilled workers and executives. These fall outside the current program brief which is focussed on business investment and growth. Filling skilled labour gaps may be something that is required for business growth but is not a focus of this program. Labour market development could potentially be incorporated at a later stage. The important issue here is to start small, build success and then expand services if necessary.

It is critical to recognise that the program would augment existing economic development activities by the City of Vernon Economic Development Department, EDAC and other local and regional organisations supporting business growth in Vernon. If implemented, program administration would coordinate closely with the Economic Development Department and report back to the department. Support for committed investors will continue to be led by the Economic Development Department of the City of Vernon.

There would be value in engaging the EDAC in a fuller discussion around the potential short term and long term priorities of the proposed Ambassador Program. Those discussions could then be informed by the practical knowledge as to the realistic resources that could be allocated for such a program. As an example, if limited resources are available or if there are synergies that exist with current programs or initiatives in place in the city, it may make sense to build a collaborative effort that first centers on an inbound focus. In that context starting small would limit any risk and allow for easy evaluation and expansion in the future if deemed successful.

INBOUND INVESTOR SUPPORT

The Business Ambassador Program will benefit potential investors by providing specific local knowledge and support networks. The program's contribution to inbound business investment interest could include offering the experience of Business Ambassadors in a specific sector. For example, should an investor be interested in opening a new restaurant, the program could arrange a meeting between the potential investor and a small group of Ambassadors from a variety of sectors. These Ambassadors would share their experience with respect to business supports, labour market experiences, interactions with the City, etc., with the potential investor. Engagements like this would build confidence in investing in and relocating to Vernon, as well as assist with initial business network development. The City would, however, need to be extremely cautious in putting such support networks in place so as to avoid any public perception of conflict of interest or insider access to business opportunities.

There is potential for the Business Ambassador program to add a level of engagement by 'sourcing' professional advice targeted at the new businesses' needs. For example, legal and accounting expertise may need to be sector specific. As mentioned in the previous paragraph, prudence demands that no specific service provider is recommended over another as this could result in liability issues and concerns regarding competitive practices. In this case, the program could potentially enhance existing Business Directories (such as that produced by the Chamber of Commerce) by adding sector specific expertise information and improving the search capability. There may also be an opportunity to increase the number and type of businesses included in the directory by linking directory listings with City business licence applications.

OUTBOUND ACTIVITIES

An outbound focus of the Business Ambassador Program is envisaged to leverage on Ambassadors' passion and existing travel arrangements to spread the word about opportunities available in Vernon.

Ambassadors would use every and all opportunities to promote Vernon as a place to invest, relocate and do business.

RECRUITMENT AND TRAINING

Training would include a range of information that Ambassadors need to successfully engage with potential investors. This might include information on the City of Vernon including amenities, infrastructure, local business strengths, etc., access to on-line content, links to the Economic Development Department and cross-cultural training that provides relevant protocol information about the countries and cultures that potential investors represent.

KEYS TO SUCCESS

No matter if the decision is to focus first on an inbound or outbound program (or both), there are consistent elements that must be addressed. A successful Business Ambassador Program requires that a number of key elements be completed. These include activities related to program development and program implementation.

Program Sustainability:

- Program sustainability
First and foremost, the program will only be successful if there is a sustained commitment of resources over time to allow for proper development and implementation. This commitment will require a time frame of at least three to five years, preferably five years.

Program Development:

- Create program documents including refining community information.
These documents could include a community profile, information on city taxes, fees, licensing and bylaws, ambassador application and selection documents, and a summary of the program. Much of this information is already available from the City and sample templates of Ambassador recruitment and selection documents are included in the appendix to this report.
- Build program awareness. The Business Ambassador Program will need to be marketed to community business leaders.
- Educate about the city's advantages.
Understanding what the City of Vernon and resident businesses have to offer is critical to enabling Business Ambassadors to do their work when supporting potential investors or generating leads.
- Enlist community leaders' participation in promoting the City of Vernon as a great place to do business.
The Business Ambassador Program relies on the participation of strong Ambassadors.

Program implementation:

- Identify business leads.
Economic growth and business expansion is the focus of the program. Business Ambassadors encourage those they network with to do business in Vernon. This includes **encouraging new investment**, **hosting events** in the City or **accessing supplies** (broadening the supply chain) from businesses located in Vernon. These activities will assist with strengthening existing businesses sectors as well as potentially develop new industry clusters.
 - **Encouraging new investment** includes working with inbound investors to smooth their path to investment in Vernon.
 - **Hosting events** speaks for itself. Ambassadors would spread the word about the conference and event facilities available in Vernon.
 - **Accessing supplies** (broadening the supply chain) refers to those activities that support growing intermediate sales from Vernon based companies. An example might be that an Ambassador attends a food and beverage conference. They note that a high-end olive oil supplier has paper labelled bottles and suggest the producer/distributor get in touch with Universal Packaging, a company based in Vernon, to talk about packaging options.

- Foster positive relationships between economic development staff, elected officials and local business leaders.

Local governments have a role in supporting economic growth. The most effective way to do so is to understand the needs of local businesses and to know what the city can and should do to support those businesses. On the other hand, business owners and managers need to understand the limits of what the City is able to provide. Understanding business needs as well as how the municipality is able to support business, starts with communication and building relationships.

BENEFITS TO AMBASSADORS

In exchange for their time and effort, ambassadors will benefit from strengthened relationships with city officials, increased networking and industry partnership opportunities, and a higher profile for their own organisation/company.

Other benefits include:

- Networking with other entrepreneurs and business people.
- Opportunity for participation and involvement in helping the City grow and attract new businesses and investment.
- Leadership opportunities within the various sectors of the community.
- Unique City of Vernon ambassador materials.
- Professional development.
- Recognition at an annual event.

Program Components

The following presents a range of possible program components. Ultimately, the suite chosen will depend on resources available.

- *Program administration*

As indicated earlier, with resources of the City of Vernon's Economic development Department stretched to the limit, it makes sense to outsource the administration of the Business Ambassador Program to a third party. A third party would be able to utilise existing resources, while the City would likely have to recruit new personnel.

This arm's-length entity would maintain program records and ensure accountability for program funds. The program administrator would be responsible for maintaining a Business Ambassador database that could include information on Ambassador activities including: name; company; sector; international experience; training provided; program participation; lead generation; lead follow-up, etc.

The program administrator would report directly to the City's Economic Development Department on program activities, finances and planning.

➤ *Ambassador recruitment and selection*

The third party administrator would provide management support for recruiting and selecting Ambassadors.

The program administrator will be responsible for recruitment, selection and support of Business Ambassadors. This includes marketing the program, ongoing recruitment and selection and regular follow-up. Initial selection might be expedited through approaching EDAC members, Chamber of Commerce Directors and leadership in local service groups, for example, the Vocational Committee of the Kalamalka Rotary Club as these groups might provide quick wins. Further recruitment would cast a broader net.

The EDAC could be a vetting body, reviewing administrator recommendations for Ambassador appointments.

➤ *Training*

The third party administrator would be responsible for the development and delivery of training for Ambassadors. Training could include Ambassador expectations and responsibilities, information on Vernon and where to access information, and opportunities for support. Training could also include a component that covers cross-cultural business protocol.

➤ *Ambassador identification*

Ambassador programs typically have some means of identifying vetted Ambassadors. These include lapel pins, business cards and clothing items such as polo shirts or jackets.

➤ *Marketing material*

Much of this information has already been developed by the City of Vernon. An updated Community Profile will be available shortly. The City of Vernon would be responsible for maintaining marketing material and ensuring it is available to the Business Ambassador Program and to Ambassadors.

➤ *Enhanced Business Directory*

Develop and maintain an enhanced Business Directory that includes areas of expertise and speciality where available. This may be accomplished by building on a current business directory such as that produced by the Chamber of commerce. Directory listings could be enhanced by including information from City business licences.

➤ *Program promotion*

Maintain on-line, up-to-date program information, promotional material and a list of Ambassadors in good standing.

The third party program administrator will be responsible for creating and maintaining the Business Ambassador on-line presence and ensuring that links are available to Ambassadors, partners and stakeholders.

- *Newsletter and Promotional Publications*
Ongoing promotion is essential to program success. The third party administrator could produce two promotional updates each year directed toward the general public and business sector. These updates would focus on current activities and successes and be made available through the program web presence.

- *Celebrating successes*
Celebrate and acknowledge the work of Business Ambassadors. This could be accomplished through inclusion in an annual recognition event. It would be cost-effective to include the recognition in an existing event such as the annual Business Awards Event hosted by the Chamber of Commerce.

Another vehicle for recognition could include quarterly round tables for Ambassadors where Ambassadors share their experiences.

- *Building relationships*
The Business Ambassador Program could commit to liaising with City officials in implementing annual business round table discussions with the City. Experience from the Ambassador Program as well as inputs from the Business Walks program, EDAC and other information sources will contribute to setting the agenda.

Metrics of success

Understanding a program's contribution and success relies on establishing well designed indicators of success or Key Performance Indicators (KPI) and monitoring and evaluating those KPIs. The actual indicators of success will depend on which form the Business Ambassador Program takes. The following present some potential KPIs that could be used to monitor the program.

- Generate business leads.
 - ✓ Recruit 15 business ambassadors in the first year of operation.
 - ✓ Ambassadors participate in 15 business lead activities in the first year.
- Reinforce the city's commitment to the local business community.
 - ✓ Keep web based information on the City of Vernon (community profile, tax and fees rates, etc.) current and accessible.
 - ✓ Respond to every business lead in a timely manner.
- Recognize individual achievements and celebrate successes.
 - ✓ Host at least one event to recognise the Business Ambassadors and their work every year.
- Provide an opportunity for economic development staff and politicians to get to know local business leaders.
 - ✓ Host round table sessions with business owners and local government at least once each year. This is separate from the recognition event.

The Ambassador program in Brant County, Ontario uses a points system for determining the Ambassador of the Year. A similar system may be used for the Vernon program. The system may also be used to assist with evaluating program success. Details of the points system are included in the appendix "Excerpt from County of Brant – Ambassador Program Draft".

Budget Options

Cost estimates for the options identified under program options are presented here.

	Year 1	Year 2	Year 3	Year 4	Year 5
Administration (including recruitment and communications) ~10 hours / week @ \$50 / hour. More time in year 1 to accommodate program set-up.	8,000	6,000	6,000	6,000	6,000
Stakeholder collaboration Host 4 meetings / year @ \$125 / meeting	500	500	500	500	500
Materials development and on-line accessibility. First year includes material development and page design. Subsequent years include information updates.	3,000	500	500	500	500
Training Training sessions @ \$500 each. Two in year 1.	1,000	500	500	500	500
Ambassador identification. Range of costs depending on which identification options are included (pins, business cards, shirts, etc.)	250 – 1,000	250 – 1,000	250 – 1,000	250 – 1,000	250 – 1,000
Annual Business Round Table (costs would be partially offset by participant contributions)	1,000	1,000	1,000	1,000	1,000
Recognition Ambassadors participating in recognition event. Quarterly Ambassador round table meetings (4 @ \$125 each)	1,000 500	1,000 500	1,000 500	1,000 500	1,000 500

The City of Vernon will contribute the required funds to the Business Ambassador Program's operating budget. Partner and stakeholder organizations could provide resources in-kind.

Appendices:

Vernon Business Ambassador Non-Disclosure and Expectations Agreement.

Vernon Business Ambassadors – Information for Membership.

Excerpt from County of Brant – Ambassador Program Draft.

Information Sources.

VERNON BUSINESS AMBASSADOR NON-DISCLOSURE AND EXPECTATIONS AGREEMENT:

I, _____, understand that as a member of the Vernon Business Ambassadors, I have a legal, moral and fiduciary responsibility to ensure that the organization does the best work possible in pursuit of generating business leads for the city and maintaining the confidentiality of said prospects. I fully support the vision, mission and values/beliefs of the Vernon Business Ambassadors and I will act responsibly and prudently as its steward. I understand and agree that in my role as an Ambassador I may receive confidential information that must be kept confidential. As an Ambassador I will ensure the protection of such information, and will preserve any confidentiality necessary, regardless of whether such information is designated as "Confidential Information" at the time of its disclosure.

My duties and responsibilities as a member of the Vernon Business Ambassadors include:

1. I will represent the City of Vernon and area, and champion promoting the community within my networks.
2. I will act as an ambassador with the goal of pursuing prospects to attract new business to the city.
3. I will engage with the ambassador group, helping them achieve their goal of bringing new business to the city.
4. I will carry out tasks developed by the program administrators required to achieve the Vernon Business Ambassadors' goals.
5. I will act in the best interest of the Vernon Business Ambassador Program and excuse myself from discussions where I have a conflict of interest.
6. I will stay informed about what is going on in the organization. I will ask questions and request information. I will participate in and take responsibility in achieving the goals of the organization. I will, to the best of my ability, take advantage of any educational opportunities presented in order to remain informed.
7. I will be provided with an initial orientation and then offered subsequent informational sessions to help me perform my duties as a Vernon Business Ambassador.

Signed:

Ambassador

Date: _____

Program Administrator

Date: _____

VERNON BUSINESS AMBASSADOR PROGRAM – INFORMATION FOR MEMBERSHIP
(DRAFT FOR DISCUSSION)

The following pages will help the selection committee at the Vernon Business Ambassador Program learn important information about each applicant for membership. The committee looks forward to learning more about you, and your interest in becoming an Ambassador.

Please provide some information about yourself or your

LAST NAME FIRST NAME PREFERRED NAME

BUSINESS NAME POSITION

BUSINESS ADDRESS
(street name and number, City Province, postal)

BUSINESS PHONE MOBILE PHONE EMAIL

PREFERRED METHOD OF CONTACT REFERRED BY

Personal information disclosure:

The Business Ambassador Program collects personal information and will not use personal information for any other purpose than identified at or before the time of collection. The Business Ambassador Program does not collect, use or disclose personal information of individuals except when individuals give consent and provide the information on a voluntary basis.

Describe your business including the industry. Is your business conducted locally, provincially, nationally or internationally?

Please describe how you believe that Vernon is an ideal location to conduct business as well as an ideal place to live.

What sparked your interest in the Business Ambassador Program?

What do you hope to gain as a result of your experience as a Business Ambassador?

What qualities do you believe you will bring to the role of Business Ambassador?

Please indicate which activities you are interested in performing as an Ambassador. Please note all of the options include engaging in meaningful positive conversation about Vernon. Check all that apply

<input type="checkbox"/>	Hand out materials / share information about Vernon
<input type="checkbox"/>	Host tour at facility / business location
<input type="checkbox"/>	Join a tour to talk about the benefits of conducting business in Vernon
<input type="checkbox"/>	Join a lunch meeting
<input type="checkbox"/>	Key note speaker/feature speaker for an event
<input type="checkbox"/>	Coffee or Lunch
<input type="checkbox"/>	Other (please specify below)

By completing this application I affirm that the facts set forth are true and complete. I also affirm that I am willing and able to make the time commitment required to help fulfill my duties as a Vernon Business Ambassador.

PRINTED NAME	SIGNATURE	DATE

Please submit this application by mail, fax, or email, in confidence to the contact listed below.

Vernon Business Ambassador Program
 Administrative Address
Phone:
Fax:
Email: BAPinfo@xxxxxxx.xxx

EXCERPT FROM COUNTY OF BRANT – AMBASSADOR PROGRAM DRAFT

Awards & Recognition

A point system will be used to track Ambassador activities throughout the year. The accumulated points for each Ambassador will be available at the quarterly meetings. A breakdown of the point system is provided below:

Criteria	Points
3 rd Party Social Media Tweet	0.5/Tweet
Informing Economic Development staff of a business that isn't reflected on the business directory ⁵	1
Ground Breaking Ceremonies ⁶	2
Official Grand Openings/Ribbon Cutting Ceremonies ⁷	2
Training Program Completion (Refresh)	2
Attending Any Local Chamber Events	2
Informing Economic Development staff of a new business that is proposed to open within the County ⁸	2
Conducting a site visit with survey to a local business (See Appendix "B")	2
Providing a potential subject (and contact) for an article in the "Prosper in Brant" newsletter ⁹	2
Attending external events (tradeshows, conferences or special events tailored to Economic Development)	3
Attending the Annual Salute to Brant Business event	3
Sponsoring a New Ambassador ¹⁰	3
Attendance at any other business related events as put on by the County of Brant (either independently or jointly with another agency)	3
Attending Quarterly Breakfast Meetings	4
Recruiting a local business owner to take part in the success story initiative (See Appendix "B")	4
Ambassador Training Program Completion (1 st time)	5
Delivering a qualified lead ¹¹ to the Economic Development Office	7
Delivering a lead that results in a new investment ¹²	15

⁵ The business must not currently be reflected on the business directory and the Ambassador must provide some details about the business

⁶ The collective Ambassador email list will be notified of any such events to ensure for a fair and transparent opportunity for people to attend

⁷ See Footnote "6" above

⁸ Unbeknownst to anyone save and except the Ambassador – they will advise Economic Development staff of the business and provide pertinent details as appropriate so that a 'welcome' package can be rolled out and the business can be put on the business directory. The subject business must also fall within the defined jurisdictional boundaries of the County

⁹ Points will be credited if, and only if the article is published

¹⁰ Points will only be attributed if the candidate is approved

¹¹ A qualified lead constitutes a company that is genuinely interested in investing in the County of Brant. Leads that are deemed qualified will be at the discretion of Economic Development personnel

¹² As investment deals take considerable time to finesse and guide along, any qualified lead that turns into an investment within the community, the points to the subject Ambassador who provided the lead will be credited subsequent to the deal being signed by the Council and the subject client

Points may vary and are at the discretion of Economic Development staff personnel. Staff will keep track of points throughout the four quarter cycle. At any events where Economic Development staff is involved, it will be the responsibility of the Ambassador to advise staff of their attendance so that points may be accurately accounted for. For the events in which staff might not be in attendance (i.e. chamber events, external tradeshows/conferences), proof of attendance (i.e. receipts) will need to be furnished for consideration of acquiring points.

Ambassadors in training are not eligible to start earning points until they have completed the required training program¹³. Points are reset to zero at the end of the fourth quarter. Contrary to going with a typical calendar year approach, in order to accommodate the local Salute to Brant Business event, the quarters will be set as follows:

First Quarter: October, November, December;
Second Quarter: January, February, March;
Third Quarter: April, May, June;
Fourth Quarter: July, August, September.

As previously noted, staff would seek to schedule the required training in early October as to provide a fair and level playing field with respect to points accumulation over the next twelve months. As an incentive bonus for new Ambassadors, points for attendance in the training will yield five, whereas the refresh for existing Ambassadors procures two.

¹³ Special circumstances might apply to individuals that have prior commitments who will still be eligible to take part, so long as they meet the requirement as noted earlier

RESEARCH INFORMATION SOURCES

Location	Program Name / Key elements	Contact info
11 Cambridge, ON	<p>Cambridge Business Ambassador Program</p> <p>Outbound focus Advocating and promoting the City and its successes while conducting their regular business activities locally, nationally or internationally; Facilitating connections between businesses and potential investment opportunities; Actively identifying opportunities and leads for increased investment and employment growth.</p>	<p>contact: Laura Pearce, Economic Development Officer website: http://www.cambridge.ca/economic_development/cambridge_business_ambassador_program email: pearcel@cambridge.ca phone: 519-740-4683 x 4615</p> <p>Research conducted: Web review and personal conversation.</p>
12 Fredericton, NB	<p>Fredericton Business Ambassador</p> <p>Outbound focus Promote the city during meetings and travels. Help attract new businesses, residents, conferences, and opportunities to the City by sharing knowledge and distributing our tools.</p> <p>Program has been going since 2003. Laurie shared program materials. Large scale training program (~100 attendees) and ongoing recognition for Ambassadors.</p> <p>Challenge in defining metrics for success.</p>	<p>contact: Laurie Guthrie, Economic Development Officer website: http://www.teamfredericton.com/en/ambassadors/home.asp email: economicdevelopment@fredericton.ca phone: 1-506- 462-5126</p> <p>Research conducted: Web review and personal conversation.</p>

Location	Program Name / Key elements	Contact info
13 Battle River Region, AB	<p>Battle River Alliance for Economic Development (BRAED) Ambassador Program. (Program is no longer active)</p> <p>Outbound focus. Ambassadors received certificates, lapel pins and business cards to help them market the region as part of their daily business activities. Also had regular updates on economic development in community.</p> <p>Challenges in tracking leads (volunteer based) and in continuing to engage Ambassadors. Keys to success are regular contact with Ambassadors and ensuring recognition of effort. Program faltered with change in Executive Director and corporate transition period.</p>	<p>contact: Bud James, Mayor, Town of Killam, AB. phone: 780.385.3654</p> <p>Research conducted: Web review and personal conversation.</p>
14 Brant County, Paris, ON	<p>Ambassador Program</p> <p>Outbound focus. The program in principle will allow for the opportunity for local business leaders as well as County constituents to actively take part through their Ambassador status to assist the County in promoting the community as the ideal place to invest and build a future. Program has been operating for one year. Ambassadors collect points for activities. These are used to determine Ambassador of the year.</p>	<p>contact: Michael Buranyi, Economic Development Officer website: http://www.investinbrant.ca/advantages/ambassador-program/ email: Michael.Buranyi@brant.ca phone: 519.442.6324 Ext. 3028</p> <p>Research conducted: Web review and personal conversation.</p>

Location	Program Name / Key elements	Contact info
20 Fernie, BC	<p>Fernie Ambassador Program Fernie Chamber of Commerce</p> <p>Mostly inward looking Aimed at increasing business in Fernie and developing a passionate and resourceful community.</p> <p>Promoting business use within Fernie. Much like the “super-host” program combined with local business promotion.</p>	<p>website: http://www.fernierchamber.com/fernier/ambassadorprogram phone: 250.423.6868</p> <p>Research conducted: Web review.</p>
21 Squamish, BC	<p>District of Squamish Used to have an ambassador program</p> <p>Program was focused on re-branding exercise and not BRE.</p>	<p>contact: Natalie Scopaz, Economic development Coordinator. website: http://squamish.ca/business-and-development/economic-development/ email: economicdevelopment@squamish.ca phone: 604-815-4963</p> <p>Research conducted: Web review and personal conversation.</p>

Location	Program Name / Key elements	Contact info
22 Victoria, BC	<p>Business Hub</p> <p>The Business Hub is located at City Hall and is a first point of contact for business start-ups, relocations, expansions, investors, property owners, leasing agents, and others interested in creating prosperity in Victoria.</p> <p>The Business Ambassador helps with navigating the City's business processes, connect with relevant agencies in the community and provide access to other business resources such as financing organizations, business planning assistance, and networking associations. The Business Hub assists clients with all departments of the City for an easy and straightforward experience.</p> <p>Annual budget of approximately \$250,000.</p>	<p>contact: Emily Barz, Business Ambassador website: http://www.victoria.ca/EN/main/business/business-hub.html email: ebarz@victoria.ca phone: 250.361.0629</p> <p>Research conducted: Web review and personal conversation.</p>
40 Bathurst, ON	<p>Connect Bathurst Ambassadors</p> <p>Mixed focus – both inbound and outbound. Welcoming a new business to the community. Delivering information to new businesses, helping them make the connections they require. Sharing advantages and the unique opportunity that lies within the community. Delivering leads to the Economic Development partners to grow our economy.</p>	<p>contact: Chris Daigle, Interim Economic Development Manager website: http://www.bathurst.ca/ambassadors.php email: dbrc-crcb@bathurst.ca phone: (506)548-8068</p> <p>Research conducted: Web review.</p>

Location	Program Name / Key elements	Contact info
42 Innisfil, ON	<p>Business Ambassador Program (Economic Development Advisory Committee)</p> <p>Outbound focus. Utilizes the members of the Committee as emissaries, promoting the positive attributes of the Town of Innisfil to existing and prospective businesses.</p>	<p>contact: Brennan Kenny website: https://innisfil.ca/mygovernment/yourcommittees/economicdevelopment phone: 705-436-3740 Ext. 1514</p> <p>Research conducted: Web review.</p>
43 Kingston, ON	<p>International Ambassador Program Kingston Economic Development Corporation</p> <p>Outbound focus. Preliminary information through news release / article. Subsequent news article notes that volunteer program leader stepped down.</p> <p>No information available on City website.</p>	<p>contact: Donna Gillespie, Chief Executive Officer (Interim) email: gillespie@kingstoncanada.com phone: 613-544-2725 ext. 7270</p> <p>Research conducted: Web review.</p>
44 Ottawa, ON	<p>Ottawa Ambassador Program.</p> <p>Outbound focus. To promote Ottawa locally, nationally and internationally To bring the community together and encourage mutual support and collaboration</p>	<p>contact: Christine Evans website: http://investottawa.ca/ambassador/ phone: +1 (613) 828-6274</p> <p>Research conducted: Web review.</p>

Location	Program Name / Key elements	Contact info
50 Vernon	<p>Stakeholder - Kevin Poole</p> <p>City provides tailored support for potential investors depending on their needs. City's resources are limited and program idea evolved from a suggestion from EDAC. Community Profile is being revised and should be available in near future. Dept. engages in limited outbound activity. Current business attraction focus is on supporting investors that come to the Dept. for support.</p>	<p>contact: Kevin Poole, Manager of Economic Development & Tourism website: http://www.investvernon.ca/ email: kpoole@vernon.ca phone: 250-550-3249</p> <p>Research conducted: Personal conversation.</p>
51 Vernon	<p>Stakeholder - Annette Sharkey.</p> <p>Interested in linking to support attraction and retention of skilled workers and executives.</p>	<p>contact: Annette Sharkey, Executive Director, Social Planning Council for the North Okanagan (SPCNO) website: http://www.socialplanning.ca/ email: spcno@socialplanning.ca phone: 250-540-8572</p> <p>Research conducted: Personal conversation.</p>

Location	Program Name / Key elements	Contact info
52 Vernon	<p>Stakeholder - Lorelei Fiset.</p> <p>Lorelei provided contacts and other information on Central Alberta Economic Partnership and Battle River Alliance for Economic Development. Both had/have an ambassador type program.</p> <p>Interest in spouses program. Worker support. Business support by having established immigrant business owners help new immigrant business owners.</p>	<p>contact: Lorelei Fiset email: lorelei@pinnacleresults.ca phone: 250-545-0553 (desk) 403-391-8172 (mobile/text)</p> <p>Research conducted: Personal conversation.</p>

Key

<p>Similar type program Personal conversation</p>	<p>Different type program Personal conversation</p>	<p>Web based research only (Unable to establish direct contact)</p>	<p>Stakeholder Personal conversation</p>
--	--	--	---



THE CORPORATION OF THE CITY OF VERNON

INTERNAL MEMORANDUM

TO: W. Pearce, CAO **FILE:** 6441-20-Child
Friendly Cities

PC: K. Flick, Director, Community Infrastructure
and Development **DATE:** February 14, 2018

FROM: C. Corbett, Long Range Planner

SUBJECT: CHILD AND YOUTH FRIENDLY VERNON INITIATIVE UPDATE

Approximately one quarter of children in kindergarten in School District 22 are assessed as vulnerable in one or more of the Early Development Instrument measures (*2016 Early Years Development Instrument Report - Vernon Community Profile*). One in five children in British Columbia (BC) lives in poverty. From public space design to housing policies to transportation initiatives, local government plays an important role in supporting children and youth and improving quality of life. The Official Community Plan has a guiding principle to "Create a youth friendly city". This guiding principle is reflected in Council's Strategic Plan, numerous City policy and planning documents and public participation practices which include children and youth. Examining what Vernon is doing well, where improvements can be made and learning from industry best practices is what the Child and Youth Friendly Vernon Initiative is all about.

In 2012, the City of Vernon endorsed and signed the Vernon Children's Charter of Rights, making a commitment to honour and value children as an integral part of the future and our community. In 2014, Vernon hosted the Cities Fit for Children Summit, bringing delegates from all over the province to hear internationally renowned speakers discuss how cities can support children, youth and families with concrete actions to help them thrive. Since then, a collaborative working group, made up of representatives from the City of Vernon, Interior Health, North Okanagan Early Years Council, Success by 6 and the United Way, has been exploring ways in which Vernon can support children, youth and families to build a strong healthy future and support community economic development. Since successfully receiving a \$10,000 Healthy Communities Plan H grant and a \$5,000 City of Vernon discretionary grant, the working committee has been enabled to conduct the following initiatives:

- National Child Day and the 5th Anniversary of Vernon Children's Charter – An event was hosted by all partners represented on the Child and Youth Friendly Vernon Committee at the Recreation Centre on November 17, 2017. An estimated 300 participants attended and youth volunteers helped run the event. Food, entertainment and activities were provided and the Child and Youth Friendly Vernon Initiative was launched.



Photo 1: National Child Day Event

- Collaboration with the University of British Columbia Okanagan Institute for Community Engaged Research (ICER) – The committee has been working with ICER to connect with students to assist with researching best practices in child and youth friendly local government initiatives. Three students picked areas of interest to report on. Research reports have been provided on Urban Design, Food Security and Youth Truth and Reconciliation.
- Asset Mapping and Visioning (Attachments 1 and 2) – At various events, participants (over half of which have been youth) were asked to identify their favourite place and then to identify a place that needs improvement. The two clear front runners for favourite places is Kalamalka Provincial Park and the Vernon Recreation Centre. The two places identified as needing improvement are Kin Beach and Polson Park. Both of these parks are slated for improvement over the next several years. Visioning exercises have been conducted at events and with focus groups to ask questions on how Vernon could be more youth friendly.
- Child and Youth Friendly City Assessments and Focus Groups – Guided by the Society for Children and Youth - *Child Friendly Community* assessment framework (www.childfriendlycommunities), the committee has been working with stakeholders and focus groups, including children and youth, to conduct the assessments for Vernon. The committee is focusing on the topics shown below in Figure 1 by focusing on what the City of Vernon can do to become a more child and youth friendly city.



Figure 1 – Child Friendly Community Assessment Categories

Next Steps:

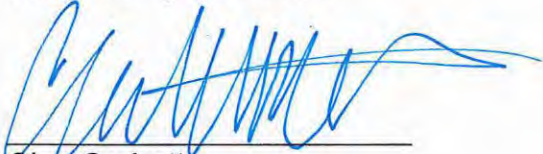
As proposed in the Plan H Healthy Communities Grant application, the committee intends to host a community forum in March with representatives from the Society for Children and Youth of BC. The purpose of the forum is to review the assessment work done to date and to start prioritizing policy and strategic action recommendations for Council’s consideration. Engage Vernon (www.engagevernon.ca) would also be used to present information and gain feedback.

Following the public participation expected in March, a draft Child and Youth Friendly Vernon proposal, based on all of the aforementioned initiatives, would be presented to Council for review, discussion and input. Please see Attachment 3 for an article that was published recently on the Plan H website highlighting the Vernon project.

RECOMMENDATION:

THAT Council support the public participation proposed by the Child and Youth Friendly Vernon Committee to host a community forum and through Engage Vernon (www.engagevernon.ca) as outlined in the Memorandum titled *Child and Youth Friendly Vernon Initiative Update* dated February 14, 2018 by the Long Range Planner.

Respectfully submitted:

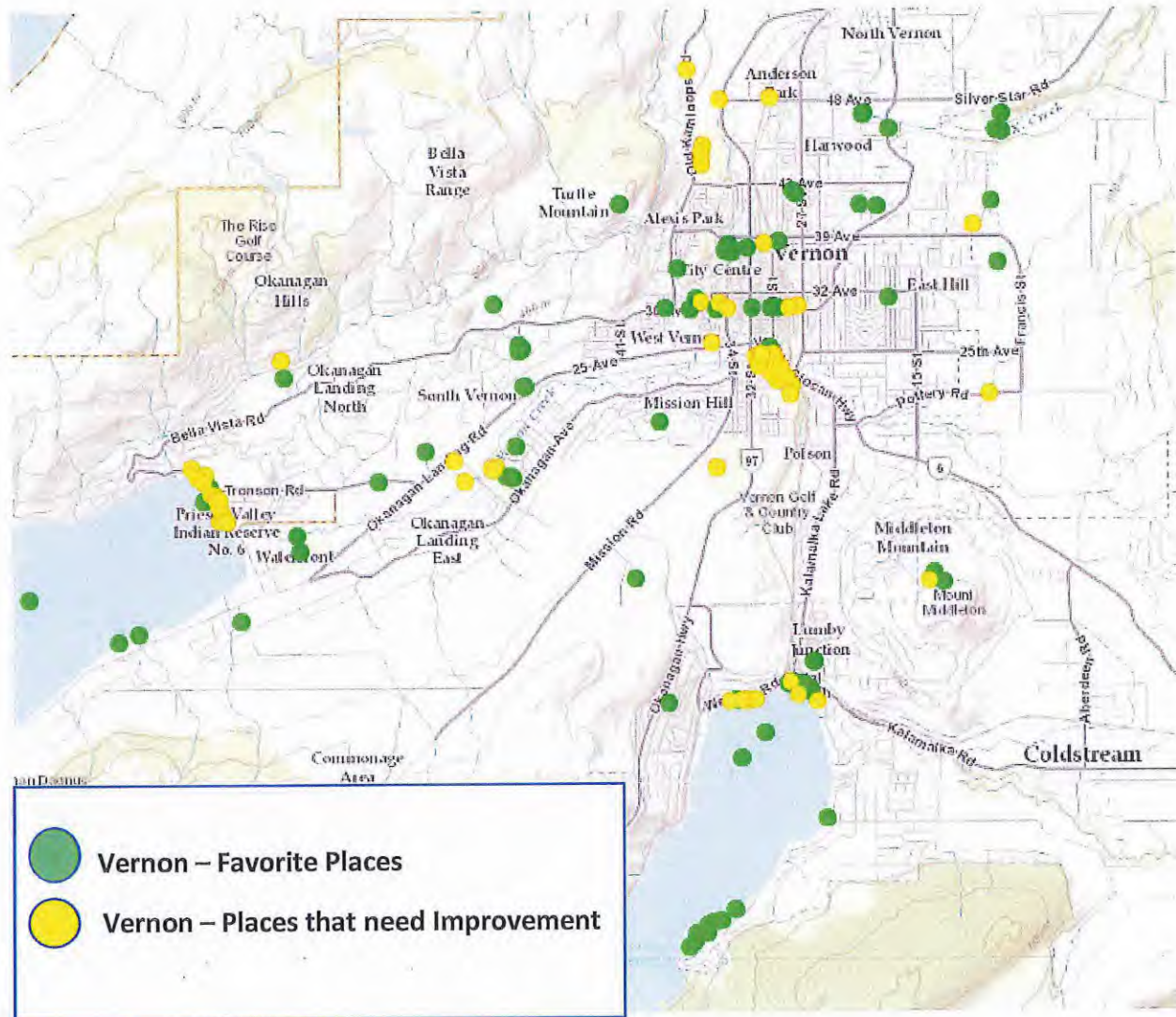




Cleo Corbett
Long Range Planner

G:\6400-6999 PLANNING AND DEVELOPMENT\6441 COMMUNITY PLANNING - SPECIAL STUDIES\20 Special Community Planning Studies, filed alphabetically\Child Friendly Cities\180213_memo_ChildFriendlyUdt.doc

Attachments:

1. Asset Map – Favourite Places and Places to be Improved
2. What makes a youth friendly city visioning results
3. Plan H Healthy Communities Article



-  **Vernon – Favorite Places**
-  **Vernon – Places that need Improvement**

NATIONAL CHILD DAY – 2017

What Makes a Youth Friendly City?

PREVIOUS ENGAGEMENT RESPONSES (ON THE BILLBOARD)
Public Art
Affordable Housing
Natural Play
Music
Parks
Access to good food
Affordable Quality Child Care
Trees
Access to education
Loose Parts Play
Neighbourhoods with services
Access to beaches
Affordable Recreation
Ability to take risks
Easy walking/biking/bussing
Community Gardens
Free Wi-Fi
RESPONSES FROM OPEN HOUSE – NOVEMBER 18, 2017
More advertising of free family activities
Drumming circles
Improve Polson park
Bike Paths
Access to clubs/programs
Safer Communities
Activities for youth as in sports
More space for youth programs
More skill building job opportunities
Affordable Child Care Resources and Family
Walking – Trails with bathrooms
More benches in parks (for parents to connect to each other)
Better sweeping of bike lanes
Hiking Trails with washrooms
Natural Spaces
Comfortable safe downtown area to explore
Ability to voice opinion
Dance Parties
Teens nights at the pool
All ages music festivals
Family parking downtown (strollers, etc) like at malls
ROLLER RINK
Washroom at Middleton Mountain
The homeless camps on Linear Park and in Polson Park are a barrier to safe use for families
Less homeless means safer streets

What Makes a Youth Friendly City?

Safer Parks and beaches
Keep streets and pathways family friendly with street entrenched people in mind
Kid-led spaces
Access to programs
More sidewalks for safer walking
Downtown/transportation accessible and safe
More teenage activities
Great schools
Cool inexpensive coffee shop
Free Wi-fi
Easy walking/biking
Take care of Polson Park better
Big climbing gym
An event space for youth to dance, meet, celebrate & be more engaged in community planning
Multi-age storefront school/learning maker space
Swimming clubs and cool fun things to do
Store front school (downtown!)
Family events
School bus transit
More public transit –more buses running more often
Playgrounds for all ages
Bike Paths
Musical entertainment
Public transportation
“Weshod – same party Place in Vernon”



Subscribe Contact

SEARCH

Building a Child and Youth Friendly Vernon



“It is easier to build strong children than to repair broken [adults]” Frederic Douglas – 1855

Foundations matter, and so when a community builds a program they must pay attention to what they build on. Vernon, a city of 40,000 in the Okanagan, knew this well when residents started to transform their city into a Child and Youth Friendly Community in 2017. Vernon sought the best practical and academic advice it could, and found models to emulate from

across the European Union, and in BC as well – New Westminster, North Vancouver and Richmond.

While Vernon has just begun its Child and Youth Friendly engagement process, Cleo Corbett, Long Range Planner for the City of Vernon, explained that official engagement with child-focused policies goes back at least 15 years, when in 2003 Vernon joined the North Okanagan Early Years Council. Then, in 2007, council amended its Official Community Plan's guiding principles to include "Create a youth friendly city." (OCP). Five years later, in 2012, council adopted Vernon's Children's Charter. And in 2014, Vernon hosted Cities Fit for Children Summit, which brought delegates from throughout the province to hear renowned speakers discuss how cities can support children, youth and families.

"The summit energized the community," Corbett said. "It inspired us to take concrete actions. After the Summit we wanted policies: measurable and tangible steps that local government could take to support children and youth in our community."

When the summit ended, the sub-committee from the event continued to work towards these goals, however, as Corbett noted, this work happened informally – "off the side of our desks." What Vernon needed was a project coordinator. So, when support from the BC Healthy Communities' PlanH initiative arose, the community leapt at the chance.

"What we're doing now with the grant money," said Corbett, "is analysing our existing policies to see what we are doing well, where the gaps are, and how we can improve." To do this review, Vernon recruited a lot of help, and will collaborate with a wide array of organizations, including the Interior Health Authority, which has provided local health data, best practices, gold standards, facilitation and consultation support, as well as connected stakeholders. Other organizations include the Society for Children and Youth of BC, whose booklet Vernon will use in its analysis. It contains a step-by-step process for developing new policy, as well as an assessment tool for existing policy and a reference with supplemental information.

The Human Early Learning Partnership (HELP) at the University of British Columbia (UBC), will provide research data and additional best practice guidelines. And from UBC Okanagan's Institute for Community Engaged Research, fourth-year undergrad students will assist with research focused on urban design and the built environment, cultural safety and truth and reconciliation, and food security. (4)

The City will also collaborate with many local organizations with which it already had strong relationships, like the Boys and Girls Club, School District #22, and the Okanagan Indian Band. With the Band, Vernon hopes to partner to address reconciliation, and reflect the findings of the Truth and Reconciliation Report, by modifying its Children's Charter to reflect Indigenous youth.

Other outcomes that Vernon plans for include:

- increased use of park space, public space, recreation program participation
- increased use of alternative transportation
- increased affordable housing, development with common space for families
- increasing the number of new families moving to Vernon
- practical and innovative ways to support families, and in particular those marginalized groups with children in the community

While still early days in the process, on November 20th, 2017, National Child Day, Vernon held a five-year anniversary party to celebrate its Children's Charter, and to host its first of many planned engagement events. Managed in part by youth volunteers, including Carson Armitage, the youth member of the planning committee and grade 11 student at Vernon Community School, over 300 people attended. Everyone was invited to offer their definition of a child friendly city, as well as participate in an asset-mapping activity where they placed yellow and green stickers on a city map. Green stickers indicated a favorite spot and yellow, a place that needed some care.

Over the coming months, more engagement and asset mapping is planned that will include opportunities for everyone in the community to contribute, especially children and youth. This will include online and paper surveys, as well as the innovative website engagevernon.ca, that consolidates all community engagement. Not only can citizens complete the online surveys, but the website also gives citizens important information about each project like timelines and relevant documents, and allows for commenting and other feedback. The website will further assist Vernon to track information, and Vernon hopes to share it with other communities.

"Big picture," explains Corbett, "children are often not included in civic business, public engagement or design processes. Kids have really simple needs: make public spaces that can accommodate running, jumping, spinning, and children using the space will be happier. And, if you design a public space thinking of children, it will often work for seniors and the mobility challenged as well."

A great example of this type of design is the small park that Vernon constructed next to a transit terminus downtown. With a playground, musical instruments, benches and washrooms, everyone can enjoy waiting for the bus.

This is the type of project that citizens of Vernon can anticipate once this analysis is finished - a physical and social infrastructure grounded in children's rights, best practice, and the views of Vernon's own youth. Vernon will be a city with a solid foundation for children to grow and succeed.



THE CORPORATION OF THE CITY OF VERNON

INTERNAL M E M O R A N D U M

TO: Will Pearce, CAO **FILE:** 6135-03
PC: Kim Flick, Director, Community Infrastructure and Development **DATE:** February 15, 2018
FROM: Susan Abbott, Parks Planner
SUBJECT: Hurlburt Park Preliminary Design

Hurlburt Park, located at 9657 Eastside Road, was a lakeside summer camp at the time of its sale to the Regional District of North Okanagan (RDNO) in 2015. The structures and some dangerous trees were removed prior to transfer to the City. The park area is one hectare with 311 metres of west-facing waterfront. The main attractions are a level large-pebble beach, great opportunities for swimming and an existing but unlicensed dock and swimming platform. Some concrete pads, cabin footings and a large failed stone amphitheatre remain intact as does the concrete foundation, stairs, partial basement and chimney base of the dining hall that has been fenced by RDNO. Subsequent work is required on a number of trees to ensure public safety.

The primary goals for the improvements to Hurlburt Park are safety and accessibility. As such, the Hurlburt Park Preliminary Design includes the installation of the following features (Attachment 1):

- driveway and parking lot
- traffic calming measures and lighting upgrades at Eastside Road entrance
- new chain link fence, gate and park signs along Eastside Road
- power outlet and day parking area for mobile vendor or events
- permanent vault toilet and garbage receptacles
- gravel paths, picnic tables and sitting logs
- modifications to the former dining hall foundation to provide an open timber-frame picnic shelter/outdoor classroom with tables, benches and a sand play area
- naturalization of the old asphalt driveway and parking area at Eastside Road
- buoys to define the swimming area
- informal natural seating along the beach

Safety inspections, assessments and remedial actions to ensure visitor safety on land and in the water would be undertaken and would include the following:

- assessment of all concrete foundations, existing dock, swimming platform and underground tank(s)
- removal of the crumbling amphitheatre, old asphalt driveway and parking area at Eastside Road
- removal of the chimney base and hearth of the old dining hall
- in-fill of the basement and stairwell of the old dining hall to grade
- removal of the vegetation along Eastside Road for motorists' visibility

- removal of the chain link fence in the foreshore and adjacent to Eastside Road
- update of the Danger Tree Assessment conducted in 2016 and completion of all remedial actions

The City would comply with best practices by submitting the approved Concept Plan for the following reviews:

- Riparian Areas Regulations report
- Section 11 of the Water Act – Works in and About a Stream
- License of Occupation for Foreshore that includes the dock and swimming platform
- Notice of Works with Transport Canada
- Archaeological Review

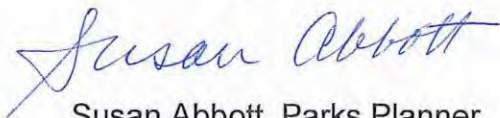
The total cost estimate is \$719,000, including a 30% contingency. The 2018 Budget allocation for Hurlburt Park improvements is \$577,000 and \$142,000 from the lake accesses budget that was assigned by Council at its Regular Meeting of January 22, 2018. Operations estimate the cost to maintain Hurlburt Park between mid-April and the end of September is \$47,400.

Information on the preliminary design would be presented to the public through an Open House on March 7, 2018 and be available on Engage Vernon (engagevernon.ca) to provide residents the opportunity to comment between February 28 and March 13, 2018. Administration would report the results of the public participation process to Council at the March 26, 2018 Regular Council Meeting and, if necessary, revise the plan accordingly. Administration is working towards tendering this project in late spring and construction in summer 2018.

RECOMMENDATION:

THAT Council support, in principle, the preliminary design for Hurlburt Park as attached to the memo titled "Hurlburt Park Preliminary Design" and dated February 15, 2018 from the Parks Planner and direct Administration to proceed with public participation and to report back to Council for final design approval following the public participation process.

Respectfully submitted:

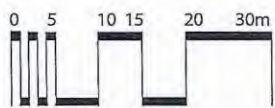
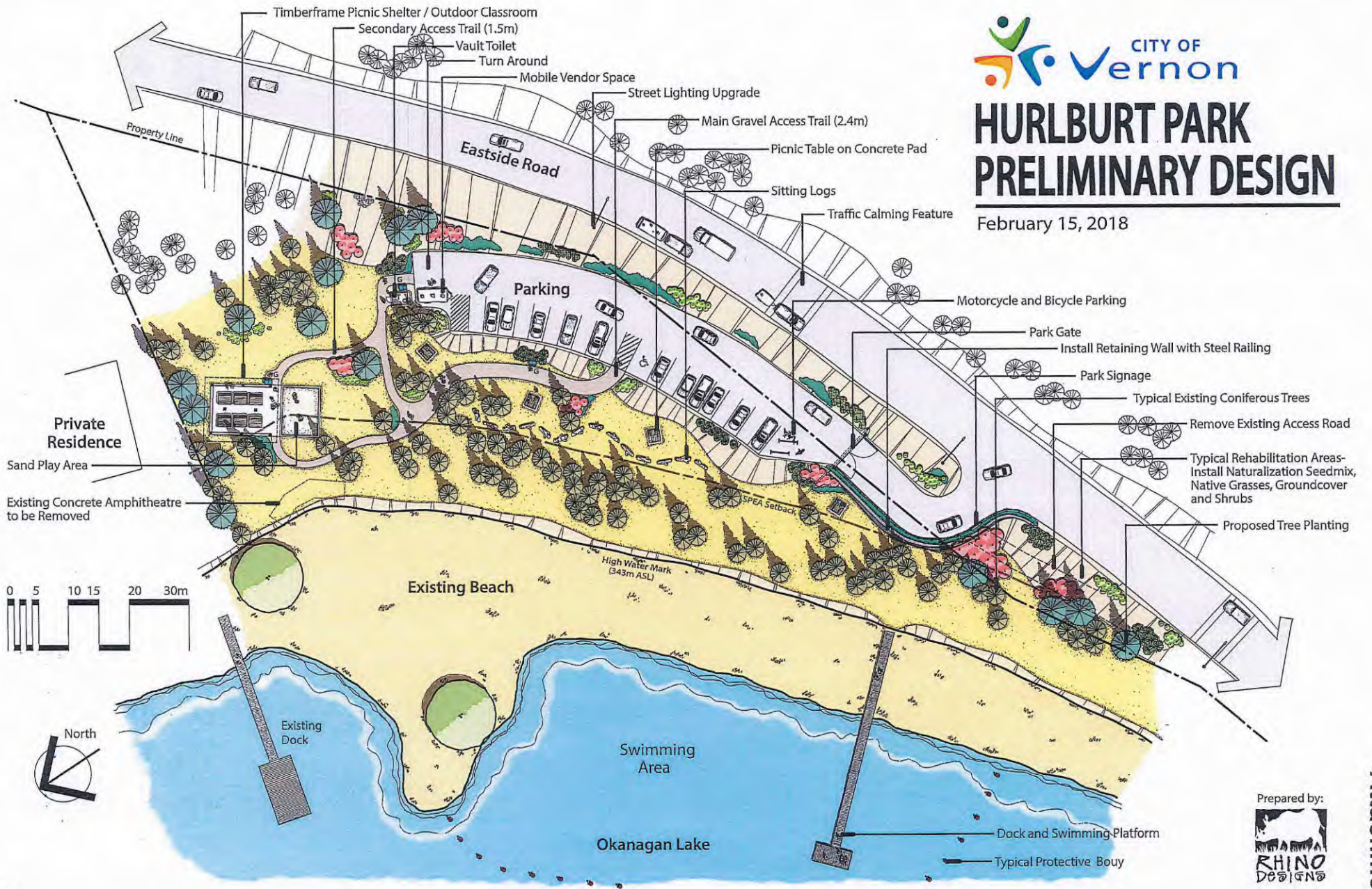


Susan Abbott, Parks Planner

Attachment 1: Hurlburt Park Preliminary Plan

HURLBURT PARK PRELIMINARY DESIGN

February 15, 2018



Prepared by:

**RHINO
DESIGNS**



REPORT/RECOMMENDATION TO COUNCIL

SUBMITTED BY: *Luana Kaleikini, EP / ESS Coordinator* **DATE:** February 13, 2018

FILE: 7130-07

SUBJECT: Strategic Wildfire Prevention Initiative (SWPI) FireSmart Planning and Activities Grant (FPAG) program application

PURPOSE:

To receive Council authorization and support of the City of Vernon's Emergency Management Program application for Strategic Wildfire Prevention Initiative FireSmart Planning and Activities grant funding.

RECOMMENDATION:

THAT Council authorize the \$ 10,000 Strategic Wildfire Prevention Initiative (SWPI) FireSmart Planning and Activities grant (FPAG) funding application as attached to the Report/Recommendation of the same title, dated February 13, 2018, and respectfully submitted by the EP/ESS Coordinator;

AND FURTHER, that Council support the proposed activities as outlined in the subject grant funding application;

AND FURTHER, that Council authorize, the EP/ESS Coordinator and the Acting Director, Fire Services to provide overall grant management.

ALTERNATIVES & IMPLICATIONS:

1. THAT Council not support the grant funding application and the proposed projects not be undertaken or purchased in 2018.

Note: This funding is once annually in nature and requires Council resolution to receive grant funding.

ANALYSIS:

A. Committee/Board Recommendations:

N/A

B. Rationale:

1. Grant funding, if approved, will provide funding for community vegetation management, provide wildfire suppression cross training and exercise for twenty-four firefighters, support a public education presentation, develop a local FireSmart board and fund the training of a Local FireSmart Representative and Community Champions. These activities will support and encourage our community and citizens to adopt and conduct FireSmart practices to mitigate the negative impacts of wildfire to assets on community and private property.

C. Attachments:

1. SWPI FPAG completed application, budget and project timeline.

D. Strategic Plan Objectives: N/A

The recommendation meets the following objectives in Council's Strategic Plan:

- *Effective Protective Services*

E. Policy (Existing/Relevance/None):

1. N/A

F. Relevant History:

1. SWPI FPAG funding has been available since 2012 and successful grant funding applications were made by the City of Vernon in 2016 and 2017. The past applications were specifically for the Predator Ridge community. This year the application has broadened to include projects that consider benefits for the City of Vernon as well as FireSmart active neighbourhood groups.

G. Applicants Response:

N/A

H. Reasons for Bylaw:

N/A

I. Resources:

N/A

BUDGET IMPLICATIONS:

Prepared by:

Luana Kaleikini
Luana Kaleikini, EP / ESS Coordinator

Approved for submission to Council:

Will Pearce
Will Pearce, CAO

Date: 15.02.2018

APPROVALS	DATE	COUNCIL AGENDA INFORMATION:		
Supervisor _____	_____	<input type="checkbox"/> Regular	Date: _____	Item # _____
Division Manager _____	_____	<input type="checkbox"/> In-Camera/COW	Date: _____	Item # _____
		<input type="checkbox"/> Information Item	Date: _____	Item # _____
		<input type="checkbox"/> Agenda Addenda	Date: _____	Item # _____

<u>REVIEWED WITH</u>	<u>REVIEWED WITH</u>	<u>REVIEWED WITH</u>	<u>REVIEWED WITH</u> Committees
<input type="checkbox"/> Bylaw Services	<input type="checkbox"/> Environment	<input type="checkbox"/> Public Works	<input type="checkbox"/> _____
<input type="checkbox"/> Clerk	<input type="checkbox"/> Facilities	<input type="checkbox"/> Planning	<input type="checkbox"/> _____
<input type="checkbox"/> Economic Dev.	<input type="checkbox"/> Finance	<input type="checkbox"/> Engineering	<input type="checkbox"/> _____
<input type="checkbox"/> RCMP	<input type="checkbox"/> Fire	<input type="checkbox"/> Operations	<input type="checkbox"/> _____
<input type="checkbox"/> Building & Licensing	<input type="checkbox"/> GVS – Parks	<input type="checkbox"/> GVS - Water	
<input type="checkbox"/> Human Relations	<input type="checkbox"/> Utilities	<input type="checkbox"/> Recreation Services	
		<input type="checkbox"/> Other _____	

NOTE: City Administrator's comments will be provided if required as an addendum to the report

g:\7000-7699 protective services\7130 emergency program\07 grants\ubcm\cepf eoc\180202_ubcm_cepf_eoc_rtc.docx

Strategic Wildfire Prevention Initiative

FireSmart Planning & Activities Grant Program

February 2018 Intake
APPLICATION FORM

Please complete and return this form by February 23, 2018. All questions are to be answered by typing directly in this form. For detailed instructions regarding application requirements, please refer to February 2018 SWPI FireSmart Planning & Activities Grant Program & Application Guide.

SECTION 1: APPLICANT INFORMATION	
Local Government or First Nation: City of Vernon	Date of Application: 2018-02-13
Contact Person*: Luana Kaleikini	Title: Emergency Program/ESS Coordinator
Phone: 250.550.7832	E-mail: lkaleikini@vernon.ca

* Contact person must be an authorized representative of the applying local government or First Nation

SECTION 2: COMMUNITY INFORMATION
<p>1. SCOPE OF PROJECT. Are the proposed activities for a specific neighbourhood or community within your local government/First Nation or for entire area? Please describe the proposed area.</p> <p>The City of Vernon will provide a five part broadened community approach to the 2018/2019 FireSmart Planning and Activities grant as follows:</p> <ol style="list-style-type: none"> 1. Two vegetation management projects in the Predator Ridge Community, an active and FireSmart recognized neighbourhood group, located with the City of Vernon limits; 2. Cross-training of twenty-four local firefighters to include structural fire and wildfire training; 3. Era of Megafires Presentation on May 14, 2018, featuring Dr. Paul Hessburg, open to the public and to include participation from the City of Vernon Emergency Program, in-person representation available to FireSmart Canada, BC Wildfire Branch, Emergency Management BC and stakeholders; 4. Establishment of a local FireSmart board, with the assistance of the recently formed Vernon Emergency Program Subcommittee (VEPS), to support the FireSmart education, information sharing and coordination of neighbourhoods, business and industry, Non-Governmental Organizations (NGO's), Government Office's (GO's) and subject matter experts; 5. Attendance for a City of Vernon staff in Local FireSmart Representative training Community Champions training for interested neighbourhood participants.

2. FIRESMART COMMUNITY RECOGNITION. Has your First Nation or a neighbourhood or community within your local government/First Nation achieved FireSmart Community Recognition status from Partners in Protection?

Vernon's Predator Ridge Community received FireSmart Canada's Community Recognition status from Partners in Protection in both 2016 and 2017.

3. LOCAL FIRESMART REPRESENTATIVE TRAINING. Has a staff person, elected official or community member in your local government or First Nation completed the Local FireSmart Representative workshop? Please indicate the workshop date and location.

Now retired Deputy Chief Lawrie Skolrood completed the Local FireSmart Representative training on May 2 & 3, 2015.

Predator Ridge FireSmart committee members completed the FireSmart Community Champion training in 2016 delivered by then Deputy Chief Lawrie Skolrood.

Thirteen Predator Ridge FireSmart Committee members and one representative of the Silver Star Community completed FireSmart Champion training, homeowner assessment training, fauna and flora by Alan Westhaver, Firesmart Canada consultant, on May 15, 2017 at the Predator Ridge Fire Hall.

SECTION 3: PROJECT INFORMATION

4. PROJECT INFORMATION.

Project title: City of Vernon FireSmart Initiative

Proposed project start and end dates: Start: March 1, 2018 End: December 31, 2018

Total Project Budget: \$ 10,000

5. DESCRIPTION OF PROPOSED ACTIVITIES. Please describe the specific activities you plan to undertake. Refer to Table 1 in the Program & Application Guide for the FireSmart disciplines and eligible activities.

1. Two vegetation management projects in the Predator Ridge Community:

a. Summer 2018. Clean up, including removal of dead wood, tree branches, trimming of trees, raking of pine needles, etc., by volunteers in an area to be determined by the Predator Ridge FireSmart Committee members and participating volunteers. The selection will include an area bordering homeowners' yards taking into consideration the high priority areas as set out in the Predator Ridge Wildfire Hazard Assessment report dated November 3, 2015, and the Predator Ridge Master Plan dated October 2016. Safety considerations include mandatory use of high visual vests denoting "FireSmart Volunteers", safety glasses and gloves on loan to participants. Wood chipping and debris removal will be provided. Food and refreshments will be supplied.

b. Fall 2018. Clean up area bordering homeowners' properties as determined by the Predator Ridge FireSmart Committee members and Wesbild (developer and land owner) and will take into consideration the Predator Ridge Wildfire Hazard Assessment and Predator Ridge Master Plan and safety considerations noted in 1.a. above. Wood chipping and debris removal will be provided. Food and refreshments will be supplied.

2. Cross-training of twenty-four City of Vernon firefighters to augment wildfire suppression (\$100).

3. Era of Megafires (one and one-half hour) presentation on May 14, 2018, featuring Dr. Paul Hessburg, with a half hour post presentation question period. This presentation will be open to the

public and will include participation from the City of Vernon Emergency Program, with participation available to FireSmart Canada, BC Wildfire Branch, Emergency Management BC and stakeholders. Additional presentation information is available at <https://www.youtube.com/watch?v=edDZNkm8Mas>.

4. Establishment of a local FireSmart board, with the assistance of the recently formed Vernon Emergency Program Subcommittee (VEPS), to provide a forum to assist in the coordination of FireSmart participation with neighbourhoods, business and industry, NGO's, GO's and subject matter experts;

5. Training attendance for a Local FireSmart Representative and community champions to support further development of FireSmart activities in the City of Vernon.

6. OUTCOMES/PROGRESS TO DATE. If you have previously received funding under the SWPI FireSmart grant program, please provide an update on the outcomes of those funded projects or a summary of progress to date.

Grant funding was received through the FireSmart Planning and Activities Grant in 2016 and 2017.

A Wildfire Hazard Assessment Report of the Predator Ridge Community was completed in November 2015, and the Predator Ridge Master Plan was completed October 2016.

Training of Predator Ridge FireSmart Committee members was provided in 2016 and 2017. This training has been instrumental in providing guidance and education to homeowners. The experiences and training of the Predator Ridge Community has proven invaluable in this group's willingness and availability to provide practical and experienced information to other Vernon neighbourhood groups, while acting as FireSmart ambassadors.

The Predator Ridge FireSmart Committee has successfully completed numerous vegetation management events in 2016 and 2017 with impressive participation of community members.

Educational events previously grant funded through FireSmart have been hosted by the Predator Ridge FireSmart Committee. Their commitment to the education portion of FireSmart has been key in their successful outreach.

Assessments of properties in the Predator Ridge community have included education of homeowners regarding priority zones and recommendations for clean up in these zones. Assessments have been well received and homeowners continue to interact with regard to community based FireSmart vegetation management projects.

7. INTENDED OUTCOMES & DELIVERABLES. What will be the specific deliverables? How will the project encourage communities and citizens to adopt and conduct FireSmart practices to mitigate the negative impacts of wildfire to assets on community and private property?

A. Community vegetation management projects (2):

The hard evidence of reduced fuel and the reduced risk is coupled with the soft benefits of increased community education and awareness and resulting increased participation in FireSmart projects and practices.

B. Cross-training of twenty-four City of Vernon firefighters:

Increased local response capacity, knowledge and experience.

C. Era of Megafires Presentation on May 14, 2018:

Public Education and Community engagement with the presentation of evidence-based research designed to educate and encourage FireSmart practices coupled with the provision of local and regional contact opportunities and FireSmart specific information.

D. Establishment of a local FireSmart board:

A forum for the sharing of information between and within stakeholders to develop FireSmart awareness.

E. Training attendance for a Local FireSmart Representative and community champions:

Development of local expertise to continue and build the FireSmart Canada Community Recognition Program in the City of Vernon.

8. COMMUNITY PARTNERS. Please list all confirmed partners (e.g. community or resident organization, First Nation or Aboriginal organization or other local government) that will directly participate in your project and the specific role they will play.

City of Vernon, Vernon Fire Rescue Services, Emergency Program: Interim Fire Chief David Lind, Emergency Program Coordinator Luana Kaleikini; FireSmart Planning and Applications grant funding coordination.

Vernon Emergency Program Sub-Committee; Community, business and industry, NGO's, GO's and subject matter experts consultation

BC Wildfire Protection Branch; SWPI Wildfire Protection Officer Mike Aldred; Advisor

Wesbild / Predator Ridge Management; Vice President Brad Pelletier; Community Partner

Predator Ridge Community Emergency Management Committee (PRCEMC); Community Liaison Jim Popowich

Sparkling Hill Resort & Spa; CEO Hans-Peter Mayr; Community Partner

Predator Ridge Resort; Landscape Manager Breanne Tripp; Community FireSmart Champion
Emergency Management BC; Central Region, Kamloops, BC.

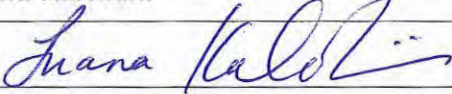
SECTION 4: REQUIRED APPLICATION MATERIALS

Only complete applications will be considered for funding. The following separate attachments are required to be submitted as part of the application:

- Completed Application Form
- Local government Council or Board resolution, or First Nation Band Council resolution, indicating support for the current proposed activities and willingness to provide overall grant management
- Detailed budget

SECTION 5: SIGNATURE (To be signed by Local Government or First Nation Applicant)

Applications are required to be signed by an authorized representative of the applicant. Please note all application materials will be shared with the Province.

Name: Luana Kaleikini	Title: Emergency Program/ESS Coordinator
Signature: 	Date: 2018-02-13

All applications should be submitted to:

Local Government Program Services, Union of BC Municipalities

E-mail: swpi@ubcm.ca

Mail: 525 Government Street, Victoria, BC, V8V 0A8

City of Vernon Emergency Program

February 13, 2018

Strategic Wildfire Protection Initiative (SWPI) FireSmart Planning & Activities Grant (FPAG) application budget

Below is a detailed budget for the proposed project associated with the accompanying FireSmart Planning & Activities Grant application.

PLEASE NOTE: The requested Local Government resolution indicating support for the current proposed activities and willingness to provide overall grant management will go before council on February 26, 2018. This resolution will be forwarded to UBCM to swpi@ubcm.ca immediately upon receipt.

PROJECT EXPENSES

Community Vegetation Management (Two events)	AMOUNT
Wood chipping / hauling	\$3,200.00
Safety equipment (hi-vis vests, gloves, glasses (30))	\$500.00
Food and refreshments	\$400.00
Community educational signage (promoting FireSmart cleaned areas)	\$400.00
Total	\$4,500.00

Firefighter Cross Training	AMOUNT
Provision of Wildfire Suppression training S100 (24 participants* \$110.00)	\$2,400.00
Total	\$2,400.00

Public Education presentation	AMOUNT
Era of Megafires presentation May 14, 2018 room rental and refreshments	\$300.00
Total	\$300.00

Local FireSmart Board development	AMOUNT
Support staff time for establishment of board / contacts	\$1,000.00
Food and refreshments for meetings	\$500.00
Total	\$1,500.00

Local FireSmart and Community Champion training	AMOUNT
Local FireSmart Representative training mileage, hotel, meals	\$700.00
Community Champion training	\$600.00
Total	\$1,300.00

PROJECT EXPENSES SUMMARY	TOTALS
--------------------------	--------

Community Vegetation Management (Two events)	\$4,500.00
Firefighter Cross Training	\$2,400.00
Public Education presentation	\$300.00
Local FireSmart Board development	\$1,500.00
Local FireSmart and Community Champion training	\$1,300.00
Total SWPI FPAG funding request	\$10,000.00

City of Vernon FireSmart Initiative

Project Timeline

- February 2018 - SWPI FPAG application deadline
- April 2018 - Award of grant funding
- May 2018 - Firefighter wildfire suppression S100 training
- May 2018 - Era of Megafires presentation
- Summer 2018 - Community vegetation management project (a)
- Fall 2018 - Community vegetation management project (b)
- Fall 2018 - Local FireSmart Representative training
- Fall 2018 - Community Champion training



THE CORPORATION OF THE CITY OF VERNON REPORT TO COUNCIL

ORIGINAL

SUBMITTED BY: Mathew Keast,
Municipal Technician III &
Ed Stranks, Manager Engineering
Development Services

COUNCIL MEETING: REG COW I/C
COUNCIL MEETING DATE: February 26, 2018
REPORT DATE: February 13, 2018
FILE: 6455 – Schedule F

SUBJECT: **AMENDMENT OF THE SUBDIVISION AND DEVELOPMENT SERVICING BYLAW
#3843 SCHEDULES F – DRAINAGE SYSTEMS**

PURPOSE:

To advise of proposed amendments to Subdivision and Development Servicing Bylaw #3843, Schedule F and obtain Council support to seek input from industry stakeholders before finalizing amendments.

RECOMMENDATION:

THAT Council support, in principle, the proposed amendments to Subdivision and Development Servicing Bylaw #3843, Schedule F as outlined in the report titled: "Amendment of the Subdivision and Development Servicing Bylaw #3843 Schedules F – Drainage Systems", dated February 13, 2018 and respectfully submitted by the Municipal Technician III and the Manager, Engineering Development Services;

AND FURTHER, that Council direct Administration to meet with industry stakeholders to present the proposed amendments for their review and comment;

AND FURTHER, that Administration report back to Council with a final Schedule F, including input from industry stakeholders, in May, 2018 for consideration of First, Second and Third Readings.

ALTERNATIVES & IMPLICATIONS:

1. THAT Council support proposed amendments to the Subdivision and Development Servicing Bylaw #3843, Schedule F as identified in the report titled: "Amendment of the Subdivision and Development Servicing Bylaw #3843 Schedules F – Drainage systems", dated February 13, 2018 and respectfully submitted by the Municipal Technician III and the Manager, Engineering Development Services;

AND FURTHER, that Administration report back to Council with a final Schedule F in March, 2018 for consideration of First, Second and Third Readings

Note: This would result in not obtaining feedback from local industry stakeholders regarding implications of how proposed amendments to Subdivision and Development Standards Bylaw #3843 Schedule F (the drainage bylaw) may impact them.

ANALYSIS:

A. Committee Recommendations:

N/A

B. Rationale:

1. The Subdivision and Development Servicing Bylaw #3843, Schedule F was last updated in February of 2008. In British Columbia, the *Local Government Act* has vested the responsibility for drainage with municipalities. With the statutory authority for drainage, local governments can be held liable for

downstream impacts that result from changes to upstream drainage patterns – both volume and rate. The *Act* also enables local governments to be proactive in implementing drainage management solutions that are more comprehensive than past practices. Ongoing concerns regarding drainage issues include enabling onsite disposal, not permitting direct connection of roof drainage, provision of erosion and sediment control criteria, changes in rainfall events due to changing climate and requiring overland flow routing onsite and off. The proposed amendments to Schedule F not only address these issues, but are also a first step in the City adapting to a changing climate. Administration will continue to monitor works and new technology to ensure that the objectives of the proposed changes are achieved in a cost effective and sustainable manner.

2. In Vernon, on average, approximately 145 storm events occur in any given year. Existing bylaw drainage requirements are separated into systems that deal with minor or major storm events. Minor storm event system design requires piping of these flows away from a site. Major storm event system design requires provision of overland flow routing or pipe oversizing where overland flow is not feasible. The majority of the drainage piping in the City was designed and intended to deal with minor storm events. Storm events beyond the minor event continue to utilize the pipe system until the capacity of that system is reached, at which time excess flows follow major event system routing (typically overland flow in roads). Typically most drainage system design has some excess capacity available therefore some storm events in excess of the minor event are able to be directed within the piped system. The bylaw currently requires detention of minor storm events with these being released at a controlled rate to the downstream pipe systems to minimize the need for downstream system upgrades. Major storm events are typically to be conveyed overland in roads. This conventional “flows and pipes” drainage management method is limited in its ability to deal sustainably with new development or changes in climate as it focuses only on the direct capture and conveyance of all storm events and concentrating flows to receiving waters, which would have otherwise naturally soaked into the ground. Adding a requirement to provide onsite retention (including disposal or reuse there) enables a more natural and proactive method to deal with the full range of storm events occurring in the city. Proposed amendments aim to minimize or eliminate the root cause of ecological and property impacts by requiring development to design and build systems for the full spectrum of rainfall events and maximize onsite retention.
3. In order to enable system design to achieve the goal of managing the full spectrum of rainfall events, Administration followed the guidelines set out and followed by several municipalities in British Columbia, called “*Drainage Planning: A Guidebook for British Columbia – May 2002*”. The full spectrum of rainfall events fall into the following three categories:
 - **Rainfall Capture (Retain)** – The small rainfall events, which account for the bulk of the total rainfall volume, are to be captured and infiltrated (or reused) at the source.
 - **Runoff Control (Detain)** – The intermediate events are to be detained and released to watercourses or drainage systems at a controlled rate to mimic undeveloped land.
 - **Flood Risk Management (Convey)** – The extreme events are to be safely conveyed to downstream watercourses without causing damage to property.

Dealing with the full spectrum of rainfall events this way is becoming more common and is used in several municipalities including Kamloops, Kelowna, Chilliwack etc.

4. In order to create performance targets appropriate for the frequency and volume of precipitation events in Vernon, Administration analysed data from two rainfall stations that collected precipitation data from 1972 to 2016 (except 1994 when data was not collected). This data was used to establish the size of the Mean Annual Rainfall (MAR), which is the rainfall event that occurs once per year, on average, over a two year return period. The process used to establish the MAR follows that defined in the guidelines as per Attachment 1. Peak daily rainfall for each year over a period of years is utilized to create a logarithmic plot. A formula is used to determine the MAR as rainfall within a 2.33 year return. This is approximately equal to the rainfall maxima over a two year period. The MAR is a key parameter for

describing the rainfall spectrum and establishment of tiers defining the various types of events. Figure 1, below, shows the data collected and displayed in a graph used to determine the MAR.

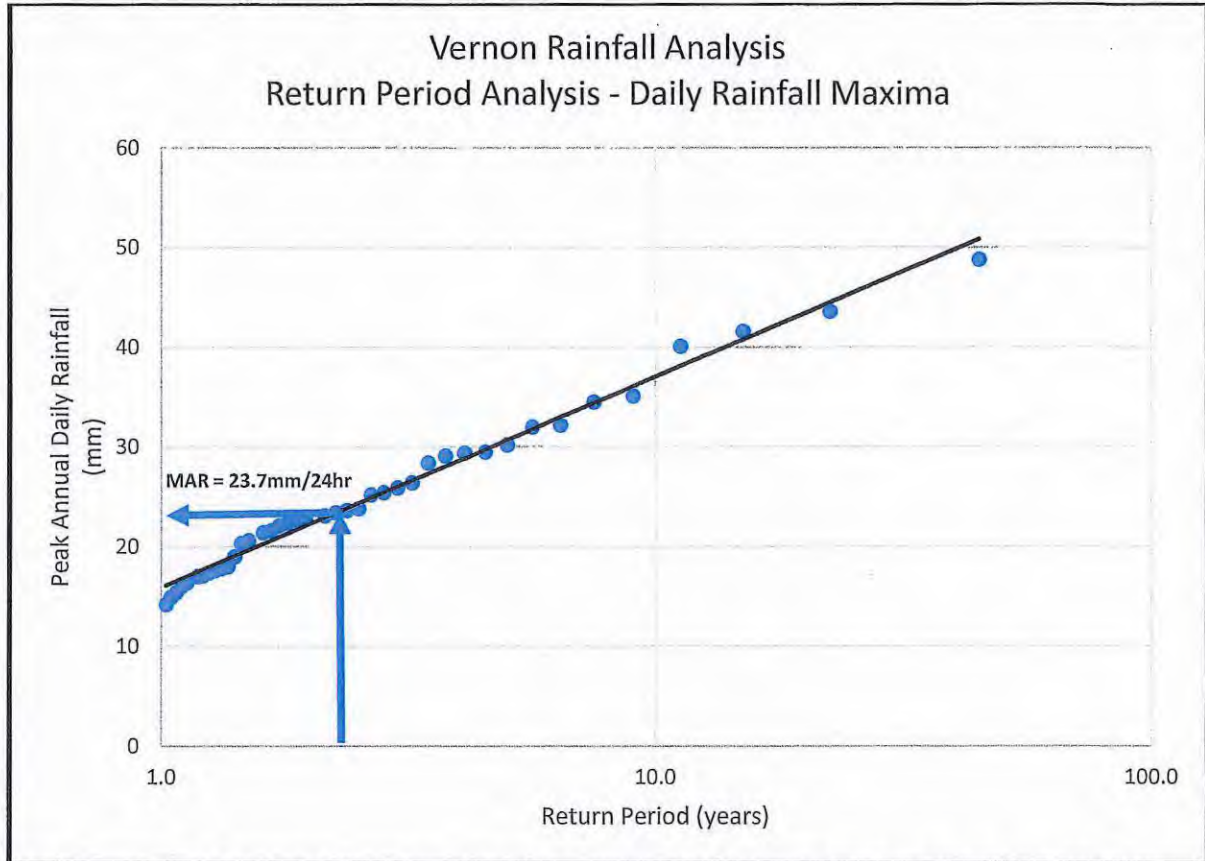


Figure 1 - The MAR is determined through a statistical analysis of 43 years of rainfall data collected in Vernon

5. The MAR calculated from the two rainfall stations is 23.7mm of rainfall in 24 hours. As more rainfall data is collected over a longer period of time, the MAR may be adjusted to reflect any change of value necessary to ensure drainage system designs are appropriate. At this time, a MAR of 20mm of rainfall in 24 hours is supported for use in drainage system design. A lower MAR value will reduce the change in onsite system requirements from that in the existing bylaw, thus providing development a smoother transition to the new storm management approach. The following rainfall tiers are the building blocks of an integrated strategy for managing the complete spectrum of rainfall events and defining performance targets:

- Tier A Events – The small rainfall events that are less than half the size of a MAR (0 - 10 mm in 24 hours). About 95% of all rainfall events fall into the Tier A category as shown in Figure 2. Tier A events add up to an average of about 78% of the total rainfall volume in any given year when compared to all three tiers as shown in Figure 3.
- Tier B Events – The large rainfall events that are greater than half the size of a MAR (10 - 20 mm in 24 hours), but smaller than a MAR. Approximately 4% of all rainfall events are Tier B events as shown in Figure 2. Tier B events add up to an average of about 18% of the total rainfall volume that falls in any given year when compared to the three tiers as shown in Figure 3.
- Tier C Events – The extreme rainfall events exceeding a MAR (greater than 20 mm in 24 hours). On average, less than 1% of all rainfall events fall in the Tier C category as shown in Figure 2. Tier C events add up to less than 4% of the total rainfall volume. An extreme event may or may not occur in any given year.

Event	Percent of rainfall events	Percent of total rainfall volume
Tier A	95	78
Tier B	4	18
Tier C	<1	4

Table 1 - Percent of rainfall events and total rainfall volume corresponding to the three tiers

6. Figure 2 displays the frequency distribution of annual rainfall events. The key observation from Figure 2 is that the vast majority of rainfall events experienced in Vernon are Tier A events. Only five Tier B events occur on average per year and one Tier C event occurs every other year.

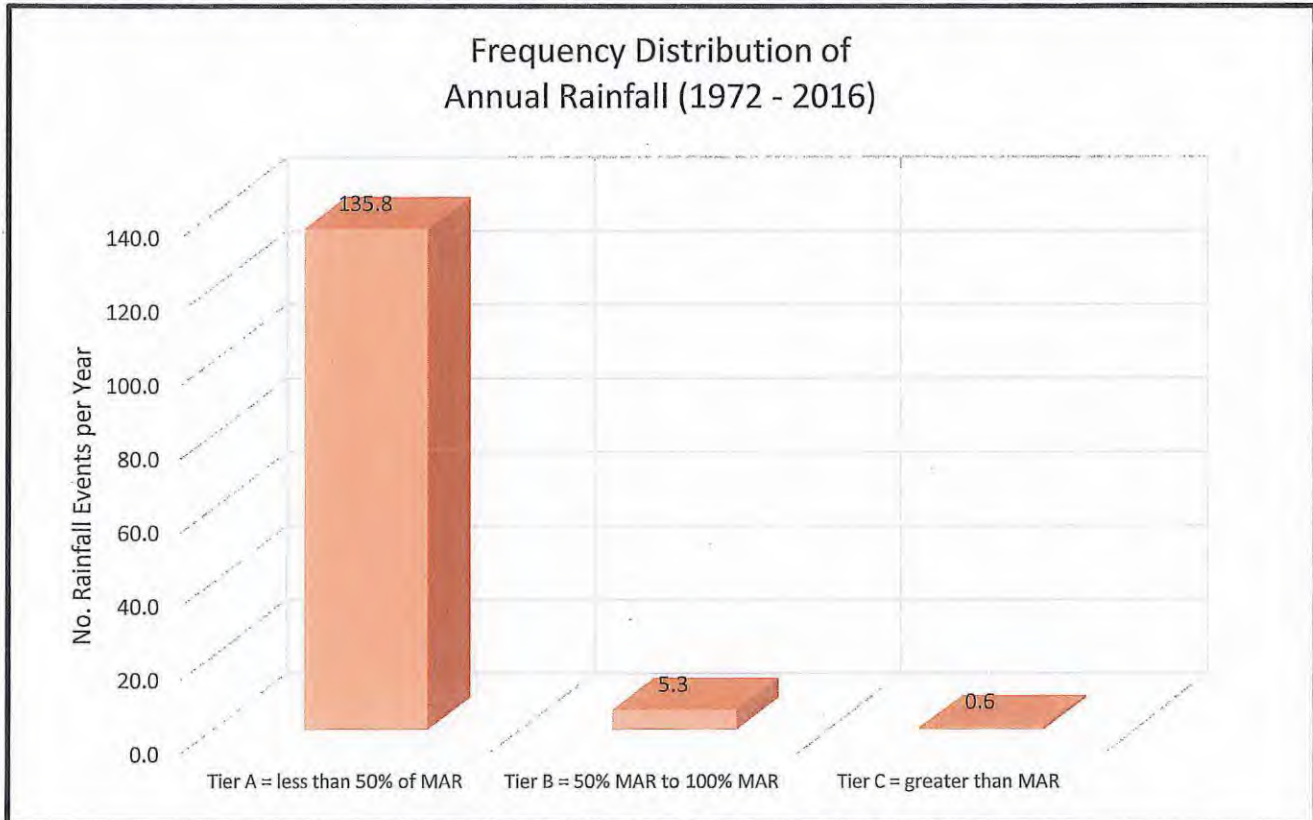


Figure 2 - Average annual distribution of rainfall relative to the three tiers

7. Figure 3 displays the average volume of rainfall relative to the three tiers. For Vernon, the average annual total rainfall is approximately 463mm. Approximately 78% of rainfall (361mm/yr) occurs in Tier A events, 18% (83mm/yr) in Tier B events and 4% (18.5mm/yr) in Tier C events. Based on the number of events in each tier, an average Tier A event is less than three millimetres of rain. Tier B events average less than 16 millimeters of rain for each event. Tier C events average 37 millimeters of rain for each event. It is clear that average Tier A events are quite minor therefore onsite capture and retention of these events should not result in a significant increase to onsite works but would result in significant benefits to the overall drainage system and environment both onsite and at the end point of the drainage system.

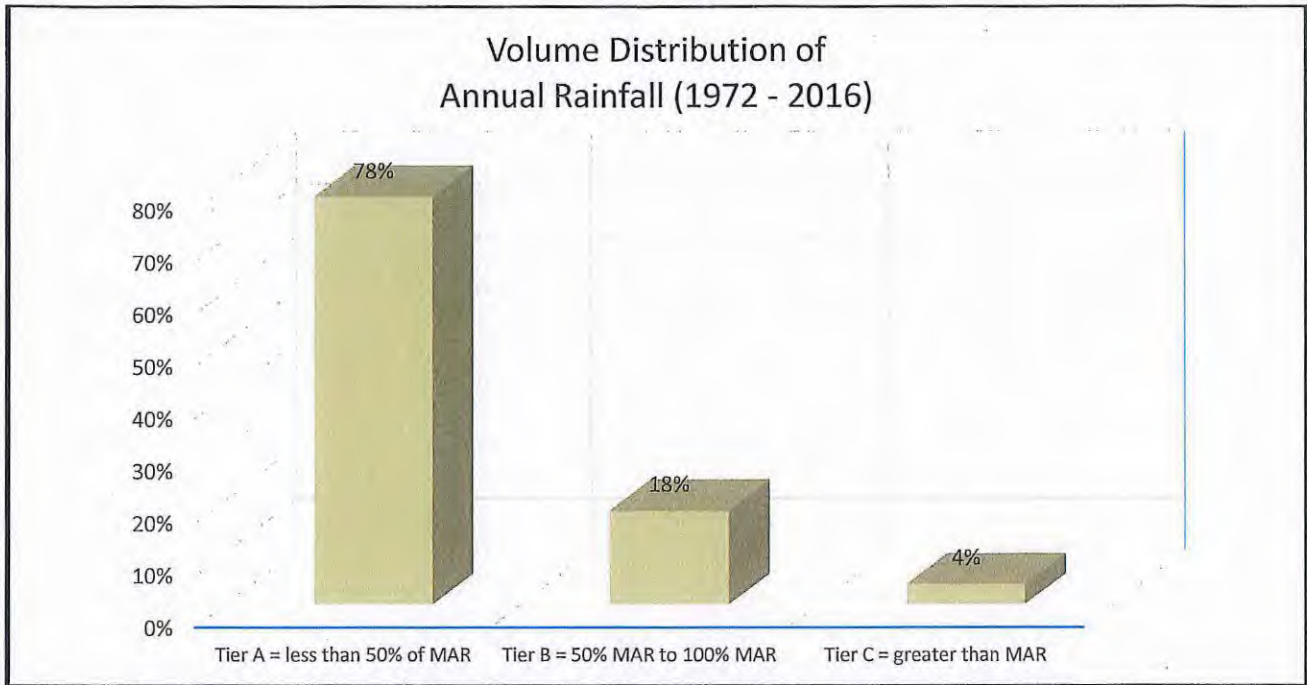


Figure 3 - Percentage of the average annual rainfall within each of the tiers.

8. The proposed bylaw amendments include:

- a. Dealing with onsite retention and disposal by specifying information required to verify site conditions and onsite design to ensure that it would be suited to the site and meet the performance criteria. Where onsite conditions cannot enable retention (i.e. capture and infiltration onsite), the proposed bylaw provides criteria to enable development to proceed using increased detention onsite (i.e. detained and released at a controlled rate).
- b. The addition of erosion and sediment control requirements to minimize degradation of aquatic resources from development activities, reduce maintenance required for drainage systems and reduce road cleaning required during construction.
- c. Including lot grading requirements to ensure storm drainage is adequately directed and routes protected. This provides for management of major storm event overland drainage routing which minimizes the potential for impacts to onsite and offsite (downstream) improvements. It increases the works to be provided as part of subdivision and requires adherence to that design at building permit stage, thus ensuring drainage is dealt with on a larger scale and more comprehensive manner.
- d. No longer permitting direct connection of roof leaders to the storm system (unless site conditions, as verified by a professional, require this and capacity is available in the downstream system). This change significantly reduces the impervious areas of new development being directly connected to the pipe system. This requirement is currently in place in Kelowna, Kamloops and other municipalities as shown in Attachment 2. This may result in reduced sizes of pipe systems necessary to support development and would significantly minimize the impact to existing downstream mains.

- e. Removing the requirement for direct connection to an existing drainage system for re-development unless capacity in the adjacent system is available. Many existing properties in the city do not have connections to the drainage system and in some areas the capacity of the existing drainage system may be fully allocated. Connection to the drainage system would be contingent on available capacity and provision of protection from surcharging. Where necessary, onsite drainage design would be required to include overland flow routing design which prevents damage to onsite works when major storm events occur.
9. Administration provided a preliminary draft of the proposed bylaw amendments to local engineering firms that provide design services for development in the city. Feedback provided from these firms was integrated into the proposed amendments. Review of the proposed amendments with industry stakeholders, specifically the Chamber of Commerce's development group, the Canadian Home Builders' Association and the Urban Development Institute, would enable Administration to explain the rationale behind amendments to stakeholders and receive their input and recommendations. Administration would review all input, revise the draft as appropriate, and bring the draft bylaw forward for Council's consideration and readings.

C. Attachments:

Attachment 1 –*Drainage Planning: A Guidebook for British Columbia – May 2002*, Methodology to Define MAR

Attachment 2 - Comparison to other communities

D. Council's Strategic Plan 2015 – 2018 Goals/Deliverables:

The subject amendment of Subdivision and Development Servicing Bylaw #3843 – Schedules F involves the following goals and deliverables in Council's Strategic Plan 2015 – 2018:

- Report to Council with proposed amendments for the Subdivision and Development Servicing Bylaw #3843
- Report to Council with proposed amendments for the Erosion and Sediment Control Bylaw

E. Relevant Policy/Bylaws/Resolutions:

1. The *Local Government Act* Division 11 – Subdivisions and Development: Requirements and Related Matters, Section 506 provides Council with the authority to create and amend local bylaws for the servicing of development.

BUDGET/RESOURCE IMPLICATIONS:

N/A

Prepared by:

Mathew Keast
Municipal Technician III
Feb 15 2018 3:57 PM DocuSign

Mathew Keast, Municipal Technician III

Approved for submission to Council:

Will Pearce, CAO

Date: 16.02.2018

Ed Stranks
Manager Engineering Development Services
Feb 15 2018 3:55 PM DocuSign

Ed Stranks, Manager Engineering Development Services

Kim Flick
Director, Community Infrastructure and Development
Feb 15 2018 4:35 PM DocuSign

Kim Flick,
Director, Community Infrastructure and Development

REVIEWED WITH		
<input type="checkbox"/> Corporate Services	<input checked="" type="checkbox"/> Operations	<input checked="" type="checkbox"/> Current Planning
<input checked="" type="checkbox"/> Bylaw Compliance	<input checked="" type="checkbox"/> Public Works/Airport	<input checked="" type="checkbox"/> Long Range Planning & Sustainability
<input type="checkbox"/> Real Estate	<input type="checkbox"/> Facilities	<input type="checkbox"/> Building & Licensing
<input type="checkbox"/> RCMP	<input type="checkbox"/> Utilities	<input type="checkbox"/> Engineering Development Services
<input type="checkbox"/> Fire & Rescue Services	<input type="checkbox"/> Recreation Services	<input checked="" type="checkbox"/> Infrastructure Management
<input type="checkbox"/> Human Resources	<input type="checkbox"/> Parks	<input type="checkbox"/> Transportation
<input type="checkbox"/> Financial Services		<input type="checkbox"/> Economic Development & Tourism
<input type="checkbox"/> COMMITTEE:		
<input checked="" type="checkbox"/> OTHER: Legal Review, Local Engineering Firms		

Step #2 – Define Rainfall Distribution

The rainfall event categories (Tier A, Tier B, and Tier C) form the basis for setting performance targets and developing site design criteria to manage the complete spectrum of rainfall events. In order to define the thresholds for these categories, the Mean Annual Rainfall (MAR) must be determined.

Methodology for Defining Mean Annual Rainfall (MAR)

The MAR for any watershed can be defined through the following process:

1. Calculate the peak daily rainfall (24-hr rainfall depth) for each year of record from the rainfall gauge. This can be done with a simple spreadsheet function.
2. Rank the rainfall maxima from highest to lowest and calculate a return period (T) for each using a standard plotting position formula (e.g. Weibull formula, $T = [\text{total \# of rainfall maxima} + 1] / \text{rank}$).
3. Create a logarithmic plot of rainfall maxima vs. return period.
4. From this plot determine the rainfall maxima with a 2-year return period (R_2). This is approximately equal to the MAR (the statistical definition of MAR is the rainfall with a 2.33 year return period).

Since the preceding methodology is a statistical analysis, a long period of record (30 years or more) will ensure confidence in the results.

Defining Rainfall Tiers

Once the site-specific MAR is determined, rainfall event categories can be defined:

- Tier A = less than 50% of MAR
- Tier B = 50% MAR to MAR
- Tier C = greater than MAR

Illustrating the Rainfall Distribution

The site-specific rainfall frequency distribution (see Figure 6-3) can be determined by applying a spreadsheet query to the rainfall database (count the total # of Tier A, Tier B, and Tier C events). This will validate that the majority of rainfall events are small.

The site-specific rainfall volume distribution (see Figure 6-4) can also be determined using spreadsheet functions (add up the total depth of Tier A, Tier B, and Tier C events). This will validate that the small Tier A events account for the majority of total annual rainfall volume.

Subdivision and Development Servicing Bylaw Drainage comparison

	City of Vernon	City of Kelowna	City of Abotsford	City of Surrey	City of Chilliwack	City of Kamloops
Mean Annual Rainfall or Rational method used?	Mean Annual Rainfall (Rational Method is still used to size piping system). Unless in Development District 1 and infill, where site conditions prohibit source control then the Rational Method may be used	Rational Method	Rational Method	Rational Method	Mean Annual Rainfall (Rational Method is still used to size piping system)	Rational Method
Intensity Duration Frequency (IDF) Curve adjusted for climate change?	Yes	No	x	No	x	No
Source Control required?	Not in Development District 1 or infill where site conditions restrict ability to use source control. Everywhere else, 10mm in 24 hours over the impermeable areas, unless soil conditions prohibit ground infiltration.	ground water recharge systems must be utilized to the max extent as determined by a Professional Engineer	Encouraged. If source control is used it reduces detention tank (detention is required) size requirements	Not in Design Criteria Manual, But encourages subsurface drains when supported by Professional Engineer (Stormwater Management Plans for separate catchment areas in town)	30mm in 24 hours 600m ² of retention and detention required per impervious hectare	10mm in 24 hours
Roof leaders connected to storm?	Not permitted unless geotechnical soil conditions require connection to storm main	Not permitted unless geotechnical soil conditions require connection to storm main	Does not specify	Only permitted for Industrial	Does not specify	Not permitted for 1 and 2 family homes, all others may connect
Erosion and Sediment Control (ESC) Plan required?	ESC measures required on all sites. ESC Plan for all sites larger than 2000m ² or as required in an Soil Removal and Deposition (SRD) Permit	all projects must submit an ESC plan as per City Policy	all erosion to be controlled, ESC plan only required when City engineer requires one	Separate Bylaw	Erosion and Sediment Control Plan, required for all development. Also have a DCC program that helps pay for Total Suspended Solids (TSS) monitoring program	Sediment Control Plan required for all development projects
Lot grading	Lot Grading Plan required for all sites. Lot grading on Building Permits is to match lot grading plan submitted as part of Subdivision	Lot grading to be carried out as per City policy and BC Building Code. 2 restrictions in the drainage bylaw: 1. swales to be lined with turf 2. drained by gravity or above 100yr Hydraulic Grade Line (HGL)	Only speaks to lot grading swales in drainage bylaw	Engineering Land Development Manual requires lot grading plans for subdivisions	Not part of stormwater bylaw	Required by design engineer unless requirement waived by City Engineer; covenants may be registered on lots to ensure compliance with plan
Minimum Basement Elevation (MBE)	A profile of the 100 year Hydraulic Grade Line (HGL) against the Minimum Basement Elevation is required	600mm above HGL in main at connection of perimeter drain connection	minimum basement elevation at least 150mm above HGL	minimum basement elevation at least 300mm above HGL	A gravity service connection may be made only where habital space is above the Major hydraulic grading	No minimum basement elevations



THE CORPORATION OF THE CITY OF VERNON REPORT TO COUNCIL

ORIGINAL

SUBMITTED BY: K. Flick, Director
Community Infrastructure and
Development

COUNCIL MEETING: REG COW I/C
COUNCIL MEETING DATE: February 26, 2018
REPORT DATE: February 19, 2018
FILE: 3900-02

SUBJECT: DEVELOPMENT COST CHARGES AND AFFORDABLE HOUSING

PURPOSE:

To review the City's practice of waiving Development Cost Charges for eligible affordable housing projects.

RECOMMENDATION:

THAT Council direct Administration to update the Affordable/Attainable Housing Policy to specify that the source of funding for Development Cost Charge waivers for eligible affordable housing projects be the Casino Reserve, as outlined in the report titled "Development Cost Charges and Affordable Housing" and dated February 19, 2018 by the Director, Community Infrastructure and Development, for its consideration.

ALTERNATIVES & IMPLICATIONS:

1. THAT Council direct Administration to update the Affordable/Attainable Housing Policy for its consideration, as follows: *(to be cited by Council)*.

Note: The implications of this alternative would depend on the direction provided by Council. Should Council opt for a different approach than that identified in this report, Administration would report back on potential implications, should there be any.

2. THAT Council receive the report titled "Development Cost Charges and Affordable Housing" and dated February 19, 2018 from the Director, Community Infrastructure and Development for information.

Note: This alternative would result in no changes to the City's approach to funding Development Cost Charge waivers for eligible affordable housing projects.

ANALYSIS:

A. Committee Recommendations:

N/A

B. Rationale:

1. The City's Development Cost Charge (DCC) Bylaw for transportation, storm and sewer projects waives DCCs for eligible affordable housing projects (the pending Parks DCC Bylaw also proposes this waiver). In practice, eligible projects pay the DCC amount, and the project is reimbursed through a grant, as per the City's Affordable/Attainable Housing Policy (Attachment 2). That grant is funded from the Housing Reserve, which is topped up annually through taxation (as well as from the Development Excess Reserve). Section 569(2)(d) of the Local Government Act requires that any such waivers be reported publicly on an annual basis.

2. Since the development and adoption of the DCC Bylaw in 2010, Council has periodically enquired as to the necessity of using taxpayer funds to compensate for this waiver. This report addresses the legislative requirements and provincial direction related to DCC waivers, and proposes another approach for Council's consideration that would relieve the annual burden on the taxpayer and still account for the waived DCC funds (for both the current DCC Bylaw and the pending Parks DCC Bylaw).
3. Sections 558 – 569 of the Local Government Act provide the legislative framework for DCCs. The Development Cost Charge Best Practices Guide was produced by the province, initiated by the Development Finance Review Committee and created by representatives from the province, local government and the development community. This detailed guide is used throughout the province in the development of DCC bylaws.
4. With regard to the waiving of DCCs, the Guide states:

. . . the Local Government Act includes a permissive authority allowing local governments to provide assistance to non-profit rental housing developers by waiving or reducing DCCs. However, social housing units must still be considered a part of the total housing count.

Also, the intent of the legislation is that in cases where the DCC is waived or reduced, the amount waived is to be entirely supported by the existing development [*emphasis added*].

“Existing development” refers to the tax base, hence the word “existing”. This has been verified by staff at the Ministry of Community, Sport and Cultural Development.

5. The above clarifies that DCCs attributable to affordable housing projects cannot be “redistributed” to other dwelling units in the DCC Bylaw, and that any DCCs that are waived must be entirely paid for by “existing development”, or in other words, the taxpayer. Because DCCs are permissive, in that a local government can choose, by bylaw, to provide DCC waivers, it is indicating that these types of developments are important to the community as a whole. Therefore the waiver must be recovered by the community as a whole, generally in the form of taxation. That choice cannot be borne by new development. This is a fundamental principle of DCCs: new development can only be held to its fair share of infrastructure costs. That is why DCCs attributable to affordable housing can't be “redistributed” in the bylaw, and why DCC reserves cannot be used to fund a shortfall (in a DCC project's budget). This is illustrated in Attachment 1.
6. The City's current practice does provide for a clear and transparent accounting of the DCC waivers in accordance with the intent of the legislation. However, the current practice does pose an annual burden on the taxpayer because the Housing Reserve is funded by the taxpayer. Should Council desire a fully transparent accounting of DCC waivers that reduces the burden on the taxpayer and ensures development is paying only its fair share, with due consideration of the legislation and Best Practices Guide, the following options are available:
 - a. Eliminate or reduce DCC waivers: There is no requirement to waive DCCs. Eliminating the waiver entirely would result in all new development paying its share of infrastructure costs. Reducing the waiver results in a smaller payable charge by eligible projects and a smaller waiver to account for by another funding source. This also results in higher costs for affordable housing.
 - b. Fund the DCC waivers through non-taxation sources: The capital program is funded from a variety of grants and funding sources, such as the gas tax and casino grants. Identifying a specific non-taxation source of funding for DCC waivers relieves the taxpayer of the annual funding burden and meets the intent of the legislation in a transparent manner. The use of casino funds for this purpose is desirable given the source (as opposed to the source of gas tax funds, for example). This option has been confirmed with staff at the Ministry of Community, Sport and Cultural Development.

7. It is important to note the scale of DCC waivers in the community. The Housing Reserve has been utilized to fund a land purchase for affordable housing, the for-profit rental grant and DCC waivers. The last DCC waivers were for the Schubert Society's Catherine Gardens development at 3010 35th Street in 2017 for \$15,244 and the Vernon Native Housing development at 3304 Alexis Park Drive in 2016 for \$31,347. Typically, there are very few units that meet the eligibility criteria for the DCC waiver, which include a housing agreement and covenant. However, Administration is aware of two pending projects that could result in some 94 units of affordable housing in 2018 and 2019. Depending on the size of the units (DCCs are exempt for units under 29m², a maximum of \$4,350 for units between 29m² and under 56m², and a maximum of \$7,944 for apartments over 56m²), this could result in between \$408,900 to \$746,736 in waived DCCs. Funding from a source such as the Casino Reserve would permit a predictable, sustainable transfer over time of the required waived DCCs to the DCC Reserve (as the projects are generally not constructed the year the DCCs are collected).
8. It is recommended that DCC waivers for eligible affordable housing projects be funded from the Casino Reserve. This option provides a reduction in costs for eligible housing projects and relieves the taxpayer of the annual requirement to top up the Housing Reserve used to fund the waivers. It also meets the intent of the legislation and the Best Practices Guide, being clearly transparent as to the source of funding. With Council direction, Administration would prepare amendments to the City's Affordable/Attainable Housing Policy for Council's consideration, including a recommended approach to permitting a predictable, sustainable draw from the reserve over time when there are a significant number of eligible affordable housing units being constructed.

C. Attachments:

Attachment 1 – Illustrative Example of Funding Implications of Waiving DCCs
Attachment 2 – Affordable/Attainable Housing Policy

D. Council's Strategic Plan 2015 – 2018 Goals/Deliverables:

The report involves the following objectives in Council's Strategic Plan 2015 – 2018:

- To deliver efficient, effective and proactive municipal services

E. Relevant Policy/Bylaws/Resolutions:

N/A

BUDGET/RESOURCE IMPLICATIONS:

The recommended direction of compensating for the DCC waiver for eligible affordable housing projects moves the burden from the taxpayer (on an annual basis) to Casino Reserves (over a number of years, if required).

Prepared by:

Feb 21 2018 2:29 PM

X  

Robert Miles

DocuSign

Approved for submission to Council:

Will Pearce, CAO

Kim Flick, Director
Community Infrastructure & Development

Date: _____

REVIEWED WITH

- | | | |
|---|---|--|
| <input type="checkbox"/> Corporate Services | <input type="checkbox"/> Operations | <input type="checkbox"/> Current Planning |
| <input type="checkbox"/> Bylaw Compliance | <input type="checkbox"/> Public Works/Airport | <input checked="" type="checkbox"/> Long Range Planning & Sustainability |
| <input type="checkbox"/> Real Estate | <input type="checkbox"/> Facilities | <input type="checkbox"/> Building & Licensing |
| <input type="checkbox"/> RCMP | <input type="checkbox"/> Utilities | <input type="checkbox"/> Engineering Development Services |
| <input type="checkbox"/> Fire & Rescue Services | <input type="checkbox"/> Recreation Services | <input checked="" type="checkbox"/> Infrastructure Management |
| <input type="checkbox"/> Human Resources | <input type="checkbox"/> Parks | <input type="checkbox"/> Transportation |
| <input type="checkbox"/> Financial Services | | <input type="checkbox"/> Economic Development & Tourism |
| <input type="checkbox"/> COMMITTEE: | | |
| <input type="checkbox"/> OTHER: | | |

G:\3700-4699 LEGISLATIVE AND REGULATORY SERVICES\3900 BYLAWS\02 Bylaws, by subject\DCC'S & DEVELOPMENT PROCEDURE\RPT\180219 KF RPT DCCs and Affordable Housing.docx

Illustrative Example of Funding Implications of Waiving DCCs

Simple Example of DCC Calculation

Infrastructure cost to new development
(= total cost of the project - the City portion (including benefit calculation of project to existing users, assist factor and taxation - grants))

Years covered by bylaw x total number of expected dwelling units per year

Example:

$$\frac{\$1,000,000}{1,000 \text{ (10 years x 100 units per year)}} = \$1,000 \text{ per unit}$$

Simple Example of "The Bill" for DCC Waivers (i.e. the amount that must be funded from non-DCC sources)

Total affordable units per year x DCC charge per unit = **Amount to be accounted for**

Example: 10 affordable housing units x \$1,000 per unit = **\$10,000** (annually)

Simple Example of "Redistribution" to Cover "The Bill" (not permitted as all units must be included in the calculation):

Infrastructure cost to new development
(= total cost of the project - grants - the City portion (including benefit calculation of project to existing users))

(Years covered by bylaw x total number of expected dwelling units per year) – expected affordable housing units

Example:

$$\frac{\$1,000,000}{900 \text{ (10 years x 100 units per year) - 100 (10 affordable housing units per year x 10 years)}} = \$1,111 \text{ per unit}$$

Simple Example of "Funding from the DCC Reserve" to Cover "The Bill" (not permitted as developments would be paying):

Example: For a project in the example DCC bylaw where 670 total units have been built, with 84 of them being eligible affordable housing projects; the eligible DCC project costs are \$585,000; example assumes DCC waivers have not been funded

Should be in DCC reserve:	\$670,000 (= 670 units x \$1,000/unit)
Waived DCCs:	\$ 85,000 (= 85 affordable housing units x \$1,000/unit)
Actually in DCC reserve:	\$585,000
Total DCC eligible costs:	\$585,000

Though it appears that the DCC reserve has enough DCCs to cover the project costs, should the entire reserve be used, the developers that have paid DCCs are actually funding the waived DCCs.



THE CORPORATION OF THE CITY OF VERNON

3400 – 30th Street, Vernon, B.C. V1T 5E6

Telephone: (250) 545-1361 Fax: (250) 545-4048

website: www.vernon.ca

Corporate Policy

Section:		
Sub-Section:		
Title:	Affordable/Attainable Housing Policy	

RELATED POLICIES

Number	Title

APPROVALS

POLICY APPROVAL:	AMENDMENT APPROVAL:	SECTION AMENDED
Approved by: "Rob Sawatzky"	Amendment Approved by:	
Mayor:	Mayor:	
Date: September 8, 2014	Date:	

POLICY

The affordable/attainable housing policy is based on the following principles:

- That senior levels of government are the prime source of funding to address issues of homelessness and housing affordability;
- That the City of Vernon's role in housing is to assist in the timely processing of development applications and to partner with the non-profit sector and private sectors where appropriate to address the needs of specific target groups;
- That the City of Vernon research, adopt and implement policies that encourage the development of affordable and attainable housing;
- That the City of Vernon is not a housing provider or manager; and
- That the non-profit and private sectors would continue to initiate the construction of and be responsible for ongoing management and maintenance of affordable and attainable housing projects.

DEFINITIONS

1. Affordable housing means:

- rental or owned housing provided to low income households as defined by Statistics Canada and/or BC Housing;
- housing subsidized by the province of British Columbia or by a non-profit agency, which enables rents to be provided at below-market rate and/or a "rent geared to income" basis;
- housing typically publically owned or owned and operated by a non-profit agency;
- housing that does not include shelters or transitional housing; and
- rental housing owned and operated by the private sector where some or all of the units in a complex are governed by a housing agreement bylaw adopted by City Council and registered on the property title.

2. Attainable Housing means:

- market housing that includes a wide range of options so that households with up to moderate incomes can find and secure affordable housing (as defined by Canada Mortgage and Housing Corporation); and
- housing where local government may decide to implement a housing agreement bylaw and covenant to ensure attainability.

PROCEDURES

ROLES

3. Senior levels of government are the best suited to be the prime source of policy development and funding to address issues of homelessness and housing affordability.

The City of Vernon would participate, where appropriate, in federal and provincial initiatives that address needs in Vernon.

The City of Vernon is not a housing provider or manager.

The City of Vernon would partner with the non-profit sector to provide grants equivalent to City Development Cost Charges for "low income housing"; making City-owned land available for lease back at a reduced rate for a specific term (i.e. 60 years); supporting variances for innovative housing types; a combination of any of the above-noted mechanisms, or such other means as supported by City Council.

The non-profit sector, including partnerships with the private sector, would build and manage affordable and attainable housing for the residents of Vernon.

The City of Vernon would provide the private sector with a grant for rental units governed by a housing agreement bylaw and covenant, and subject to annual program budget approval.

The City would continue to pursue its Attainable Housing Strategy, as updated from time to time.

The City may partner with the non-profit sector on affordable housing projects by:

- i) Identifying surplus City owner land that could be used for affordable housing, including the closure of surplus road rights-of-way or lanes where appropriate.
- ii) Deferring payment for City-owned lands or making them available for lease back at a reduced rate for a specific term.
- iii) Such other mechanism that may be suitable to increase the supply of affordable housing.

The City would allocate up to \$50,000 per year to the Affordable/Attainable Housing Reserve Fund, with the fund not to exceed \$400,000. City Council may use these funds to assist the non-profit sector in providing affordable housing and the private sector in providing rental housing. Projects shall be considered based on the following guidelines:

- i) Priority shall be given to affordable rental and ownership housing for low income households including and not limited to: lone parent families, singles, homeless and at-risk individuals, seniors and residents having special needs, including physical and/or mental disabilities.
- ii) A further priority is for attainable ownership housing moderate income households. This can be achieved through the provision of density bonusing.
- iii) Projects shall be of a scale and design that is sensitive to the surrounding neighbourhood.

The City encourages developers of large scale market housing projects (over 20 units) to provide an additional 5% of units as affordable or rent geared-to-income or attainable dwelling units through a density bonus over-and-above the density allowed under existing zoning.

The City would consider providing the following financial assistance to a non-profit housing project:

- i) A grant equivalent to the City development cost charge levy for those units governed by a housing agreement bylaw and covenant, and subject to the grant program receiving annual budget approval.
- ii) The long term lease of a City owner property, with lease rate being nominal.

The City would consider providing the following financial assistance to a private sector affordable housing project:

- i) A rental housing grant provided the rental units are governed by a housing agreement bylaw and covenant, and subject to the grant program receiving annual budget approval.

DISTRIBUTION

4. The City would encourage non-profit and private housing providers to locate affordable and attainable housing projects in neighbourhoods that provide the following:
 - On or near transit routes; and
 - In relatively close proximity to shopping, medical and support services, schools and local parks.

SCALE

5. Ideally, affordable and attainable housing projects located on infill lots should be small scale to more sensitively integrate into the surrounding neighbourhood. However, small scale adds to the per unit cost making such projects less affordable.



THE CORPORATION OF THE CITY OF VERNON REPORT TO COUNCIL

ORIGINAL

SUBMITTED BY: Kendra Kryszak, Parks Planner

COUNCIL MEETING: REG COW I/C

COUNCIL MEETING DATE: February 26, 2018

REPORT DATE: February 13, 2018

FILE: 6135-02

SUBJECT: PROPOSED PARKS DEVELOPMENT COST CHARGE BYLAW PROJECT LIST AND RATES

PURPOSE:

To provide a project list and rates for the proposed Development Cost Charge (DCC) program to allow the City of Vernon to collect DCC charges for parks.

RECOMMENDATION:

THAT Council support, in principle, the proposed Development Cost Charge program (with Commercial) and proceed with the public participation process as outlined in the report titled "Proposed Parks Development Cost Charge Bylaw Project List and Rates" dated February 13, 2018 from the Parks Planner.

ALTERNATIVES & IMPLICATIONS:

1. THAT Council support, in principle, the proposed Development Cost Charge program (without Commercial) and proceed with the public participation process as outlined in the report titled "Proposed Parks Development Cost Charge Bylaw Project List and Rates" dated February 13, 2018 from the Parks Planner.

Note: Should Council choose this alternative, commercial development would not be assessed Development Cost Charges for parks.

2. THAT Council support, in principle, the proposed Development Cost Charge program (with Commercial) and proceed with the public participation process as outlined in the report titled "Proposed Parks Development Cost Charge Bylaw Project List and Rates" dated February 13, 2018 from the Parks Planner, with the following amendments: *(to be determined by Council)*.

Note: The implications of this alternative would depend on the amendments identified by Council.

3. THAT Council direct Administration to review and report back on the following: *(to be determined by Council)*.

Note: The timing implications of this alternative would depend on the issues identified by Council for review.

ANALYSIS:

A. Committee Recommendations:

N/A

B. Rationale:

1. Background

Development Cost Charges (DCCs) are charges collected from land developers by local governments in British Columbia to help pay for infrastructure projects required to service new growth. Sections 558 through 569 of the *Local Government Act* (LGA) provide the authority for municipalities to levy DCCs. The purpose of a DCC is to help the municipality accommodate new development by providing a fair and equitable method to finance growth related capital projects for transportation, drainage, sewers, water and parkland. These funds may be used to pay for the capital costs of the works, as well as the planning, engineering and legal costs that are directly related to the works.

With regards to parks, DCCs can be used for acquiring and improving parkland. Improvements to parkland are limited to fencing, landscaping, drainage and irrigation, trails, restrooms, changing rooms, playground equipment and playing field equipment. A DCC bylaw for parks must include a list of growth related projects that are eligible for DCCs to determine the rate that would be charged to the land developer, not unlike DCC bylaws for other forms of infrastructure, such as transportation or sewer.

The development of a DCC bylaw and project list can be complex and must take into consideration many factors. To assist local governments in development of their DCC bylaws, the Ministry of Community, Sport and Cultural Development (The "Ministry") has prepared a Development Cost Charge Best Practices Guide (the "Best Practices Guide"). The Best Practices Guide has been used throughout this process to ensure that the Parks DCC Bylaw and proposed rates align with current best practices.

This report serves to provide Council with the list of parks projects that would be included in a City of Vernon Parks DCC Bylaw, as well as two options for setting the rates that would be charged to land developers.

2. Current Parks DCC Bylaw

The Regional District North Okanagan (RDNO) DCC Bylaw #2279 for Greater Vernon is the current (and only) Parks DCC bylaw in effect at this time. Per the parks agreements between the RDNO, the District of Coldstream and the City of Vernon, the City is now responsible for the parks system within its boundary, making it necessary for the City to develop a separate Parks DCC bylaw. Until such time as the RDNO rescinds its bylaw and the City adopts its own bylaw, Parks DCCs are collected and remitted to RDNO with 80% of the funds to be returned to the City. This agreement was to the end of 2017.

The current DCCs under the prevailing RDNO bylaw are:

	Collection Basis	Rate
Single Family	Per Lot	\$3,644.00
Single Family Including Suite	Per Lot	\$3,644.00
Multi Family	Per Unit	\$3,644.00
Strata Development	Per Unit	\$3,644.00
Congregate Care Facility/ Rest Home	Per Bed/ 2.4	\$3,644.00
Tourist Commercial	Per Unit	\$3,644.00

The confirmed amount of Parks DCC Reserve that RDNO is holding for the City of Vernon is \$4,550,911.00. This includes the following:

- \$529,934.40 for anticipated Q4 2017 DCC receipts, and
- \$610,899.00 that is included with the Greater Vernon Parks: Sports Fields/Beaches Agreement.

3. Proposed Parks DCC Bylaw

The Parks DCC Program project list (Attachment 1) is based on the Parks Master Plan that was endorsed by Council in 2015. Additional projects have been added to the list based on the recent transfer of Kin Beach, Marshall Field, Paddlewheel Park, the DND lands and Hurlburt Park to the City. Hurlburt Park is not on this program list as Administration will be completing improvements to the park this year. The City of Vernon DCC funds will not be used for these improvements and we do not anticipate completing any other upgrades in the 10 year period. The time frame for the new Park Development Cost Charge program is ten years, which is consistent with the Parks Master Plan.

It is important to note that following the completion of the Asset Management Plan for parks later in 2018, it is anticipated that additional projects will be identified that are DCC eligible and will require funding. In that event, the DCC bylaw can be updated at that time.

Two factors that play an important role in a DCC program are the benefit and the assist factor:

The **benefit factor** provided for each project represents the percentage of the project's costs that are allocated between existing development and new growth. Within the Parks DCC program the exact benefit percentage was either 100% DCC recoverable or 33% DCC recoverable. The 100% recoverable projects are necessary to accommodate new growth. The 33% recoverable projects are projects that would increase the level of service or resolve existing deficiencies, as well as provide benefits to new growth.

The **assist factor** represents the City of Vernon's contribution towards the capital cost for the projects that are attributed to new development. The *Local Government Act* requires municipalities to "assist" future development. Although required by legislation, the actual amount is set by each Council and can vary from 1% (minimum amount of assist) to 99% (maximum amount of assist). This contribution is in addition to the costs that were allocated in the calculations to the existing population which are to be paid by the City of Vernon. The recommended assist factor for the parks DCC program is 1%, as this aligns with the assist factors currently used for other categories of DCC infrastructure.

Based on the proposed benefit allocations and municipal assist factor, the total amount recoverable from DCCs for the entire Parks Program would be \$8,837,474 and the total municipal responsibility would be \$9,044,801 (to be paid for by the City of Vernon).

The Parks Master Plan and the project list has a time frame of 10 years. This time frame was also used in creating this program. Administration reviewed the previous 10 year building permit data to project the subsequent 10 year calculations.

Administration has developed two approaches to assessing DCC rates. One approach includes charging DCCs for commercial development, by floor area. A second approach does not. The existing RDNO Parks DCC Bylaw charges only for tourist commercial uses, but does not charge DCCs for other commercial uses, a practice that is common throughout the province. The proposed DCC rates, both with and without commercial, are shown below.

With Commercial

Land Use	Units	RDNO Current DCC	Vernon Proposed Parks DCC	% of RDNO current DCC
Single Family	Per Parcel	\$3,644	\$2,645	73%
Multi-Family	Per Unit	\$3,644	\$1,889	52%
Congregate Care	Per Bed	\$1,518	\$ 944	62%
Commercial	Per m2	n/a	n/a	n/a

Note: Previous RDNO Tourist Commercial Rate would be charged at proposed Vernon Commercial Rate (per sq.m)

Without Commercial

Land Use	Units	RDNO Current DCC	Vernon Proposed Parks DCC	% of RDNO Current DCC
Single Family	Per Parcel	\$3,644	\$2,786	76%
Multi-Family	Per Unit	\$3,644	\$1,990	55%
Congregate Care	Per Bed	\$1,518	\$ 995	66%
Tourist Commercial	Per Unit	\$3,644	\$1,990	55%

The proposed DCC rates are calculated differently than those in the City's Development Cost Charge Bylaw #5233, which imposes DCCs for transportation, drainage and sewer projects. This Parks DCC program is based on a community-wide approach. Parks differ somewhat from transportation, drainage and sewer infrastructure in that people can opt to use any park facility in the community, not just those immediately adjacent to their residence. For simplicity in administration, given the calculation of the charge on a community wide basis, a standard rate per land use type is recommended.

4. Waiving and Reducing DCCs

In 2008, the Provincial Government enacted legislation pertaining to waiving or reducing DCCs in certain situations. The legislative changes include the option for municipalities to reduce or waive DCCs for the following classes of 'eligible development':

- Not-for-profit rental housing, including supportive living housing
- For-profit affordable rental housing
- Subdivision of small lots designed to result in low greenhouse gas emissions
- Developments designed to result in a low environmental impact

If the City of Vernon would like to provide DCC waivers or reductions, it must adopt a DCC bylaw that establishes definitions for each class of 'eligible development', corresponding rates of reductions and requirements that must be met in order to obtain a waiver or reduction. To make up for any foregone DCC revenue, the City of Vernon would have to secure alternate revenue sources to pay for these exemptions. The cost cannot be passed on to other development through higher DCCs. The City's DCC bylaw for transportation, drainage and sewer currently exempts low income housing from DCCs. A report appears elsewhere on this Council agenda which speaks to this issue and provides options for Council's consideration.

5. Next Steps

Public Participation – March 2018

The *Local Government Act* (LGA) does not require an engagement session as part of the establishment of a DCC program. However, the Best Practices Guide does suggest that an opportunity for public participation be included. As such, a public engagement process is proposed that would include a public

open house and meetings with the development community, such as the Chamber of Commerce Business Improvement Group – Real Estate and Development (BIG RED) and Canadian Home Builders' Association.

Memo to Council with Public and Stakeholder Feedback – March 2018

Following the completion of the engagement process, a memo to Council would be prepared to outline the input that was provided by the public and stakeholders.

DCC Bylaw Creation and DCC Bylaw Readings – April 2018

Administration would work with Urban Systems to create the new DCC bylaw and rate schedule for the City, based on the program selected and feedback. This bylaw would then be presented to Council for its consideration for readings.

Submission to the Ministry with Adoption of the DCC Bylaw – May to July 2018

Administration would prepare a draft best practices guide checklist and preliminary financial plan for submission to the Ministry. Administration anticipates a one to two month turnaround from the Ministry.

Administration is communicating with RDNO and the District of Coldstream to inform one another of the timing of the processes. Administration has not received written confirmation from the Ministry on how they would like to receive the bylaws.

C. Attachments:

Attachment 1 – Parks DCC Program (Project List)

D. Council's Strategic Plan 2015 – 2018 Goals/Deliverables:

The subject involves the following deliverable in Council's Strategic Plan 2015 – 2018:

- Complete parks project list for the creation of the Parks DCC Bylaw

E. Relevant Policy/Bylaws/Resolutions:

At its Regular Meeting of September 12, 2016, Council passed the following resolution:

“THAT Council receive the memorandum titled “Parks Development Cost Charge Bylaw Update”, dated August 29, 2016 from the Parks Planner;

AND FURTHER, that Council direct Administration to work with the Regional District of North Okanagan and the District of Coldstream to develop complimentary Parks DCC rates in accordance with best practices as established by the Province;

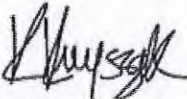


AND FURTHER, that this resolution be declassified and removed from In Camera.

BUDGET/RESOURCE IMPLICATIONS:

The budget for this process was accommodated in the 2016 Long Range Planning and Sustainability budget and would be covered by a carryover of these funds to the 2018 budget.




Prepared by:

Feb 15 2018 5:05 PM

X  
Kendra Kryszak 

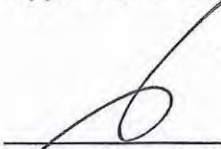
Kendra Kryszak,
Parks Planner

Feb 15 2018 5:06 PM

X  
Kim Flick 

Kim Flick,
Director, Community Infrastructure and Development

Approved for submission to Council:


Will Pearce, CAO

Date: 16.02.2018

REVIEWED WITH

- | | | |
|--|---|--|
| <input type="checkbox"/> Corporate Services | <input type="checkbox"/> Operations | <input type="checkbox"/> Current Planning |
| <input type="checkbox"/> Bylaw Compliance | <input type="checkbox"/> Public Works/Airport | <input checked="" type="checkbox"/> Long Range Planning & Sustainability |
| <input type="checkbox"/> Real Estate | <input type="checkbox"/> Facilities | <input type="checkbox"/> Building & Licensing |
| <input type="checkbox"/> RCMP | <input type="checkbox"/> Utilities | <input type="checkbox"/> Engineering Development Services |
| <input type="checkbox"/> Fire & Rescue Services | <input type="checkbox"/> Recreation Services | <input type="checkbox"/> Infrastructure Management |
| <input type="checkbox"/> Human Resources | <input type="checkbox"/> Parks | <input type="checkbox"/> Transportation |
| <input checked="" type="checkbox"/> Financial Services | | <input type="checkbox"/> Economic Development & Tourism |
| <input type="checkbox"/> COMMITTEE: | | |
| <input type="checkbox"/> OTHER: | | |

\\gw1\groups\5800-6399 PARKS ADMINISTRATION\6135 PARKS - PLANNING\02 Parks Master Plan\02 DCC\RPT\180213_kk.rm.sh_Rpt_DCC-(comm).docx

PARKS DCC PROGRAM 2018													
DCC Project List													
Project ID	Description	Project Timing	Total Construction Cost Estimate	Eligible Construction Cost Estimate	Engineering, Contingency, and Administration (40%)	Total DCC Cost Estimate	Outside Contributions	Total DCC Project Cost	Benefit Allocation	Benefit to New Development	Mun. Assist Factor	DCC Recoverable	Total Mun. Responsibility
PA1	Land Acquisition	1 - 10 years	\$3,500,000	\$3,500,000	\$0	\$3,500,000	\$0.00	\$3,500,000	100%	\$3,500,000	\$35,000	\$3,465,000	\$35,000
PA2	Becker Park	1-6 years	\$195,000	\$115,000	\$46,000	\$161,000	\$0.00	\$161,000	33%	\$53,130	\$531	\$52,599	\$108,401
PA3	Lakeview Estates Park (CLD)	4-6 years	\$80,000	\$80,000	\$32,000	\$112,000	\$0.00	\$112,000	33%	\$36,960	\$370	\$36,590	\$75,410
PA4	Hidden Park	1-3 years	\$100,000	\$100,000	\$40,000	\$140,000	\$0.00	\$140,000	33%	\$46,200	\$462	\$45,738	\$94,262
PA5	New Foothills Park	1-3 years	\$150,000	\$150,000	\$60,000	\$210,000	\$0.00	\$210,000	100%	\$210,000	\$2,100	\$207,900	\$2,100
PA6	Rec Centre Park	4-6 years	\$100,000	\$100,000	\$40,000	\$140,000	\$0.00	\$140,000	33%	\$46,200	\$462	\$45,738	\$94,262
PA7	39th Street Park	4-6 years	\$90,000	\$90,000	\$36,000	\$126,000	\$0.00	\$126,000	33%	\$41,580	\$416	\$41,164	\$84,836
PA8	Bench Row Road Park	7-10 years	\$60,000	\$60,000	\$24,000	\$84,000	\$0.00	\$84,000	33%	\$27,720	\$277	\$27,443	\$56,557
PA9	Dog Beach	1-3 years	\$10,000	\$10,000	\$4,000	\$14,000	\$0.00	\$14,000	33%	\$4,620	\$46	\$4,574	\$9,426
PA10	Polson Park Master Plan Improvements	1-10 years	\$3,000,000	\$3,000,000	\$1,200,000	\$4,200,000	\$0.00	\$4,200,000	33%	\$1,386,000	\$13,860	\$1,372,140	\$2,827,860
PA11	Civic Arena Master Plan Improvements	4-6 years	\$1,100,000	\$1,100,000	\$440,000	\$1,540,000	\$0.00	\$1,540,000	33%	\$508,200	\$5,082	\$503,118	\$1,036,882
PA12	Lakeshore Master Plan Improvements	1-10 years	\$750,000	\$421,500	\$168,600	\$590,100	\$0.00	\$590,100	100%	\$590,100	\$5,901	\$584,199	\$5,901
PA13	Cenotaph Park (Design)	7-10 years	\$100,000	\$100,000	\$0	\$100,000	\$0.00	\$100,000	33%	\$33,000	\$330	\$32,670	\$67,330
PA14	Civic Plaza (Design)	7-10 years	\$140,000	\$140,000	\$0	\$140,000	\$0.00	\$140,000	33%	\$46,200	\$462	\$45,738	\$94,262
PA15	Playground Upgrades	4-10 years	\$240,000	\$240,000	\$96,000	\$336,000	\$0.00	\$336,000	33%	\$110,880	\$1,109	\$109,771	\$226,229
PA16	Foothills Ravine Trail (Phase 2 ~0.6km)	1-3 years	\$40,000	\$40,000	\$16,000	\$56,000	\$0.00	\$56,000	33%	\$18,480	\$185	\$18,295	\$37,705
PA17	Lower Commonage Network Trail (~4km)	4-6 years	\$150,000	\$150,000	\$60,000	\$210,000	\$0.00	\$210,000	33%	\$69,300	\$693	\$68,607	\$141,393
PA18	Bella Vista Trail (~500m)	4-6 years	\$40,000	\$40,000	\$16,000	\$56,000	\$0.00	\$56,000	33%	\$18,480	\$185	\$18,295	\$37,705
PA19	Vernon Creek Trail (~500m)	4-6 years	\$12,000	\$12,000	\$4,800	\$16,800	\$0.00	\$16,800	33%	\$5,544	\$55	\$5,489	\$11,311
PA20	South Entrance of Polson Park	4-6 years	\$20,000	\$20,000	\$8,000	\$28,000	\$0.00	\$28,000	33%	\$9,240	\$92	\$9,148	\$18,852
PA21	Lakeshore Trail Phase 1 (~500m)	7-10 years	\$90,000	\$90,000	\$36,000	\$126,000	\$0.00	\$126,000	100%	\$126,000	\$1,260	\$124,740	\$1,260
PA22	Allan Brooks Trail (550m)	7-10 years	\$40,000	\$40,000	\$16,000	\$56,000	\$0.00	\$56,000	33%	\$18,480	\$185	\$18,295	\$37,705
PA23	Trail Connections	1-10 years	\$500,000	\$500,000	\$200,000	\$700,000	\$0.00	\$700,000	33%	\$231,000	\$2,310	\$228,690	\$471,310
PA24	Lakeview Park Washroom	1-3 years	\$400,000	\$400,000	\$160,000	\$560,000	\$0.00	\$560,000	33%	\$184,800	\$1,848	\$182,952	\$377,048
PA25	Laker's Park Washroom	4-6 years	\$200,000	\$200,000	\$80,000	\$280,000	\$0.00	\$280,000	33%	\$92,400	\$924	\$91,476	\$188,524
PA26	Grahame Park Washroom	4-6 years	\$175,000	\$175,000	\$70,000	\$245,000	\$0.00	\$245,000	33%	\$80,850	\$809	\$80,042	\$164,959
PA27	MacDonald Park Washroom	7-10 years	\$150,000	\$150,000	\$60,000	\$210,000	\$0.00	\$210,000	33%	\$69,300	\$693	\$68,607	\$141,393
PA28	Alexis Park Washroom	7-10 years	\$175,000	\$175,000	\$70,000	\$245,000	\$0.00	\$245,000	33%	\$80,850	\$809	\$80,042	\$164,959
PA29	Kin Beach	4-6 years	\$1,750,000	\$1,250,000	\$500,000	\$1,750,000	\$0.00	\$1,750,000	33%	\$577,500	\$5,775	\$571,725	\$1,178,275
PA30	Marshall Field	4-6 years	\$1,180,000	\$610,000	\$244,000	\$854,000	\$0.00	\$854,000	33%	\$281,820	\$2,818	\$279,002	\$574,998
PA31	PaddleWheel Park	7-10 years	\$530,000	\$400,000	\$160,000	\$560,000	\$0.00	\$560,000	33%	\$184,800	\$1,848	\$182,952	\$377,048
PA32	DND Lands	4-6 years	\$500,000	\$320,000	\$128,000	\$448,000	\$0.00	\$448,000	33%	\$147,840	\$1,478	\$146,362	\$301,638
TOTALS			\$15,567,000	\$13,778,500	\$4,015,400	\$17,793,900		\$17,793,900		\$8,837,474	\$88,375	\$8,749,099	\$9,044,801



THE CORPORATION OF THE CITY OF VERNON REPORT TO COUNCIL

ORIGINAL

SUBMITTED BY: Carie Liefke, Planning Assistant

COUNCIL MEETING: REG COW I/C

COUNCIL MEETING DATE: February 26, 2018

REPORT DATE: February 15, 2018

FILE: ZON00295

SUBJECT: REZONING AMENDMENT FOR 4005 PLEASANT VALLEY ROAD

PURPOSE:

To review the rezoning application which proposes to rezone the subject property located at 4005 Pleasant Valley Road in order to allow a low density multi-family development.

RECOMMENDATION:

THAT Council support the application (ZON00295) to rezone Part Lot 20 (Plan B3444) Section 2 Township 8 ODYD Plan 474 (4005 Pleasant Valley Road) from R2 – Large Lot Residential to R5 – Four-plex Housing Residential in order to allow a low density multi-family development.

ALTERNATIVES & IMPLICATIONS:

1. THAT Council support the application (ZON00295) to rezone Part Lot 20 (Plan B3444) Section 2 Township 8 ODYD Plan 474 (4005 Pleasant Valley Road) from R2 – Large Lot Residential to R5 – Four-plex Housing Residential in order to allow a low density multi-family development, subject to the following conditions: *(to be cited by Council)*.

Note: This alternative supports the rezoning subject to conditions cited by Council.

2. THAT Council not support the application (ZON00295) to rezone Part Lot 20 (Plan B3444) Section 2 Township 8 ODYD Plan 474 (4005 Pleasant Valley Road) from R2 – Large Lot Residential to R5 – Four-plex Housing Residential.

Note: Should Council not support the rezoning, the current zoning district would remain in place and the property could either be developed with one single family dwelling or subdivided into several lots meeting the R2 – Large Lot Residential subdivision regulations.

ANALYSIS:

A. Committee Recommendations:

At its meeting of February 14, 2018, the Advisory Planning Committee passed the following resolution:

THAT the Advisory Planning Committee recommends that Council support the application (ZON00295) to rezone Part Lot 20 (Plan B3444) Section 2 Township 8 ODYD Plan 474 (4005 Pleasant Valley Road) from R2 – Large Lot Residential to R5 – Four-plex Housing Residential in order to allow a low density multi-family development.

B. Rationale:

1. The subject property is located at 4005 Pleasant Valley Road (Figures 1 and 2). The land has been designated as Residential Low Density within the Official Community Plan and is within the R2 – Large Lot Residential zoning district as shown on the attached zoning map excerpt (Attachment 1).
2. The subject property is currently undeveloped.
3. The application requests that the land be rezoned from R2 – Large Lot Residential to R5 – Four-plex Housing Residential (Attachment 2) in order to develop a low density multi-family development. As the land is approximately 4000m², a maximum of 12 units could be constructed on the land under the proposed R5 zoning.
4. The City currently owns the property and has expressed interest in having the property developed. At its Regular Meeting of January 8, 2018, Council declassified the following resolution from its In Camera meeting of September 18, 2017:

“THAT Council support, in principle, the business plan for an affordable housing development on City owned land located at 4005 Pleasant Valley Road submitted as part of the delegation from Ms. Annette Sharkey, Executive Director of the Social Planning Council of the North Okanagan, at Council’s In Camera meeting of September 6, 2017;

AND FURTHER, that Council direct Administration to prepare, in conjunction with the Social Planning Council of the North Okanagan, a zoning amendment proposal for the City owned property located at 4005 Pleasant Valley Road from R2 – Large Lot Residential to R5 – Four-plex Housing Residential, and associated agreements, for further consideration.”

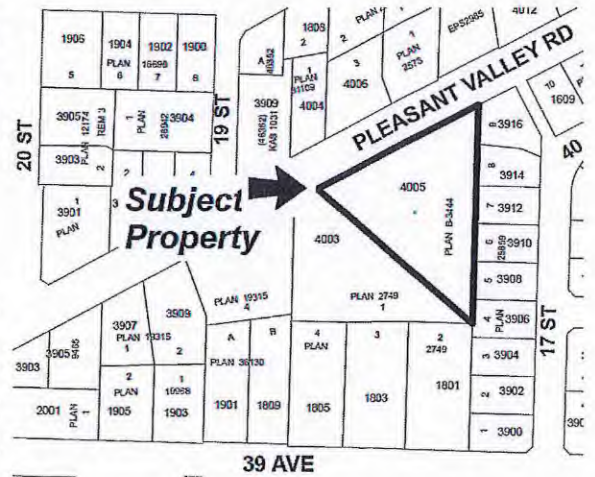


Figure 1: Property Location

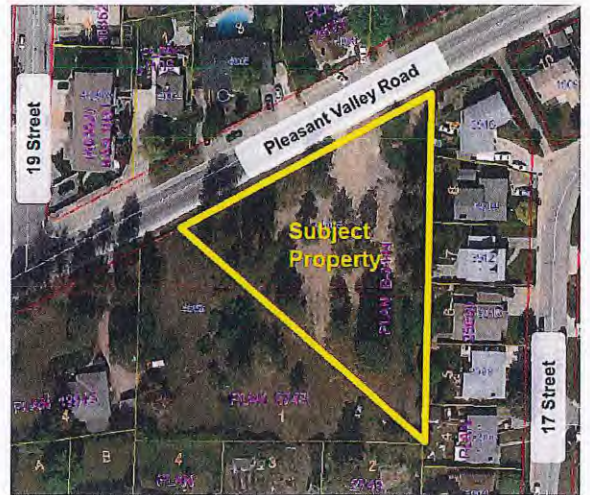


Figure 2: Property Aerial View

5. As per the delegation from the Social Planning Council of the North Okanagan, the development proposal is for 12 semi-detached units in a series of six buildings as shown on the preliminary site plan and elevation drawing (Attachment 3). In order to meet all municipal bylaw requirements, the preliminary site plan may require modifications during the development permit review and approval process.
6. The following table provides a basic zoning analysis of the regulations applicable to the use and development of the site.

Bylaw Regulation	Current Zoning District – R2	Proposed Zoning District – R5
Primary Uses	single detached housing	single detached housing duplex housing semi-detached housing three-plex housing four-plex housing seniors housing group home, major
Site Coverage	40% building (50%) all impermeable	40% building (50%) all impermeable
Floor Space Ratio	n/a	0.6
Density	one unit per lot; 557 sq.m. minimum lot size (approx. 18 units per hectare)	30 units per hectare maximum
Building Height	lesser of 10.0m or 2.5 storeys	lesser of 10.0m or 2.5 storeys
Setbacks: front	7.5m	4.0m (except 6.0m from garage to back of curb/sidewalk)
side	2.5m (or 3.0m if no attached garage)	2.0m for 1.0/1.5 storey building or 2.5m for 2.0/2.5 storey building
rear	7.5m	6.0m for 1.0/1.5 storey building or 7.5m for 2.0/2.5 storey building
Private Open Space	n/a	25m ² per unit
Parking	2 stalls per unit	2 stalls per unit

7. Administration supports the requested rezoning for the following reasons:

- a. The proposed zoning district would provide for a more efficient use of the land.
- b. The proposed multi-family development would allow for infill in an area of the city with existing urban services (collector road, existing transit route, schools, water, sewer).
- c. A multi-family development on this site would have a minimal impact on neighbourhood views due to the topography of the site and that the maximum building height permitted corresponds with the surrounding land use.

C. Attachments:

Attachment 1 – Zoning Bylaw #5000 Schedule A zoning map excerpt

Attachment 2 – Zoning Bylaw #5000 excerpts: R2 – Large Lot Residential zoning district and R5 – Four-plex Housing Residential zoning district

Attachment 3 – preliminary site plan and elevation drawing

D. Council's Strategic Plan 2015 – 2018 Goals/Deliverables:

The subject application involves the following objectives in Council's Strategic Plan 2015 – 2018:

- Deliver efficient, effective and proactive municipal services.
- Support sustainable neighbourhoods by implementing the OCP.
- Work with community partners and the Affordable Housing Advisory Committee to create more affordable housing.

E. Relevant Policy/Bylaws/Resolutions:

1. The Official Community Plan (OCP) designates the property as Residential Low Density. The R5 – Four-plex Housing Residential zoning district requested conforms with the OCP designation. OCP policies which support this rezoning request include:

Policy # 7.5 → The following housing forms and maximum density are associated with Low Density classification: 30 units per hectare; Single family detached, semi-detached, duplex and row housing.

Policy # 7.6 → Ground oriented multiple family developments are strongly encouraged in designated areas in the City Centre and Neighbourhood Districts.

Policy # 20.8 → Encourage affordable housing units, either ownership or rental, within the context of market housing developments through the use of covenants for housing agreements.

Policy # 20.9 → Work in partnership with community agencies, non-profit organizations, senior levels of government and the business community in the provision of affordable housing, special needs housing and emergency shelter and housing.

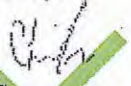
Policy # 20.10 → Where appropriate, lease City owned land for the provision of units for those in core housing need or require emergency shelter.

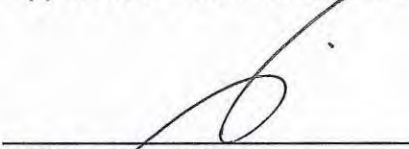
BUDGET/RESOURCE IMPLICATIONS:

N/A

Prepared by:

Approved for submission to Council:


Carie Liefke
Feb 15 2018 3:42 PM DocuSign


Will Pearce, CAO

Carie Liefke
Planning Assistant

Date: 16-02-2018

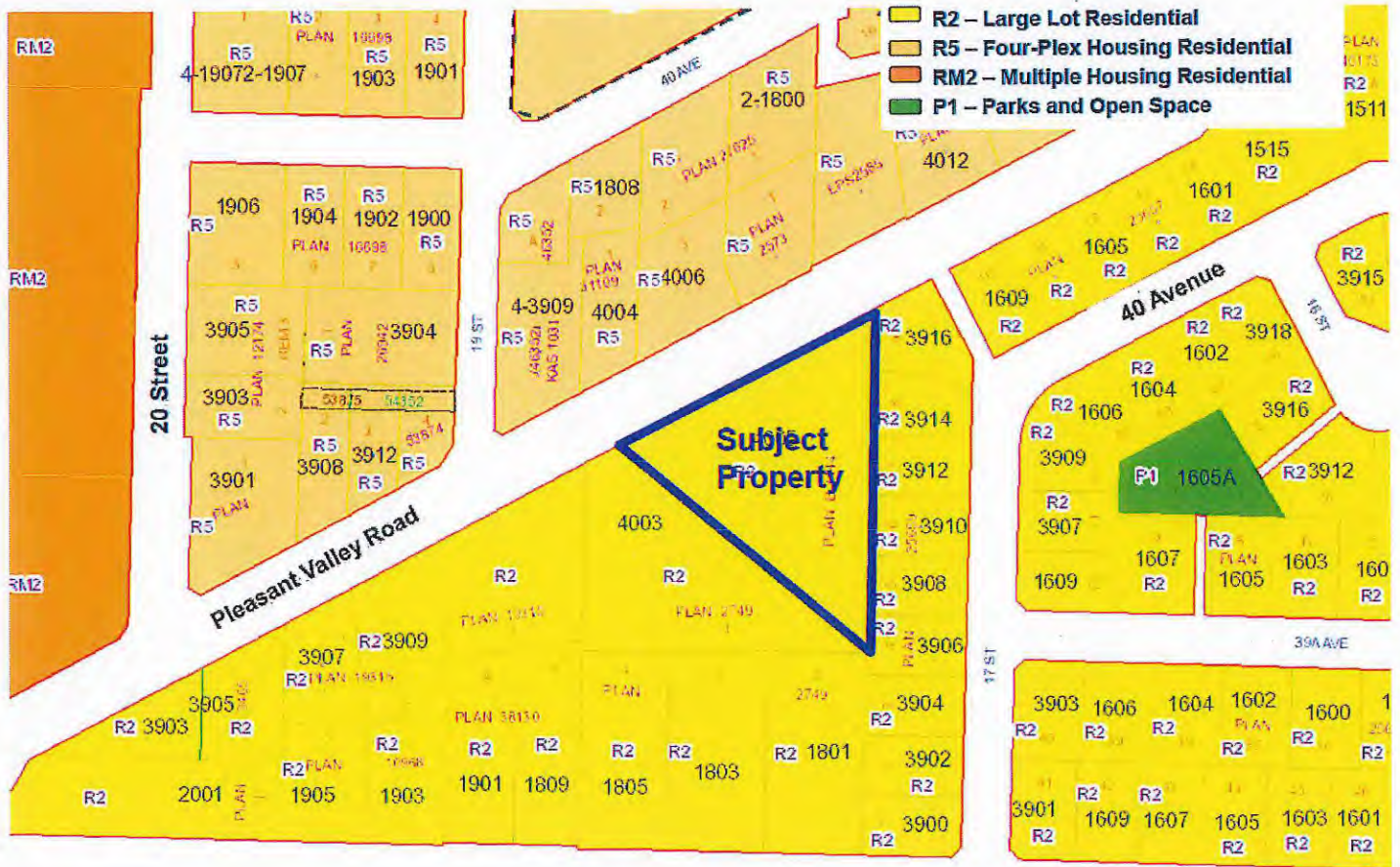

Kim Flick
Feb 15 2018 4:42 PM DocuSign

Kim Flick
Director, Community Infrastructure and Development

REVIEWED WITH

- | | | |
|--|---|---|
| <input type="checkbox"/> Corporate Services | <input type="checkbox"/> Operations | <input checked="" type="checkbox"/> Current Planning |
| <input type="checkbox"/> Bylaw Compliance | <input type="checkbox"/> Public Works/Airport | <input type="checkbox"/> Long Range Planning & Sustainability |
| <input type="checkbox"/> Real Estate | <input type="checkbox"/> Facilities | <input type="checkbox"/> Building & Licensing |
| <input type="checkbox"/> RCMP | <input type="checkbox"/> Utilities | <input type="checkbox"/> Engineering Development Services |
| <input type="checkbox"/> Fire & Rescue Services | <input type="checkbox"/> Recreation Services | <input type="checkbox"/> Infrastructure Management |
| <input type="checkbox"/> Human Resources | <input type="checkbox"/> Parks | <input type="checkbox"/> Transportation |
| <input type="checkbox"/> Financial Services | | <input type="checkbox"/> Economic Development & Tourism |
| <input checked="" type="checkbox"/> COMMITTEE: APC (Feb.14/18) | | |
| <input type="checkbox"/> OTHER: | | |

ATTACHMENT 1



Zoning Designation

9.3 R2 : Large Lot Residential

9.3.1 Purpose

The purpose is to provide a **zone** for **single detached housing**, and compatible **secondary uses**, on large sized urban serviced **lots**. The R2c sub-zoning district allows for **care centre, major** as an additional use. The R2h sub-zoning district allows for **home based business, major** as an additional use. *(Bylaw 5467)*

9.3.2 Primary Uses

- **care centre, major** *(use is only permitted with the R2c sub-zoning district)*
- **single detached housing**

9.3.3 Secondary Use

- **boarding rooms**
- **bed and breakfast homes** *(in single detached housing only) (Bylaw 5498)*
- **care centres, minor**
- **group home, minor**
- **home based businesses, minor**
- **home based businesses, major** *(use is only permitted with the R2h sub-zoning district)*
- **secondary suites**
- **seniors supportive housing**

9.3.4 Subdivision Regulations

- Minimum **lot width** is 18.0m.
- Minimum **lot area** is 557m², or 10,000m² if not serviced by a **community sewer system**.

9.3.5 Development Regulations

- Maximum **site coverage** is 40% and together with driveways, parking areas and **impermeable surfaces** shall not exceed 50%.
- Maximum **height** is the lesser of 10.0m or 2.5 **storeys**, except it is 4.5m for **secondary buildings** and **secondary structures**.
- Minimum **front yard** is 5.0m.
- Minimum **side yard** is 1.5m, except it is 5.0m from a **flanking street**. Where there is no direct vehicular access to the **rear yard** or to an attached garage or **carport**, one **side yard** shall be at least 3.0m.
- Minimum **rear yard** is 7.5m, except it is 1.0m for **secondary buildings**. Where the **lot width** exceeds the **lot depth**, the minimum **rear yard** is 4.5m provided that one **side yard** shall have a minimum width of 4.5m.
- The maximum **height** of any vertical wall element facing a **front, flanking or rear yard** (including **walkout basements**) is the lesser of 6.5m or 2.5 **storeys**, above which the **building** must be **set back** at least 1.2m.

9.3.6 Other Regulations

- There shall be no more than one **single detached house** per **lot**.
- Where **development** has access to a rear **lane**, vehicular access to the **development** is only permitted from the rear **lane**.
- For **seniors supportive housing**, a safe drop-off area for patrons shall be provided on the **site**.

- **Seniors supportive housing** shall be for no more than four residents. *(Bylaw 5467)*
- In addition to the regulations listed above, other regulations may apply. These include the general **development** regulations of Section 4 (secondary **development, yards**, projections into **yards**, lighting, agricultural setbacks, etc.); the specific use regulations of Section 5; the **landscaping** and fencing provisions of Section 6; and, the parking and loading regulations of Section 7.
- As per Section 4.10.2 - All **buildings and structures, excluding perimeter fencing (garden walls and fences)** on **lots abutting** City Roads as identified on Schedule "B" shall not be sited closer to the City Road than the setback as per the appropriate zone measured from the offset Rights of Way as illustrated on Schedule "B".
(Bylaw 5440)

9.6 R5 : Four-plex Housing Residential

9.6.1 Purpose

The purpose is to provide a **zone** for the **development** of a maximum of four ground oriented **dwelling** units in the form of **single detached, semi-detached, duplex, three-plex or four-plex housing** on urban services. The R5c sub-zoning district allows for **care centre, major** as an additional use. The R5h sub-zoning district allows for **home based business, major** as an additional use. *(Bylaw 5467)*

9.6.2 Primary Uses⁴

- **care centre, major** *(use is only permitted with the R5c sub-zoning district)*
- **duplex housing**
- **four-plex housing**
- **group home, major**
- **semi-detached housing**
- **single detached housing**
- **three-plex housing**
- **seniors housing**

9.6.3 Secondary Uses

- **boarding rooms**
- **care centres, minor**
- **home based businesses, minor**
- **home based businesses, major** *(in single detached housing only) (use is only permitted with the R5h sub-zoning district)*
- **secondary suites (in single detached housing only)**
- **seniors assisted housing**
- **seniors supportive housing**

9.6.4 Subdivision Regulations

- Minimum **lot width** is 20.0m, except it is 22.0m for a **corner lot**.
- Minimum **lot depth** is 30.0m.
- Minimum **lot width** for single detached housing is 14.0m, except it is 16.0m for a **corner lot**.
- Minimum **lot area** for single detached housing is 450m².
- Minimum **lot area** is 700m², except it is 800m² for a **corner lot**, or 10,000m² if not serviced by a **community sewer system**. *(Bylaw 5339)*

9.6.5 Party Wall Subdivision Regulations

Lot Type	Minimum Lot area		Minimum Lot Width	
	interior	corner	interior	corner
Semi-Detached Housing	350m ²	400m ²	10.0m	12.0m
Three-Plex Housing	235m ²	285m ²	7.0m	9.0m
Four-Plex Housing	175m ²	225m ²	7.0m	9.0m

9.6.6 Development Regulations

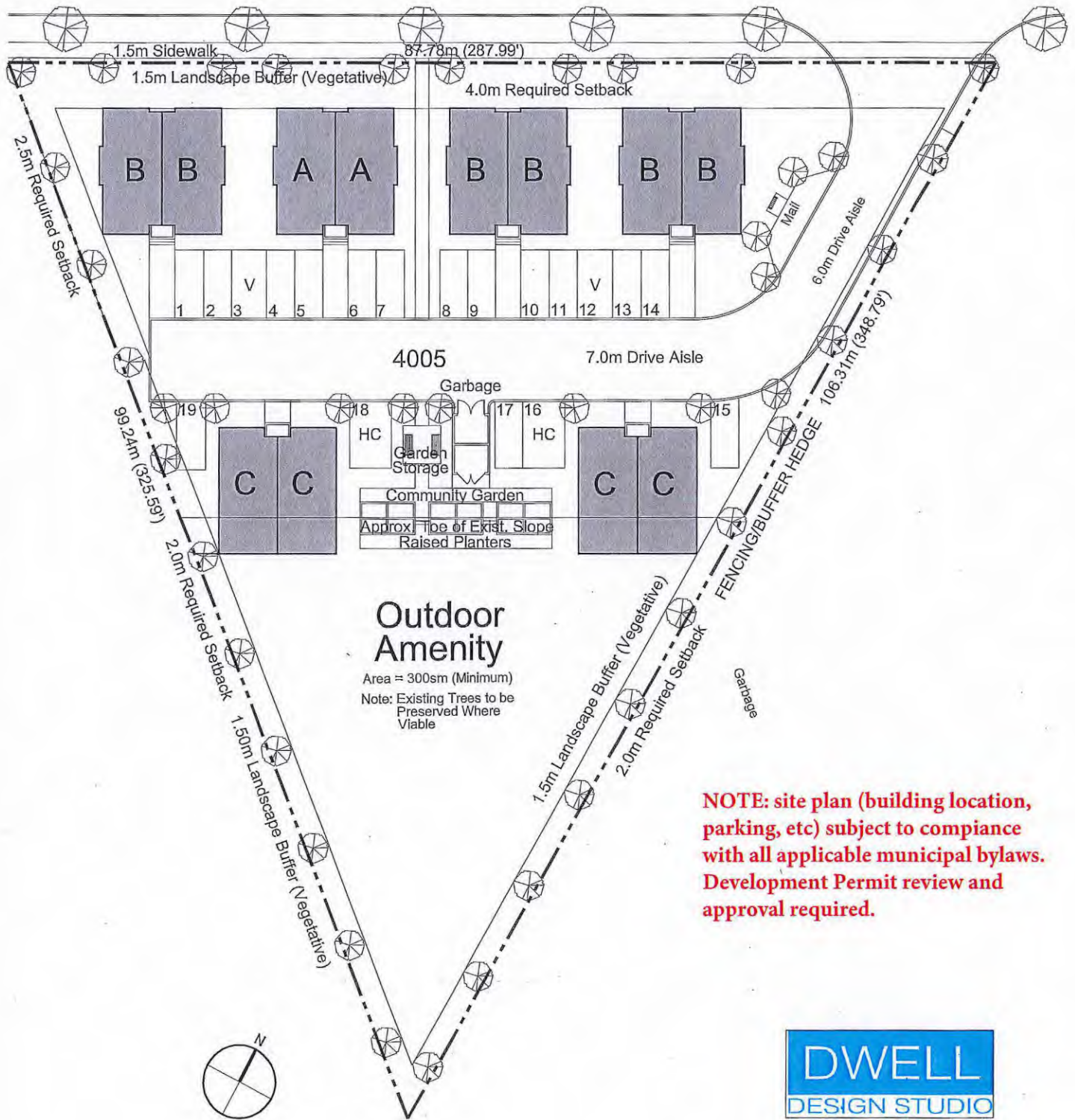
- Maximum **site coverage** is 40% and together with driveways, parking areas and **impermeable surfaces** shall not exceed 50%.

- Maximum **floor space ratio** is 0.6.
- Maximum **height** is the lesser of 10.0m or 2.5 **storeys**, except it is 4.5m for **secondary buildings** and **secondary structures**.
- Minimum **front yard** is 4.0m, except it is 6.0m for a garage or **carport** to the back of curb or sidewalk for a front entry garage, or it is 0.6m to the side of the garage and 2.6m to the front building façade for side-entry garage and driveway layouts.
- Minimum **side yard** is 2.0m for a 1 or 1.5 **storey** portion of a **building** or a **secondary building or structure** and 2.5m for a 2 or 2.5 **storey** portion of a **building**, except it is 4.0m from a **flanking street** unless there is a garage accessed from the **flanking street**, it is 4.0m or it is 2.6m to the building for a side-entry garage and driveway from a flanking street and at least 6.0m from the back of curb or sidewalk. Where there is no direct vehicular access to the **rear yard** or to an attached garage or **carport**, one **side yard** shall be at least 3.0m. The minimum **side yard** setback for shared interior **party walls** shall be 0.0m. The minimum **side yard** setback for **single detached housing** is 1.5m, except it is 4.0m from a **flanking street** unless there is a garage accessed from the **flanking street**, it is 4.0m or it is 2.6m to the building for a side-entry garage and driveway from a **flanking street** and at least 6.0m from the back of curb or sidewalk.
- Minimum **rear yard** is 6.0m for a 1 or 1.5 **storey** portion of a **building** and 7.5m for a 2 or 2.5 **storey** portion of a **building**, except it is 1.0m for **secondary buildings**.
- The maximum **height** of any vertical wall element facing a **front, flanking or rear yard** (including **walkout basements**) is the lesser of 6.5m or 2.5 **storeys**, above which the **building** must be **set back** at least 1.2m.
- Maximum **density** is 30 units per gross hectare (12 units/gross acre).
- Maximum four **dwelling** units located in a **building**, with each unit having a minimum width of 6.5m. (*Bylaw 5339*)

9.6.7 Other Regulations

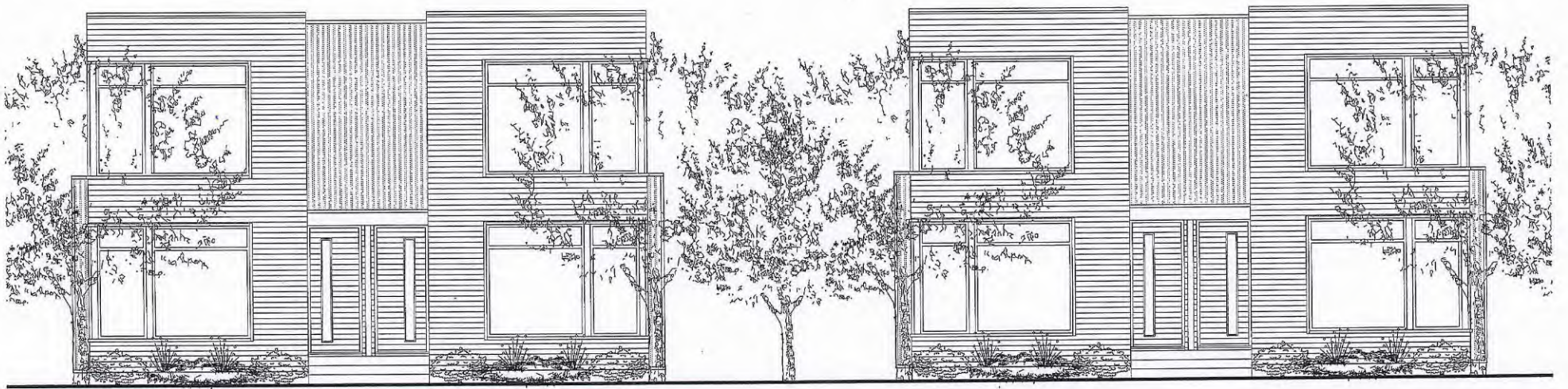
- In order for bareland strata **developments** to be consistent with the character of the surrounding neighborhood, the strata plan shall be considered as one **site** for defining the overall use, **density** and **site coverage**.
- The above noted **subdivision** and **development** regulations shall be applied to each strata **lot** within the strata plan.
- A minimum area of 25m² of **private open space** shall be provided per **dwelling**.
- Where **development** has access to a rear **lane**, vehicular access to the **development** is only permitted from the rear **lane**.
- For **seniors assisted housing, seniors housing and seniors supportive housing**, a safe drop-off area for patrons shall be provided on the **site**.
- For strata developments, common recreation buildings, facilities and amenities may be included in the strata plan. Recreational buildings shall be treated as **secondary buildings** for the purpose of determining the **height** and **setbacks** of the **building** as specified in each **zone**.
- For multi-unit residential housing, one **office** may be operated for the sole purpose of the management and operation of the multi-unit residential **development**.
- In addition to the regulations listed above, other regulations may apply. These include the general **development** regulations of Section 4 (secondary **development, yards**, projections into **yards**, lighting, agricultural setbacks, etc.); the specific use regulations of Section 5; the **landscaping** and fencing provisions of Section 6; and, the parking and loading regulations of Section 7.
- As per Section 4.10.2 - All **buildings and structures, excluding perimeter fencing (garden walls and fences)** on **lots abutting** City Roads as identified on Schedule "B" shall not be sited closer to the City Road than the setback as per the appropriate zone measured from the offset Rights of Way as illustrated on Schedule "B". (*Bylaw 5440*)

Pleasant Valley Road



NOTE: site plan (building location, parking, etc) subject to compliance with all applicable municipal bylaws. Development Permit review and approval required.





NOTE: building elevations subject to compliance with all applicable municipal bylaws. Development Permit review and approval required.



THE CORPORATION OF THE CITY OF VERNON REPORT TO COUNCIL

ORIGINAL

SUBMITTED BY: K. Flick, Director
Community Infrastructure and
Development

COUNCIL MEETING: REG COW I/C
COUNCIL MEETING DATE: February 26, 2018
REPORT DATE: February 14, 2018
FILE: 3900-02

SUBJECT: PROPOSED AMENDMENTS TO BYLAW #3909 (FEES AND CHARGES)

PURPOSE:

To review Bylaw #3909 (Fees and Charges) to ensure rates reflect the cost of providing services, as well as comply with Council's direction and policies.

RECOMMENDATION:

THAT Council support amendments to Bylaw #3909 (Fees and Charges) as identified on Attachment 1 in the report titled Proposed Amendments to Bylaw #3909 (Fees and Charges) and dated February 14, 2018 by the Director, Community Infrastructure and Development.

ALTERNATIVES & IMPLICATIONS:

1. THAT Council support amendments to Bylaw #3909 (Fees and Charges) as follows: *(to be cited by Council)*.

Note: Council may support some of the proposed amendments and not others. Council may also identify additional amendments that are not identified on Attachment 1.

2. THAT Council support the housekeeping amendments to Bylaw #3909 (Fees and Charges) as identified in Section 1.a (a-c) of the report titled Proposed Amendments to Bylaw #3909 (Fees and Charges) and dated February 14, 2018 from the Director, Community Infrastructure and Development.

Note: This alternative would address the proposed housekeeping amendments and therefore improve the clarity and accuracy of the bylaw. However, the prevailing fees and charges for voluntary building inspections and engineering development review and inspection would remain unchanged, thereby not adequately reflecting the costs of delivering the identified services.

ANALYSIS:

A. Committee Recommendations:

N/A

B. Rationale:

1. The proposed revisions to existing fees related to the Planning, Development and Engineering services functions are as follows (Attachment 1):
 - a) Housekeeping Amendments: Housekeeping amendments are minor in nature and do not reflect substantive changes. The following housekeeping amendments are proposed:

- a. Eliminate References to Bylaw #5407 (Section 2.A and 2.C): Bylaw #5407 was adopted for a trial period for a new permitting project that was being piloted at the time. To encourage applicants to use the new process and provide feedback, a reduced application fee was permitted during the project. As the pilot project has been concluded, references to the bylaw can be removed.
 - b. Correct Total Cost of OCP, Zoning and Land Use Contract Applications (Section 2.A): The fee column does not accurately reflect the total costs for the three application types.
 - c. ALR Exclusion Application (Section 2.K): The cost of ALR exclusion applications is established by the Agricultural Land Commission (ALC). While the cost of the application is correctly noted, the explanatory note incorrectly specifies that the application fee is divided equally between the ALC and the City.
-
- b) Increase the Voluntary Building Inspection Fee from \$90.00 to \$150.00 (Section 2.E): The proposed increase aligns the voluntary building inspection fee with the re-inspection fee of \$150.00. Voluntary inspections are requested by members of the public to establish compliance of or to obtain a report on the status of an existing building or structure (for example, to verify that an illegal suite has been decommissioned). The proposed fee more closely accounts for the cost of providing the service.
 - c) Engineering Development Review and Inspection Fees (Section 2.Q): The fee structure for engineering development review and inspection does not account for the cost of providing the service and is no longer consistent with those applied in other municipalities. Removal of the 1.0% graduated fee rate for works in excess of \$1,500,000.00 would address this.

C. Attachments:

Attachment 1 – Proposed Amendments to Bylaw #3909 (Fees and Charges) Section 2. Planning, Development and Engineering Services

D. Council's Strategic Plan 2015 – 2018 Goals/Deliverables:

The report involves the following objectives in Council's Strategic Plan 2015 – 2018:

- Be a leader in Economic Development
- To deliver efficient, effective and proactive municipal services

E. Relevant Policy/Bylaws/Resolutions:

N/A

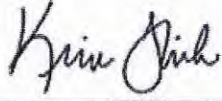

BUDGET/RESOURCE IMPLICATIONS:

The two proposed increases are intended to more accurately reflect the cost of providing the services.

Prepared by:

Feb 15 2018 8:29 PM

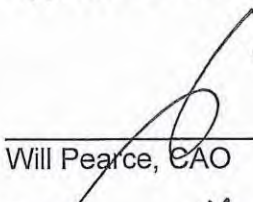
Approved for submission to Council:

X  

Kim Flick

DocuSign

Kim Flick, Director
Community Infrastructure & Development


Will Pearce, CAO

Date: 16.02.2018

REVIEWED WITH

- | | | |
|---|---|--|
| <input type="checkbox"/> Corporate Services | <input type="checkbox"/> Operations | <input checked="" type="checkbox"/> Current Planning |
| <input type="checkbox"/> Bylaw Compliance | <input type="checkbox"/> Public Works/Airport | <input checked="" type="checkbox"/> Long Range Planning & Sustainability |
| <input type="checkbox"/> Real Estate | <input type="checkbox"/> Facilities | <input checked="" type="checkbox"/> Building & Licensing |
| <input type="checkbox"/> RCMP | <input type="checkbox"/> Utilities | <input checked="" type="checkbox"/> Engineering Development Services |
| <input type="checkbox"/> Fire & Rescue Services | <input type="checkbox"/> Recreation Services | <input checked="" type="checkbox"/> Infrastructure Management |
| <input type="checkbox"/> Human Resources | <input type="checkbox"/> Parks | <input checked="" type="checkbox"/> Transportation |
| <input type="checkbox"/> Financial Services | | <input checked="" type="checkbox"/> Economic Development & Tourism |
| <input type="checkbox"/> COMMITTEE: | | |
| <input type="checkbox"/> OTHER: | | |

G:\3700-4699 LEGISLATIVE AND REGULATORY SERVICES\3900 BYLAWS\02 Bylaws, by subject\FEES & CHARGES\Correspondence and Reports\180208 kf_Rpt_Bylaw3909_Proposed_Amendments.docx

FEE SCHEDULE

Schedule A
Attached to and forming
part of Bylaw 3909

2. PLANNING, DEVELOPMENT AND ENGINEERING SERVICES	FEES
A. The fee to accompany an application for amendments to:	
(i) Official Community Plan <ul style="list-style-type: none"> • \$500.00 application fee • \$600.00 processing fee • \$600.00 advertising fee <i>(Bylaw 5626)</i> (ii) Zoning Bylaw <ul style="list-style-type: none"> • \$500.00 application fee (except between January 28, 2013 and April 30, 2013, during which time the application fee will be \$300.00 for those projects utilizing the permitting pilot project) (Bylaw 5407) • \$600.00 processing fee • \$300.00 advertising fee (iii) Land Use Contracts <ul style="list-style-type: none"> • \$500.00 application fee • \$600.00 processing fee • \$300.00 advertising fee 	 \$1,400.00 \$1,700.00 \$1,400.00 \$1,400.00
B. Discharge of:	
(i) Land Use Contracts <ul style="list-style-type: none"> • \$500.00 application fee • \$600.00 processing fee • \$300.00 advertising fee (ii) Notice on Title <i>(Bylaw 5410)</i>	 \$1,400.00 \$ 500.00
C. Issuance of:	
(i) Development Variance Permits <ul style="list-style-type: none"> • \$500.00 application fee (except between January 28, 2013 and April 30, 2013, during which time the application fee will be \$300.00 for those projects utilizing the permitting pilot project) (Bylaw 5407) • \$600.00 processing fee 	\$1,100.00

FEE SCHEDULE

Schedule A
Attached to and forming
part of Bylaw 3909

2. PLANNING, DEVELOPMENT AND ENGINEERING SERVICES	FEES
(ii) Major Development Permits <ul style="list-style-type: none"> • \$500.00 application fee (except between January 28, 2013 and April 30, 2013, during which time the application fee will be \$300.00 for those projects utilizing the permitting pilot project) (Bylaw 5407) • \$600.00 processing fee 	
(iii) Minor Development Permits <ul style="list-style-type: none"> • \$125.00 application and processing fee 	\$125.00
(iv) Heritage Revitalization Agreements <ul style="list-style-type: none"> • \$500.00 application fee • \$600.00 processing fee • \$300.00 advertising fee 	\$1,400.00
(v) Heritage Alteration Permits <ul style="list-style-type: none"> • \$200.00 application and processing fee (Bylaw 5509) 	\$200.00
(vi) Temporary Commercial or Industrial Use Permits \$500.00 application fee \$600.00 processing fee \$300.00 advertising fee	\$1,400.00
D. Application Fee for Renewal or Extension of a:	
(i) Development Variance Permit <ul style="list-style-type: none"> a) first one year approval extension b) second one year approval extension c) third one year approval extension d) a subsequent approval extension (Bylaw 5626) 	\$ 500.00 \$1,000.00 \$1,500.00 \$3,000.00
(ii) Development Permit <ul style="list-style-type: none"> a) first one year approval extension b) second one year approval extension c) third one year approval extension d) a subsequent approval extension (Bylaw 5626) 	\$ 200.00 \$ 500.00 \$1,000.00 \$3,000.00
(iii) Rezoning Bylaw <ul style="list-style-type: none"> a) first one year extension to bylaw processing timeline after Third Reading b) second one year extension to bylaw processing timeline after Third Reading c) third one year extension to bylaw processing timeline 	\$ 500.00 \$1,000.00 \$2,000.00

FEE SCHEDULE

Schedule A
Attached to and forming
part of Bylaw 3909

2. PLANNING, DEVELOPMENT AND ENGINEERING SERVICES	FEES
<ul style="list-style-type: none"> after Third Reading d) a subsequent extension to bylaw processing timeline after Third Reading (<i>Bylaw 5626</i>) 	\$4,000.00
<ul style="list-style-type: none"> (iv) Land Use Contract Bylaw <ul style="list-style-type: none"> a) first one year extension to bylaw processing timeline after Third Reading b) second one year extension to bylaw processing timeline after Third Reading c) third one year extension to bylaw processing timeline after Third Reading d) a subsequent extension to bylaw processing timeline after Third Reading (<i>Bylaw 5626</i>) 	<ul style="list-style-type: none"> \$ 500.00 \$1,000.00 \$2,000.00 \$4,000.00
<ul style="list-style-type: none"> (v) Heritage Alteration Permit <ul style="list-style-type: none"> a) first one year approval extension b) second one year approval extension c) a subsequent approval extension (<i>Bylaw 5626</i>) 	<ul style="list-style-type: none"> \$ 200.00 \$ 400.00 \$ 500.00
<ul style="list-style-type: none"> (vi) Heritage Revitalization Agreement Bylaw <ul style="list-style-type: none"> a) first one year extension to bylaw processing timeline after Third Reading b) second one year extension to bylaw processing timeline after Third Reading c) a subsequent approval extension (<i>Bylaw 5626</i>) 	<ul style="list-style-type: none"> \$ 200.00 \$ 400.00 \$ 500.00
<ul style="list-style-type: none"> (vii) Renewal of Building Permit Approval (<i>Bylaw 5626</i>) 	\$ 125.00
<ul style="list-style-type: none"> (viii) Renewal of Plumbing Permit Approval (<i>Bylaw 5626</i>) 	\$ 125.00
<ul style="list-style-type: none"> (ix) Renewal of Moving Permit Approval (<i>Bylaw 5626</i>) 	\$ 125.00
<ul style="list-style-type: none"> (x) Renewal of Demolition Permit Approval <ul style="list-style-type: none"> - non heritage building - heritage building (listed in Vernon Heritage Register) (<i>Bylaw 5626</i>) - 	<ul style="list-style-type: none"> \$ 50.00 \$ 75.00
<ul style="list-style-type: none"> (xi) Subdivision Preliminary Layout Review (PLR) <ul style="list-style-type: none"> (a) first one year extension (b) second one year extension <ul style="list-style-type: none"> - no further extension to be granted – new application required (<i>Bylaw 5626</i>) 	<ul style="list-style-type: none"> \$ 100.00 \$ 250.00
E. Building Permit Fees:	

FEE SCHEDULE

Schedule A
Attached to and forming
part of Bylaw 3909

2. PLANNING, DEVELOPMENT AND ENGINEERING SERVICES	FEES
<p>(i) Non-refundable application fees:</p> <ul style="list-style-type: none"> a) Projects valued at less than \$100,000 b) Non-complex buildings c) Complex buildings <p>(ii) Commercial, industrial, residential, and miscellaneous Building Permit fees:</p> <ul style="list-style-type: none"> a) for each \$1000 of permit value or part thereof up to \$500,000 b) for each \$1000 of permit value or part thereof from \$500,001 to \$1,000,000 c) for each \$1000 of permit value or part thereof exceeding \$1,000,000 <p>(iii) Building Permit Fees issued in accordance with the City of Vernon Building and Plumbing Bylaw shall be reduced by 20% of the total building permit fee payable.</p> <p>(iv) Re-inspection fees levied in accordance with the City of Vernon Building and Plumbing Bylaw.</p> <p>(v) After hours inspection fees levied in accordance with the City of Vernon Building and Plumbing Bylaw.</p> <p>(vi) Voluntary inspection fees levied in accordance with the City of Vernon Building and Plumbing Bylaw.</p> <p>The above fees do not include the Plumbing Permit Fees and Hoarding Fees set out below. (Bylaw 5415)</p>	<p>\$ 50.00</p> <p>\$100.00</p> <p>\$250.00</p> <p>\$ 10.00</p> <p>\$ 9.00</p> <p>\$ 8.00</p> <p>\$150.00 (Bylaw 5626)</p> <p>\$175.00</p> <p>\$90.00 \$150.00</p>
F. Plumbing Permit Fees:	
<p>(i) New construction, alterations, remodelling, and repair</p> <ul style="list-style-type: none"> a) Connection to sewer fee b) Per fixture fee 	<p>\$ 90.00</p> <p>\$ 10.00</p>

FEE SCHEDULE

Schedule A
Attached to and forming
part of Bylaw 3909

2. PLANNING, DEVELOPMENT AND ENGINEERING SERVICES	FEES
c) Minimum fee	\$ 90.00
d) Re-inspection fee <i>(Bylaw 5415)</i>	\$150.00 <i>(Bylaw 5626)</i>
G. Hoarding Fees:	
(i) For hoarding areas not affecting parking meters, the fee shall be \$1.10 per linear foot of hoarding adjacent to a road right of way; however, the minimum hoarding fee shall be \$55.00.	\$ 1.10 per linear foot, \$ 55.00 minimum fee
(ii) For hoarding areas adjacent to and including parking meter spaces, the fee shall be:	
a) per meter per day	\$ 10.00
b) per meter closed for 4 hours or less	\$ 5.00
c) plus a parking meter closure service fee per permit <i>(Bylaw 5415)</i>	\$ 25.00
H. Moving Permit Fee:	
(i) Fee payable at time of application <i>(Bylaw 5415)</i>	\$250.00
I. Demolition Permit Fees:	
(i) Non-Heritage Buildings	\$150.00 <i>(Bylaw 5626)</i>
(ii) Heritage Buildings <i>(Bylaw 5415)</i>	\$250.00 <i>(Bylaw 5626)</i>
J. Board of Variance Application	\$450.00
K. Agricultural Land Reserve (ALR) Exclusion Application (*Note: \$750.00 \$1,200.00 of the application fee is forwarded to the Agricultural Land Commission and \$750.00 \$300.00 is retained by the City) <i>(Bylaw 5626)</i>	\$1,500.00 *see note
L. Subdivision Application Fee	
(i) Number of Lots Proposed (Including a Remainder) <i>(Bylaw 5626)</i> :	

FEE SCHEDULE

Schedule A
Attached to and forming
part of Bylaw 3909

2. PLANNING, DEVELOPMENT AND ENGINEERING SERVICES	FEES
2 lots	\$330.00
3 to 10 lots	\$330.00 + \$300.00 per lot in excess of 2
11 to 20 lots	\$2,730.00 + \$220.00 per lot in excess of 10
21 to 30 lots	\$4,930.00 + \$190.00 per lot in excess of 20
31 to 40 lots	\$6,830.00 + \$165.00 per lot in excess of 30
Over 40 lots	\$8,480.00 + \$110 per lot in excess of 40
(ii) Strata Plan Form P Approval Fee	\$ 50.00
(iii) Strata Conversion Application Fee	\$500.00
(iv) Strata Plan Form P Reallocation of Phases Fee	\$500.00
(v) Strata Plan Form P Amendment to Commencement and Completion Dates Fee	\$100.00
M. Road Name Change Bylaw Fee <ul style="list-style-type: none"> • \$500 application fee • \$900 processing, advertising and notification fee 	\$1,400 plus new sign costs
N. Change of Civic Address Fee	\$100.00
O. Neighbourhood Plan Application Fee (for a new NP)	\$5,000.00
Neighbourhood Plans AMENDMENT Application <ul style="list-style-type: none"> • \$500 application fee • \$900 processing and advertising fee 	\$1,400.00
P. Access Permit Fee	\$300.00 per permit (Bylaw 5626)
Q. Engineering Development Review and Inspection Fees *Note: Fee rates shall be applied to the total estimated cost of constructing the works and services, based on a Professional Engineer's estimate, and as accepted by the Director of Community Infrastructure and Development or designate. (Bylaw 5626)	

FEE SCHEDULE

Schedule A
Attached to and forming
part of Bylaw 3909

2. PLANNING, DEVELOPMENT AND ENGINEERING SERVICES	FEES
Director of Community Infrastructure and Development or designate. <i>(Bylaw 5626)</i>	
On the first \$750,000.00	3.0% *see note
On the second Over \$750,000.00	2.0% *see note
On the balance of over \$1,500,000.00	1.0% *see note
Engineering Plan Resubmission Fees <i>(Bylaw 5550 & 5626)</i>	\$250.00 per sheet reviewed after the second submission
R. Pre-Blast Surveys – Collection Fee (A collection fee in the amount of \$90.00 will be levied at the earlier of subdivision application, road usage permit application, site preparation permit application or building permit application for all properties that involve blasting. A subdivision approval, road usage permit, Soil Removal and Deposition permit or building permit will not be issued until the collection fee and pre-blast survey are provided to the City. Irrespective of issuance of approvals and permits, in no event shall blasting occur prior to acceptance by the City of the collection fee and pre-blast survey.) <i>(Bylaw 5626)</i>	\$90.00
S. Soil Removal and Deposition Permit Application Fee	\$75.00
T. Boundary Extension Application Fee <i>(Bylaw 5550)</i>	\$500.00 Application Fee \$900.00 Processing and Advertising Fee \$300.00 Annexation consent covenant review and signing fee (if applicable).
U. Liquor Licence Application Fee (i) Occupant Load Calculation <i>(Bylaw 5626)</i>	\$350.00 \$ 75.00
V. Property Information Requests	\$75.00 per property, per request
W. Road Right of Way Usage Permits	\$75.00
X. Hydrant Flow Testing - Flow Test	\$125.00 each



THE CORPORATION OF THE CITY OF VERNON REPORT TO COUNCIL

ORIGINAL

SUBMITTED BY: James Rice, Manager Public Works, Parks and Airport

COUNCIL MEETING: REG COW I/C
COUNCIL MEETING DATE: February 26, 2018
REPORT DATE: February 14, 2018
FILE: 3900-02

SUBJECT: PROPOSED AMENDMENTS TO BYLAW #3909 (FEES AND CHARGES)

PURPOSE:

To review Bylaw #3909 (Fees and Charges) to ensure rates reflect the costs of providing services, as well as comply with Council's direction and policies.

RECOMMENDATION:

THAT Council support revisions to Bylaw #3909 (Fees and Charges) as identified on Attachment 1 in the report titled Proposed Amendments to Bylaw #3909 (Fees and Charges) and dated February 14, 2018 by the Manager, Public Works, Parks and Airport.

ALTERNATIVES & IMPLICATIONS:

1. THAT Council support revisions to Bylaw #3909 (Fees and Charges) as follows: *(to be cited by Council)*.

Note: Council may support some of the proposed revisions and not others. Council may also present additional revisions that are not identified on Attachment 1.

2. THAT Council receive the report titled Proposed Amendments to Bylaw #3909 (Fees and Charges) and dated February 13, 2019 from the Manager, Public Works, Parks and Airport for information.

Note: The prevailing fees and charges would remain unchanged, thereby not adequately reflecting the costs of delivering the identified services.

ANALYSIS:

A. Committee Recommendations:

N/A

B. Rationale:

1. The proposed revisions to existing fees and the inclusion of new fees related to Public Works services are as follows:
 - a) Tipping fees for asphalt has increased to \$200 per truck load since processing of this material into rap can no longer occur at the Hesperia landfill and must be trucked to another location.
 - b) Tipping fees for clean fill at Hesperia has increased to \$300 per load to offset anticipated costs associated with the operation of this site.

- c) An additional tipping fee for clean fill at the yards has been included at \$400 per load to address material that is dumped at the yards during emergency after hour situations.
 - d) A fee of \$300 per event for the delivery and collection of the community fire pot has been added to offset operational costs for this service.
2. The proposed revisions to existing fees and the inclusion of new fees related to Airport services are as follows:
- a) Consideration has been given with respect to fees charged for similar services at other Airports in our province.
 - b) Weekly fees have been added to Overnight Parking for both Aircraft weighing up to 5,000kg (\$25/week) and Aircraft Weighing over 5,000kg (\$40/week).
 - c) A \$25 processing fee for overnight parking not paid at time of departure has been added to offset administration cost associated with locating the aircraft owner and invoicing.
 - d) Landing fees for Turbine/Turbo-prop fixed wing aircraft has been increased from \$20 to \$25 per landing.
 - e) A landing fee for skydive turbo-prop fixed wing operations at \$25/landing or \$1000/year has been added.
 - f) The terminal building's interior advertising fee has been increased to \$80/year and a monthly fee of \$20/month has been added.
 - g) A fee of \$100/year and \$25/month for external advertising (on fences,gates, etc.) has been added.
 - h) The fee for the rental of the Airport Terminal Buildings common room has been adjusted from \$100/month to \$50/day since this space can not be rented for extended periods

C. Attachments:

Attachment 1 – Proposed Amendments to Bylaw #3909 (Fees and Charges) Section 5 Public Works / Yards services and Section 10. Airport Services.

D. Council's Strategic Plan 2015 – 2018 Goals/Deliverables:

The report involves the following objectives in Council's Strategic Plan 2015 – 2018:

- To deliver efficient, effective and proactive municipal services

E. Relevant Policy/Bylaws/Resolutions:

N/A

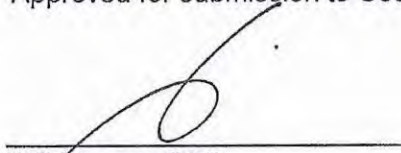
BUDGET/RESOURCE IMPLICATIONS:

The majority of the proposed fees and fee increases are related to multiple renewals, extensions or reviews. It is hoped that the proposed fees will encourage a more efficient process as well as more accurately capture resource costs to process.

Prepared by:

Approved for submission to Council:


X
Signer 1


Will Pearce, CAO

James Rice
Manager, Public Works, Parks and Airport

Date: 16.02.2018

REVIEWED WITH

- | | | |
|---|---|--|
| <input type="checkbox"/> Corporate Services | <input type="checkbox"/> Operations | <input checked="" type="checkbox"/> Current Planning |
| <input type="checkbox"/> Bylaw Compliance | <input type="checkbox"/> Public Works/Airport | <input checked="" type="checkbox"/> Long Range Planning & Sustainability |
| <input type="checkbox"/> Real Estate | <input type="checkbox"/> Facilities | <input checked="" type="checkbox"/> Building & Licensing |
| <input type="checkbox"/> RCMP | <input type="checkbox"/> Utilities | <input checked="" type="checkbox"/> Engineering Development Services |
| <input type="checkbox"/> Fire & Rescue Services | <input type="checkbox"/> Recreation Services | <input checked="" type="checkbox"/> Infrastructure Management |
| <input type="checkbox"/> Human Resources | <input type="checkbox"/> Parks | <input checked="" type="checkbox"/> Transportation |
| <input type="checkbox"/> Financial Services | | <input checked="" type="checkbox"/> Economic Development & Tourism |
| <input type="checkbox"/> COMMITTEE: | | |
| <input type="checkbox"/> OTHER: | | |

G:\3700-4699 LEGISLATIVE AND REGULATORY SERVICES\3900 BYLAWS\02 Bylaws, by subject\FEES & CHARGES\Correspondence and Reports\180208 kf_Rpt_Bylaw3909_Proposed_Amendments.docx

FEE SCHEDULE

Schedule A
Attached to and forming
part of Bylaw 3909

5. PUBLIC WORKS / YARDS	FEES
A. Repeat Nuisance Calls	\$114.00 per hour
B. Lateral Cameras – Service Inspection Fees	Actual Costs
C. Repair Damaged Infrastructure	Actual Costs
D. Sale of Bulk Liquid Anti-Icing Material	Cost of product plus 30% mark up for storage, handling and administration
E. Sale of Bulk Winter Road Salt	Current cost of salt plus 30% mark up for storage, handling and administration
F. Flushing Private Parking Lots and Roads	Actual labour costs plus 20% Administration fee
G. Provide Anti-icing Winter Maintenance to Neighbouring Municipalities and the Private Sector	Current labour costs plus 20% Administration fee
H. Hired City of Vernon Equipment	Current labour costs plus 20% Administration fee
I. Sale of Crushed Recycled Asphalt and Concrete	Current cost of production or product plus 20% mark up for storage, handling and administration
J. Tipping Fee for Waste Asphalt and Concrete	<u>\$25200.00</u> per truck load
K. Building Construction Causing Damage to Curb, Gutter and/or Side walk	Fixed Fee as estimated by City of Vernon based on assessment of damage.
L. Tipping Fee for Clean Fill at Hesperia Landfill (Bylaw 5483)	<u>\$3050.00</u> per truck load
<u>M. Tipping Fee for Clean Fill at City Yards</u>	<u>\$400.00 per truck load</u>
<u>N. Delivery and collection of community fire pot</u>	<u>\$300 per event</u>

FEE SCHEDULE

Schedule A
Attached to and forming
part of Bylaw 3909

10. AIRPORT SERVICES	FEES
<p>A. Overnight Parking:</p> <ul style="list-style-type: none"> • <u>Aircraft weighing up to 5,000 kg</u> • <u>\$ 12.00 / night</u> • <u>\$ 25 / week</u> • <u>Aircraft weighing over 5,000 kg</u> • <u>\$ 20.00 / night</u> • <u>\$ 40.00 / week</u> • <u>Processing fee for overnight parking not paid at time of departure **does not apply to jet/turbine aircraft that will be invoiced for landing fees</u> • <u>\$ 25.00</u> 	
<p>B. Landing:</p> <ul style="list-style-type: none"> • <u>Turbine/Turbo-prop fixed wing aircraft</u> • <u>\$ 2025.00 / landing</u> • <u>Skydive turbine/turbo-prop fixed wing aircraft</u> • <u>\$ 25.00 / landing or \$1000 annual</u> 	
<p>C. Fuel:</p> <ul style="list-style-type: none"> • Avgas 100LL markup • Avgas 100LL special markup for non-profit organizations (with CAO approval) • Jet A markup • Jet A special markup for non-profit organizations (with CAO approval) • Discount (Jet A customers who purchase over 100,000 liter per year). Applies only during regular fueling hours, weekdays 7:30 am-7:30pm, and weekends, 7:30am-4:00pm • Truck Callout after hours call out charge. Applies <ul style="list-style-type: none"> • <u>weekdays-Weekdays</u> before 7:30 am and after 7:30 pm, and • <u>SaturdayWeekends</u>, before <u>8:007:30</u> am and after <u>3:304:00</u> pm, and <u>Sunday</u> • <u>Stat holidays</u> 	<p>\$ 0.27/ liter</p> <p>\$ 0.05/ liter</p> <p>\$ 0.40/ liter</p> <p>\$ 0.05/ liter</p> <p>\$ 0.15/ liter</p> <p>\$100.00</p>
<p>D. Aircraft Tie downs:</p> <ul style="list-style-type: none"> • Grass Tie-downs annual 	<p>\$475.00 /year</p>

FEE SCHEDULE

Schedule A
Attached to and forming
part of Bylaw 3909

<ul style="list-style-type: none"> • Grass Tie-downs monthly • Grass Tie-downs weekly • Asphalt Tie-downs annual • Asphalt Tie-downs monthly • Asphalt Tie-downs weekly • Tie-down with hydro • _____ 	<p style="text-align: right;">50.00 /month 25.00 /week</p> <p style="text-align: right;">\$567575.00 /year 75.00 /month 3035.00 /week \$300.00/month</p>
<p>E. Gate Cards:</p> <ul style="list-style-type: none"> • Airside Vehicle Operating Permit (AVOP) • New or Replacement Electronic Gate Card • Fees do not apply to emergency service vehicles, ambulance, police and Okanagan Landing Fire Department 	<p style="text-align: right;">\$25.00 \$25.00</p>
<p>F. Aircraft Towing:</p> <ul style="list-style-type: none"> • Relocate unauthorized aircraft to aircraft tie down area • Assist parking of an aircraft to tie down area • Assist disabled aircraft to maintenance building 	<p style="text-align: right;">\$60.00 \$60.00 \$60.00</p>
<p>G. Hangar Sale Fee (to seller):</p> <ul style="list-style-type: none"> • Administration fee to inform agencies of new hangar ownership; lease commitment release, and lease assignment letter 	<p style="text-align: right;">\$100.00</p>
<p>H. Air Terminal Building (ATB):</p> <ul style="list-style-type: none"> • Advertising Fee – Interior terminal building ATB advertising signs • Advertising Fee – Exterior of ATB • ATB Common Area <u>rental</u> 	<p style="text-align: right;">\$6080.00/year \$20.00/month \$100.00/year \$25.00/month \$50/day \$100/month</p>
<p>I. Rental Car Drop Box</p>	<p style="text-align: right;">n/c</p>
<p>J. Commonage Repeater Site:</p> <ul style="list-style-type: none"> • Provide power to radio repeater building 	<p style="text-align: right;">\$600/year</p>

THE CORPORATION OF THE CITY OF VERNON

BYLAW NUMBER 5670

A bylaw to amend the Soil Removal and Deposition Bylaw
Number 5259

WHEREAS the Council of The Corporation of the City of Vernon has determined to amend "Soil Removal and Deposition Bylaw Number 5259, 2010" to reflect powers granted to local governments through the *Community Charter* and address the limitations encountered with the application of the existing bylaw;

NOW THEREFORE the City of Vernon, in open meeting assembled, enacts as follows:

1. This bylaw may be cited as "**Soil Removal and Deposition (Regulatory Updates) Amendment Bylaw Number 5670, 2018**"

2. "Soil Removal and Deposition (Regulatory Updates) Amendment Bylaw Number 5670, 2018" is hereby amended as follows:

1. ADD:

(i) **NEW** Section 7. **FEES AND SECURITIES** as shown in **RED** on attached Schedule 1;

2. AMEND:

(i) Sections 3 through 6 as shown in **RED** on attached Schedule 1;

(ii) Sections 8 through 10 as shown in **RED** on attached Schedule 1;

3. REMOVE:

(i) **Schedule A** Soil Removal/Deposit Permit and **Schedule B** Soil Removal/Deposit Permit Application.

3. Bylaw Number 5259 is hereby ratified and confirmed in all other respects.

BYLAW NUMBER 5670

READ A FIRST TIME this 13th day of February , 2018.

READ A SECOND TIME this 13th day of February , 2018.

READ A THIRD TIME this 13th day of February , 2018.

ADOPTED this day of , 2018.

Mayor

Corporate Officer

THE CORPORATION OF THE CITY OF VERNON

BYLAW NUMBER 5259

A bylaw to regulate the removal and deposition of soil within the City of Vernon

The Municipal Council of the City of Vernon hereby enacts as follows:

1. ADMINISTRATION

- 1.1 This Bylaw may be cited for all purposes as “**Soil Removal and Deposition** Bylaw Number 5259, 2017”.

2. APPLICABILITY

- 2.1 This Bylaw applies to all **land** within the City of Vernon.
- 2.2 Nothing in this Bylaw shall preclude anyone from complying with the provisions of any other local, provincial, or federal regulations or enactment.
- 2.3 An enactment referred to in this Bylaw is a reference to an enactment of British Columbia, and the regulations thereto, and any bylaw referred to herein is a reference to an enactment of the Council of the City of Vernon, as amended, revised, consolidated, or replaced from time to time.

3. DEFINITIONS

- 3.1 In this Bylaw:

“Agriculture” as defined in the **City Zoning Bylaw #5000**, as amended from time to time;

“Agricultural Land Reserve (ALR)” as defined in the **City Zoning Bylaw**, as amended from time to time;

“Blasting” means the use of explosives to fragment rock or hard soil as regulated by **Worksafe BC**;

“Bylaw Enforcement Compliance Officer” means the person appointed by the **City** as the **Manager**, **Bylaw Enforcement Protective Services**, and includes any person designated to act in their place;

“City” means the **City of Vernon**;

“Deposit” or **“Deposition”** means to place, store, **stockpile**, spill, or release directly or indirectly, **soil** on any **land** where that **soil** did not previously exist or stand;

~~**“City Engineer”** means the person appointed by the City as the City Engineer, and includes any person designated by Council to act in his or her place;~~

“Soil Removal and Deposition (Regulatory Updates) Amendment Bylaw Number 5670, 2018”

“**Director of Community Infrastructure and Development**” means the person appointed by the City as the **Director of Community Infrastructure and Development**, and includes any person designated to act in their place;

“**Director of Finance**” means the person appointed by the City as the **Director of Finance**, and includes any person designated to act in their place;

“**Environmentally Sensitive Area**” means **land** having medium or high conservation values as designated within the Environmental Management Areas Strategy of the Official Community Plan, as amended;

“**Farm Land**” means **land** used for a qualifying **agriculture** activity that also has obtained Farm Classification designation from British Columbia Assessment in accordance to the *Classification of Land as a Farm Regulation, B.C.*, as amended;

“**Highway**” means any public street, road, lane, bridge, or walkway but does not include a private right-of-way on private property;

“**Land**” means any **land** within the boundaries of the City including **land** covered by lakes, streams, wetlands or other such **watercourses**;

“**Negative Impact**” means any **Deposit of Removal of Soil** that results in a change of existing drainage routing, slope instability, erosion, sediment discharge or any damage to an **Environmentally Sensitive Area**;

“**Parcel**” means any lot, block, or other area in which **land** is held or into which **land** is subdivided but does not include a **highway**;

“**Permit**” means an approval for works issued by the **City-Engineer Director of Community Infrastructure and Development** in accordance with **Section 6** of this Bylaw, ~~the form of which is attached to this Bylaw as Schedule “A”;~~

~~“**Private Service Corridor**” means **land** accommodating the servicing of a building or facility with a water, sewer, energy, or communications system, which connects directly to or from any highway, municipal or other right-of-way, or municipal property;~~

~~“**Public Service Corridor**” means **land** accommodating the collection or distribution of any water, sewer, energy, or communication system, but excludes private service corridors;~~

“**Qualified Professional**” means a person registered with the Association of Professional Engineers and Geoscientists of BC or the Corporation of the Province of British Columbia Land Surveyors, or a person who has the knowledge, training and experience to organize, supervise and perform the duties required under this Bylaw;

“**Qualified Environmental Professional (QEP)**” means a professional Biologist, Agrologist, Forester, Geoscientist, Engineer, or Technologist who is registered and in good standing with an appropriate B.C. professional organization constituted under an Act. The QEP must be acting under that association’s code of ethics, and subject to the organization’s disciplinary action;

"Soil Removal and Deposition (Regulatory Updates) Amendment Bylaw Number 5670, 2018"

"Remove" or **"Removal"** means a form of development involving the excavation, transfer, relocation, movement or extraction of **soil** from any **land** where that **soil** previously existed or stood;

"Riparian Assessment Area" is defined by the *Riparian Areas Regulation (British Columbia)*, as amended, in areas adjacent to any **watercourse**;

"Soil" means topsoil, sand, gravel, rock, silt, clay, peat, or any other substance of which land is naturally composed, or any combination of them;

"Statutory Right-of-Way (SROW)" means any **land** classified as or dedicated as road ROW or statutory ROW which accommodates any public utility, including but not limited to water, sewer, storm, energy, trail, access, or communication systems.

"Stockpile" means an accumulation of **soil** held in reserve for future use, distribution or **removal**; and

"Watercourse" as defined in the **City Zoning Bylaw**, as amended.

4 RESTRICTIONS

- 4.1 Except as otherwise permitted in this Bylaw, no person shall **remove soil, deposit soil**, or undertake any action which results in the **removal** or **deposition** of **soil**, on any **land** within the City, unless the person seeking to **remove** or **deposit** the **soil** has first applied for and has obtained a **Permit** for such **removal** or **deposition**, approved by the **City-Engineer Director of Community Infrastructure and Development** under the provisions of this Bylaw.
- 4.2 Every application for a **Permit** shall ~~be in writing on the approved City application form, attached to~~ include all required information as specified in this Bylaw as ~~Schedule "B",~~ and ~~shall be signed by the owner of the parcel in respect of which the soil is being removed or deposited, or by the owner's agent, who the owner has authorized in writing~~ as identified on the Soil Removal and Deposition Permit application form.
- 4.3 Upon filing of a complete application for a **Permit** under section 4.2, including all plans, data and specifications required by this Bylaw, the **City-Engineer Director of Community Infrastructure and Development** shall ~~issue that person review to confirm if complete and acceptable for a Permit to be issued to remove and/or deposit soil.~~
- 4.4 No person shall **remove** or **deposit soil**, or undertake any action which results in the **removal** or **deposition** of **soil**, on any **land** within the City ~~that is in within 30m of a watercourse~~ a **Riparian Assessment Area** or an **Environmentally Sensitive Area** unless that person has obtained a **Permit** under this Bylaw ~~and completed a Riparian areas Regulation assessment to the satisfaction of the Ministry of Environment~~ and has obtained the necessary development approvals for the proposed works.
- 4.5 No person shall **deposit**, or cause or permit the **deposition** of any "waste", as that term is defined in the *Environmental Management Act* (British Columbia), on any

land, except as permitted under the City Refuse Collection Bylaw No. 3148, ~~1982, as amended~~ or Sanitation Bylaw No. 1914, ~~1970, as amended~~.

- 4.6 No person shall **deposit** or **remove soil**, or undertake any action that results in the **removal** or **deposition** of **soil**, on any **land** in the ~~Agricultural Land Reserve~~ **Agricultural Land Reserve** unless approval in writing, ~~where applicable~~, is first obtained from the Agricultural Land Commission in accordance with the *Agricultural Land Commission Act* (British Columbia), ~~and a Permit~~ is issued under the terms and conditions of this Bylaw.

5. EXEMPTIONS FROM PERMIT REQUIREMENT

- 5.1 Despite Section 4, a **Permit** is not required where the **removal** or **deposit** of **soil** ~~on land~~:

- (a) ~~is by a florist, grower, nurseryman, or horticulturist on lands owned by that person, and is required and used on those lands in connection with such trade or business;~~

~~involves less than 50 cubic meters of soil per parcel of land per calendar year, except where this work:~~

- ~~i. requires **blasting**,~~
- ~~ii. imposes **negative impacts** to adjoining **land** and **parcel**, or~~
- ~~iii. is within an identified **Environmentally Sensitive Area**~~

~~or;~~

- (b) ~~is required for the erection of a building or structure, provided that a valid Building Permit or Site Preparation Permit has been issued by the City for that building or structure is in accordance with an approved subdivision which has been provided a letter of Preliminary Layout Review, as issued by the City's Approving Officer and has accepted design plans for the works or;~~

- (c) ~~is in accordance with a valid Development Permit or Site Preparation Permit as issued conditions identified by the City in a valid Building Permit and has accepted design plans for the works or,~~

- (d) ~~is required for the regular operation and maintenance of a golf course agriculture purposes on **Farm Land** which does not involve blasting, change drainage routing, is not within an **Environmentally Sensitive Area** or **negatively impact** adjacent land or;~~

- (e) ~~occurs on a highway right-of-way, future highway, or forest service road and is required for construction, maintenance or repair of the highway and is in accordance with a valid Road Right Of Way Use Permit as issued by the City is required for the regular operation and maintenance of a golf course or;~~

- (f) ~~occurs on a **public service corridor-highway** right-of-way, and is required for its ~~creation~~ construction, maintenance or repair of the **highway** and is in accordance with a valid Road Right-Of-Way Use Permit as issued by the City or;~~

- (g) ~~involves less than 10 cubic metres of soil per parcel of land per calendar year occurs on a **Statutory Right of Way (SROW)** and is required for City or Regional District of North Okanagan works including installation or maintenance within that SROW or;~~

- ~~(h) is in accordance with a letter of Preliminary Layout Review, as issued by the City's Subdivision Approving Officer, and a Site Preparation Permit as issued by is performed by an employee or agent of the City in the creation or maintenance of a public trail, park or recreation facility, in the reclamation of a disturbed area, or in association with any other public works function;~~
- ~~(i) involves **stockpiles on land** where such use is permitted under Zoning Bylaw No. 5000, and where a valid business license for that use exists is required as part of a solid waste processing and disposal operation, including composting facilities, which has been approved pursuant to federal, provincial or municipal regulations or bylaws or;~~
- ~~(j) is performed by an employee or agent of the City in the creation or maintenance of a public trail, park or recreation facility, in the reclamation of a disturbed area, or in association with any other public works function required as part of a concrete and asphalt plant operation where such use is permitted under Zoning Bylaw #5000, and where a valid business license for that use exists or;~~
- ~~(k) is required as part of a solid waste processing and disposal operation, including composting facilities, which has been approved pursuant to federal, provincial or municipal regulations or bylaws for the construction, maintenance or repair of a private sewage disposal system for which a sewage disposal permit pursuant to the *Health Act* (British Columbia) has been issued; or~~
- ~~(l) consists of removal of soil from a preload site (subject to verification of where the removed material is being deposited; a Soil Removal and Deposition Permit for the deposited soil location may be required).~~
- ~~(m) is required as part of a concrete and asphalt plant operation where such use is permitted under City Zoning Bylaw No. 5000, and where a valid business license for that use exists;~~
- ~~(o) is in accordance with a site grading plan approved by the City;~~
- ~~(p) is required for the construction, maintenance or repair of a private sewage disposal system for which a sewage disposal permit pursuant to the *Health Act* (British Columbia) has been issued; or~~
- ~~(q) involves the open storage of **soils** which are intended to be processed and **removed** in connection with a present lawful use of the **land** on which they are stored, the storage of which is approved by the **City Engineer**.~~

6. PERMIT REQUIREMENTS

6.1 Every application for a **Permit** shall include detailed plans, data and specifications prepared in a satisfactory form by a registered Professional Engineer or Geoscientist of the Province of British Columbia, or any other **qualified professional**, and the application shall contain information with respect to the following matters pursuant to this bylaw shall be made in writing to the **Director of Community Infrastructure and Development** on the application form provided and shall specify the type of permit requested, either:

- ~~(a) the legal description of the property, including the name and address of the registered owner or owners-Type "A"~~
Soil quantity between 50 cubic meters and 99 cubic meters

“Soil Removal and Deposition (Regulatory Updates) Amendment Bylaw Number 5670, 2018”

- (b) ~~all pertinent topographic features, including existing buildings, structures, watercourses and tree cover Type “B”~~
 - a. Soil quantity greater than 99 cubic meters and/or;
 - b. Within an Environmentally Sensitive Area and/or;
 - c. Requires blasting and/or;
 - d. Alters or affects overland drainage routes or a watercourse.
- (c) ~~the proposed slopes which will be maintained on completion of the soil removal or deposition;~~
- (d) ~~the methods proposed to control the erosion of the banks formed by the removal or deposition;~~
- (e) ~~the proposed methods of drainage control for the site during and after the removal or deposit operation;~~
- (f) ~~the proposed methods of access to the site during the removal or deposit operation, including the routing of truck and vehicular traffic necessary for removing or supplying the soil;~~
- (g) ~~the proposed methods of noise, dust, and silt control during the removal or deposit operation;~~
- (h) ~~the proposed progressive stages of removal or deposition, depicting contours at no greater than 1 metre intervals, grades and slopes, on separate plans for each stage including specific completion dates for each stage; and~~
- (i) ~~the proposed contour of the ground in its final state upon completion of the removal or deposition, with contours at no greater than 1 metre intervals, showing the methods of access and positive methods of permanent drainage on a separate plan.~~

6.2 A-Every application for a Type A Permit shall ~~allow the holder thereof to remove soil from or deposit soil on land described in the Permit for a period of time, subject to the conditions outlined in the Permit. Every application for a Permit shall be accompanied by a non-refundable application fee in the amount set out in the City's Fees and Charges Bylaw No. 3909, as amended from time to time contain information with respect to the following matters:~~

- (a) ~~the legal description of the property, including the name and address of the registered owner or owners;~~
- (b) ~~the proposed use of the lands intended after the completion of the soil removal or deposit of soil;~~
- (c) ~~location of source material, proposed stockpiles or material placement sites (onsite or offsite). Where soils are being removed from a site, the haul route must be defined and if outside of City limits, confirmation of notification to the Regional District of North Okanagan or the appropriate governing body provided;~~
- (d) ~~detailed plans drawn to a scale of 1:1000 or larger, covering the proposed soil removal/deposit site and all adjacent lands, showing all pertinent topographic features, including existing buildings, structures, wells, drainage paths, environmentally sensitive areas and significant trees as defined in the Tree Protection bylaw prior to start of works;~~

“Soil Removal and Deposition (Regulatory Updates) Amendment Bylaw Number 5670, 2018”

- (e) the proposed methods of drainage, erosion and sediment controls for the site during and after the **removal or deposit** operation;
- (f) volume of soil (cubic meters and truck loads) to be removed, relocated or deposited.

6.3 ~~Application for a Permit shall be made to the City Engineer, and the City Engineer shall refuse to issue a Permit if~~ In addition to the requirements set out in Section 6.2, every application for a Type “B” permit shall include detailed plans, data and specifications prepared in a satisfactory form by a registered Professional Engineer or Geoscientist of the Province of British Columbia, or any other **qualified professional** (including a QEP for **Environmentally Sensitive Areas**), and the application shall contain all information required by the **Director of Community Infrastructure and Development** with respect to the following matters:

- (a) a report by a **Qualified Professional** including recommendations, restrictions and mitigation works relative to proposed works in **Environmentally Sensitive Areas**;
- (b) detailed calculations, cross-sections and other engineering data used in calculating the estimated volume of soil (cubic meters) to be removed, relocated or deposited;
- (c) detailed plans providing Erosion and Sedimentation Control (ESC) measures (temporary and permanent), including a description of the type of soil(s) or other material;
- (d) detailed plans of the proposed grading of site in its final state upon completion of the **removal or deposit**, showing areas and depth of fill and the correlation with the grades and vegetation cover of all adjacent lands; with contours at no greater than 1 meter intervals, showing the methods of access and positive methods of permanent drainage on a separate plan;
- (e) report from a **Qualified Professional** confirming structural stability of fill areas for their proposed future use;
- (f) where blasting is proposed: a plan of the area to be blasted (including separation distances from any adjacent developed lands and buildings) and provision of the blaster’s contact information and proof of certification. Blasting activities shall be done in a professional manner, adhere to all Worksafe BC regulations and requirements and follow the recommendations regarding community notification and monitoring contained within the Best Practices Guide for Urban Blasting Operations produced by the Western Canada Chapter of the International Society of Explosives Engineers. Copies of proposed notifications are to be provided to the **Director of Community Infrastructure and Development** in advance of being sent to the public.
- (g) As constructed drawings and a completion certificate prepared by a registered Professional Engineer or Geoscientist of the Province of British Columbia are required where the works involve more than 200 cubic meters of **soil per parcel of land** per calendar year, changes major storm event overland routing or is within an identified **Environmentally Sensitive Area**.

"Soil Removal and Deposition (Regulatory Updates) Amendment Bylaw Number 5670, 2018"

- 6.4 ~~A Permit issued pursuant to this Bylaw shall be subject to the following conditions:~~
- ~~(a) no person shall remove or deposit soil or perform any activity directly related to the removal of deposition of soil so as to cause damage to municipally or privately owned drainage facilities, highways, or lands, or other municipally or privately owned property, unless such damage is repaired by the permit holder to the satisfaction of the City;~~
 - ~~(b) no person shall remove or deposit soil so as to obstruct any drainage facility or natural watercourse with silt, clay, sand, rubble, debris, gravel or any other matter or thing originating from any removal or deposition and causing obstruction to such drainage facility or natural watercourse;~~
 - ~~(c) no person shall remove or deposit soil so as to encroach upon, undermine or physically damage any property;~~
 - ~~(d) no person shall remove or deposit soil so as to alter or divert any natural watercourse, except with the approval of the Ministry of Environment as provided for under Section 9 of the Water Act (British Columbia) or as authorized by the federal Department of Fisheries and Oceans under the Fisheries Act (Canada);~~
 - ~~(e) no person shall remove or deposit soil such that the finished slope of the removal or deposit exceeds a maximum slope of 3:1, or three (3) metres of run in one (1) metre of rise, unless otherwise authorized by the City Engineer; any finished slope greater than 1.5:1 shall require a Building Permit as per the British Columbia Building Code;~~
 - ~~(f) no person shall remove or deposit soil such that the size and configuration of the removal or deposit adversely affects the air, light or view of adjoining or adjacent properties, or substantially alters the appearance and nature of the surrounding area; and~~
 - ~~(g) no person shall remove or deposit soil so as to lower or raise the elevation of a legal parcel more than 1.2 metres above the natural grade of an abutting property, except as required by the Ministry of Environment for flood protection or as approved by the City Engineer~~

~~Unless an expiry date of a different term is specified in the permit, the permit shall expire 12 months following the date on which it was issued, after which time all removal or deposit of soil shall cease.~~

- 6.5 ~~As a condition of Application for a Permit for the removal or deposition of soil, the City Engineer may require as-built drawings and a completion certificate prepared by a Registered Professional Engineer or Geoscientist of the Province of British Columbia shall be made to the Director of Community Infrastructure and Development, who shall refuse to issue a Permit if the plans, data and specifications do not satisfactorily meet the requirements of this Bylaw.~~
- 6.6 ~~Unless waived by the City Engineer, prior to the issuance of a Permit the applicant is required to provide security in the form of cash, or an unconditional, irrevocable letter of credit drawn on a Canadian chartered bank at a Vernon branch in a form acceptable to the City Engineer in an amount equal to 30% of the estimated cost of~~

~~the work to be performed under the Permit to a maximum of \$10,000, to ensure full and proper compliance with the provisions of this Bylaw and all terms and conditions of the Permit. A Permit issued pursuant to this Bylaw shall be subject to the following conditions:~~

- (a) a **Permit** applies only to the **removal** or **deposition** area(s) as specifically set out and described in the **Permit**;
- (b) no person shall **remove** or **deposit soil** or perform any activity directly related to the **removal** or **deposit** of **soil** so as to cause damage to municipally or privately-owned drainage facilities, **highways**, or **lands**, or other municipally or privately-owned property, unless such damage is repaired by the permit holder to the satisfaction of the City;
- (c) no person shall **remove** or **deposit soil** so as to obstruct or re-direct any drainage facility or natural **watercourse** with silt, clay, sand, rubble, debris, gravel or any other matter or thing originating from any **removal** or **deposit of soil** and causing obstruction to such drainage facility or natural **watercourse**;
- (d) no person shall **remove** or **deposit soil** so as to encroach upon, undermine or physically damage any property;
- (e) no person shall **remove** or **deposit soil** so as to alter or divert any natural **watercourse**, except with the approval of the Ministry of Environment as provided for under Section 9 of the *Water Act* (British Columbia) or as authorized by the federal Department of Fisheries and Oceans under the *Fisheries Act* (Canada);
- (f) no person shall **remove** or **deposit** soil such that the finished slope of the **removal** or **deposit** exceeds that defined by a qualified professional or a maximum slope of 3:1, (three (3) meters of run in one (1) meter of rise), unless otherwise authorized by the **Director of Community Infrastructure and Development**;
- (g) no person shall **remove** or **deposit soil** so as to lower or raise the elevation of a legal **parcel** more than 1.2 meters above the natural grade of an abutting property (subject to 6.6 (e)), except as required by the Ministry of Environment for flood protection or as authorized by the **Director of Community Infrastructure and Development**.

6.7 ~~A No Permit applies only to the removal or deposition area(s) as specifically set out and described in the Permit.~~ interest in a **Permit** may be transferred or assigned. Where there is a change of ownership in the **land** for which a **Permit** has been issued, the **Permit** shall immediately become void and the **deposit** or **removal** operation shall immediately cease.

6.8 ~~No Permit or interest in a Permit may be transferred or assigned. Where there is a change of ownership in the land for which a Permit has been issued, the Permit shall immediately become void and the deposit or removal operation shall immediately cease.~~ If the **deposit** or **removal** operation authorized by a **Permit** is not completed before the **Permit** expires, or it becomes necessary to alter or deviate

from the particulars of the original **Permit** application, the **Director of Community Infrastructure and Development** may agree to a renewal or modification of the **Permit** upon written request of the **Permit** holder, subject to the following:

- (a) an application to renew a **Permit** shall be made in the same manner and upon payment of the same fees and confirmation of security as identified in this Bylaw for the original **Permit**;
- (b) the **Director of Community Infrastructure and Development** may require that the **Permit** holder provide additional information as a pre-condition to the consideration of an application for **Permit** renewal or modification; and
- (c) the terms and conditions set out in the original **Permit** shall apply to each renewal or modification of the **Permit** except where the terms and conditions are expressly amended or modified by the renewal or modification.

~~6.9 — If the **deposit** or **removal** operation authorized by a **Permit** is not completed before the **Permit** expires, or it becomes necessary to alter or deviate from the particulars of the original **Permit** application, the **City Engineer** may renew or modify the **Permit** upon written request of the **Permit** holder, subject to the following:~~

- ~~(a) — an application to renew a **Permit** shall be made in the same manner and upon payment of the same fees and deposit of the same security as provided in this Bylaw for the original **Permit**;~~
 - ~~(b) — the **City Engineer** may require that the **Permit** holder provide additional information as a pre-condition to the consideration of an application for **Permit** renewal or modification; and~~
- ~~the terms and conditions set out in the original **Permit** shall apply to each renewal or modification of the **Permit** except where the terms and conditions are expressly amended or modified by the renewal or modification~~

7. FEES AND SECURITIES

7.1 Every application for a **Permit** shall be accompanied by a non-refundable application fee payment in the amount set out in the City’s Fees and Charges Bylaw No. 3909, as amended.

7.2 Prior to the issuance of a **Permit**, the applicant is required to enter into a Development Agreement as set out in Schedule J of the Subdivision and Development Servicing Bylaw #3843 and provide security in the form of cash, or an unconditional, irrevocable letter of credit drawn on a Canadian chartered bank in a form acceptable to the **Director of Finance** in an amount equal to:

125% of a sealed registered Professional Engineer’s estimate to place 200mm of topsoil over the entire site and re-vegetate to match surrounding area or \$30 per cubic meter of soil that is to be removed or deposited for Type A permits or;

125% of a sealed registered Professional Engineer’s estimate to restore the site or to place 200mm of topsoil over the entire site and re-vegetate to match surrounding area for Type B permits.

8. ENFORCEMENT

- 8.1 Any person who does not comply with this Bylaw or the conditions of a **Permit** shall, in addition to any penalties levied by this Bylaw, pay compensation for any resultant damage to City drainage facilities, **highways**, or other City ~~or Provincial~~ property or facility.
- 8.2 The ~~City Engineer~~ **Director of Community Infrastructure and Development** may at all reasonable times enter upon and inspect any **lands** to determine whether the provisions of this Bylaw or the conditions of a **Permit** are being observed, and no person shall obstruct such entry.
- 8.3 The ~~City Engineer~~ **Director of Community Infrastructure and Development** may give notice to any person, including but not limited to the holder of a **Permit**, the owner or occupier of **lands** upon which there has been a **deposition** or **removal** of soil, or any person engaged in a **deposit** or **removal** operation, of a breach of, or non-compliance with, the provisions of this Bylaw, or the conditions of a **Permit**.
- 8.4 Any person receiving a notice under Section ~~7.3~~ **8.3** of this Bylaw shall immediately cease all **deposition** or **removal** activities until such breach or non-compliance is remedied to the satisfaction of the ~~City Engineer~~ **Director of Community Infrastructure and Development**, and every owner of **land** shall refuse to allow the further **removal** of soil from or **deposition** of soil upon the **land** until such time as the breach or non-compliance is remedied to the satisfaction of the ~~City Engineer~~ **Director of Community Infrastructure and Development**.
- 8.5 If a person having received notice under Section ~~7.3~~ **8.3** of this Bylaw does not remedy the breach or non-compliance within the time period specified in the notice, the City, its agents, or its contractors may enter upon the **lands** where the breach or non-compliance has occurred and carry out any works required to remedy such breach or non-compliance, or repair any resultant damage, and the expense of doing so shall be paid by the person in breach or non-compliance within 30 days of receiving the City's invoice.

9. OFFENCE

- 9.1 Every person who violates any provision of this Bylaw or fails to comply with the terms and conditions of a **Permit** or an order issued under this Bylaw commits an offence punishable on summary conviction and
- (a) is liable to a fine ~~of not less than up to~~ \$10,000 ~~but not less than~~ \$500 and,
- (b) if the offence is a continuing offence, each day that offence is continued will constitute a separate offence, and the person is liable for an additional fine ~~of not less than up to~~ \$10,000 ~~but not less than~~ \$500 in respect of each day.
- 9.2 Every person who violates the provisions of this Bylaw or fails to comply with the terms and conditions of a **Permit** as outlined in "Schedule ~~A S~~ **of Bylaw Notice Enforcement Bylaw #5250, as amended, and or "Schedule B"** of the Municipal Ticketing Information System Bylaw ~~#5050~~ **#5300, as amended**, may be subject to penalties and fines as outlined in ~~that~~ **Schedule A of Bylaw #5250 and Schedule B of Bylaw #5300 to a maximum of \$500.**

10. TICKETING

- 10.1 This Bylaw is designated under Section 264 of the *Community Charter*, S.B.C. 2003, c.26 as a bylaw that may be enforced by means of a Municipal Ticket Information.

~~**10. RECONSIDERATION**~~

- ~~10.1 Where an applicant or owner of property subject to a decision made by the **City Engineer** pursuant to Section 4 or Section 6 of this Bylaw is dissatisfied with the decision, the applicant or owner may apply to Council for reconsideration of the matter within 30 days of the decision being communicated to them.~~
- ~~10.2 An application for reconsideration must be delivered in writing to the City Clerk and must set out the grounds upon which the applicant considers the requirement or decision of the **City Engineer** to be inappropriate and what, if any, requirement or decision the applicant considers Council ought to substitute.~~
- ~~10.3 The City Clerk must place each application for reconsideration on the agenda of a regular meeting of Council to be held not earlier than two weeks from the date the application for reconsideration was delivered, and must notify the applicant and any other party who the City Clerk reasonably considers may be affected by the reconsideration, of the date of the meeting at which the reconsideration will occur.~~
- ~~10.4 At the meeting, Council may hear from the applicant and any other person interested in the matter under reconsideration who wishes to be heard, and may either confirm the requirement or decision of the **City Engineer** or substitute its own requirement or decision.~~

11. SEVERABILITY

- 11.1 If any section or lesser portion of this Bylaw is held invalid, it shall be severed and the validity of the remaining provisions shall not be affected.

THE CORPORATION OF THE CITY OF VERNON

BYLAW NUMBER 5672

A bylaw to amend Fees and Charges
Bylaw 3909

WHEREAS the Council of the City of Vernon has determined to amend the “City of Vernon Fees and Charges Bylaw Number 3909, 1993” to update wording and add fees and charges for **Type ‘A’ and Type ‘B’ Soil removal and Deposition Permits**.

NOW THEREFORE the Council of the Corporation of the City of Vernon, in open meeting assembled, enacts as follows:

1. This bylaw may be cited as “**Fees and Charges (Soil Removal and Deposition Permits) Amendment Bylaw Number 5672, 2018**”.
2. That Schedule “A” – Fee Schedule of Fees and Charges Bylaw Number 3909, 1993 be amended as follows;
 - a. **AMEND** wording in Section 2 – PLANNING, DEVELOPMENT AND ENGINEERING SERVICES, Subsections R. and AA. as shown in **Red** on attached **Schedule ‘1’**.
 - b. **ADD NEW** charges to Subsection S. – Soil Removal and Deposition Permit Application, as shown in **Red** on attached **Schedule ‘1’**;
3. If any section, subsection, paragraph, clause or phrase, of this Bylaw is for any reason held to be invalid by the decision of a court of competent jurisdiction, such decision does not affect the validity of the remaining portions of this bylaw.
4. The Fees and Charges Bylaw Number 3909 is hereby ratified and confirmed in every other respect.

Bylaw 5672

READ A FIRST TIME this 13th day of February, 2018.

READ A SECOND TIME this 13th day of February, 2018.

READ A THIRD TIME this 13th day of February, 2018.

ADOPTED this day of , 2018.

Mayor

Corporate Officer

SCHEDULE '1'

**Attached to and forming Part of Bylaw #5672
"Fees and Charges (Soil Removal and Deposition Permits) Amendment Bylaw
Number 5672, 2018"**

2. PLANNING, DEVELOPMENT AND ENGINEERING SERVICES COMMUNITY INFRASTRUCTURE AND DEVELOPMENT	FEES
A. The fee to accompany an application for amendments to:	
(i) Official Community Plan <ul style="list-style-type: none">• \$500.00 application fee• \$600.00 processing fee• \$600.00 advertising fee (<i>Bylaw 5626</i>) (ii) Zoning Bylaw <ul style="list-style-type: none">• \$500.00 application fee (except between January 28, 2013 and April 30, 2013, during which time the application fee will be \$300.00 for those applications utilizing the permitting pilot project) (<i>Bylaw 5407</i>)• \$600.00 processing fee• \$300.00 advertising fee (iii) Land Use Contracts <ul style="list-style-type: none">• \$500.00 application fee• \$600.00 processing fee• \$300.00 advertising fee	\$1,400.00
B. Discharge of:	
(i) Land Use Contracts <ul style="list-style-type: none">• \$500.00 application fee• \$600.00 processing fee• \$300.00 advertising fee (ii) Notice on Title negative (<i>Bylaw 5410</i>)	\$1,400.00 \$ 500.00
C. Issuance of:	
(i) Development Variance Permits <ul style="list-style-type: none">• \$500.00 application fee (except between January 28, 2013 and April 30, 2013, during which time the application fee will be \$300.00 for those applications utilizing the permitting pilot project) (<i>Bylaw 5407</i>)• \$600.00 processing fee	\$1,100.00

Bylaw 5672

2. PLANNING, DEVELOPMENT AND ENGINEERING SERVICES COMMUNITY INFRASTRUCTURE AND DEVELOPMENT	FEES
(ii) Major Development Permits <ul style="list-style-type: none"> • \$500.00 application fee (except between January 28, 2013 and April 30, 2013, during which time the application fee will be \$300.00 for those applications utilizing the permitting pilot project) (Bylaw 5407) • \$600.00 processing fee 	
(iii) Minor Development Permits <ul style="list-style-type: none"> • \$125.00 application and processing fee 	\$125.00
(iv) Heritage Revitalization Agreements <ul style="list-style-type: none"> • \$500.00 application fee • \$600.00 processing fee • \$300.00 advertising fee 	\$1,400.00
(v) Heritage Alteration Permits <ul style="list-style-type: none"> • \$200.00 application and processing fee (Bylaw 5509) 	\$200.00
(vi) Temporary Commercial or Industrial Use Permits <ul style="list-style-type: none"> \$500.00 application fee \$600.00 processing fee \$300.00 advertising fee 	\$1,400.00
D. Application Fee for Renewal or Extension of a:	
(i) Development Variance Permit <ul style="list-style-type: none"> i. first one year approval extension ii. second one year approval extension iii. third one year approval extension iv. a subsequent approval extension (Bylaw 5626) 	<ul style="list-style-type: none"> \$ 500.00 \$1,000.00 \$1,500.00 \$3,000.00
(ii) Development Permit <ul style="list-style-type: none"> a) first one year approval extension b) second one year approval extension c) third one year approval extension d) a subsequent approval extension (Bylaw 5626) 	<ul style="list-style-type: none"> \$ 200.00 \$ 500.00 \$1,000.00 \$3,000.00
(iii) Rezoning Bylaw <ul style="list-style-type: none"> a) first one year extension to bylaw processing timeline after Third Reading b) second one year extension to bylaw processing timeline after Third Reading 	<ul style="list-style-type: none"> \$ 500.00 \$1,000.00

Bylaw 5672

2. PLANNING, DEVELOPMENT AND ENGINEERING SERVICES COMMUNITY INFRASTRUCTURE AND DEVELOPMENT	FEEES
c) third one year extension to bylaw processing timeline after Third Reading	\$2,000.00
d) a subsequent extension to bylaw processing timeline after Third Reading <i>(Bylaw 5626)</i>	\$4,000.00
(iv) Land Use Contract Bylaw	
a) first one year extension to bylaw processing timeline after Third Reading	\$ 500.00
b) second one year extension to bylaw processing timeline after Third Reading	\$1,000.00
c) third one year extension to bylaw processing timeline after Third Reading	\$2,000.00
d) a subsequent extension to bylaw processing timeline after Third Reading <i>(Bylaw 5626)</i>	\$4,000.00
(v) Heritage Alteration Permit	\$ 200.00
a) first one year approval extension	\$ 400.00
b) second one year approval extension	\$ 500.00
c) a subsequent approval extension <i>(Bylaw 5626)</i>	
(vi) Heritage Revitalization Agreement Bylaw	
a) first one year extension to bylaw processing timeline after Third Reading	\$ 200.00
b) second one year extension to bylaw processing timeline after Third Reading	\$ 400.00
c) a subsequent approval extension <i>(Bylaw 5626)</i>	\$ 500.00
(vii) Renewal of Building Permit Approval <i>(Bylaw 5626)</i>	\$ 125.00
(viii) Renewal of Plumbing Permit Approval <i>(Bylaw 5626)</i>	\$ 125.00
(ix) Renewal of Moving Permit Approval <i>(Bylaw 5626)</i>	\$ 125.00
(x) Renewal of Demolition Permit Approval	
1. non heritage building	\$ 50.00
2. heritage building (listed in Vernon Heritage Register) <i>(Bylaw 5626)</i>	\$ 75.00
3.	
(xi) Subdivision Preliminary Layout Review (PLR)	
a. first one year extension	\$ 100.00
b. second one year extension	\$ 250.00
4. no further extension to be granted – new application	
5. required <i>(Bylaw 5626)</i>	

Bylaw 5672

<p>2. PLANNING, DEVELOPMENT AND ENGINEERING SERVICES COMMUNITY INFRASTRUCTURE AND DEVELOPMENT</p>	<p>FEES</p>
<p>E. Building Permit Fees:</p>	
<p>(i) Non-refundable application fees:</p> <ul style="list-style-type: none"> a) Projects valued at less than \$100,000 b) Non-complex buildings c) Complex buildings <p>(ii) Commercial, industrial, residential, and miscellaneous Building Permit fees:</p> <ul style="list-style-type: none"> a) for each \$1000 of permit value or part thereof up to \$500,000 b) for each \$1000 of permit value or part thereof from \$500,001 to \$1,000,000 c) for each \$1000 of permit value or part thereof exceeding \$1,000,000 <p>(iii) Building Permit Fees issued in accordance with the City of Vernon Building and Plumbing Bylaw shall be reduced by 20% of the total building permit fee payable.</p> <p>(iv) Re-inspection fees levied in accordance with the City of Vernon Building and Plumbing Bylaw.</p> <p>(v) After hours inspection fees levied in accordance with the City of Vernon Building and Plumbing Bylaw.</p> <p>(vi) Voluntary inspection fees levied in accordance with the City of Vernon Building and Plumbing Bylaw.</p> <p>The above fees do not include the Plumbing Permit Fees and Hoarding Fees set out below. (Bylaw 5415)</p>	<p>\$ 50.00</p> <p>\$100.00</p> <p>\$250.00</p> <p>\$ 10.00</p> <p>\$ 9.00</p> <p>\$ 8.00</p> <p>\$150.00 (Bylaw 5626)</p> <p>\$175.00</p> <p>\$ 90.00</p>
<p>F. Plumbing Permit Fees:</p>	
<p>(i) New construction, alterations, remodelling, and repair</p> <ul style="list-style-type: none"> a) Connection to sewer fee 	<p>\$ 90.00</p>

Bylaw 5672

2. PLANNING, DEVELOPMENT AND ENGINEERING SERVICES COMMUNITY INFRASTRUCTURE AND DEVELOPMENT	FEES
b) Per fixture fee c) Minimum fee d) Re-inspection fee <i>(Bylaw 5415)</i>	\$ 10.00 \$ 90.00 \$150.00 <i>(Bylaw 5626)</i>
G. Hoarding Fees:	
(i) For hoarding areas not affecting parking meters, the fee shall be \$1.10 per linear foot of hoarding adjacent to a road right of way; however, the minimum hoarding fee shall be \$55.00. (ii) For hoarding areas adjacent to and including parking meter spaces, the fee shall be: a) per meter per day b) per meter closed for 4 hours or less c) plus a parking meter closure service fee per permit <i>(Bylaw 5415)</i>	\$ 1.10 per linear foot, \$ 55.00 minimum fee \$ 10.00 \$ 5.00 \$ 25.00
H. Moving Permit Fee:	
(i) Fee payable at time of application <i>(Bylaw 5415)</i>	\$250.00
I. Demolition Permit Fees:	
(i) Non-Heritage Buildings	\$150.00 <i>(Bylaw 5626)</i>
(ii) Heritage Buildings <i>(Bylaw 5415)</i>	\$250.00 <i>(Bylaw 5626)</i>
J. Board of Variance Application	\$450.00
K. Agricultural Land Reserve (ALR) Exclusion Application (*Note: \$750.00 of the application fee is forwarded to the Agricultural Land Commission and \$750.00 is retained by the City) <i>(Bylaw 5626)</i>	\$1,500.00 *see note
L. Subdivision Application Fee	

Bylaw 5672

2. PLANNING, DEVELOPMENT AND ENGINEERING SERVICES COMMUNITY INFRASTRUCTURE AND DEVELOPMENT	FEES
(i) Number of Lots Proposed (Including a Remainder) (Bylaw 5626):	
2 lots	\$330.00
3 to 10 lots	\$330.00 + \$300.00 per lot in excess of 2
11 to 20 lots	\$2,730.00 + \$220.00 per lot in excess of 10
21 to 30 lots	\$4,930.00 + \$190.00 per lot in excess of 20
31 to 40 lots	\$6,830.00 + \$165.00 per lot in excess of 30
Over 40 lots	\$8,480.00 + \$110 per lot in excess of 40
(ii) Strata Plan Form P Approval Fee	\$ 50.00
(iii) Strata Conversion Application Fee	\$500.00
(iv) Strata Plan Form P Reallocation of Phases Fee	\$500.00
(v) Strata Plan Form P Amendment to Commencement and Completion Dates Fee	\$100.00
M. Road Name Change Bylaw Fee <ul style="list-style-type: none"> • \$500 application fee • \$900 processing, advertising and notification fee 	\$1,400 plus new sign costs
N. Change of Civic Address Fee	\$100.00
O. Neighbourhood Plan Application Fee (for a new NP) Neighbourhood Plans AMENDMENT Application <ul style="list-style-type: none"> • \$500 application fee • \$900 processing and advertising fee 	\$5,000.00 \$1,400.00
P. Access Permit Fee	\$300.00 per permit (Bylaw 5626)
Q. Engineering Development Review and Inspection Fees *Note: Fee rates shall be applied to the total estimated cost of	

Bylaw 5672

2. PLANNING, DEVELOPMENT AND ENGINEERING SERVICES COMMUNITY INFRASTRUCTURE AND DEVELOPMENT	FEES
constructing the works and services, based on a Professional Engineer's estimate, and as accepted by the Director of Community Infrastructure and Development or designate. <i>(Bylaw 5626)</i>	
On the first \$750,000.00	3.0% *see note
On the second \$750,000.00	2.0% *see note
On the balance of over \$1,500,000.00	1.0% *see note
Engineering Plan Resubmission Fees <i>(Bylaw 5550 & 5626)</i>	\$250.00 per sheet reviewed after the second submission
<p>R. Pre-Blast Surveys – Collection Fee (A collection fee in the amount of \$90.00 will be levied at the earlier of subdivision application, road usage permit application, site preparation permit Soil Removal and Deposition Permit application or building permit application for all properties that involve blasting.</p> <p>A subdivision approval, road usage permit, Soil Removal and Deposition permit or building permit will not be issued until the collection fee and pre-blast survey are provided to the City. Irrespective of issuance of approvals and permits, in no event shall blasting occur prior to acceptance by the City of the collection fee and pre-blast survey.) <i>(Bylaw 5626)</i></p>	\$90.00
<p>S. Soil Removal and Deposition Permit Application Fee</p> <p>Type A Type B</p>	<p>\$75 \$100 \$100 plus \$50 per drawing sheet provided for review</p>
<p>T. Boundary Extension Application Fee <i>(Bylaw 5550)</i></p>	<p>\$500.00 Application Fee \$900.00 Processing and Advertising Fee \$300.00 Annexation consent covenant review and signing fee (if applicable).</p>
<p>U. Liquor License Application Fee</p> <p>(i) Occupant Load Calculation <i>(Bylaw 5626)</i></p>	<p>\$350.00 \$ 75.00</p>
<p>V. Property Information Requests</p>	<p>\$75.00 per property, per request</p>

Bylaw 5672

2. PLANNING, DEVELOPMENT AND ENGINEERING SERVICES COMMUNITY INFRASTRUCTURE AND DEVELOPMENT	FEES
W. Road Right of Way Usage Permits	\$75.00
X. Hydrant Flow Testing - Flow Test	\$125.00 each
Y. Landscape/Irrigation Re-inspection Fee	\$50.00
Z. Easement Application Fee	\$150.00
AA. Site Preparation Permit	\$100.00
BB. Contaminated Sites Regulation Site Profile Submission	\$100.00
CC. Revitalization Tax Exemption Program Application Fee (Bylaw 5373)	\$100.00 per property, per request
DD. Secondary Suite, In Law annual declaration processing fee	\$30.00
EE. Latecomer Administration Fee (for other than one day terms) (Bylaw 5460)	\$2,000.00

THE CORPORATION OF THE CITY OF VERNON

BYLAW NUMBER 5673

A bylaw to amend the Bylaw Notice Enforcement Bylaw

WHEREAS the Council of The Corporation of the City of Vernon has determined to amend "Bylaw Notice Enforcement Bylaw Number 5250, 2011" to update Sections referring to Soil Removal and Deposition Bylaw Number 5259;

NOW THEREFORE the City of Vernon, in open meeting assembled, enacts as follows:

1. This bylaw may be cited as "**Bylaw Notice Enforcement (Soil Removal and Deposition) Amendment Bylaw Number 5673, 2018**"
2. "Bylaw Notice Enforcement Bylaw Number 5250, 2011" is hereby amended as follows:
 - (i) By **amending** Schedule "B" - Soil Removal and Deposition Sections as shown in **RED** on attached Schedule A.
3. Bylaw Number 5250 is hereby ratified and confirmed in all other respects.

READ A FIRST TIME this 13th day of February , 2018.

READ A SECOND TIME this 13th day of February , 2018.

READ A THIRD TIME this 13th day of February , 2018.

ADOPTED this day of , 2018.

Mayor

Corporate Officer

SCHEDULE 'A'

**Attached to and Forming Part of
"Bylaw Notice Enforcement (Soil Removal and Deposition) Amendment Bylaw Number
5673, 2018"**

Soil Removal and Deposition Bylaw						
5259	4.1	Deposit/Remove Soil - No Permit	\$250.00	\$150.00	\$300.00	YES
5259	4.4	Deposit /Remove Soil - Riparian No Permit	\$250.00	\$150.00	\$300.00	YES
5259	4.5	Deposit Waste	\$250.00	\$150.00	\$300.00	YES
5259	4.6	Deposit /Remove Soil – No Approval ALR	\$250.00	\$150.00	\$300.00	YES
5259	6.4(a) 6.6(b)	Cause damage without repair	\$250.00	\$150.00	\$300.00	YES
5259	6.4(b) 6.6(c)	Obstruct drainage facility/ natural watercourse	\$250.00	\$150.00	\$300.00	YES
5259	6.4(e) 6.6(d)	Encroach upon, undermine or physically damage property	\$250.00	\$150.00	\$300.00	YES
5259	6.4(d) 6.6(e)	Alter/divert Natural Watercourse	\$250.00	\$150.00	\$300.00	YES
5259	6.4(e) 6.6(f)	Deposit/Remove Soil - Slope exceeding 3:1	\$250.00	\$150.00	\$300.00	YES
5259	6.4(f)	Adversely Affect/Alter Appearance Adjacent Property /Surrounding area	\$250.00	\$150.00	\$300.00	YES
5259	6.4(g) 6.6(g)	Change elevation more than 1.2 metres – Adjacent Property	\$250.00	\$150.00	\$300.00	YES
5259	7.2 8.2	Obstruct Director or Designate Bylaw Enforcement Officer	\$500.00	\$500.00	\$500.00	NO
5259	7.4 8.4	Failure to Cease Activities	\$250.00	\$150.00	\$300.00	NO

THE CORPORATION OF THE CITY OF VERNON

BYLAW NUMBER 5674

A bylaw to amend the Municipal Ticketing
Information (M.T.I.) Bylaw

WHEREAS the Council of The Corporation of the City of Vernon has determined to amend "Municipal Ticketing Information System Bylaw Number 5300, 2011" to update Sections referring to Soil Removal and Deposition Bylaw Number 5259;

NOW THEREFORE the City of Vernon, in open meeting assembled, enacts as follows:

1. This bylaw may be cited as **"Municipal Ticketing Information (Soil Removal and Deposition) Amendment Bylaw Number 5674, 2018"**
2. "Municipal Ticketing Information System Bylaw Number 5300, 2011" is hereby amended as follows:
 - (i) By **amending** Schedule "B" – Soil Removal and Deposition Bylaw Sections as shown in **RED** on attached Schedule A.
3. Bylaw Number 5300 is hereby ratified and confirmed in all other respects.

READ A FIRST TIME this 13th day of February, 2018.

READ A SECOND TIME this 13th day of February, 2018.

READ A THIRD TIME this 13th day of February, 2018.

ADOPTED this _____ day of _____, 2018.

Mayor

Corporate Officer

SCHEDULE 'A'**Attached to and Forming Part of
"Municipal Ticketing Information (No Business Licence Fee Fine Increase) Amendment
Bylaw Number 5669, 2018"**

Soil Removal and Deposition Bylaw				
5259	4.1	Deposit /Remove Soil – No Permit	\$500.00	\$475.00
5259	4.4	Deposit /Remove Soil - Riparian No Permit	\$500.00	\$475.00
5259	4.5	Deposit Waste	\$500.00	\$475.00
5259	4.6	Deposit /Remove Soil – No Approval ALR	\$500.00	\$475.00
5259	6.4(a) 6.6(b)	Cause damage without repair	\$500.00	\$475.00
5259	6.4(b) 6.6(c)	Obstruct drainage facility /natural watercourse	\$500.00	\$475.00
5259	6.4(e) 6.6(d)	Encroach upon, undermine or physically damage property	\$500.00	\$475.00
5259	6.4(d) 6.6(e)	Alter/Divert Natural Watercourse	\$500.00	\$475.00
5259	6.4(e) 6.6(f)	Deposit/Remove Soil - Slope exceeding 3:1	\$500.00	\$475.00
5259	6.4(f)	Adversely _____ Affect/Alter Appearance _____ Adjacent _____ Property /Surrounding Area	\$500.00	\$475.00
5259	6.4(g) 6.6(g)	Change elevation more than 1.2 metres – Adjacent Property	\$500.00	\$475.00
5259	7.2 8.2	Obstruct Director or Designate Bylaw Enforcement Officer	\$1000.00	\$1000.00
5259	7.4 8.4	Failure to Cease Activities	\$500.00	\$475.00

THE CORPORATION OF THE CITY OF VERNON

BYLAW NUMBER 5622

A bylaw to amend the City of Vernon
Zoning Bylaw Number 5000

WHEREAS the Council of The Corporation of the City of Vernon has determined to amend the City of Vernon Zoning Bylaw Number 5000;

AND WHEREAS all persons who might be affected by this amendment bylaw have, before the passage thereof, been afforded an opportunity to be heard on the matters herein before the said Council, in accordance with the provisions of Section 464 of the *Local Government Act*, and all amendments thereto;

NOW THEREFORE the Council of The Corporation of the City of Vernon, in open meeting assembled, enacts as follows:

1. This bylaw may be cited as the **"1803 31A Street Rezoning Amendment Bylaw Number 5622, 2017"**.
2. Pursuant to the Official Zoning Map, Schedule "A" attached to and forming part of Bylaw Number 5000, is hereby amended as follows:

That the following legally described lands be rezoned from **"RH1 – Low - Rise Apartment Residential"** to **"RH3 – High - Rise Apartment Residential"**.

Legal Description:

**LOT 1, PLAN 21336, SEC 34, TWP 9, ODYD
(1803 31A STREET)**

and by changing the Zoning Map accordingly, all in accordance with the bolded area as shown on Schedule "A" attached to and forming part of this bylaw.

BYLAW NUMBER 5622

3. Zoning Bylaw Number 5000 is hereby ratified and confirmed in every other respect.

READ A FIRST TIME this 6th day of February, 2017

READ A SECOND TIME this 6th day of February, 2017

PUBLIC HEARING held this 13 day of March, 2017

READ A THIRD TIME this 13 day of March, 2017

Approved pursuant to section 52(3)(a) of the *Transportation Act* this _____ day of _____, 20____

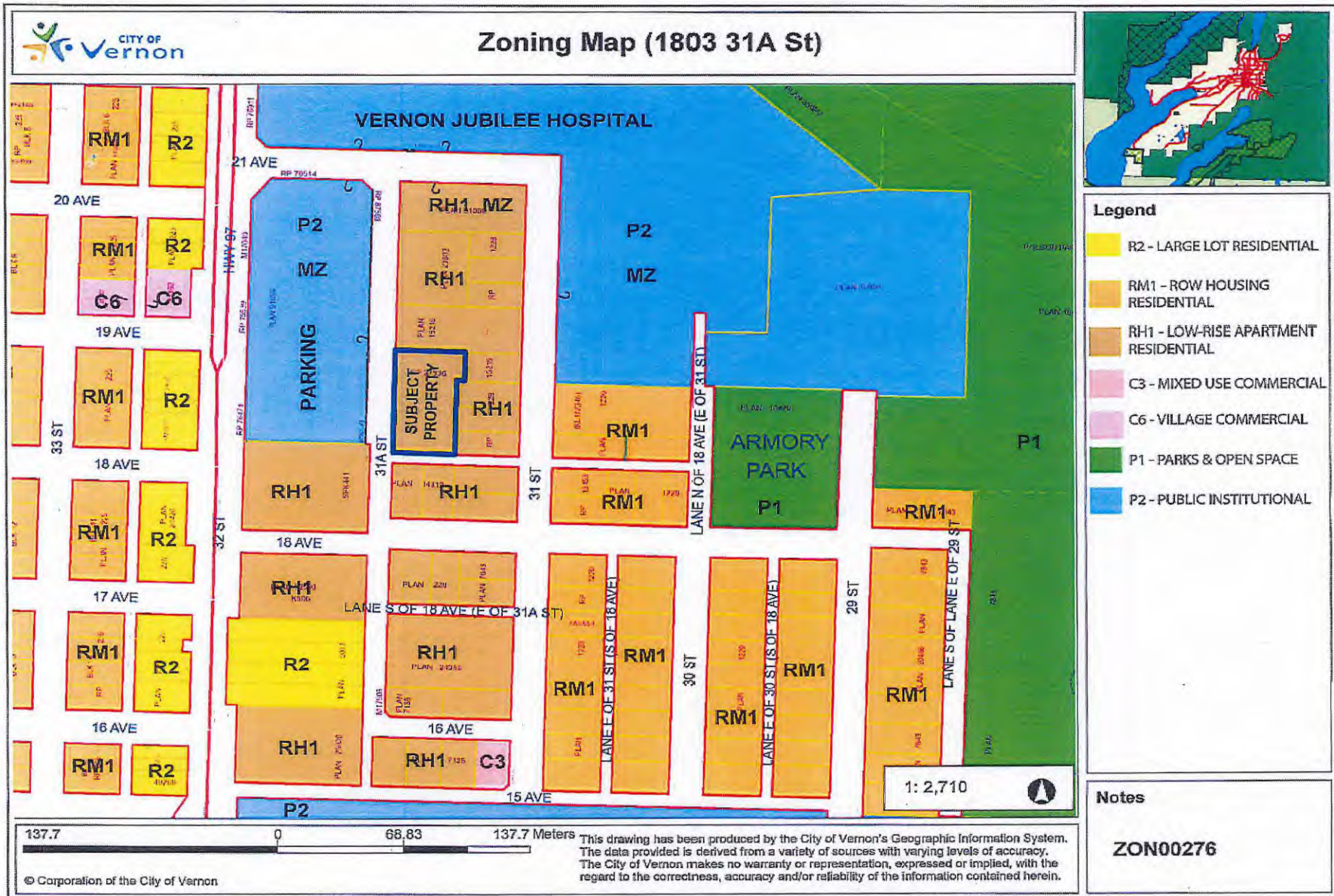
for Minister of Transportation & Infrastructure
BYLAW 5622

ADOPTED this _____ day of _____, 2017.

Mayor:

City Clerk:

SCHEDULE 'A'
 Attached to and Forming Part of Bylaw 5622
 "1803 31A Street Rezoning Amendment Bylaw Number 5622, 2017"





THE CORPORATION OF THE CITY OF VERNON

INTERNAL M E M O R A N D U M

TO: W. Pearce, CAO **FILE:** ZON00276

PC: K. Flick, Director, Community Infrastructure and Development **DATE:** February 14, 2018
P. Bridal, Director, Corporate Services

FROM: R. Nuriel, Economic Development Planner

SUBJECT: **Rescinding 1803 – 31A Street Rezoning Amendment Bylaw #5622, 2017**

At its Regular Meeting of March 13, 2017, Council gave Third Reading to Bylaw #5622, “**1803 31A Street Rezoning Amendment Bylaw #5622, 2017**” – a bylaw to rezone the subject property from RH1 – Low-Rise Apartment Residential to RH3 – High-Rise Apartment Residential.

In an email dated February 14, 2018 (Attachment 1), the applicant has advised that following Third Reading, the subject property was sold to a new owner and requested that the subject application be withdrawn.

RECOMMENDATION:

THAT Council rescind 1803 31A Street Rezoning Amendment Bylaw #5622, 2017, as per the applicant’s request.

Respectfully submitted:



Roy Nuriel
Economic Development Planner

Attachment 1 – Applicant’s email dated February 14, 2018, to withdraw rezoning application

From: [Roger Green](#)
To: [Roy Nuriel](#)
Cc: [Brian Quiring](#)
Subject: RE: Rescinding 1803 – 31A Street Rezoning Amendment Bylaw #5622, 2017
Date: February 14, 2018 11:09:56 AM
Attachments: [image001.png](#)

Hello Roy,

At this stage we are no longer working on the project at 1803 – 31A Street and our application can be withdrawn.

Regards,

Roger Green, Architect AIBC, MRAIC, M.Arch, BEDS, BA, LEED® AP
Partner

MQN Architects

Suite 100 – 3313 32nd Ave

Vernon, BC V1T 2M7

P: 250-542-1199 (Ext. 204)

F: 250-542-5236

E: rgreen@mqn.ca

W: www.mqn.ca

Need to send MQN large files?

<https://www.hightail.com/u/MQN> (Upload Folder)

The content of this email is the confidential property of MQN Architects and MQN Interiors Ltd. and should not be copied, modified, retransmitted, or used for any purpose except with MQN Architects and MQN Interiors Ltd. written authorization. If you are not the intended recipient, please delete all copies and notify us immediately.

THE CORPORATION OF THE CITY OF VERNON

BYLAW NUMBER 5676

A bylaw to amend the City of Vernon
Zoning Bylaw Number 5000

WHEREAS the Council of The Corporation of the City of Vernon has determined to amend the City of Vernon Zoning Bylaw Number 5000;

AND WHEREAS all persons who might be affected by this amendment bylaw have, before the passage thereof, been afforded an opportunity to be heard on the matters herein before the said Council, in accordance with the provisions of Section 464 of the *Local Government Act*, and all amendments thereto;

NOW THEREFORE the Council of The Corporation of the City of Vernon, in open meeting assembled, enacts as follows:

1. This bylaw may be cited as the **"4005 Pleasant Valley Road Rezoning Amendment Bylaw Number 5676, 2017"**.
2. Pursuant to the Official Zoning Map, Schedule "A" attached to and forming part of Bylaw Number 5000, is hereby amended as follows:

That the following legally described lands be rezoned from **"R2 – Large Lot Residential"** to **"R5 – Four-plex Housing Residential"**.

Legal Description:

**Part Lot 20 (Plan B3444) Section 2 Township 8 ODYD Plan 474
(4005 Pleasant Valley Road)**

and by changing the Zoning Map accordingly, all in accordance with the bolded area as shown on Schedule "A" attached to and forming part of this bylaw.

info item
deb 26

0410-28



Village of Chase

PO Box 440, 826 Okanagan Ave,
Chase, British Columbia V0E 1M0
Office: 250.679-3238
Fax: 250.679-3070
www.chasebc.ca

COPY

January 18, 2018

Honourable George Heyman, Minister of Environment and Climate Change Strategy
PO Box 9047 Stn Prov Govt
Room 112, Parliament Buildings
Victoria, BC
V8W 9E2



RE: Prevention of Quagga and Zebra Mussels

Dear Minister Heyman:

This letter is being written in support of the District of Sicamous' letter to you in November 2017, expressing concerns about the threat of the Quagga and Zebra mussel in British Columbia lakes.

As has been communicated to you by the District of Sicamous, City of New Westminster, City of Dawson Creek, City of Parksville, Township of Spallumcheen, Town of Oliver, the District of Clearwater and other communities, the threat of the Quagga and Zebra Mussels is very serious and if not aggressively controlled will be extremely devastating to the health of the lakes in BC.

And as you are most certainly aware, invasions to any eco-system of foreign species have an impact not only on the health of the lakes, their vegetation and existing aquatic animal species, but have a direct negative impact on the multi-million dollar economy that is supported by healthy lakes and streams. British Columbia is known worldwide for its abundance of clean water, healthy lakes and streams, and spectacular geography. We need to preserve and protect these amenities.

Everyone in BC saw first hand the immediate effect the 2017 Wildfires have had on the BC economy. We are fortunate that there is time, if acted on quickly, to prevent the devastation that the Quagga and Zebra mussel invasion will have on our lakes.

We hope that you have already begun to work at addressing this serious threat by contemplating not only reactive measures but preventative ones as well.

Sincerely,
VILLAGE OF CHASE


Mayor Rick Berrigan on behalf of Council

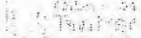
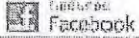
Cc: Mark Zacharias, Deputy Minister
Wendy Booth, UBCM President
District of Sicamous
Members, UBCM

City Reception

From: Joni Heinrich <cao@chasebc.ca>
Sent: Sunday, February 18, 2018 10:20 AM
To: district@dist100milehouse.bc.ca; info@abbotsford.ca; mailbox@acrd.bc.ca; officeclerk@alertbay.ca; village.hall@anmore.com; info@cityofarmstrong.bc.ca; admin@ashcroftbc.ca; inquiry@barriere.ca; belcarra@belcarra.ca; bim@bimbc.ca; inquiries@rdbn.bc.ca; clerks@burnaby.ca; village@burnslake.ca; admin@cachecreek.info; info@campbellriver.ca; village@canalflats.ca; crdreception@crd.bc.ca; mailbox@cariboord.ca; castlegar@castlegar.ca; aa@ccrd-bc.ca; info@rdck.bc.ca; info@cord.bc.ca; municipalhall@csaanich.ca; ChaseBC; d-chet@gochetwynd.com; info@chilliwack.com; admin@docbc.ca; admin@village.clinton.bc.ca; info@coldstream.ca; inquiries@csrd.bc.ca; generalinquiry@colwood.ca; town@comox.ca; administration@comoxvalleyrd.ca; feedback@coquitlam.ca; info@courtenay.ca; cvrd@cvrd.bc.ca; info@cranbrook.ca; info@creston.ca; info@cumberland.ca; admin@dawsoncreek.ca; clerks@delta.ca; duncan@duncan.ca; info@rdek.bc.ca; info@elkford.ca; info@cityofenderby.com; info@esquimalt.ca; cityhall@fernie.ca; district@fortstjames.ca; info@fortstjohn.ca; rjholland@fraserlake.ca; info@fvrd.ca; district@rdffg.bc.ca; info@village.fruitvale.bc.ca; info@gibsons.ca; villageofgoldriver@cablerocket.com; enquiries@golden.ca; info@grandforks.ca; general@villageofgranisle.ca; frontdesk.greenwoodcity@shaw.ca; info@harrisonhotsprings.ca; info@hazelton.ca; lcondon@highlands.ca; info@hope.ca; doh@houston.ca; district@hudsonshope.ca; info@invermere.net; information@islandstrust.bc.ca; mark.read@jgmr.ca; info@kamloops.ca; admin@kaslo.ca; ask@kelowna.ca; clee@district.kent.bc.ca; town@keremeos.ca; info@kimberley.ca; districtofkitimat@kitimat.ca; info@rdks.bc.ca; admin@rdkb.com; info@ladysmith.ca; admin@lakecountry.bc.ca; general@lakecowichan.ca; admin@langford.ca; info@langleycity.ca; info@tol.ca; district@lantzville.ca; cityhall@lillooetbc.ca; reception@lionsbay.ca; districtofloganlake@loganlake.ca; info@lumby.ca; hotspot@lytton.ca; info@district.mackenzie.bc.ca; enquiries@mapleridge.ca; vom@mhtv.ca; mcbride@mcbride.ca; info@merritt.ca; info@metchosin.ca; icentre@metrovancouver.org; midwaybc@shaw.ca; info@mission.ca; admin@montrose.ca; info@rdmw.bc.ca; cao@nakusp.com; corpsrv@rdn.bc.ca; mayor.council@nanaimo.ca; flong@nelson.ca; office@newdenver.ca; info@newhazelton.ca; postmaster@newwestcity.ca; info@ncrd.bc.ca; info@northcowichan.ca; info@rdno.ca; admin@northsaanich.ca; info@cnv.org; infoweb@dnv.org; justask@northernrockies.ca; wjones@oakbay.ca; info@rdos.bc.ca; admin@oliver.ca; info@osoyoo.ca; info@parksville.ca; prrd.dc@prrd.bc.ca; info@peachland.ca; admin@pemberton.ca; ask@penticton.ca; info@pittmeadows.bc.ca; citypa@portalberni.ca; info@portalice.ca; cao@portclements.ca; info@portcoquitlam.ca; info@portedward.ca; general@porthardy.ca; reception@portmceill.ca; info@portmoody.ca; sstokes@poucecoupe.ca; administration@powellriverrd.bc.ca; info@cdpr.bc.ca; cityclerk@princegeorge.ca; cityhall@princerupert.ca; admin@princeton.ca; qbtown@qualicumbeach.com; office@queencharlotte.ca; cityhall@quesnel.ca; mark.read@radiumhotsprings.ca; admin@revelstoke.ca; cityclerk@richmond.ca; cityhall@rossland.ca; clerksec@saanich.ca; cao@salmo.ca; cityhall@salmonarm.ca; village@saywardvalley.ca; info@sechelt.ca; dhill@sechelnation.net; info@sicamous.ca; admin@sidney.ca; administration@silverton.ca; info@villageofslocan.ca; general@smithers.ca; info@sooke.ca; mail@spallumcheentwp.bc.ca; sparwood@sparwood.ca; admdept@squamish.ca; Info@slrd.bc.ca; info@districtofstewart.com; administration@srd.ca; info@summerland.ca; admin@sunpeaksmunicipality.ca; info@scrd.ca; clerks@surrey.ca; reception@villageoftahsis.com; feedback@districtoftaylor.com; info@telkwa.ca; cityhall@terrace.ca; admin@tnrd.ca; office@tofino.ca; info@trail.ca; cao@dtr.ca; info@ucluelet.ca; admin@valemount.ca; info@vancouver.ca; info@district.vanderhoof.ca; City Reception; publicservice@victoria.ca; info@viewroyal.ca; warfieldadmin@shawlink.ca; office@wells.ca; info@westkelownacity.ca; info@westvancouver.ca; info@whistler.ca; webmaster@whiterockcity.ca; cbouchard@williamslake.ca; adminzeb@recn.ca
Subject: Prevention of Quagga and Zebra Mussels - Letter of support from Village of Chase Mayor and Council
Attachments: Prevention of Quagga and Zebra Mussels-copy.pdf

Please see attached.

Joni Heinrich, CAO
Village of Chase
826 Okanagan Ave, PO Box 440
Chase, BC V0E 1M0
Tel. 250-679-3238 Fax. 250-679-3070
Email: cao@chasebc.ca Web: www.chasebc.ca



City of Vernon Disclaimer: This transmission (including any attachments) may contain confidential information, privileged material (including material protected by the FOI act or other applicable privileges), or constitute non-public information. Any use of this information by anyone other than the intended recipient is prohibited. If you have received this transmission in error, please immediately reply to the sender and delete this information from your system. Use, dissemination, distribution, or reproduction of this transmission by unintended recipients is not authorized and may be unlawful.



BC ASSOCIATION OF FARMERS' MARKETS

0410-31



January 31, 2018

*add as info item
dec 26 council*

Akbal Mund
Mayor, City of Vernon
3400 - 30th Street
Vernon, British Columbia, V1T 5E6

Dear Mr. Mund,

We would like to share with you the exciting results of the BC Farmers' Market Nutrition Coupon Program (FMNCP) in Vernon for 2017. As you know, the BC Association of Farmers' Markets delivers this provincial program and is extremely proud of its deep impact on both people and farms across BC.

Our partners, the Vernon Farmers' Market and First Nations Friendship Centre provided lower-income pregnant women, families and seniors with coupons in your community to purchase fresh fruits, vegetables, cheese, eggs, nuts, fish, meat and herbs at your local farmers' market.

Over the year, a total of \$24,058 was invested in Vernon through this Program.

In 2017, this valued program connected with 55 communities throughout the province, making fresh local foods more accessible to over 4,200 households equivalent to 11,131 British Columbians.

Participants in Vernon ate more local foods, learned about healthy eating, and felt connected to their community. At the same time, the local food system was strengthened with farmers in your community benefitting from additional revenue to sustain their farms.

We have received many messages of thanks throughout the year but this one stood out to us, "The coupons have made the difference between relative isolation and high starch foods and instead bi-monthly family trips into the community and fresh foods, often greens and berries for my kids."

If you are pleased with the impact of this program in your community, we would appreciate if you will share your gratitude and invite you to write to the Honourable Adrian Dix, Minister of Health. Your encouragement and feedback may support the continuity of funding for this program and ensure we continue to build healthier BC communities together.

We look forward to working with your community again in 2018!

With gratitude,

Heather O'Hara
Executive Director
BC Association of Farmers' Markets

Wylie Bystedt
President, Board of Directors
BC Association of Farmers' Markets

cc: Vernon Farmers' Market, First Nations Friendship Centre



INFO
ITEM
Feb 26

0410-20



February 16, 2018

Honourable John Horgan, MLA
Premier of British Columbia
P.O. Box 9041
Stn Prov Govt
Victoria, BC V8W 9E1

Dear Premier Horgan:

Re: Alberta – British Columbia Trade War

The boycott of British Columbia wine to the Province of Alberta has a substantial financial threat to greater Oliver's agricultural sector, wine industry, and tourism sector. As Mayor of Oliver, I appeal to you as Premier of this great Province to engage now with Premier Notley to end this detrimental trade war.

Local workers, farmers, wine and tourism businesses in British Columbia will feel the immediate affect by loss of income. Every individual worker and business will be worse off financially, and the net loss to both provinces and our national economies will be significant. An inter-provincial trade dispute has far reaching affects but immediately to the local worker and business owner, who do not want this dispute to continue any longer.

Oliver is proud to be an agricultural community, and in recognition that it has the most acres of grapes and the most wineries of any single jurisdiction in Canada can declare itself as the *Wine Capital of Canada*. That being said, Oliver must defend itself against the impact of a trade war with the Province of Alberta.

A direct result of the boycott of British Columbia wine to the Province of Alberta is now threatening funding, through a bi-lateral agreement with the Government of Canada, to repair the Gallagher Lake Siphon. If the Government of Canada and the Province of British Columbia cannot enter into a bi-lateral agreement, because of an inter-provincial trade dispute, the total potential losses to the Oliver area alone are approximately \$172 million to the agriculture and wine industry!

...2/



Page 2
February 16, 2018

Premier Horgan, citizens from both British Columbia and Alberta do not want an inter-provincial trade war.

Yours truly,

Ron Hovanes
Mayor

cc Council
Prime Minister Trudeau
Premier of Alberta Rachel Notley
Chief Clarence Louie, Osoyoos Indian Band
Regional District of Okanagan-Similkameen Board of Directors
UBCM Member Municipalities/Regional Districts
Minister of Agriculture, Lana Popham
Minister Selina Robinson, Municipal Affairs and Housing
Minister Claire Trevena, Transportation & Infrastructure
MLAs Linda Larson, Dan Ashton, Ben Stewart, Norm Letnick
MP Dick Cannings, Steven Fuhr, Dan Albas

¹ Economic Impact – Gallagher Lake Siphon attached

Economic Impact – Gallagher Lake Siphon

The Town of Oliver water system provides water to customers inside the Town of Oliver as well as to customers in the surrounding rural area extending approximately 10 km north and 10 km south of the municipal boundaries. Town of Oliver water customers use water for typical uses such as:

- (1) Drinking and cooking
- (2) Washing and sanitation
- (3) Commercial operations
- (4) Industrial processes
- (5) Irrigation

Oliver is a rural community whose economy is based on primary and secondary agricultural businesses. Most farms served by the Oliver water system are family farms, many of which provide then primary or only source of income for the resident farmer. Secondary agricultural industries include fruit packaging operations and approximately 25 separate wineries (10% of all wineries in Canada).¹

Oliver is declared the “Wine Capital of Canada” in recognition that it has the most acres of grapes and the most wineries of any single jurisdiction in Canada. In addition to adding value to local grape crops, wineries are also a major tourist draw for the area, including Oliver, Osoyoos and Penticton.

The natural climate and landscape of Oliver is classified as desert. The original creation of Oliver was the result of a major irrigation project built by the Provincial government as the South Okanagan Lands Project in the 1920s. Without irrigation, crops grown in the Oliver area will fail.

If irrigation water is not available for an extended period, perennial plants (e.g. fruit trees and grape vines) will die. This will incur expensive replanting costs and will take from 5 to 7 years to recover full crop yields, resulting in losses extending over several years.

The Oliver water system supplies irrigation water to 401 connections for over 5,000 acres of agricultural crops. Almost 500 of these acres are on the Osoyoos Indian Reserve irrigating vineyards operated by the Osoyoos Indian Band.

¹ Source: www.winecapitalofcanada.com web site.

Using mapping data supplied by the Ministry of Agriculture, it has been determined that the Town of Oliver provided irrigation water to the following crop areas:

Crop Type	Acres
Grapes	2829.7
Apples	639.0
Cherries	629.6
Peaches/Nectarines	341.8
Vegetables	371.0
Tree fruit crop (mixed)	29.0
Plums	88.0
Apricots	32.0
Pasture and Forage	43.2
Pears	14.0
Forestry stock	7.0
Commercial greenhouse	28.0
Total Acres	5052.3

Based on crop values per acre supplied by the Ministry of Agriculture, the loss in the first year alone if irrigation water is disrupted would be approximately \$39 million for Oliver water customers. If water was disrupted for long enough to result in a die-off of perennial plant stocks, then based on Ministry of Agriculture data, the replanting cost would be approximately \$28 million for Oliver water customers. After replanting, perennial plants typically take from five to nine years to resume full production. Assuming an average of 50% production loss over these recovery years, the further losses would total over \$104 million. The total potential losses from the current year crop failure, replanting and crop recovery delays described above total approximately \$172 million. This amount is for basic crop loss only at the farm gate.

For the 401 agricultural irrigation connections serviced by the town the average losses without water will be:

- (1) Current year losses = \$39 million / 401 = \$97,300 / connection
- (2) Replanting cost = \$28 million / 401 = \$69,800 / connection
- (3) Recovery time losses = \$104 million / 401 = \$259,350 / connection
- (4) Total potential loss = \$172 million / 401 = \$428,900 /connection

While farm sizes vary, a typical connection suffering the above losses services a 10-acre family farm. Value-added losses would be in addition to the above losses. For example, one ton of grapes valued at the farm gate at \$2,000 will produce about 300 bottles of wine, which at \$20 per bottle would be worth \$6,000, producing a multiplier of 3.



THE CORPORATION OF THE CITY OF VERNON

MINUTES OF ADVISORY PLANNING COMMITTEE MEETING

HELD

TUESDAY, JANUARY 23, 2018

PRESENT: VOTING

Mark Longworth, Chair
Jamie Paterson
Barry Beardsell
Don Schuster
Monique Hubbs-Michiel
Ian Murphy
Vicki Topping

NON VOTING

Councillor Cunningham
Councillor Spiers
Corbin Kelley, Youth Member

ABSENT: Joanne Georgeson
Doug Neden, Vice-Chair
Natalie Lussin
Lisa Kongsdorf

STAFF: Craig Broderick, Manager Current Planning
Ed Stranks, Manager, Engineering Development Services
Kim Flick, Director, Community Infrastructure and Development Services
Roy Nuriel, Planner, Economic Development
Cleo Corbett, Long Range Planner
Janice Nicol, Legislative Committee Clerk

ORDER

The Chair called the meeting to order at 4:00 p.m.

**ADOPTION OF
AGENDA**

Moved by Jamie Paterson, seconded by Monique Hubbs-Michiel :

THAT the agenda of the Advisory Planning Committee meeting for Tuesday, January 23, 2018 be adopted.

CARRIED.

ADOPTION OF MINUTES

Moved by Don Schuster, seconded by Monique Hubbs-Michiel;

THAT the minutes for the Advisory Planning Committee meeting of Tuesday, January 9, 2018 be adopted.

CARRIED.

Barry Beardsell entered the meeting at 4:01 p.m.

Natalie Lussin entered the meeting at 4:06 p.m.

NEW BUSINESS:

DEVELOPMENT VARIANCE PERMIT #00419 – 3908 32 STREET

The Advisory Planning Committee reviewed Development Variance Permit application DVP00419 located at 3908 32 Street.

The following concerns were noted:

- The rationale for the reduced parking.
- The closeness of the proposed patio to the highway.
- Any future building shouldn't be permitted in the patio area.

Moved by Don Schuster, seconded by Vicki Topping;

THAT the Advisory Planning Committee recommends that Council support the development variance permit application to vary the following sections of Zoning Bylaw #5000 to allow for the construction of a seasonal patio restaurant on Lot A, Plan 32682, Sec 3, Twp 8, ODYD (3908 – 32nd Street):

- a) To vary the minimum front yard setback from 6.0m to 1.4m (Sec.10.10.5); and
- b) To vary the minimum required parking spaces from 52 spaces to 43 spaces (Sec.7, Table 7.1).

AND FURTHER, that the Advisory Planning Committee recommends that Council's support of DVP00419 is subject to the following:

- a) That the site, floor and elevation plans shown as Attachments 2, 3 and 5 in the report titled "Development Variance Permit Application for 3908 – 32nd Street" dated January 15, 2018 by the Economic Development Planner are to be attached to and form part of Development Variance Permit #DVP00419 as Schedule 'A'.

CARRIED.

**DEVELOPMENT
VARIANCE PERMIT
#00420 – 5400 WILLOW
DRIVE**

The Advisory Planning Committee reviewed Development Variance Permit application DVP00420 located at 5400 Willow Drive. The Municipal Tech - Development provided an overview of the presentation. The following points were noted:

- Suggestion to have increased on-street parking although Willow Drive is extremely narrow, would be difficult to provide on-street parking requirements.
- In this residential area, there is no required dedicated on-street parking.

Moved by Jamie Paterson, seconded by Monique Hubbs-Michiel

THAT the Advisory Planning Committee recommends that Council support the development variance permit application (DVP00420) to vary Subdivision and Development Servicing Bylaw #3843 Schedule A requirements to upgrade the road works in Willow Drive adjacent to Lot A, Plan EPP31464, District Lot 75, ODYD, by not requiring asphalt widening, new curb, gutter, sidewalk or streetlights as a condition of development approval and return the funds collected for the works contribution.

CARRIED with Ian Murphy opposed.

**OFFICIAL COMMUNITY
PLAN AMENDMENT
#00072 – 5902
PLEASANT VALLEY
ROAD**

The Advisory Planning Committee reviewed Official Community Plan amendment application OCP00072 located at 5902 Pleasant Valley Road. The Long Range Planner provided an overview of the presentation. The following points were noted:

- Concerns about road access and elevation.
- Concern that drainage and other technical issues need to be dealt with regardless of low or medium density development.

Moved by Barry Beardsell, seconded by Monique Hubbs-Michiel;

THAT the Advisory Planning Committee recommends that Council NOT support the application to amend the OCP land use designation for Lot 4, Section 11, Township 8, ODYD, Plan 4165 (5902 Pleasant Valley Road) from the Residential – Regional District of North Okanagan Electoral Areas B & C Official Community Plan land use designation to Residential – Medium Density;

AND FURTHER that the Advisory Planning Committee recommends that Council support amending the OCP land use designation for Lot 4, Section 11, Township 8, ODYD, Plan 4165 (5902 Pleasant Valley Road) from the Residential – Regional District of North Okanagan Electoral Areas B & C Official Community Plan land use designation to Residential – Low Density and to include the subject property within Development District #2 – Neighbourhood District and Development Permit Area #2 subject to:

1. Dedication of a 3 metre road right of way along the southern most boundary of the property for emergency access, a walkway connection and for drainage works;
2. That prior to any construction on the site, an Archeological Impact Assessment be conducted on the lower south east half of the property as outlined in Figure 3.

CARRIED, with Don Schuster opposed.

INFORMATION ITEMS:

The Staff Liaison provided an update of APC related items discussed at the January 22, 2018 Council meetings as follows:

- DVP00412 – NOYFSS Building on 31 Street and 32 Avenue – Alternative 3 approved – (this alternative came forward after report was viewed by APC), issued once all conditions are satisfied.
- McMechan Reservoir proposal was received at Committee of the Whole Meeting – Public Open House scheduled for Jan. 31 at the Re.c Centre.

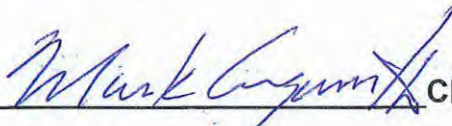
NEXT MEETING

The next regular meeting of the Advisory Planning Committee is scheduled for **Wednesday**, February 14, 2018.

ADJOURNMENT

The meeting of the Advisory Planning Committee adjourned at 4:42 p.m.

CERTIFIED CORRECT:


Chair