



Corporate Business Plan

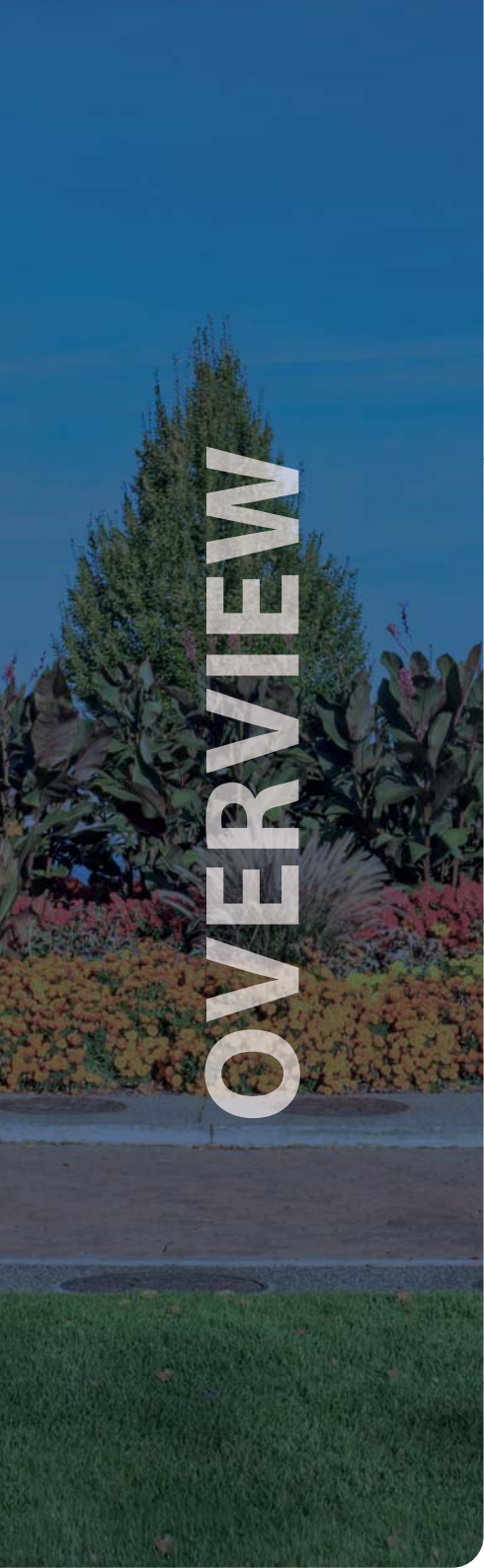


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OVERVIEW



Plan Purpose

Each year, the City of Penticton carefully deliberates on community programming, services, goals and overall allocation of resources for the coming year. This process involves weighing the needs and requests of the community and ensuring these service levels can be met within the annual budget. For 2020, the City continues to provide more visibility into its operations by preparing a 2020 City of Penticton Corporate Business Plan.

This plan is made up of formal business plans for each division/department that include 2020 initiatives and how they align with Council Priorities, as well as how the City of Penticton's 2020-2024 Financial Plan is being used to make it all happen.

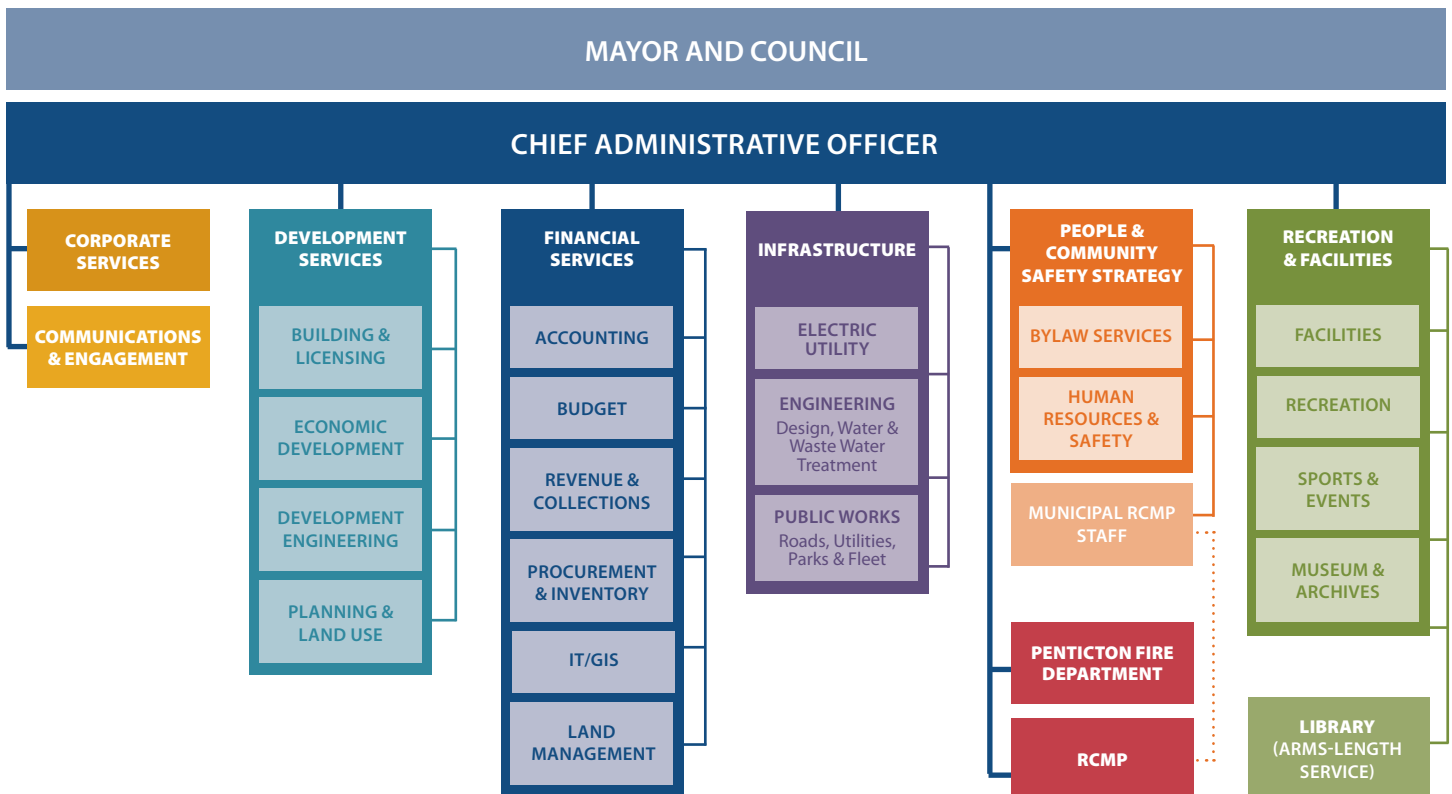
To view the 2020-2024 Financial Plan, please visit our website at www.penticton.ca.

Organization Overview

In order to support Council and the needs of the community, the City is led by the Chief Administrative Officer, with support from Corporate Services and Communications & Engagement. Most programs and services provided through the City are organized under five major divisions, each with a number of supporting departments.

Our organization also includes emergency response through the Penticton Fire Department and policing services through the RCMP, as well as arms-length services offered through the Penticton Public Library and the operation of the South Okanagan Events Centre by Spectra Venue Management Inc.

Colours align with sections in this business plan



Business Plan Structure

The City's Business Plan is organized by division and in several cases broken out by department. This allows residents to see how initiatives and budgets associated with specific programs and services align with Council Priorities.

Within each division's business plan, you'll find the following:

- > What We Do Overall and on a Daily Basis
- > Staffing
- > Challenges and Opportunities
- > 2020 Initiatives
- > 2020 Proposed Budget
- > Proposed Increases

Council Priorities

In late spring of 2019, the City of Penticton initiated a strategic planning process that builds on the updated Official Community Plan (OCP 2019). This resulted in Council adopting a Vision and Mission for the City, along with Council's three priorities.

The City's Corporate Business Plan reflects how the City is focusing on the Vision and Mission by serving residents, businesses and visitors through its good governance, partnership and the provision of effective and community-focused services as well as initiatives that support achieving Council's three priorities as outlined on the next page.



City Council 2018-2022

Front row: Councillor Judy Sentes, Mayor John Vassilaki and Councillor Katie Robinson.

Back row: Councillors Frank Regehr, Jake Kimberley, Campbell Watt and Julius Bloomfield.



A vibrant, innovative, healthy waterfront city focused on sustainability, community and economic opportunity.



Mission

Penticton will serve its residents, businesses and visitors through good governance, partnership and the provision of effective and community focused services.

Council Priorities 2019-2021



ASSET & AMENITY MANAGEMENT

The City of Penticton will ensure the services we provide to our residents and visitors are reliable and cost effective by proactively investing into our natural and built assets.

Strategic Initiatives and Actions

- > Identify service levels and costs for all community-owned assets and services.
- > Review our amenities and investigate ways to maximize their usage and value while exploring innovative service-delivery options with regional and other partners.
- > Review agreements and determine fee structures to reflect the fiscal realities of service provision.
- > Promote continuous improvement on our Asset Management processes.
- > Modernize the DCC Bylaw to reflect current growth and appropriate distribution of infrastructure costs.
- > Ensure City land is maximized to its full potential.



COMMUNITY SAFETY

The City of Penticton will support a safe, secure and healthy community.

Strategic Initiatives and Actions

- > Enhance safety through partnerships with other service-delivery agencies.
- > Improve resident and visitor confidence that a safe and secure community exists through engagement, protection, prevention and enforcement.
- > Invest in appropriate human assets to keep our community safe and secure.
- > Engage the criminal justice system through collaborative approaches to reduce the impact of prolific offenders on the community.
- > Continue engagement with BC Housing and Interior Health to reduce or mitigate the effect of the current opioid crisis on the community.



COMMUNITY DESIGN

The City of Penticton will attract, promote and support sustainable growth and development congruent with the community's vision for the future.

Strategic Initiatives and Actions

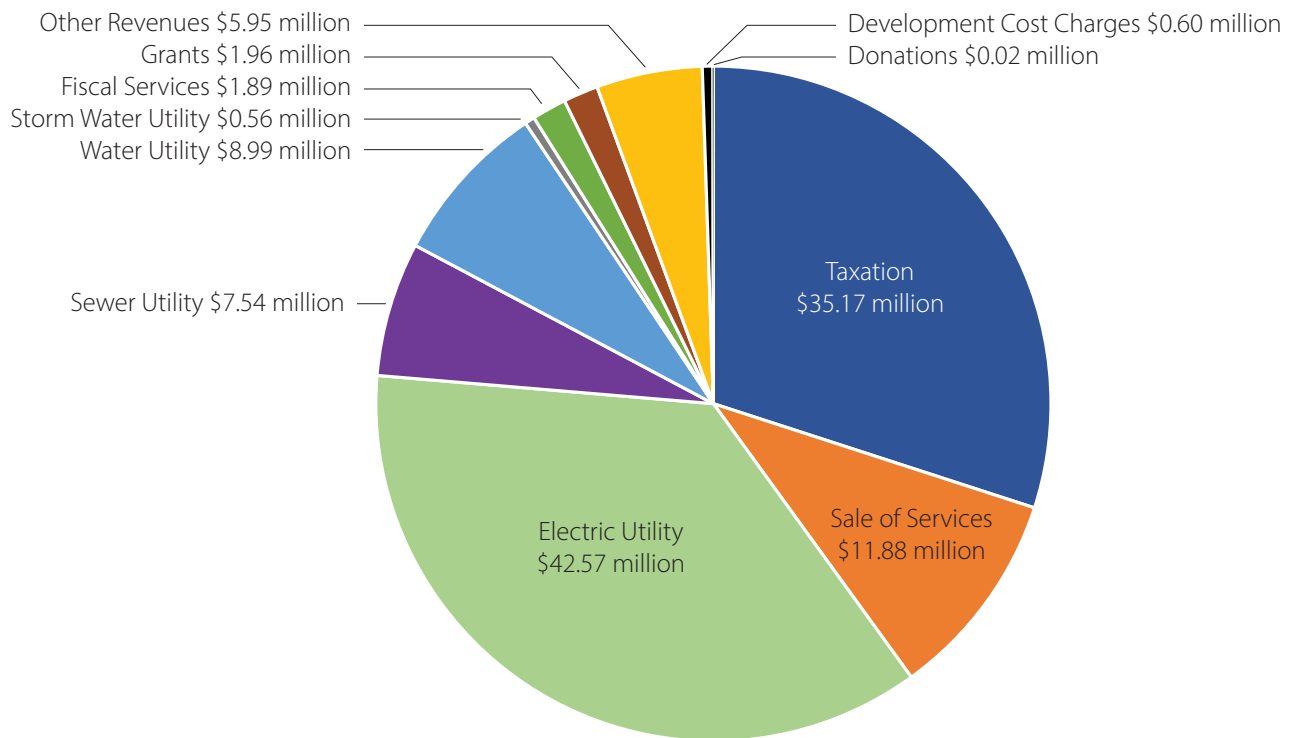
- > Ratify the OCP and update the requisite policies and bylaws.
- > Establish clear intentions for future growth that reflect the OCP.
- > Expand and invest in safe multi-modal transportation options including the "Lake to Lake" connection.
- > Utilize best management practices and strategies related to climate change adaptation and mitigation activities.
- > Encourage environmentally sustainable development including renewable energy initiatives.
- > Continue Downtown revitalization focused on cleanliness, safety, vibrancy and sustainable infrastructure.

Budget at a Glance

REVENUES

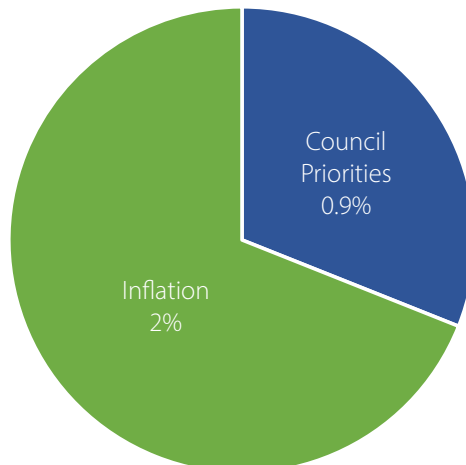
The City generates revenues through taxation, utility fees and other revenues. City revenues total \$117.1 million, net of tax flow-throughs. The net budgeted revenue increase is \$2.5 million or 2.2%.

Sources of Revenue



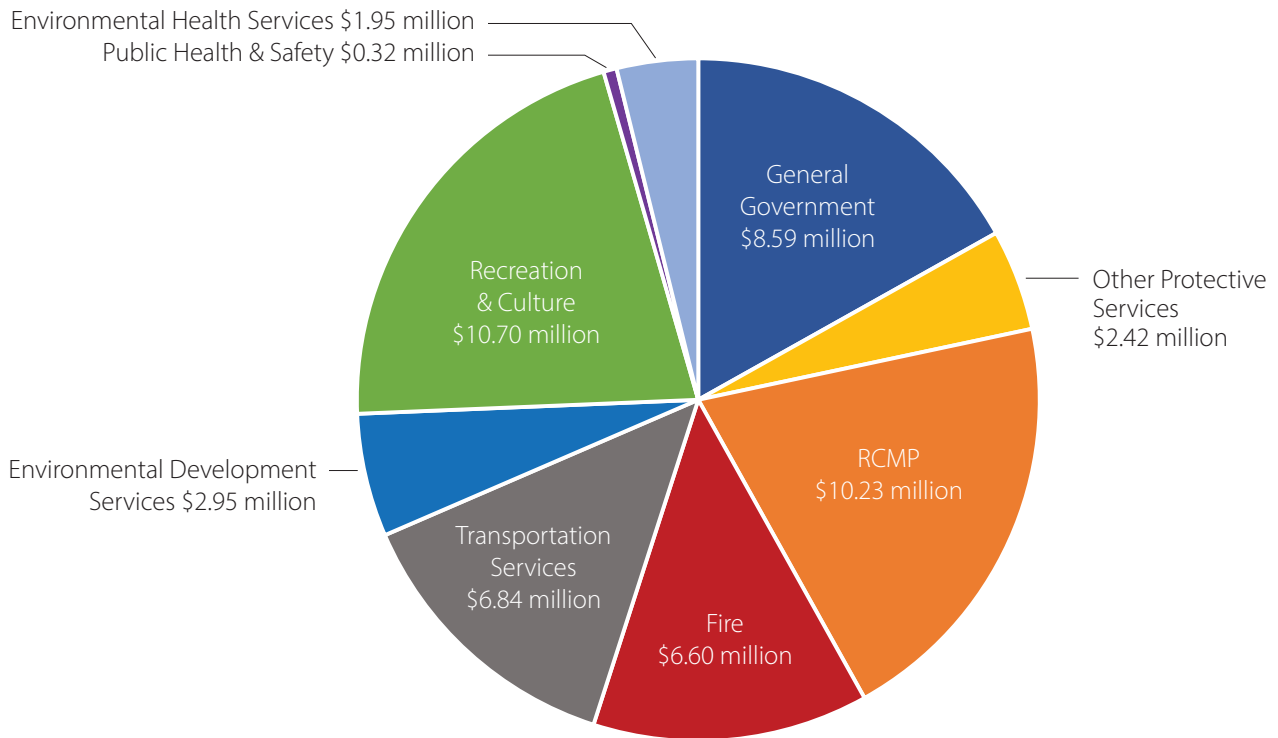
Breakdown of Proposed Tax Increase

The City has proposed a 2.9% tax increase to address inflation and Council priorities.



EXPENSES

The City takes a responsible and prudent approach to funding for programs and services. City general fund expenses total \$50.6 million, net of tax flow-throughs. The net budgeted expense increase is \$2.1 million or 4.2%.



Key General Fund Expense Increases

INFLATION/NON-DISCRETIONARY	\$847,278
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Mission	243,000
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COUNCIL PRIORITIES

Asset & Amenity Management	540,800
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Community Design	145,000
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Community Safety	400,000
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Total	\$2,176,078
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STAFFING LEVELS

The City has a diverse workforce with unique challenges. While the City works hard to maintain its existing staffing levels, increasing workload, impending retirements, and greater legislative and regulatory requirements have necessitated increases in a number of departments. The full-time equivalent* staffing levels and increases from 2019 to 2020 are reflected below.

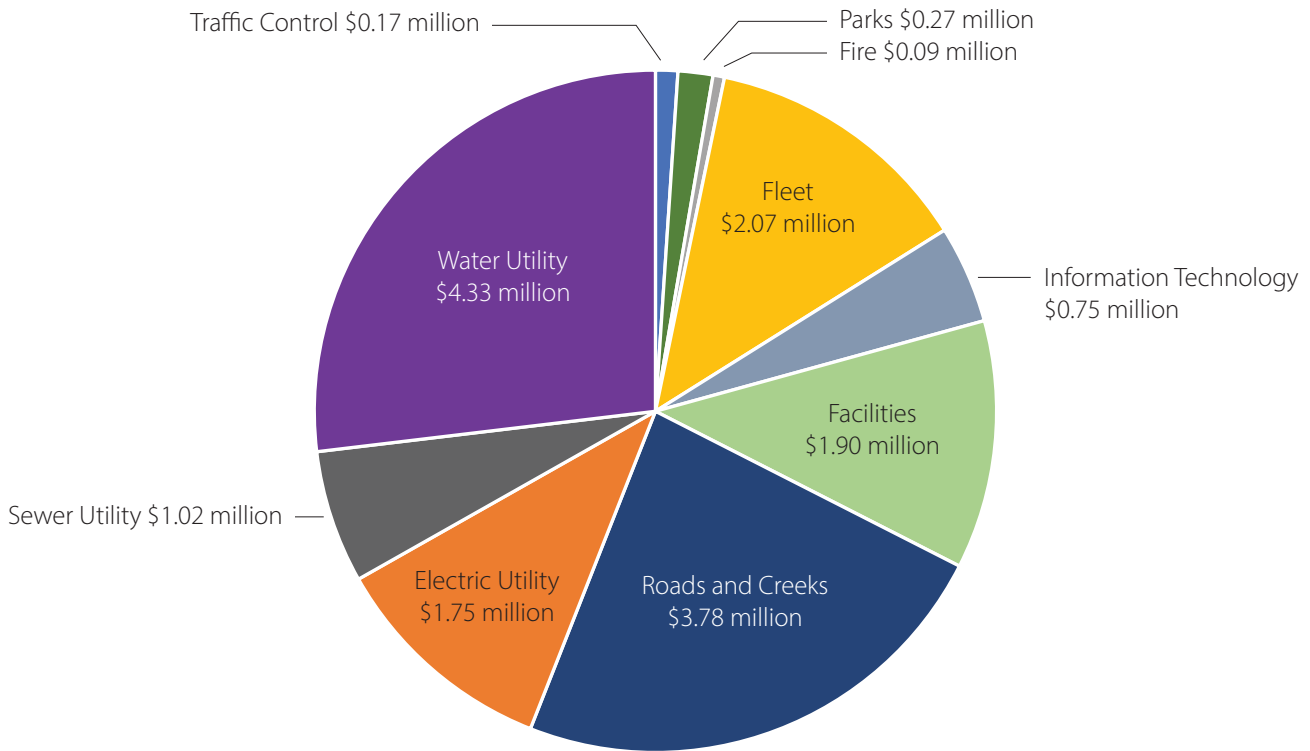
Department	2019	2020	New	Comments
Corporate Services	7	6		
Communications & Engagement	2.5	2.5		
Development Services	22.5	23.5	1	Social Development Specialist
Infrastructure	103	105	2	Infrastructure Optimization Manager WTP/WWTP Integrator
Financial Services	37	39	2	Financial Analyst & Business Analyst
Penticton Fire Department	39	39		
Human Resources & Safety	5	5		
Bylaw Services	8	8		
Facilities, Recreation & Culture	47	47		
Municipal RCMP Staff	25	26	1	Digital Media Field Triage
RCMP**	47	48	1	RCMP Member
Municipal Staffing Total	296	301	6	

*Full-time equivalent (FTE) is the industry standard to reflect staffing levels for local government. One FTE is equivalent to one staff working full time.

** RCMP members are not included in municipal staffing totals.

CAPITAL

As our infrastructure ages, the City needs to continue making a significant investment to repair roads, facilities and utilities, resulting in a \$16.1 million investment in 2020.



Capital Totals

General Capital Fund

Facilities	\$1,898,500
Information Technology	746,000
Storm Drainage (included in Roads)	45,000
Roads	3,739,025
Fire	87,500
Fleet	2,069,950
Parks	266,000
Traffic Control	170,186
Total General Capital Fund	\$9,022,161

Engineering Capital Summary

Roads and Creeks	\$3,739,025
Storm Water	45,000
Sewer Utility	325,000
Water Utility	3,009,500
Total Engineering Capital	\$7,118,525

Sewer Utility	\$1,015,000
Water Utility	4,334,500
Electric Utility	1,746,901
Total Capital Budget	\$16,118,562

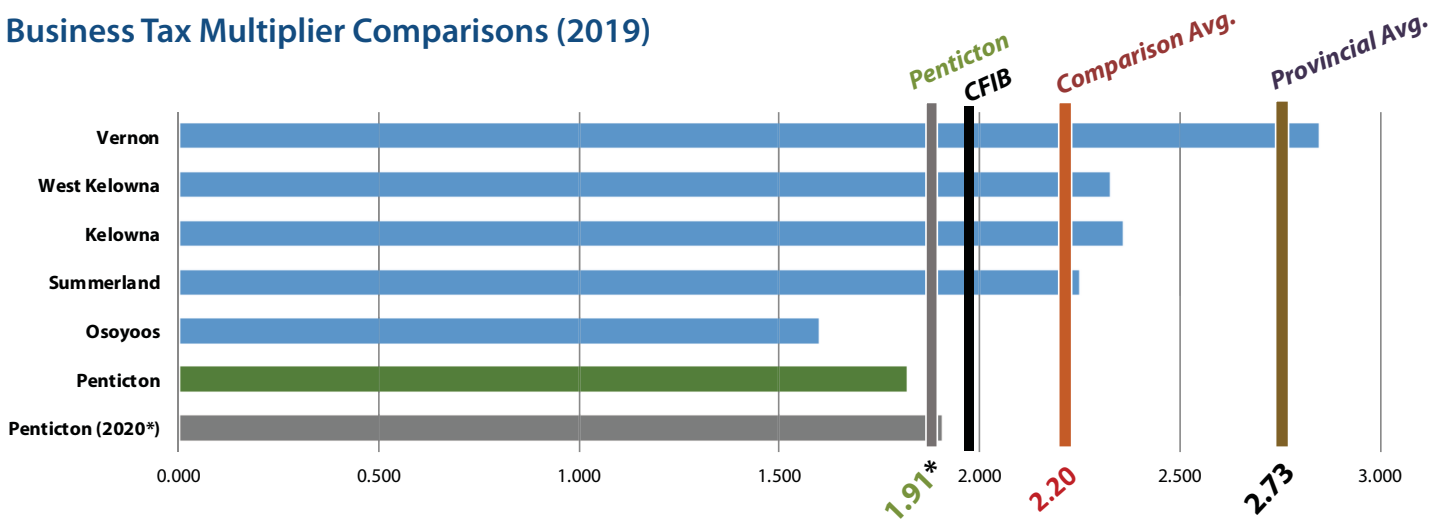
WHAT IT MEANS TO OUR RESIDENTS

The City has taken a responsible approach to the proposed tax and utility rate change, aiming to establish an affordable increase that maintains the level of services the community expects.

As with all municipalities in B.C., finding a way to equitably distribute the tax burden between residents and businesses is no easy task.

The business tax multiplier is one of the mechanisms used by municipalities to set different tax rates between residents and businesses. In Penticton, the multiplier is lower than most comparable municipalities (2.20) and the provincial average (2.73). The Canadian Federation of Independent Business recommends the multiplier to be no more than 2.00. The table below compares Penticton to others.

Business Tax Multiplier Comparisons (2019)



* Proposed for 2020

CFIB – Canadian Federation of Independent Business

The 2019 business tax multiplier for Penticton is 1.82; however, in 2019 Council directed staff to increase the multiplier to 2.00 by 2021. 2020 will be the second year of this plan and the proposed multiplier for 2020 will be 1.91. This phased increase with the business tax multiplier will continue

to gently shift the tax burden from residential properties to businesses. Even with these tax class changes Penticton remains one of the lower in the Okanagan Valley and across the province, creating an extremely favourable business climate.

See impact charts on next page

Impact of Tax and Utility Increases with Multiplier

Typical residential property (\$500,707)

The average residential property will pay an extra \$6.08 per month.

	General Municipal Taxes	Storm Water	Electric Utility	Water Utility	Sewer Utility	Total \$ Change
Shift Business Tax Multiplier to 1.91	\$28	\$11	\$0	\$3	\$31	\$73
<i>Assumptions:</i>			914 kwh/mo	(3/4") 840 cu ft/mo	500 cu ft/mo in winter	

Typical business property (\$1,178,265)

The average business property will pay an extra \$72.53 per month.

	General Municipal Taxes	Storm Water	Electric Utility	Water Utility	Sewer Utility	Total \$ Change
Shift Business Tax Multiplier to 1.91	\$529	\$32	\$0	\$17	\$291	\$869
<i>Assumptions:</i>			5,000 kwh/mo	(1 1/2") 7,060 cu ft/mo	7,060 cu ft/mo	

MAJOR BUDGET INCREASES

In the departmental business plans, there are a total of 23 major budget increases that require the support of Council. The financial implications of these initiatives are contained within the proposed budget. The list below summarizes these requests for new operating funding. For details on these increases and how they support the goals to benefit the community, visit the applicable department plan.



MISSION			Proposed Increase
Bylaw	Downtown parking and resident-only parking review		10,000
		Total	10,000
Communications	Major event aesthetics		50,000
		Total	50,000
HR/Safety	Safety/performance software		23,000
	Records management for employee files - summer student		17,000
		Total	40,000
IT/GIS	Hire Business Analyst		90,000
		Total	90,000
Library	Extra staffing to cover service desks		12,000
	Part-time Programming Assistant		16,000
		Total	28,000
Recreation - Sports/Events	Increase civic events budget up to \$75,000		25,000
		Total	25,000



ASSET & AMENITY MANAGEMENT			\$711,600
Facilities	Increase facilities support for rental properties		60,000
		Total	60,000
Finance	Advance the Asset & Amenity Management Council Priority		290,000
	Hire Financial Analyst		110,000
		Total	400,000
Infrastructure	Hire Water & Wastewater Plant Instrumentation Integrator*		110,000
	Hire Infrastructure Optimization Manager**		121,600
		Total	231,600
Recreation	Develop Cleland Theatre operational plan		20,000
		Total	20,000



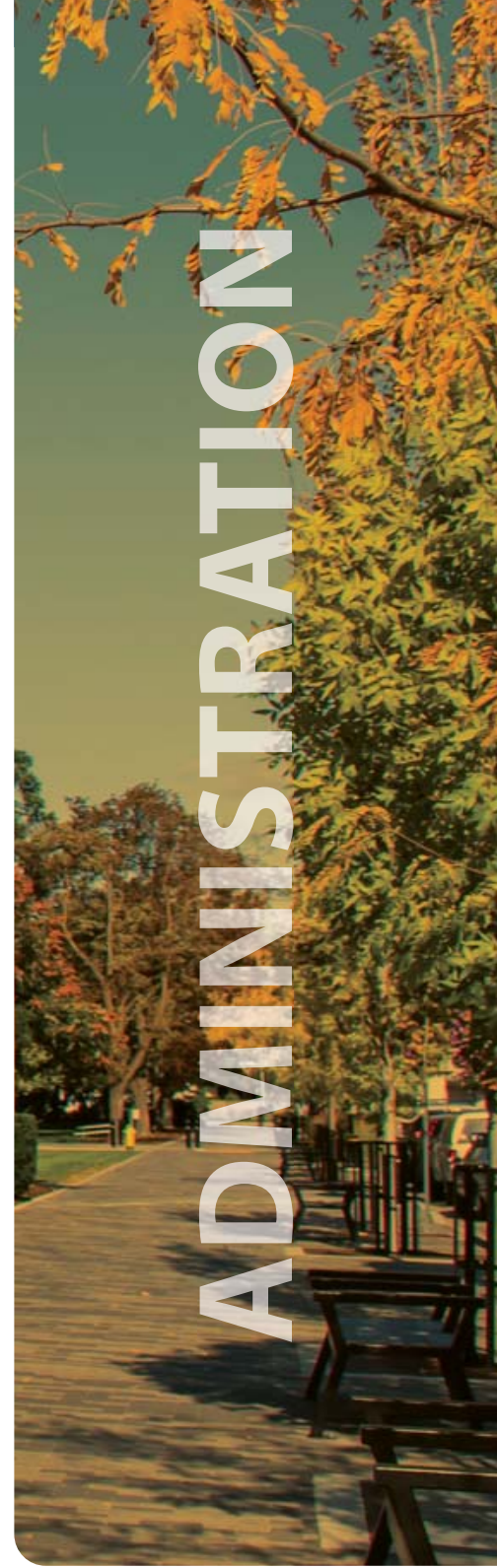
COMMUNITY SAFETY			\$400,000
Building & Licensing	Modernize business licence program		48,000
		Total	48,000
Development Services	Hire Social Development Specialist		106,000
		Total	106,000
RCMP	Hire one Digital Media Triage Field position		76,000
	Hire one RCMP officer		170,000
		Total	246,000



COMMUNITY DESIGN			\$145,000
Infrastructure	Increase consulting budget for Transportation Engineering services		40,000
	Penticton bus stop inspection and prioritized action list		20,000
	Refresh the RDOS Transit Future Action Plan		10,000
		Total	70,000
Planning & Land Use	Climate Action Plan updates		50,000
		Total	50,000
Skaha Park East Plan	Provide long-term strategic direction		25,000
		Total	25,000
GRAND TOTAL			\$1,499,600

* Funded from Water and Sewer Utilities.

** 50 per cent funded from Utilities.



ADMINISTRATION

This section includes the following:

CORPORATE SERVICES

COMMUNICATIONS & ENGAGEMENT



Corporate Services



WHAT WE DO

Corporate Services is the primary link between City Council, staff and the community. We support Council as it sets policy and strategic priorities and we provide leadership to support the implementation of Council's directives.



ON A DAILY BASIS, WE...

- > Act as the City liaisons: the Chief Administrative Officer (CAO) and other members of the department interact with community groups and other government agencies such as federal, First Nations, provincial and regional agencies as well as social agencies that serve the community;
- > Provide administrative support to Mayor, Council and the Council Committees;
- > Prepare and organize the agendas and minutes for Council and Committee meetings;
- > Manage, maintain and provide access to corporate records including City bylaws;
- > Maintain and preserve all of the City's records and manage Freedom of Information and Protection of Privacy issues and requests; and,
- > Conduct local government elections.



STAFFING

The Corporate Services Department consists of six full-time equivalent staff, including the Chief Administrative Officer and one manager.

Challenges & Opportunities

RECORDS MANAGEMENT

We continue to build on our records management advancements and are preparing for an electronic records management system that will efficiently manage all documents created and maintained by the City.

The capital cost for the electronic records management software will be spread over the coming years and we will take a phased approach to implementing the new system.

2020 Initiatives



Prepare for the Implementation of an Electronic Document and Records Management System (EDRMS)

As identified and supported in 2019, an Electronic Document and Records Management System (EDRMS) is a corporate-wide tool that will enable staff to efficiently manage all records and documents created and maintained by the City. The EDRMS will manage the security, efficient retrieval and retention of City records and satisfy any lawful requests for City source documents. The Records Management Specialist will analyze and implement a phased approach beginning with a needs assessment and preparing the Request for Proposal.

ESTIMATED COMPLETION: October 2020

Budget Overview

Corporate Services	2019 Budget	2019 Forecast	2020 Budget
Revenue	(100)	(100)	(100)
Expense	1,137,600	973,880	992,140
Net Cost Allocations	<u>(157,500)</u>	<u>(77,500)</u>	<u>(271,916)</u>
Net Expense/(Revenue)	\$980,000	\$896,280	\$720,124

Mayor & Council	2019 Budget	2019 Forecast	2020 Budget
Expense	289,000	314,000	316,000
Net Cost Allocations	<u>11,000</u>	<u>11,000</u>	<u>(47,664)</u>
Net Expense/(Revenue)	\$300,000	\$325,000	\$268,336

For more detailed information, please see the 2020-2024 Financial Plan at www.penticton.ca.



Communications & Engagement



WHAT WE DO

In Communications & Engagement, we're focused on engaging with residents to seek input to inform Council about community interests and priorities. In addition, we keep residents informed about City operations plus decisions and directions from Council.



ON A DAILY BASIS, WE...

- > Work with staff and stakeholders to make information on City services, events or topics of public interest accessible through our website, social media, newsletters, news releases and other channels;
- > Partner with staff to develop and execute a process to involve the community in decisions that matter to them and provide Council with information about community views to assist with their decision making; and,
- > Work with local, regional and national media.



STAFFING

The department consists of 2.5 full-time equivalent staff, including one manager.

Challenges & Opportunities

LONG-RANGE PLANNING

Given the speed that information is distributed via popular social media channels and the dominant role these channels play in circulating information and news, more time to plan communication is required while the time to do that planning has decreased. By identifying repeating

cycles of annual work, services or decisions, the majority of the City's operational communications – which make up the largest portion of the City's yearly announcement schedule – can be effectively planned for in advance.

LISTENING TO RESIDENTS

Despite the City's success in increasing public engagement opportunities, the actual topics of engagement remain primarily set by Council and staff. The opportunity exists

for the City to expand its current engagement program to include feedback on topics and issues for which there is currently no established political or administrative attention.

2020 Initiatives



Major Event Aesthetics

We intend to take advantage of opportunities to better plan and schedule branding content appearing on City-owned assets, infrastructure and attire, resulting in a more aligned and supportive appearance during major events and occasions.

ESTIMATED COMPLETION: Ongoing

Budget Overview

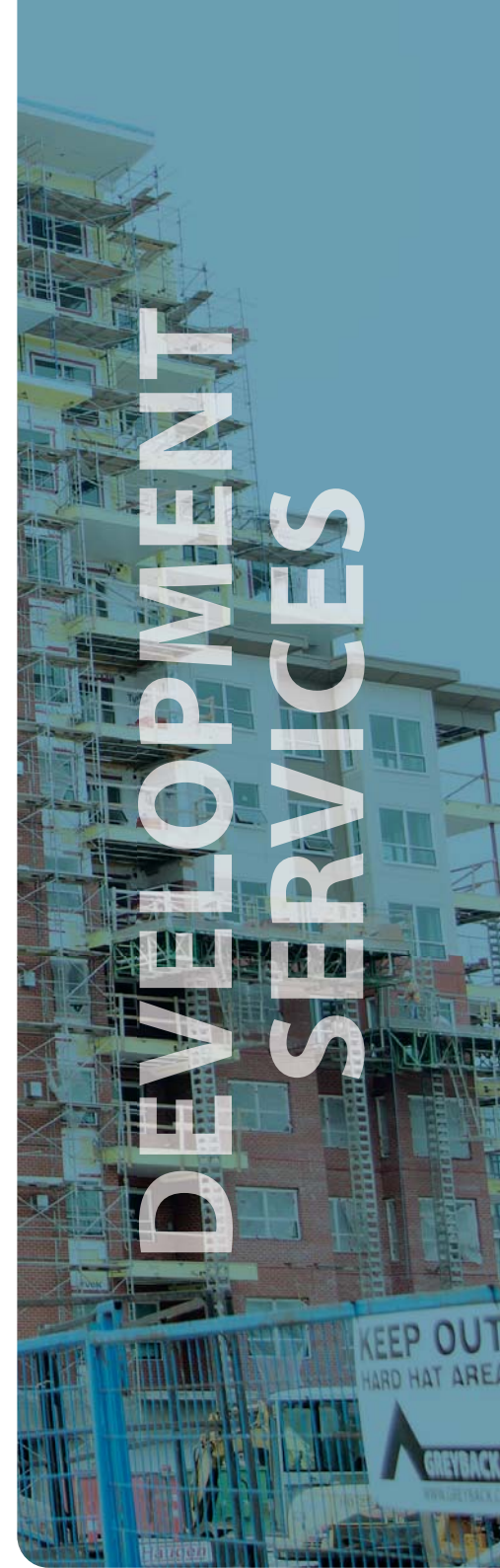
Communications	2019 Budget	2019 Forecast	2020 Budget
Expense	414,660	396,260	460,000
Net Cost Allocations	(10,000)	(6,000)	(90,362)
Net Expense/(Revenue)	\$404,660	\$390,260	\$369,638

Proposed Increase

Budget Request	Benefit	Operating Budget Request
Major Event Aesthetics	A more aligned and supportive appearance during major events and occasions.	\$50,000

For more detailed information, please see the 2020-2024 Financial Plan at www.penticton.ca.





This section includes the following:

DEVELOPMENT SERVICES DIVISION:

- Building & Licensing
- Economic Development
- Planning & Land Use
- Development Engineering



Development Services



WHAT WE DO

Staff from the Development Services Division are in a unique position to oversee many municipal processes that support development in our community – from long-range planning and approvals, through to construction, monitoring and ultimately occupancy.

Development Services engages in a broad range of work including land use regulation and policy, economic and social development, ensuring compliance of development-related bylaws, and supporting the funding and delivery of new infrastructure related to development.

Building & Licensing

In Building & Licensing, we help ensure buildings are safe and there are consistent standards for construction and development in Penticton. We also use licensing and other regulations to guide where various types of businesses can operate, and some specialized uses such as liquor licensing. We interact regularly with residents, local businesses and other stakeholders, providing information and education on how to meet City and provincial regulations, and enforcing these requirements as needed.

Economic Development

In Economic Development, our mandate is to increase the economic vitality of Penticton. To do this, we collaborate with stakeholders – like community businesses, potential investors, not-for-profit organizations and social service agencies – as well as with Council and City staff to identify opportunities to support economic growth. Economic Development manages the City's partnerships with the Downtown Penticton Association (DPA), K'ul Group, Airport, Chamber of Commerce and Travel Penticton. We follow a Five Year Strategic Plan that builds on our strengths and is focused on developing a prosperous community for the future.

Planning & Land Use

Within Planning & Land Use, we manage land use policy and regulations for the City with the goal of achieving a livable city with a high quality of life. We are often the first point of contact for development in Penticton, and we ensure all development aligns with City bylaws and policies, including the Official Community Plan. We also oversee the community sustainability program, including climate action commitments, as well as addressing social development issues such as affordable housing, homelessness policy, childcare and seniors' issues.

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Development Engineering

Working in close partnership with the Planning & Land Use Department and Building & Licensing Department, Development Engineering ensures that infrastructure built

as part of new development meets established standards and conforms to City bylaws. Additionally, Development Engineering serves as a liaison between Public Works and Penticton's development and design community.



ON A DAILY BASIS, WE...

- > Provide a high level of customer service support to developers, builders, homeowners and business owners;
- > Lead implementation of the Official Community Plan;
- > Conduct rezoning, development permit and subdivision application reviews;
- > Review and issue building permits and business licences, and conduct inspections to ensure compliance with safety and land use regulations prior to building occupancy;
- > Ensure infrastructure associated with new development is constructed in compliance with City bylaws;
- > Implement actions from the Economic Development Plan, monitor economic trends and issues, and respond to inquiries and requests for support from the business community and from those interested in relocating to Penticton;
- > Work with government and not-for-profit partners to address social development challenges at a strategic level; and,
- > Ensure that the City of Penticton meets its Climate Action Charter commitments and is taking a leadership role in advancing sustainability initiatives.



STAFFING

The Development Services Division consists of 23.5 full-time equivalent staff, including one director and five managers.

Challenges & Opportunities

IMPLEMENTING THE NEW OFFICIAL COMMUNITY PLAN

In August 2019, Council adopted the new Official Community Plan (OCP), which was built on two years of intensive community engagement and technical analysis. The plan provides clear direction in key policy areas, such as housing and transportation, and establishes a growth plan focusing primarily on infill development in existing urban

areas. The OCP will guide investment and development to meet our growth needs and directly aligns with community priorities and expectations. The clarity provided by the OCP provides transparency and a strong rationale for decisions around growth and development.

Continued on next page

CONTINUED GROWTH

Penticton is continuing to experience positive levels of growth and development, with more than \$646 million in construction in the last five years. With a committed team of professionals, we've been able to respond efficiently to the needs of our community, development industry and range of customers.

This growth is expected to continue, specifically with continuing interest in infill developments as well as new

neighbourhoods such as North Wiltse, Spiller Road and the Columbia Heights area. We will continue to provide the high level of service the development community expects from Development Services by retaining existing professional and clerical staff, strategic use of relief workers and consultants, and continued commitment to process improvement.

DEVELOPMENT POLICY AND BYLAW GAPS

A number of key policies are required to support development and cost recovery. The City's Development Cost Charge Program, and approach for development infrastructure financing, needs a substantive overhaul to support the growth envisioned in the Official Community Plan. Several land use bylaws are not aligned with the new OCP, which means updates are needed to both the bylaws and related policies.

The Climate Change policy framework is also out of date. With the new OCP now adopted, there is an opportunity to amend, repeal and replace any misaligned bylaws and policies to reflect the new vision for the community. There is also an opportunity to use the Climate Action Revenue Incentive Program (CARIP) funds and other grants to revise both the Climate Action Plan for the community and the City's Corporate Climate Action Plan.

COMPLEX SOCIAL ISSUES

Development Services has historically taken a leadership role in initiatives such as developing affordable housing and childcare partnerships and policy responses to homelessness. The public's demand for City leadership on social issues has increased recently on issues such as social nuisance, homelessness, lack of affordable/available child care, senior and youth issues, and indigenous relations.

Existing staff are challenged to have the capacity and skillset to comprehensively meet these expectations and develop a full range of responses with government and not-for-profit partners. To meet this need, a Social Development Specialist position is required to lead initiatives, develop long-term strategies and coordinate the multiple agencies involved in social services.

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CITY LICENSING OVERHAUL NEEDED

Following legal and industry standard reviews of its existing business-related bylaws, the City identified the need for a major overhaul of these bylaws along with opportunities to enhance licensing processing such as technology improvements. Even though processing for licenses has been improved in recent years, there are still changes needed to enhance the customer service experience. The entire process of setting up or expanding a business can be a complicated task for most business owners and there is also a lack of understanding about construction and zoning requirements. As well, the expanded Short Term Rental program highlighted a relatively high rate of illegal suites,

poorly maintained rentals and illegal construction which became a staff resourcing issue and health safety risk to occupants.

Together, these challenges and opportunities have highlighted the need to update current business bylaws and processes through a collaborative approach within a regional peer advisory group and with provincial agencies. There is also an opportunity to leverage the current licensing software system to develop a one-stop business license liaison process. This will improve consistency and public safety, as well as increase revenue and the number of safe affordable housing opportunities.

2020 Initiatives

BUILDING & LICENSING



Modernize Business Licence Program

With many of the City's existing bylaws being more than 15 years old and requiring updates to meet current legislation and reflect business practices, staff conducted initial legislative and best practice research in 2019.

Staff hope to expand the project scope and completely modernize the Business Licence Program to include a complete review of short- and long-term rental accommodation and new business trends such as ride hailing while implementing a one-stop business licence liaison process.

Working with provincial agencies, a regional peer advisory group and the City's Economic Development team, staff will restructure core bylaws and procedures. This will promote consistency and improved efficiency for the City and business owners, ensure compliance with provincial legislation and reduce liability exposure.

ESTIMATED COMPLETION: September 2020

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DEVELOPMENT SERVICES



COMMUNITY
DESIGN

Skaha Park East Plan

Development Services, through the Special Projects Manager, will lead the Skaha Park East Plan, an interdepartmental project. A top implementation priority in the Parks and Recreation Masterplan and focusing on key opportunities and challenges in Skaha Park, the process to create this plan launched in October 2019 and will take four to five months to complete. The plan will involve intensive community engagement and provide long-term strategic direction on asset renewal, facilities, park design, commercial investment and ecological vulnerabilities.

ESTIMATED COMPLETION: May 2020

ECONOMIC DEVELOPMENT



COMMUNITY
SAFETY

1. Hire a Social Development Specialist

Hiring a Social Development Specialist aligns with Council's Community Safety strategic priority and will provide important leadership in addressing challenging social issues and fostering collaboration on key areas such as homelessness, addictions, lack of affordable child care and affordable housing, indigenous relations and seniors' issues.

This role will serve as a point person, working closely with community members, non-profit organizations, Council, senior levels of government and other City departments (Economic Development in particular) to develop strategies and policies on these issues as well as identify funding opportunities to deliver services at a higher level than today.

ESTIMATED COMPLETION: April 2020

2. Labour Retention and Expansion – In-Person and Virtual Job Fair

An in-person and virtual job fair will further recommendations from the 2015-16 Labour Market Research Study into retention and attraction challenges faced by South Okanagan employers and build on previous work done including:

- > Launching the StartHereOkanagan.com job board and relocation platform to help local employers reach skilled labour who might consider moving to the region; and,
- > Creating the Pentictonbiztoolkit.com that provides local business information and responds to the needs identified in the 2018 Business Retention and Expansion study.

Presenting Penticton as a forward-looking community is a key focus, so staff will spend time and effort ensuring employers maximize their use of the online job fair platform.

ESTIMATED COMPLETION: September 2020

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COMMUNITY
DESIGN

PLANNING & LAND USE



COMMUNITY
DESIGN



COMMUNITY
DESIGN



ASSET &
AMENITY
MANAGEMENT

1. Official Community Plan (OCP) Implementation

This project is intended to update the City's various land use bylaws, including the Development Procedures Bylaw and Zoning Bylaw, now that the new OCP has been ratified. The first step is to update the Development Procedures Bylaw, scheduled for early in 2020, followed by an update to the Zoning Bylaw and a review of existing land use policies, such as panhandle, density bonus, change in use and latecomer policies. Development Services will also be actively involved in updating the Transportation Master Plan, a key implementation item from the OCP.

ESTIMATED COMPLETION: September 2020

2. Climate Action Plan Updates

This work involves updating both the Corporate Climate Action Plan and Community Climate Action Plan before presenting the recommended updates to Council for endorsement.

ESTIMATED COMPLETION: December 2020

3. Development Infrastructure Financing and Cost Recovery

This involves completing the parks component of the Development Cost Charge (DCC) program along with Development Services' participation on the infrastructure master plan and the Asset and Amenity Management project. The subsequent step is to begin planning for a larger DCC program update in 2021 once the infrastructure master plans are finalized.

ESTIMATED COMPLETION: December 2020

Budget Overview

Building & Licensing	2019 Budget	2019 Forecast	2020 Budget
Revenue	(1,738,500)	(2,280,550)	(1,672,500)
Expense	1,101,796	1,122,953	1,131,716
Net Cost Allocations	<u>122,000</u>	<u>122,000</u>	<u>122,000</u>
Net Expense/(Revenue)	\$(514,704)	\$(1,035,597)	\$(418,784)

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Development Services & Development Engineering	2019 Budget	2019 Forecast	2020 Budget
Revenue	(61,000)	(50,500)	(61,500)
Expense	611,470	562,181	627,344
Net Cost Allocations	<u>155,530</u>	<u>76,530</u>	<u>75,500</u>
Net Expense/(Revenue)	\$706,000	\$588,211	\$641,344

Economic Development	2019 Budget	2019 Forecast	2020 Budget
Expense	386,000	347,713	402,200
Net Cost Allocations	<u>5,000</u>	-	<u>5,000</u>
Net Expense/(Revenue)	\$391,000	\$347,713	\$407,200

Planning & Land Use	2019 Budget	2019 Forecast	2020 Budget
Revenue	(326,000)	(353,760)	(333,000)
Expense	<u>961,324</u>	<u>757,980</u>	<u>821,100</u>
Net Expense/(Revenue)	\$635,324	\$404,220	\$488,100

Proposed Increases

BUILDING & LICENSING

Budget Request	Benefit	Operating Budget Request
Modernize Business Licence Program	This initiative will ensure compliance with provincial legislation and reduce liability exposure. It will also establish performance tools to help departments set up and asses goals for public safety, customer service, budgeting, professional development and other related functions.	\$48,000

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DEVELOPMENT SERVICES

Budget Request	Benefit	Operating Budget Request
Skaha Park East Plan	Focusing on key opportunities and challenges in Skaha Park that will provide long-term strategic direction on asset renewal, facilities, park design, commercial investment and ecological vulnerabilities.	\$25,000

ECONOMIC DEVELOPMENT

Budget Request	Benefit	Operating Budget Request
Social Development Specialist	This public-facing staff member would help deal with social issues, serve as a City leader on social challenge issues and act as a liaison to the non-profit community, while highlighting opportunities to realize grants and funding opportunities that our community is currently missing out on.	\$106,000

PLANNING & LAND USE

Budget Request	Benefit	Operating Budget Request
Climate Action Plan Updates	Alignment with City's Climate Action program.	\$75,000 (to be partially covered by grant assistance)

For more detailed information, please see the 2020-2024 Financial Plan at www.penticton.ca.

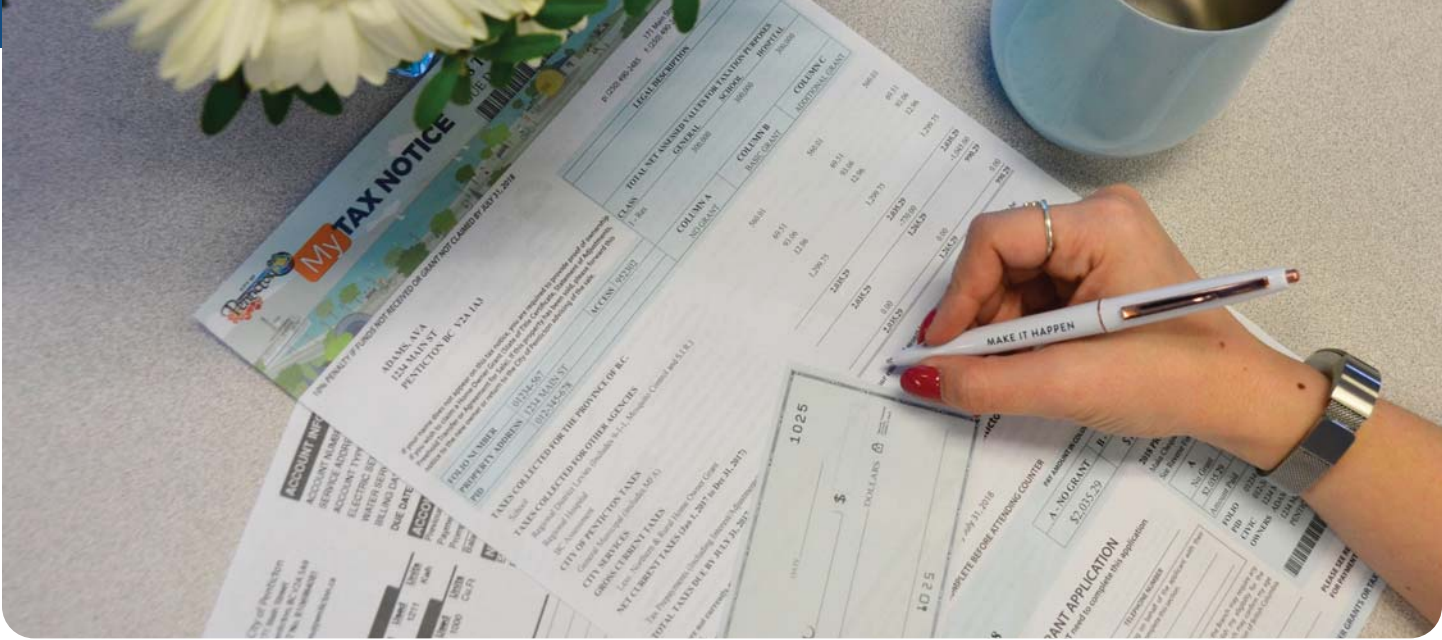
FINANCIAL SERVICES



This section includes the following:

FINANCIAL SERVICES DIVISION:

- Accounting
- Budget
- Revenue & Collections
- Procurement & Inventory
- Information Technology and Geographic Information Systems (IT/GIS)
- Land Management



Financial Services Division



WHAT WE DO

The Financial Services Division is responsible for the financial administration of the City, the procurement of goods and services, the delivery of innovative information technology services and the administration of over 500 City properties. The division is led by the Chief Financial Officer and includes: Accounting and Budgeting, Revenue & Collections, Procurement & Inventory Services, Information Technology & Geographic Information Systems, and Land Management.

Chief Financial Officer's Office

The Chief Financial Officer (CFO) provides strategic financial leadership to the City and financial advice to City Council. The CFO is the City's Risk Manager and administers the risk management and insurance program. The CFO leads business planning and reporting, and is leading the development and implementation of the Asset & Amenity Management Council Priority.

Accounting

The Accounting Department provides financial leadership to the City as well as delivering transactional services and relevant reporting to both internal and external users for their decision-making purposes, as well as maintaining controls to safeguard the City's financial resources.

Budget

The Budget Department is responsible for coordinating with each City department to establish a Five Year Financial Plan and ensures spending compliance with the Financial Plan. The Budget Department also coordinates in-year forecasts, annual updates to Fees and Charges, and annual Budget presentations to Council.

Procurement & Inventory Services

The Procurement & Inventory Services Department manages all of the City's purchasing processes, ensuring they follow an established competitive process, including coordinating all requests for proposals and bids for contracts. We also manage the City inventory through a consistent and efficient service delivery model and ensure appropriate disposal of City assets when they become obsolete or reach the end of their life cycle.

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Information Technology and Geographic Information Systems (IT/GIS)

The primary purpose of IT/GIS is to support City departments and other affiliated organizations with their daily use of IT services through quality customer service. To do this, we provide a secure and stable technology infrastructure which delivers reliable IT services and solutions to over 400 users.

Revenue & Collections

Revenue & Collections is responsible for billing and collecting a variety of service fees and taxes. These include fees for the City's electricity, water and sewage utilities as well as property taxes. We also provide collection services on behalf of a number of external organizations as their taxes are included in the City's property tax notices.

Land Management

The Land Management Department manages all City land sales and purchases, and administers the beach vending and mobile vending programs. Our department is also responsible for over 500 City-owned properties which includes over 40 residential and commercial tenancies. Our staff ensures legal requirements are met for various land transactions. We are also relied upon to provide legal research, data and title and company searches to all City departments.



ON A DAILY BASIS, WE...

- > Ensure effective stewardship and control over the City's assets;
- > Maintain effective accounting records and prepare annual financial statements for the City;
- > Administer the Municipal Grant Program;
- > Administer the Permissive Tax Exemption Program;
- > Administer risk management and insurance for the City;
- > Coordinate business planning and reporting;
- > Manage the billing and collection of the City's property taxes, utility services, and other programs such as dog licensing;
- > Provide customer service for incoming inquiries, payments and applications for City services through telephone, email or in-person communication;
- > Administer the collection of overdue accounts such as business licensing and municipal tickets;
- > Ensure purchasing processes are fair, open and transparent;
- > Manage the City inventory to deliver consistent and efficient service;
- > Provide new and enhanced technology solutions that are cost-effective and focus on improving processes and creating efficiency;
- > Offer guidance and advice on the best use of current and future technologies;
- > Complete and manage license-to-use and leases of municipal land including residential tenancies;
- > Prepare and coordinate registrations of legal documentation at the Land Title and Survey Authority of B.C. for right of ways, covenants, conveyances and other land transactions; and
- > Provide land related advice to other City departments on matters affecting the City, and respond to public inquiries.



STAFFING

The Financial Services Division consists of 39 full-time equivalent staff, including the Chief Financial Officer along with eight managers and supervisors.

Challenges & Opportunities

FINANCIAL TRANSPARENCY

With growing public accountability comes the expectation that financial information will be readily available to citizens, with details on how City funds are being spent and assurance that services are being delivered in a cost-effective manner. With this growing expectation comes more information requests that can have a significant

impact on staff time. The City continues to enhance its existing proactive disclosure of financial information, including the financial plan and financial statements, and other routine disclosures to reduce the number of reactive requests.

ASSET & AMENITY MANAGEMENT

With the extensive asset management analysis undertaken by the City over the past several years, it has come to light that many of our assets and amenities are in need of renewal to provide the current level of service. Furthermore, as the City's delivery of services have evolved, the functionality of many of its facilities no longer meet the needs of some city departments. Given the fiscal realities faced by the City, that we have more assets to maintain than available funding, a more fundamental approach is required to determine what

services the City should provide and what level of service is sustainable. This approach will enable us to understand where best to invest in the renewal of City assets on a proactive basis to create a financially sustainable approach that is affordable to citizens. Taking a disciplined and plan-based approach to confirm City services, service levels and costs, as it relates to the City's assets and amenities will ensure the City is maximizing its investment and land use to meet the needs of the community.

INCREASED USE OF INFORMATION TECHNOLOGY

Technology touches every aspect of our lives today. The same holds true for the City as technology plays an integral part in the delivery of services to citizens. It is critical that the City takes a deliberate and strategic approach to deploy technology in a reliable, cost-effective and secure manner to maximize the delivery of services to its citizens. Investing in regular external IT audits, cutting edge IT security tools and identifying areas for new fibre optic installations to enable uninterrupted services, are just a few of the ways to maximize these systems.

With the growing use of technology in the City, limited capacity exists with the business analyst team that supports the development and maintenance of the City's more than 60 software applications. Presently the two member business analyst team is only able to address approximately 30% of the requests from City departments (34 project requests have been submitted for 2020 with nine established as priority for the year). Adding an additional business analyst will increase the team's ability to more quickly address system deficiencies, expand technology use and maximize the City's investment in its information technology systems.

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MAXIMIZING ALL REVENUE SOURCES

With City costs continuing to rise, taxpayers expect any tax increases to be kept at reasonable levels. Exploring opportunities for non-taxation revenue includes examining

all the City's user fees and charges to ensure that they either recover the cost to deliver the services or reaches the appropriate level of taxpayer subsidization.

LIMITED FINANCIAL CAPACITY

The need continues to grow to better understand the fiscal implications of City business decisions. Given the limited capacity within the Financial Services Division, there has been little ability to create consistent or coordinated approaches to conduct and explain the fiscal implications of City decisions. Furthermore, this often results in inconsistent assumptions, data use and methodologies. As a result, Council often receives different financial information in

different formats from different departments, making it difficult to make informed, fiscally prudent decisions. Growing the capacity of financial expertise in the Finance team will enable common standards to be achieved, and enable an early involvement of financial expertise on city projects and initiatives. This approach will lead to decisions of the City that are more financially informed and best aligned to the interests of the City and community.

2020 Initiatives

Within the Financial Services Division, many of our services are focused on running the City and optimizing our daily operations to ensure the City meets its financial responsibilities, is responsive to our community and applies best practices in areas such as land management, financial management and effective oversight of all financial processes. These activities are part of the critical financial operations and are essential to the City's overall financial

administration. As an example, Revenue & Collections are focused on both exceptional customer service and informing residents about payment options. The Land Management Department will provide support for the Asset & Amenity Management priority relating to land analysis and potential dispositions. The Accounting and Budget Departments apply continuous process improvements to enhance finance service delivery.



1. Advance the Asset & Amenity Management Council Priority

In July of 2019, City Council endorsed three Council priorities with one being asset and amenity management. The goal of this initiative is that City services provided to residents and visitors are reliable and cost effective by proactively investing into our natural and built assets. The City has over \$1.25 billion in assets, many of which are in need of renewal. The City established an asset management plan in 2016 and has continued to strengthen its asset management practices since then. Also included in this initiative is to develop a Land Management Strategy to determine priorities for the use, management, acquisition and disposition of Municipal-owned land.

Led by the Financial Services Division with extensive involvement from Recreation & Facilities and Infrastructure, this initiative takes a broader approach to understand the services and costs that rely on the City assets. The City will confirm what's important to the community, establish strategies to fund these priority investments with a goal to being fiscally responsible, maximizing City lands and meeting expected service levels of the community.

ESTIMATED COMPLETION: December 2021

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2. Increasing Financial Analytical Expertise

Given limited capacity within the Financial Services Division there has been little ability to create consistent or coordinated approaches to conduct and explain the fiscal implications of City decisions. Growing the capacity of financial expertise is critical to completing the financial analysis required as part of the Asset & Amenity Management project. In addition it will enable common standards to be achieved, and enable finance staff to work with other departments at the early stages to bring financial expertise to City projects and initiatives. This approach will lead to decisions by Council and thereby the City that are more financially informed, maximizing City resources and better aligning the interests of the City and community.

ESTIMATED COMPLETION: September 2020



3. Finance Policy Development

Staff have identified policies that require updating or need to be drafted in order to increase operational efficiencies and ensure consistent practices year over year. These policies should be drafted in order of criticality and include creation of a Deferred Revenue Policy, a Debt Policy, a Property Tax Sale Policy and a Capital Spending Policy along with revisions to the Permissive Property Tax Exemption Policy.

ESTIMATED COMPLETION: December 2020



4. GIS Mobility

The GIS team will build and implement mobile GIS apps for the maintenance and inspection of the City's transit infrastructure, water mains, water valves and traffic lights which will allow City staff to efficiently access, enter and edit this infrastructure data from out in the field.

ESTIMATED COMPLETION: November 2020



5. Bar Coding System

The Procurement & Inventory Services Department will continue working with the IT/GIS Department to implement a bar coding system for the City's inventory. Use of bar codes greatly reduces the possibility of human error, is faster than manually entering data and ensures inventory is identified for re-ordering to replenish stock as required.

ESTIMATED COMPLETION: March 2021

Budget Overview

Finance & Accounting	2019 Budget	2019 Forecast	2020 Budget
Revenue	(2,380,000)	(2,185,097)	(2,385,000)
Expense	6,610,472	6,405,443	6,853,470
Net Cost Allocations	<u>(3,974,414)</u>	<u>(3,974,414)</u>	<u>(4,861,440)</u>
Net Expense/(Revenue)	\$256,058	\$245,932	\$(392,970)

Procurement	2019 Budget	2019 Forecast	2020 Budget
Expense	575,957	712,485	599,550
Net Cost Allocations	<u>60,700</u>	<u>19,005</u>	<u>(279,467)</u>
Net Expense/(Revenue)	\$636,657	\$731,490	\$320,083

Revenue & Collections	2019 Budget	2019 Forecast	2020 Budget
Revenue	(148,000)	(145,000)	(145,000)
Expense	966,187	965,087	979,100
Net Cost Allocations	<u>9,513</u>	<u>9,513</u>	<u>(659,751)</u>
Net Expense/(Revenue)	\$827,700	\$829,600	\$174,349

Land Management	2019 Budget	2019 Forecast	2020 Budget
Revenue	(1,114,398)	(1,130,479)	(1,169,727)
Expense	551,485	520,859	507,477
Net Cost Allocations	<u>2,500</u>	<u>2,500</u>	<u>99,718</u>
Net Expense/(Revenue)	\$(560,413)	\$(607,120)	\$(562,532)

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Information Technology	2019 Budget	2019 Forecast	2020 Budget
Revenue	(59,450)	(57,370)	(57,500)
Expense	2,520,198	2,538,852	2,639,148
Net Cost Allocations	<u>(384,528)</u>	<u>(256,873)</u>	<u>(753,415)</u>
Net Expense/(Revenue)	\$2,076,220	\$2,224,609	\$1,828,233

General Government	2019 Budget	2019 Forecast	2020 Budget
Revenue	(63,459,392)	(62,343,156)	(64,949,103)
Expense	23,033,856	21,949,214	24,302,000
Transfers	7,460,724	7,429,129	5,809,754
Net Cost Allocations	<u>(3,334,665)</u>	<u>(3,334,665)</u>	<u>(268,302)</u>
Net Expense/(Revenue)	\$(36,299,477)	\$(36,299,478)	\$(35,105,651)

Civic Grants	2019 Budget	2019 Forecast	2020 Budget
Expense	663,515	636,981	996,000
Net Expense/(Revenue)	\$663,515	\$636,981	\$996,000

Proposed Increases

Budget Request	Benefit	Operating Budget Request
Asset & Amenity Management Plan	To establish a plan based on the necessary services of the community to proactively invest in City assets that provide the greatest value to City and community.	\$290,000
Financial Analyst	Increased capacity on the Finance team will enable proactive and consistent financial analysis for enhanced City decision making.	\$ 110,000
Business Analyst	Increased Business Analyst capacity will allow more IT system enhancements enabling the City to maximize its investment in technology and better support the current and future software applications that the City departments rely on to do their work.	\$90,000

For more detailed information, please see the 2020-2024 Financial Plan at www.penticton.ca.

INFRASTRUCTURE



This section includes the following:

INFRASTRUCTURE DIVISION:

- Electric Utility
- Engineering (Design, Water & Waste Water Treatment)
- Public Works (Roads, Utilities, Parks & Fleet)



Infrastructure Division



WHAT WE DO

The Infrastructure Division is responsible for overseeing many of the City's operations that enable our residents to go about their daily life. On a daily basis, we plan, design, construct, operate and maintain infrastructure assets like electrical distribution systems, roads, bridges, water treatment and distribution networks, and sewer collection and treatment systems. We also collect garbage and recycling, set utility rates and administer conventional and custom transit. The division includes the following departments:

Electric Utility

The Electric Utility Department is responsible for overseeing the operations, maintenance and ongoing improvement of the City of Penticton's electrical distribution system. We manage the electrical distribution systems, electrical meters, traffic signals and street lighting.

Engineering

The Engineering Department consists of the Design Branch, Water Treatment Branch and Waste Water Treatment Branch. We are responsible for the planning, design and construction administration of the road and pedestrian network, the water distribution system, the waste water collection system and the storm water drainage system. We are responsible for operating, maintaining, planning and administering design and construction for the water and waste water treatment plants, water reservoirs, water pump stations and sewage lift stations. We also keep record drawings and issue Special Event Road Closure Permits.

Public Works

The Public Works Department consists of the Utilities Branch, the Roads & Drainage Branch, the Parks Branch and the Fleet Branch. We keep our community safe by bringing clean, safe drinking water to your door, providing irrigation water to the agricultural areas, operating and maintaining our City-owned dams, and providing a reliable sanitary sewer system and storm-water drainage system. We manage the roads in our community, as well as the parks and cemetery, and we collect your garbage and recycling. To help support these services, as well as those delivered by other departments, we also manage the City's fleet of vehicles.



ON A DAILY BASIS, WE...

- > Lead the management of infrastructure assets like the electrical distribution system, roads, bridges, water and sewer systems, parks and fleet;
- > Lead utility rate setting;
- > Administer, through contract, conventional and custom transit;
- > Provide professional engineering advice to Council and staff;
- > Operate, maintain and undertake construction projects on: the road and pedestrian networks; the water treatment and distribution system; the wastewater collection and treatment system; the drainage system; parks and beaches; and electrical distribution system.
- > Install and maintain the City's water and electrical meters;
- > Manage the operations, maintenance, planning, design and construction of the City-owned dams and the agricultural irrigation system;
- > Maintain, purchase and coordinate the City's vehicle and equipment fleet;
- > Administer, through contract, garbage and recycling collection;
- > Operate the waste water solids composting facility;
- > Administer, through contract, the Lakeview Cemetery operation, design and construct cemetery expansion and upgrades and maintain Fairview Cemetery; and
- > Operate, maintain, plan, design and construct the electrical distribution system, traffic signal system and street lighting system.



STAFFING

The division consists of 105 full-time equivalent staff, including one general manager, three managers and eight supervisors.

Challenges & Opportunities

LIMITED RESOURCES

The Infrastructure Division has had limited resources to solve the number of transportation issues throughout the community that need to be reviewed and addressed. As well, there's been a rapidly increasing volume of requests for a Transportation Engineer to investigate and provide solutions for transportation safety issues, Special Event Road Closure Permits, day-to-day road design work and review of private development designs. To address these issues, the Engineering Department has increased the operating budget for additional transportation engineering services.

Lack of resources in the Infrastructure Division is also limiting the ability to properly manage the City's linear infrastructure assets. With the purchase of asset management software in 2019, the City now needs to implement the software. The next step is to create an Infrastructure Optimization Manager

position to analyze the data, undertake scenario analysis that will explore different maintenance strategies, manage asset maintenance and replacement plans and provide detailed long-term and annual budget advice for the division.

Resources are also needed to address a number of transit stops that do not meet BC Transit standards. Transit stop maintenance, including snow and ice control, bus stop and bus shelter maintenance is currently managed off of the side of the desk of the General Manager of Infrastructure and the Manager of Public Works. Additional budget is needed to hire a summer student and develop a GIS field application to collect data to identify transit shelters requiring upgrades, determine the budget and prioritize the work.

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GIS DATA MANAGEMENT

Under the Geographic Information Systems (GIS) Strategic Plan, each department is responsible for updating its own data sets. Unfortunately, the Infrastructure Division have not been able to keep up with the data entry process, affecting the accuracy of the GIS data. There is also a risk to operations stemming from a lack of cross training and succession planning as there is only one person in the Electric Utility Department that knows how the highly

specialized system works and only one GIS Analyst in the Infrastructure Division. If these two people leave, no one has the knowledge or capacity to operate these key systems. To remedy this issue, the Infrastructure Division will work with the IT/GIS Department to complete an audit of current GIS processes to develop a solution. This may lead to changes to work processes or to the need for a dedicated GIS Technician position in the future.

BALANCING DEMANDS

Balancing resource allocation in the Electric Utility Department between the demands for servicing new development and undertaking electrical distribution work is a struggle. The department works very hard to service

new development and at times, our own maintenance work suffers. The opportunity exists to put more resources, within approved budgets, toward the maintenance side and achieve both demands.

SANITARY SEWER PLANT RESIDUALS

It is an ongoing challenge to manage the volume of bio-solid residuals from the sanitary sewer plant; however, staff have recently completed a Sewer Residuals Management Plan with a recommendation to develop an enclosed compost facility to meet all of the legislative standards of the Provincial Organic Matter Recycling Regulation.

With the Sewer Residuals Management Plan now in place, there is an opportunity to work collaboratively with the Regional District of Okanagan Similkameen (RDOS) to develop a regional solution to address both food waste and bio-solids management in a more cost-effective way.

DAM SAFETY COMPLIANCE

Penticton's domestic and agricultural water system is serviced by six active dams that store water for the Penticton Creek and Ellis Creek systems. The three Penticton Creek System dams have been modified to meet current dam safety regulations; however, the three Ellis Creek system dams still require upgrades to ensure they comply.

Preliminary design costs for one of the Ellis Creek Dams was estimated at \$8.3 million. Staff are investigating alternative, more cost-effective solutions to the preliminary design with the goal of finding an alternative that is also suitable for the other two Ellis System dams.

2020 Initiatives

INFRASTRUCTURE/TRANSPORTATION



ASSET &
AMENITY
MANAGEMENT

1. Asset Management Software Implementation

To improve decision making on where to spend our limited financial resources for the highest benefit, the City now has a tool to undertake evaluations and scenario analysis on asset management spends. The completion of the implementation and launch of the new asset management software will allow the City to maintain all information on our many assets in one location and to complete evaluations and scenario analysis to determine where work should be done based on age, condition, risk and available budget. The software will also provide information to create strategic long-range asset replacement plans and will allow the City to see the long-range implications of spending decisions on the health of our infrastructure. This will be led by the new Infrastructure Optimization Manager in the Engineering Department.

ESTIMATED COMPLETION: March 2021



COMMUNITY
DESIGN

2. Refresh the Regional District of Okanagan-Similkameen (RDOS) Transit Future Action Plan for Penticton

BC Transit will work with the RDOS and the City of Penticton to refresh the 2015 Okanagan Similkameen Transit Future Plan. This work will include assessing how transit service is provided in the City of Penticton. The City will have an opportunity to make changes to routes, service levels and determine expansion priorities. The final plan will provide a blueprint for Penticton Transit changes and/or expansions for the next 5 years. As this project may affect current routes, the planned expansions to Sendero Canyon and upper Wiltse have not been included in the 2020 budget.

ESTIMATED COMPLETION: March 2021



ASSET &
AMENITY
MANAGEMENT

3. Penticton Bus Stop Inspection and Prioritized Action List

Each bus stop in Penticton will be inspected and compared to BC Transit standards, amenity additions will be identified, and a prioritized Capital Budget for transit stop improvements will be developed. All data will be entered into the City GIS system. Upon completion of the project, the City will have up-to-date GIS information on Transit Stops and will have a plan to improve service to our transit customers.

ESTIMATED COMPLETION: September 2020

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ELECTRIC UTILITY



ASSET &
AMENITY
MANAGEMENT

1. 2020 Voltage Conversion

This project is the last phase of a fifteen-year voltage conversion project and will conclude our efforts to provide a more reliable and robust electrical distribution system. The overall project will see the entire city converted to one voltage, 12kV, when it is completed in 2020. This will increase reliability and reduce line losses.

ESTIMATED COMPLETION: December 2020

2. Deploy Power Generation Programs

Research is being conducted into a number of power generation initiatives that could allow the City to reduce their dependence on the purchase of FortisBC electricity. A report will be made to Council in Q1 2020 that sets out the findings. Various alternative solutions will be evaluated based on their feasibility and ranked according to criteria such as return on investment, payback period and environmental impact. Following the initial report to Council, staff will bring forward the most feasible and beneficial project to Council for their consideration as a mid-year budget amendment request.

ESTIMATED COMPLETION: March 2020 for the initial report to Council. No set date for the implementation of a project.



COMMUNITY
DESIGN

ENGINEERING



COMMUNITY
DESIGN

1. Advance the Lake-to-Lake Cycling Route

Building on the work started in 2019 to identify a route for an all ages and abilities cycling corridor between Skaha and Okanagan lakes, further work is needed to complete the design and construction. The project will ultimately see measures installed that will protect cyclists from vehicle traffic on busier roads, encouraging cyclists of all ages and abilities to use a bicycle for their travels. The work on route selection is expected to be completed early in 2020, followed by the detailed design for a portion of the Lake-to-Lake Cycling Route, with construction to follow in 2021 pending budget approval.

ESTIMATED COMPLETION: September 2020

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COMMUNITY DESIGN



COMMUNITY DESIGN



ASSET & AMENITY MANAGEMENT



ASSET & AMENITY MANAGEMENT

2. Move Downtown Revitalization Forward

The downtown revitalization is focused on cleanliness, safety, vibrancy and sustainable infrastructure. As the next step, staff will be incorporating features that include reducing the road width to allow for wider pedestrian sidewalks, increased numbers of trees and enhanced planting areas as well as upgrades to street lighting, garbage facilities, seating areas and bicycle racks. On-street parking will remain essentially unchanged. The Downtown Penticton Association has polled its members to gauge support for the project and the associated special area bylaw that is needed to carry out these changes. The current focus of attention is the 400 Block of Main Street. The plan is to complete the design in 2020 followed by construction in 2021 pending budget approval.

ESTIMATED COMPLETION: September 2020

3. Source Water Protection Plan

Okanagan Lake is a key source of drinking water for Penticton residents. To ensure the safety and ongoing viability of this water source, it's important to identify any potential threats to the lake and mitigate them wherever possible. City staff will develop a plan that assesses threats to the water that flows into the lake and examines all human and animal activities that take place within these contributing creeks, including climatic challenges such as wildfire and reviews of the lake intake structure.

ESTIMATED COMPLETION: September 2020

4. Asset Management Renewal Advanced Waste Water Treatment Plant

Facilities such as the Advanced Waste Water Treatment Plant and our Sanitary Sewer lift stations are important assets. Pumps, electrical motors and electronic control equipment all function in a challenging environment. In order to ensure Penticton waste water disposal services are reliable and cost effective, the City manages these types of complex assets in a systematic way, identifying every component in the plant and predicting remaining life and replacement schedules for each part. This asset management approach also takes into account the potential for upgrading technology where higher efficiency and reliability can be achieved and is considered best practice for municipalities today. The goal is to renew waste water equipment that was previously identified through the Asset Management review process.

ESTIMATED COMPLETION: December 2020

5. Wilson Street and Marina Way Lift Station Generator Installation

Both the Wilson Street and Marina Way Lift Stations are critical to transmitting wastewater from locations where gravity flow is not possible. In the event of a power failure, these stations can experience a build-up of wastewater, to the point of overflowing if power is not restored quickly. Installing a standby generator that can engage immediately during a power outage will reduce the risk of this overflow, particularly important at the Marina Way lift station, where an overflow could cause pollution of Okanagan Lake.

ESTIMATED COMPLETION: June 2020

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PUBLIC WORKS



ASSET &
AMENITY
MANAGEMENT



ASSET &
AMENITY
MANAGEMENT

1. Sanitary Sewer Residuals – Opportunities and Design Development

The Waste Water Solids Management Review was completed in 2019 and included a recommendation to proceed with an enclosed modernized compost facility for managing sewer residuals to produce a Class A compost. Before beginning a design for this facility, the City will work with RDOS to review opportunities to develop a regional solution that will address both sewer residuals and food waste. A regional solution may be more cost effective than proceeding with a stand-alone process and may assist the RDOS in their goal of banning organics from the Campbell Mountain Landfill. Upon completion of exploring shared solutions with the RDOS, the plan is to proceed to detailed design and permitting

ESTIMATED COMPLETION: December 2020

2. Dam Safety Compliance – Ellis 4 Dam

The three dams that store and provide water for the Ellis Creek system provide water for the South Agricultural Irrigation System and perform a freshet storm water management role for Ellis Creek. These dams require updating to meet current standards and regulations. A preliminary design process for the design of the Ellis 4 Dam upgrade, completed in December 2018, indicated that the cost to make the required improvements was estimated at of \$8.3 million. Given this cost estimate, an alternate solution is being explored with staff working with external consultants in the last quarter of 2019 to determine these alternative solutions. Pending the outcome of the 2019 work, detailed design of the solution would take place in 2020 and construction would occur in 2021. Once Ellis 4 Dam is addressed, a similar process will be implemented for Ellis 2 Dam and the Ellis Creek Diversion Dam.

ESTIMATED COMPLETION: December 2021



Budget Overview

Operations	2019 Budget	2019 Forecast	2020 Budget
Expense	210,244	210,244	217,108
Net Cost Allocations	<u>(210,244)</u>	<u>(210,244)</u>	<u>(217,108)</u>
Net Expense/(Revenue)	-	-	-

Electric	2019 Budget	2019 Forecast	2020 Budget
Revenue	(42,092,822)	(42,092,822)	(42,567,428)
Expense	33,613,842	30,898,228	32,835,476
Transfers	6,583,283	9,396,856	7,916,714
Net Cost Allocations	<u>1,895,697</u>	<u>1,797,738</u>	<u>1,815,238</u>
Net Expense/(Revenue)	-	-	-

Engineering Services	2019 Budget	2019 Forecast	2020 Budget
Expense	940,450	940,450	1,432,600
Transfer to Capital	(730,000)	(730,000)	(718,000)
Net Cost Allocations	<u>(210,450)</u>	<u>(210,450)</u>	<u>(714,600)</u>
Net Expense/(Revenue)	-	-	-

Storm Water	2019 Budget	2019 Forecast	2020 Budget
Revenue	(367,000)	(362,104)	(558,000)
Expense	246,900	242,805	191,401
Transfers	-	-	45,018
Net Cost Allocations	<u>178,400</u>	<u>178,400</u>	<u>321,581</u>
Net Expense/(Revenue)	\$58,300	\$59,101	-

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Public Works - Cemetery	2019 Budget	2019 Forecast	2020 Budget
Revenue	(345,000)	(371,000)	(337,000)
Expense	183,300	190,600	223,800
Net Cost Allocations	<u>91,700</u>	<u>91,700</u>	<u>92,480</u>
Net Expense/(Revenue)	\$(70,000)	\$(88,700)	\$(20,720)

Public Works - Fleet	2019 Budget	2019 Forecast	2020 Budget
Revenue	(2,124,850)	(2,124,850)	(2,199,450)
Expense	2,646,136	2,632,249	2,773,775
Net Cost Allocations	<u>(581,333)</u>	<u>(581,333)</u>	<u>(640,370)</u>
Net Expense/(Revenue)	\$(60,047)	\$(73,934)	\$(66,045)

Public Works - General	2019 Budget	2019 Forecast	2020 Budget
Expense	771,800	770,550	804,670
Net Cost Allocations	<u>(771,800)</u>	<u>(770,550)</u>	<u>(804,670)</u>
Net Expense/(Revenue)	-	-	-

Public Works - Parks	2019 Budget	2019 Forecast	2020 Budget
Expense	2,086,985	2,067,860	2,177,322
Net Cost Allocations	<u>579,384</u>	<u>575,915</u>	<u>581,980</u>
Net Expense/(Revenue)	\$2,666,369	\$2,643,775	\$2,759,302

Public Works - Roads & Maintenance	2019 Budget	2019 Forecast	2020 Budget
Expense	1,651,851	1,674,659	1,773,750
Net Cost Allocations	<u>209,441</u>	<u>216,089</u>	<u>253,003</u>
Net Expense/(Revenue)	\$1,861,292	\$1,890,748	\$2,026,753

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Street Lighting	2019 Budget	2019 Forecast	2020 Budget
Expense	435,028	435,211	400,000
Net Expense/(Revenue)	\$435,028	\$435,211	\$400,000

Traffic Control	2019 Budget	2019 Forecast	2020 Budget
Expense	114,434	114,490	120,000
Net Expense/(Revenue)	\$114,434	\$114,490	\$120,000

Transit	2019 Budget	2019 Forecast	2020 Budget
Revenue	(684,610)	(688,805)	(702,650)
Expense	2,080,540	1,866,140	2,134,852
Net Cost Allocations	<u>14,000</u>	<u>14,000</u>	<u>29,798</u>
Net Expense/(Revenue)	\$1,409,930	\$1,191,335	\$1,462,000

Public Works - Solid Waste Disposal	2019 Budget	2019 Forecast	2020 Budget
Revenue	(2,529,717)	(2,565,600)	(2,611,192)
Expense	1,815,774	1,794,157	1,894,775
Net Cost Allocations	<u>64,200</u>	<u>64,200</u>	<u>51,254</u>
Net Expense/(Revenue)	\$(649,743)	\$(707,243)	\$(665,163)

Water Utility	2019 Budget	2019 Forecast	2020 Budget
Revenue	(9,022,920)	(9,030,449)	(9,194,753)
Expense	2,609,490	2,494,702	2,748,560
Transfers	4,332,711	4,468,054	4,189,022
Net Cost Allocations	<u>2,080,719</u>	<u>2,067,693</u>	<u>2,257,171</u>
Net Expense/(Revenue)	-	-	-

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Water Distribution	2019 Budget	2019 Forecast	2020 Budget
Revenue	(10,000)	(10,000)	(10,000)
Expense	<u>877,700</u>	<u>911,665</u>	<u>972,615</u>
Net Expense/(Revenue)	\$867,700	\$901,665	\$962,615

Engineering - WTP	2019 Budget	2019 Forecast	2020 Budget
Revenue	(8,812,920)	(8,820,449)	(8,984,753)
Expense	1,731,790	1,583,036	1,775,946
Net Cost Allocations	<u>(37,693)</u>	<u>(37,693)</u>	<u>(39,954)</u>
Net Expense/(Revenue)	\$(7,118,823)	\$(7,275,106)	\$(7,248,761)

Sewer System	2019 Budget	2019 Forecast	2020 Budget
Revenue	(7,222,680)	(6,818,199)	(7,815,559)
Expense	2,965,238	2,823,723	3,436,351
Transfers	1,998,137	1,735,171	1,984,025
Net Cost Allocations	<u>2,259,305</u>	<u>2,259,305</u>	<u>2,395,183</u>
Net Expense/(Revenue)	-	-	-

Sewer Collection	2019 Budget	2019 Forecast	2020 Budget
Revenue	(10,000)	(10,000)	(5,000)
Expense	<u>756,420</u>	<u>695,675</u>	<u>752,584</u>
Net Expense/(Revenue)	\$746,420	\$685,675	\$747,584

Engineering - AWWTP	2019 Budget	2019 Forecast	2020 Budget
Revenue	(7,112,680)	(6,708,199)	(7,710,559)
Expense	2,208,818	2,128,048	2,683,766
Net Cost Allocations	<u>(38,985)</u>	<u>(38,985)</u>	<u>(35,000)</u>
Net Expense/(Revenue)	\$4,942,847	\$4,619,136	\$5,061,793

Proposed Increase

INFRASTRUCTURE/TRANSPORTATION

Budget Request	Benefit	Operating Budget Request
Refresh of the RDOS Transit Future Action Plan (including Penticton)	This plan will provide a blueprint for Penticton Transit changes and potential expansions for the next five years. These funds are to supplement engagement activities that are part of BC Transit's work plan.	\$10,000
Penticton Bus Stop Inspection and Generation of a Prioritized Action List	This project provides the City with up-to-date GIS information on transit stops and will provide a prioritized plan to improve service to transit customers.	\$20,000

ENGINEERING

Budget Request	Benefit	Operating Budget Request
Transportation Engineering Functions	The Transportation Engineer will address the backlog of Transportation Safety Policy issues, provide input into Special Event Road Closure Permits and participate in the Transportation Master Plan.	\$40,000
Infrastructure Optimization Manager	This position will provide better management for the City's linear assets and improve our capital budgeting for the Engineering Department. It will also provide improvements to GIS oversight and the functionality of the Design Branch of the division.	\$121,600
Water and Waste Water Plant Instrumentation Integrator	This position will bring the task of integrating our SCADA and PLC work in-house. It will also increase the opportunity to advance consistency at both plants and will ultimately lead to a reduction in consulting costs in 2021 and should be cost neutral.	\$110,000

For more detailed information, please see the 2020-2024 Financial Plan at www.penticton.ca.



PEOPLE & COMMUNITY SAFETY

This section includes the following:

PEOPLE & COMMUNITY SAFETY STRATEGY DIVISION:

- Bylaw Services
- Human Resources & Safety
- Municipal RCMP Staff

PENTICTON RCMP

PENTICTON FIRE DEPARTMENT



People & Community Safety Strategy



WHAT WE DO

The People & Community Safety Strategy Division has been created as part of a strategic approach to support all facets of community health and safety. Whether it is for the purpose of planning, operating or responding, this division, along with the RCMP and Fire Department, form the backbone of the City's ability to carry out Council's priority to support a safe, secure and healthy community. Our approach to this priority is also closely aligned with the mission to serve Penticton residents, businesses and visitors through good governance, partnership and the provision of effective and community-focused services. The People & Community Safety Strategy Division encompasses the following areas:

Human Resources & Safety

The Human Resources & Safety Department is responsible for developing and managing corporate programs related to employee and labour relations, recruitment and selection, compensation, safety and employee well-being, training and development, benefits and payroll. Human Resources & Safety provides comprehensive strategies, programs, policies, services and consultation to support the City's exceptional people resources and meet organizational objectives. Human Resources & Safety is also responsible for overseeing four collective agreements and relationships with three union organizations representing City staff.

Bylaw Services

The Bylaw Services Department provides citizens with a variety of services related to regulatory issues. Our purpose is to enhance community safety, improve livability and be a complement to RCMP services. The department is committed to the delivery of professional bylaw education and enforcement in a timely and effective manner in accordance with Council direction. We also manage the delivery of the dog control program.

Municipal RCMP Staff

The municipal RCMP staff are City employees who act as an integral part of the day-to-day operations of the RCMP Detachment. The staff perform highly technical and specialized duties that ensure the Detachment is compliant with RCMP policy and Provincial and Federal legislation. The municipal staff also assist the members with investigations by providing technical support on the various systems used by the RCMP and ensuring accuracy in the files for crime-reporting accuracy. Crime analysis is also provided to the RCMP Detachment, along with the care and control of persons in RCMP custody, Victim Services and creating disclosure documents for Crown that are important for effective prosecutions. The municipal staff report to the Director of People & Community Safety Strategy while also having a direct link to the RCMP Officer in Charge.



ON A DAILY BASIS, WE...

- > Handle the recruitment of staff, including posting, interviewing and on-boarding;
- > Manage labour relations, including handling all union matters and negotiating collective agreements;
- > Process the payroll, benefits and pensions of City employees;
- > Ensure the health and safety of City staff by educating employees on safe work practices;
- > Provide advice to managers and supervisors to support effective communication and cooperation with their staff;
- > Conduct patrols checking on the wellbeing of people in public spaces;
- > Conduct timed and meter parking enforcement;
- > Respond to calls for service from the public;
- > Routinely conduct school zone patrols;
- > Assist the public both on the streets and at our front counter;
- > Assist City departments with Regulatory Bylaw education & enforcement;
- > Collect discarded sharps and abandoned material from public spaces;
- > Work with the RCMP and other community agencies to ensure public safety;
- > Provide administrative support to the RCMP; and
- > Manage the dog control program through an agreement with a private contractor.



STAFFING

The People & Community Safety Strategy Division consists of 37 full-time equivalent staff, including one director, two managers and two supervisors.



Challenges & Opportunities

ALIGN AND ELEVATE EMERGENCY NOTIFICATION PROCESS

There are several resources focused on the safety and security of the citizens of Penticton. There is a clear opportunity to unite under one leadership umbrella, working as one team.

When the City encounters emergencies, we will be able to engage as one voice to deliver timely and important information.

GROW AND EXPAND THE CITY'S CULTURE OF SAFETY

The City has invested in RCMP and Bylaw resources over a number of years. The City continues to see opportunities to

grow and expand its culture of safety through providing a visible and reassuring presence in the community.

BALANCE COMMUNITY NEED WITH RESOURCE AVAILABILITY

Across the province local governments are attempting to reduce operating costs while maintaining high levels of bylaw services. Increases in budgets associated with public safety and police services have led to local governments searching for innovative ways to ensure safe communities, while maintaining fiscal responsibility.

The role of a Bylaw Enforcement Officer in our community has expanded well beyond parking/traffic enforcement. Drug addiction, mental health, and homelessness has led to a myriad of social and criminal justice issues across the province. When there are obvious signs of disorder (a broken window, a person panhandling or a graffiti tag), it signals to others that social nuisance or criminal behaviour is not monitored and is acceptable in that area. If left unmonitored for any length of time, much like a broken window, issues will spread and worsen over time. When the complexities of the opioid overdose crisis are added in, there is an even more distorted understanding of what is socially acceptable behaviour in public spaces.

Bylaw Enforcement Officers complement police services by diverting a volume of lower level nuisance calls for service. The Bylaw Enforcement Officer presence in public spaces has aided in the deterrence of illicit activities while acting as a municipality's public ambassador. Officers have collected over 2,000 used sharps over four months of 2019. Over the past year, Bylaw Enforcement Officers have rebranded two new Community Safety Bylaw Officers and have received enhanced training and educational opportunities to be most prepared and equipped to do the job safely and be most informed with mental health, drug addiction and homelessness issues our community is facing.

The outcome is a reduction in the workload assigned to police services, alleviating valuable police resources to prioritize criminal matters, while still meeting public demand and ensuring the following service expectations are met: *enhancing community safety, livability, cleanliness and quality of life.*

2020 Initiatives

HUMAN RESOURCES & SAFETY



1. Source and Implement a Stand-alone Safety Management Platform with Performance Management / Employee Development Capacity

The City's safety management platform is very outdated and no longer effective for tracking the training needs of staff. The proposal is to implement an upgraded tool for tracking all training (safety and other), including mandatory training such as Lockout/Tagout, Ladder Safety, Transportation of Dangerous Goods (TDG), WHMIS and others. This will also satisfy a number of outstanding items required for the City to pass a Certificate of Recognition audit and receive WorkSafeBC savings.

In 2018, the City began using a performance management platform connected to its payroll system. While the beginning and end-of-year forms in the new system used for employee development discussions were a marked improvement over previous tools, the new platform lacks many capabilities required for long-term use and the ability to track and analyze performance trends across a variety of sub-sections (e.g. department, length of service, manager). Rolling out this new platform will also provide a better performance management system for the City's union and exempt employees.

ESTIMATED COMPLETION: October 2020



2. Implement Findings from the GAP Analysis Completed in 2019 in Order to Achieve Certificate of Recognition in 2021

Certificate of Recognition is a voluntary program that operates through the combined efforts of WorkSafeBC, the Ministry of Labour, industry partners, safety associations, employers and labour groups. By completing and maintaining the City's certification, the City will be eligible for significant WorkSafeBC savings.

ESTIMATED COMPLETION: December 2020



3. Additional Support for General HR Duties and Records Management for Employee Files (Hard Copy and Electronic File System)

All employees have an official personnel file; a compilation of communication and documents related to the job and employment details. The Human Resources & Safety Department owns and is responsible for all of the employee personnel files that are currently stored in locked filing cabinets. This practice is dated and lacks the compliance, security and speed of access required, which is why an electronic employee file system is being installed. A student studying human resources is recommended to support both this filing transition and other general HR duties.

ESTIMATED COMPLETION: December 2020

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4. Ratify New Collective Agreement with the International Association of Fire Fighters, Local 1399

Strong collective agreements are to the mutual benefit of both the City and its unions and will support the City's mandate of being an employer of choice. In support of the Fire Department, the Human Resources & Safety Department will aim to successfully negotiate and achieve union ratification of the IAFF collective agreement that expires at the end of 2019.

ESTIMATED COMPLETION: June 2020

Note: The Human Resources & Safety Department handles a number of private and confidential matters. For this reason, there may be some department initiatives not listed in this Business Plan.

BYLAW SERVICES



1. Pawn Shops Bylaw Education and Enforcement Project

The Pawnbroker and Second-hand Dealers bylaw was updated in 2018 to allow for reporting changes to track intake of goods to businesses. The bylaw changes employed new technology to all shops to ensure legitimate and legal business practices and improve the general welfare of the community through regulation that discourages the market for stolen goods. Bylaw Services is working with RCMP and local pawn shops to educate and enforce the bylaw with the long term goal of reducing property crimes/thefts in our community.

ESTIMATED COMPLETION: September 2020

2. Downtown Parking and Resident Only Parking review

After making parking changes recommended by Bylaw Services and Council in 2018, a full review of the changes needs to be completed. Staff have received numerous ongoing parking/traffic public concerns related to existing parking configurations (parking meter placement, etc.), as well as applications and petitions for new Resident Only Parking zones; each which require a full review. In order to manage the Resident Only Parking program more efficiently, we are converting the data from stand-alone spreadsheets to software that integrates with the City's GIS mapping.

ESTIMATED COMPLETION: December 2020



Budget Overview

Human Resources & Safety	2019 Budget	2019 Forecast	2020 Budget
Expense	753,080	758,450	863,000
Net Cost Allocations	<u>49,920</u>	<u>47,140</u>	<u>(140,298)</u>
Net Expense/(Revenue)	\$803,000	\$805,590	\$722,702

Bylaw Services	2019 Budget	2019 Forecast	2020 Budget
Revenue	(590,956)	(546,356)	(632,600)
Expense	820,139	970,675	1,000,300
Net Cost Allocations	<u>28,500</u>	<u>29,500</u>	<u>28,500</u>
Net Expense/(Revenue)	\$257,683	\$453,819	\$396,200

Dog Control	2019 Budget	2019 Forecast	2020 Budget
Revenue	(94,400)	(95,825)	(97,600)
Expense	119,690	120,990	123,700
Net Cost Allocations	<u>12,600</u>	<u>12,600</u>	<u>13,500</u>
Net Expense/(Revenue)	\$37,890	\$37,765	\$39,600

Proposed Increase

HUMAN RESOURCES & SAFETY

Budget Request	Benefit	Operating Budget Request
Purchase a safety management platform that can also be used for performance management	Provide a platform for tracking safety and other training courses, along with providing a performance management tool that is user friendly, provides for analysis and supports long-term succession planning and accountability	\$23,000
Hire a human resources student from April – September to support the transition of HR files into a Record Management System and general HR duties	Employee files will be secured electronically and ensure compliance and quick access to important employee information	\$17,000

BYLAW SERVICES

Budget Request	Benefit	Operating Budget Request
Downtown Parking Review	In order to manage the Resident Only Parking program more efficiently, Bylaw Services is converting the data from stand-alone spreadsheets to our software that integrates with the City's GIS mapping.	\$10,000

For more detailed information, please see the 2020-2024 Financial Plan at www.penticton.ca.



RCMP



WHAT WE DO

Our mission as the Penticton RCMP service is to serve and protect the community, and work in partnership with the community to deliver a responsive and progressive police service. We promote respect for rights and freedoms, the law and democratic traditions, and we treat all people equally and with respect in accordance with our core values.



ON A DAILY BASIS, WE...

- > Execute general duty policing 24 hrs per day seven days per week;
- > Conduct serious crime investigations;
- > Engage in management and interdiction of prolific offenders;
- > Undertake forensic identification services;
- > Manage police dog services;
- > Conduct traffic enforcement;
- > Engage in community policing programming;
- > Develop and implement strategic planning and reporting; and
- > Serve as headquarters to the South Okanagan RCMP detachments of Summerland, Oliver, Osoyoos, Keremeos and Princeton.



STAFFING

The Penticton RCMP consists of 48 officers and 26 municipal full-time equivalent staff.



GUIDING PRINCIPLES

Five guiding principles underlie this plan, and the work that our employees undertake every day, as we serve Penticton:

- 1. Adapt to Emerging Trends** - Plan and prepare for new and emerging issues, crime trends, technology and legislation that may impact the way our services are delivered in the future.
- 2. Engage Our Communities** - More accountable policing and the promotion of safer communities - to engage, listen and be responsive to all communities, and offer opportunities for people to connect with us.
- 3. Equity, Diversity and Inclusion** - Support and foster a healthy and respectful work environment, and ensure our programs and services are responsive to the needs of the communities we serve.
- 4. Innovation and Transformative Change** - Innovate and adapt to lead transformative change to improve services, streamline and enhance internal processes and resources, with greater cost efficiency.
- 5. Leverage Partnerships and Collaboration** - Continue to contribute and work closely with our federal, provincial and municipal partners, local community organizations and service providers, and other stakeholders, to provide effective and efficient services.

Challenges & Opportunities

DEMANDS OF DIGITAL MEDIA ANALYSIS

The City of Penticton's RCMP Detachment is recognized as having one of the highest criminal case burdens per member in the province. The Detachment has historically been under-staffed by both operational RCMP members and support staff when compared to municipalities of the same size. This under-deployment, combined with the higher than normal file load, challenges the Detachment to respond rapidly to low priority files. As a result, provincially funded members spend more time in the city than they should. The detachment has reorganized both operational members and administrative staff in an attempt to meet the public safety needs of the community, with a focus on the municipalities most vulnerable clients and ensuring timely, quality data control and analysis in order to target high crime areas.

While the overall support/administrative needs of the RCMP are great, one particular area requiring increased attention is Digital Media Field Triage, which is the analysis of digital and mobile devices.

Digital Media Field Triage (DMFT) has become an important factor in successful prosecution in the majority of serious crimes, ultimately keeping offenders off the street. The proliferation of personal electronic devices combined with the incredible size of off-line storage available to people today has monumentally increased the complexity and labour intensiveness of evidence gathering. This task is currently performed by a regular member in addition to their substantive duties, incurring large amounts of overtime. The training is quite extensive and when the trained member is transferred the detachment loses their unique skillset.

Digital Evidence Management and Online Crime Reporting (OCR) will roll out in the near future. These programs will significantly reduce file processing time for investigators. It will, however, be very IT intensive and necessitate a full time need for a municipal RCMP (DMFT) employee.

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PROLIFERATION OF OPIOIDS

The proliferation of highly toxic illegal narcotics (such as fentanyl and carfentanil) continues to be a large source of concern in the community. The lab within the Detachment is not meeting the needs or safety standards required for the increase in the handling of these dangerous narcotics.

To combat the proliferation of these dangerous substances, increased patrols and special projects using members on over-time for enforcement is not sustainable, nor is it cost efficient. Old fashioned policing alone will not achieve the results the community is looking for and so the detachment strives to balance enforcement with proactive and educational activities, particularly with youth.

INCREASING COMPLEXITY OF RECORDING AND REPORTING REQUIREMENTS

Recording provisions mandated by the Provincial and Federal governments, combined with increasingly complex investigations and the work required to bring them to court, are adding to the workload every year. Support staff are working past their full capacity which leads to a backlog of information needing to be processed and staff are under greater pressures and stress. This is the information that drives police operations and is ultimately utilized in reporting crime statistics to the community.

Online reporting will be rolled out in the near future. Any crime can be reported online that has no witnesses or suspects, is not a violent crime, and which deals with property under \$5,000. Property crime is the largest portion of Penticton's file load and the largest portion of that involves reports that can be handled online. These types of files will not involve the dispatch of a member. The public will not have an option to have a member attend which will significantly improve the on road time of officers to investigate active and more serious criminal offences.

MITIGATION OF JUDICIAL PROCESS CHANGES

Police are bound by the laws and legislation of the day, and case law regularly changes the way our staff do business, both operationally and administratively. These changes create a need for more complex techniques and investigations, increased disclosure in less time and the

need to find alternate means to holding accused persons to account if the matter does not meet the threshold for court process. Not only do these changes add to the workload of all staff, but it may also impact public confidence in the judicial system.

SOCIAL MEDIA AND TECHNOLOGY

Audio and video devices are changing the face of policing. An increase in devices that may capture crime, either in business or residential settings, has presented some unique benefits and challenges. This data is often helpful in investigations, affording evidence to assist in prosecution. This data is sometimes released by the public through social media, which can hinder investigations due to disclosure issues.

These devices also create a greater awareness for the public in regards to crime in their own neighbourhoods, which can increase the perception of crime while at the same time provide valuable data for police to recognize neighbourhoods as high crime areas and redirect resources as required.

2020 Initiatives



1. Reduce Response Times and Increase Crime Solve Rates

Increasing the regular member strength of the Detachment will enable quicker response times to priority calls. Additional resources will be focused on peak call periods, locations identified as high crime areas, or areas that have high seasonal population density. This will increase visibility of clearly identified police officers and contribute to public confidence and safety. The addition of one municipal employee tasked with some of the modern policing requirements mentioned in initiative #2 will assist in timely recovery of information for disclosure leading to increased solve rates.

ESTIMATED COMPLETION: December 2020



2. Ensure the Penticton Detachment is Meeting Modern Policing Requirements

Digital Media Field Triage (DMFT), Digital Evidence Management are two modern policing initiatives which require local expertise. The addition of one municipal employee tasked with these functions will both save the City money in salary dollars, as well as ensure that the knowledge stays with the city and is not transferred out with a regular member. The DMFT role is vitally important in policing in the modern world and the loss of this knowledge set would be very costly to the city. This initiative also includes ensuring resources continue to focus on more vulnerable segments of the population, such as youth and those with mental illness, with proactive programs and education.

ESTIMATED COMPLETION: June 2020



3. Utilize Data to More Effectively Deploy Police Resources

Better usage of General Duty Statistical Analysis (GDSA) system works to align the number of members fielded with the workload, geographics, types and volume of Calls for Service to accurately account for Regular Member's time and workload. This allows the detachment to determine how much time is spent reacting to calls for service, and how much time is available for proactive activities.

Continued usage of the Comparative Statistics (Compstat) program. This program uses the skills of our Crime Analyst to assess data to determine where resources should be allocated to address prolific offenders or high crime locations. This data is driven by calls received for service, and the data quality is heavily supported by administrative staff to ensure accuracy.

ESTIMATED COMPLETION: December 2020



4. Continue to Increase the Public Profile of the Penticton RCMP

Seek out opportunities to engage the community through programs, education, community events, media releases and social media platforms. Timely sharing of information with the community as it pertains to concerns of public safety, particularly high-profile events. Continued collaboration with partner agencies and local government in public spaces and venues, and with communications as appropriate.

ESTIMATED COMPLETION: December 2020

Budget Overview

RCMP	2019 Budget	2019 Forecast	2020 Budget
Revenue	(501,029)	(477,919)	(470,700)
Expense	9,615,779	9,333,161	9,980,023
Net Cost Allocations	<u>287,400</u>	<u>287,400</u>	<u>249,825</u>
Net Expense/(Revenue)	\$9,402,150	\$9,142,642	\$9,759,148

Proposed Increase

Budget Request	Benefit	Operating Budget Request
Increase one RCMP member	This is required to bring the detachment in line with the needs of the population. This addition will reduce response times, improve service levels and enhance public perception of safety by targeting peak activity periods. The net benefit is reduced overtime, safer community, and increase in public confidence.	\$170,000
Increase one municipal staff member for Digital Media Field Triage (DMTF)	This position is required to provide a service currently performed by regular members on overtime. It will also support the Detachment with the many IT initiatives being installed by the modernization of the Force and increase solve rates for crimes involving digital media.	\$76,000

For more detailed information, please see the 2020-2024 Financial Plan at www.penticton.ca.



Penticton Fire Department



WHAT WE DO

At the Penticton Fire Department (PFD), we support a safe community and enhance the quality of life for our citizens by responding to emergencies including fires and motor vehicle accidents to help minimize injuries and loss of life or

damage to property. We also help prevent fires and other emergencies through public education and inspections to ensure properties meet fire regulations and other safety requirements.



ON A DAILY BASIS, WE...

- > Provide fire suppression, fire prevention education and fire inspection services;
- > Provide first responder medical services;
- > Respond to motor vehicle accident rescues, water and marine emergencies, high angle and technical rope rescue;
- > Provide emergency scene management, including identifying dangerous goods and isolating hazardous materials;
- > Respond to airport crashes with rescue and fire suppression services;
- > Manage pre-emergency planning;
- > Operate a fire services training centre, delivering basic to advanced fire service training; and
- > Lead City emergency management and manage the Emergency Operations Centre (EOC).



STAFFING

The Penticton Fire Department consists of 39 full-time equivalent staff including the Fire Chief and two deputy fire chiefs.

Challenges & Opportunities

WILDFIRE RISK

Wildfires are growing in scale and duration throughout the province; increasingly Wildland Urban Interface communities, including Penticton, are being affected. Wildland fire impacts are often described in terms of lives threatened, structures and homes lost or damaged, overall suppression costs, and damage to the natural resource base on which the City of Penticton relies. Over the past few years the PFD has “staffed up” to help mitigate the impact of wildfires in our community and has begun pre-planning and patrolling the Wildland Urban Interface area, in preparation for the highest wildfire

threat of the year. The City of Penticton has received the British Columbia Local Government FireSmart Community Protection Achievement Award. We continue to educate people living in Wildland Urban Interface areas who need to be aware of the wildfire threat and ways they can take action to make their home and community be FireSmart compliant. The PFD will continue to work with the community and provincial government towards a progressively fire adaptive community.

CITY GROWTH

With the dynamic growth of the City of Penticton, the PFD is challenged to maintain current service levels that meet the needs of our growing community; large, high and highly populated buildings pose a much greater challenge to a

resource limited fire department like Penticton. We will strive to maintain today’s service level to our community as it grows and will always advocate for fire safety.

FIRE DEPARTMENT FACILITIES

The PFD is growing out of its facilities. Our current facilities have been out-grown due to the many changes in firefighting over the past 60 years when the facilities were originally built. PFD is interested in partnering with other groups or City departments to better utilize facility space,

and not be a one-service facility. Many cities have been very successful in the multi-use facility approach. Working with the Facilities Department and other City officials, we will research the opportunities for fire hall replacement.

TRAINING CAPACITY

Over the past few years the Penticton Fire Department has developed a comprehensive training program and facility. This facility is utilized to train our firefighters to the highest levels recognized in our industry. We also open the facility to other users – including other City departments, regional fire departments, RCMP and the provincial government. The facility supports major cost savings by not having to

send firefighters away for training. We have developed partnerships with post-secondary institutions like the Justice Institute of BC, Fire & Safety Division, and we host their programs at our facility to recover some of our own expenditures. The challenge we face is capacity in our training delivery. Organization for Career and Auxiliary Volunteer firefighters is a complex and logistical strain.

2020 Initiatives



1. Firefighter Union Contract Negotiations

The City of Penticton is committed to negotiating with the International Association of Firefighters Local 1399 "Penticton Professional Firefighters Union" in order to maintain a harmonious working environment and continue the robust level of emergency services to the City of Penticton.

ESTIMATED COMPLETION: June 2020



2. Engine 202 and Facility

The replacement of an aged-out fire engine gives the PFD an opportunity to re-evaluate its fleet. With new technology now available, we plan to reduce our fleet by one rescue truck and build a new Engine with rescue capacity utilizing electric rescue equipment, and compact rescue equipment design. Designing new fire apparatus that will be a multi-functional apparatus improves our operational effectiveness and reduces the overall cost to the fleet and capital requirements.

ESTIMATED COMPLETION: RFP Completed January 2020 - In service June 2021



3. FireSmart – Fuel Management

The Strategic Wildfire Prevention Initiative/Community Resiliency Investment (CRI) Program has provided the City with Grant funding to complete FireSmart work the amount of \$100,000. The funding will go towards fuel management and risk reduction in areas of the Community Wildfire Protection Plan.

ESTIMATED COMPLETION: June 2021



4. Wildfire Urban Interface Training Symposium

Penticton Fire Department will host the third annual Wildfire Urban Interface (WUI) training symposium in the spring of 2020. Over three days, 200+ firefighters from across the province will learn about new wildfire mitigation tactics and methodology; integrating with BC Wildfire professionals and municipal firefighters that are active and current in today's most effective wildfire suppression and protection techniques. This training symposium has been recognized as the premier WUI training event for municipal firefighters.

ESTIMATED COMPLETION: June 2021

Budget Overview

Fire Department	2019 Budget	2019 Forecast	2020 Budget
Revenue	(669,985)	(781,142)	(706,985)
Expense	6,034,629	6,153,897	6,246,848
Net Cost Allocations	<u>412,100</u>	<u>412,100</u>	<u>353,400</u>
Net Expense/(Revenue)	\$5,776,744	\$5,784,855	\$5,893,263

For more detailed information, please see the 2020-2024 Financial Plan at www.penticton.ca.



RECREATION, CULTURE & FACILITIES



This section includes the following:

RECREATION, CULTURE & FACILITIES DIVISION:

- Recreation
- Sports & Events
- Museum & Archives
- Facilities

LIBRARY



Recreation, Culture & Facilities



WHAT WE DO

Contributing to a healthy community and enhancing quality of life are the overarching priorities of Recreation, Culture and Facilities. We welcome residents and visitors to our many recreation facilities and parks where we deliver a wide range of recreation programs and services for people of all ages. We design, operate and maintain City-owned buildings and through the Museum & Archives, we support preservation of the heritage and history of our community. Our Sport & Event office markets and promotes the City as an event destination.

Recreation

In Recreation, we promote and contribute to a healthy community and enhance the quality of life for Penticton residents and visitors through planning, management and delivery of recreation, aquatics, events and festivals, and active living opportunities. We partner with volunteers, community members and private sector providers to support recreation and wellness opportunities in our city.

Sports & Events

The Sports & Events team promotes the City of Penticton as an event destination and contributes to a healthy and vibrant community by attracting, developing and facilitating festivals and sporting events in the City. The goals of the department are to extend the event season into non-peak periods, as well as encourage economic impact benefits and vibrancy in our community.

Culture – Museum & Archives

At the Penticton Museum & Archives we are committed to the presentation, preservation and interpretation of Penticton's history and heritage. We work with local heritage and natural history groups and we are active in provincial heritage and museum affairs. Within Archives, we collect and preserve the documentary and photographic history of the region and serve as an important resource for researchers and city staff.

Facilities

The Facilities Department is responsible for planning, design, construction, operations and maintenance of City-owned and leased buildings. We ensure they operate at optimum efficiency to enable other City departments and lessees to effectively deliver services and programs to the community.



ON A DAILY BASIS, WE...

- > Plan, manage and deliver recreation, sport events and active living opportunities that include aquatic programming, swim lessons and public access to our pool and fitness centre;
- > Provide public safety, first aid and emergency response education;
- > Ensure City facilities are maintained to required operational standards;
- > Provide reception services at the community centre, pool and fitness room;
- > Promote the City of Penticton as an event destination, contributing to a healthy and vibrant community, particularly through signature and shoulder season events that create a strong economic return for the City;
- > Offer presentation, preservation and interpretation services for Penticton's history and heritage as well as serving as an important resource for researchers and city staff through the Penticton Museum & Archives; and
- > Plan, design, construct, operate and maintain City-owned buildings for City departments and lessees as part of overall asset management.



STAFFING

The Recreation, Culture & Facilities Division consists of 47 full-time equivalent staff, including one director, two managers and three supervisors.

Challenges & Opportunities

LIMITED FUNDING AND RESOURCES

The Facilities Department faces a significant challenge with limited capital funding relative to aging facilities and completing required projects along with ongoing maintenance with current resource levels. An asset and amenity plan is required to prioritize how funding is distributed among key facilities and services, and needs to include a future plan for land use.

Our rental property inventory is aging and in need of investment. This includes both commercial properties and City-owned housing. Additional funding is required to address the increased workload at these locations going forward, as it was required throughout 2019 to address repair and maintenance requirements.

In addition, the City lacks internal resources to continue delivering key civic events so will need to establish a sustainable and effective delivery method.

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FACILITIES & MAINTENANCE SERVICE LEVELS

Due to the already strained resources, one of the biggest challenges we have is finding the capacity to deal with unexpected departmental requests for facilities support. We need to continue to look for process efficiencies as well as rely on relief staff to help support peaks and valleys in our work plans. There also needs to be greater clarification

of expectations and availability of existing service levels for other departments to help them plan and schedule their needs into the overall Facilities work plan. This will help facilitate efficient use of resources, offer detailed planning and scheduling of maintenance activities and prioritize work based on safety, need and impact to assets.

AQUATICS SERVICE LEVELS

Meeting the demand for aquatic service levels is complicated by the combination of a shortage of new lifeguards/instructors and a high turnover of existing ones. This requires an analysis of the required/desired service levels followed by

development of a plan for delivering these services moving forward to guide effective and sustainable programming, training and recruitment decisions.

STRATEGY FOR CITY EVENTS

The City of Penticton is known as a summer event destination and our events have proven to bring vibrancy and positive economic spinoffs into the community. However, there have been challenges in extending signature events past the summer into shoulder and non-peak seasons.

The opportunity exists to assess the current landscape of events in Penticton to create a long-term strategy that is aligned with Council priorities and which provides a plan to extend the event hosting season.

CLELAND THEATRE OPERATIONS

The Cleland Theatre has been operating with very little management oversight over the years and is challenged with aging technology and equipment. Staff plan to develop

a short- and long-term operational plan that will outline options for management of the theatre and determine capital upgrade requirements for technology and equipment.

2020 Initiatives

RECREATION, CULTURE & FACILITIES DIVISION



Asset & Amenity Management

Our division will play a key role, along with the Financial Services and Infrastructure Divisions, in the development of the Asset and Amenity Management Plan. Part of the plan's focus will be on reviewing the condition, usage and costs of our key City facilities and the services they provide, and translate that into a facilities strategy that includes options and prioritization of facility upgrades, replacement, expansion or decommissioning/disposal. The review will include both recreational and non-recreational assets and services.

ESTIMATED COMPLETION: December 2021

RECREATION



1. Aquatics Service Evaluation and Delivery Method(s)

Identifying appropriate aquatics service levels and determining the reasons for increased turnover rate among staff will allow us to effectively adjust operations or increase resources to provide efficient and sustainable delivery of these services.

ESTIMATED COMPLETION: December 2020



2. Implement IRONMAN Canada 2020

On August 30, 2020 Penticton will welcome back IRONMAN Canada to its original home. This is an opportunity to strengthen Penticton's identity as an event destination and welcoming host community, and to show off Penticton's assets to an international audience. The IRONMAN Canada race will be accompanied by additional ancillary events and marketing opportunities that will animate the City of Penticton.

ESTIMATED COMPLETION: September 2020



3. Create Event Strategy and Enhance Event Destination Portfolio

Building Penticton's brand as a desirable event host destination will support Penticton's vision of being a vibrant, innovative, healthy waterfront city focused on sustainability, community and economic opportunity. Recruiting and executing new major events, while enhancing existing ones through strong support will enhance Penticton's event portfolio. A defined Sport and Event Tourism Strategy will help to direct the recruitment and investment in events in Penticton.

ESTIMATED COMPLETION: December 2020

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4. Establish and Implement a Sustainable Delivery Method to Provide Civic Events

The City will seek to secure a partner(s) to establish a sustainable service delivery model for the delivery of civic events, such as Canada Day and the Santa Claus Parade, that support the vibrancy of our community and provide opportunities to showcase local artists and talent.

ESTIMATED COMPLETION: May 2020



5. Develop a Cleland Theatre Operational Plan

The Cleland Theatre is a community asset in need of vital technical equipment upgrades and a strong operational plan. Using information from the 2016 Theatre Consultant's Report, staff will develop an operational plan to inform theatre business practices and revenue generating opportunities, define operating objectives and establish and equipment upgrade strategy.

ESTIMATED COMPLETION: June 2020 with evaluation and reporting by December 2020

CULTURE - MUSEUM & ARCHIVES



1. Indigenous Collaboration

We will continue to work with the Penticton Indian Band, the E'nowkin Centre and other indigenous stakeholders to increase understanding and cooperation between the museum and First Peoples. Working with the indigenous community benefits the museum by ensuring that our programming and exhibits are accurate in reflecting the historical record, artifact descriptions and general display information. Collaboration opens the door for more shared initiatives in the future as well as bolstering our case for provincial grants.

ESTIMATED COMPLETION: Ongoing



2. Re-design and Curate Portions of the Existing Permanent Exhibits

Keeping the museum up-to-date ensures that it will remain an asset for the citizens of Penticton and that the city aligns with responsible asset and amenity management. We will endeavour to design new spaces and curate their contents.

ESTIMATED COMPLETION: December 2020



3. Improve Existing Activities and Offer New Activities for the Hands-on Heritage Lab

The Lab has been the main driver in increased visitation and door donations. It fills a unique need in providing low cost family-oriented activities in the region and gives the museum a platform for programming and other activities.

ESTIMATED COMPLETION: December 2020

Budget Overview

Facilities	2019 Budget	2019 Forecast	2020 Budget
Expense	3,172,000	3,275,988	3,217,350
Net Cost Allocations	<u>(2,388,850)</u>	<u>(2,388,550)</u>	<u>(2,562,327)</u>
Net Expense/(Revenue)	\$783,150	\$887,438	\$655,023

Museum	2019 Budget	2019 Forecast	2020 Budget
Revenue	(42,250)	(42,250)	(39,700)
Expense	246,750	246,750	260,000
Net Cost Allocations	<u>78,100</u>	<u>78,100</u>	<u>74,700</u>
Net Expense/(Revenue)	\$282,600	\$282,600	\$295,000

Recreation	2019 Budget	2019 Forecast	2020 Budget
Revenue	(2,162,035)	(2,164,600)	(2,266,500)
Expense	2,539,458	2,511,525	2,595,193
Net Cost Allocations	<u>1,870,599</u>	<u>1,864,976</u>	<u>1,867,157</u>
Net Expense/(Revenue)	\$2,248,022	\$2,211,901	\$2,195,850

Proposed Increase

FACILITIES

Budget Request	Benefit	Operating Budget Request
Facilities support for rental properties	Provides much-needed support to address urgent repairs.	\$60,000

RECREATION

Budget Request	Benefit	Operating Budget Request
Establish and Implement a Sustainable Delivery Method to Provide Civic Events	Increase civic events budget up to \$75,000.	\$25,000
Develop Cleland Theatre Operational Plan	Supports the long-term viability and success of this theatre as an important asset in the community.	\$20,000

For more detailed information, please see the 2020-2024 Financial Plan at www.penticton.ca.



Penticton Public Library



WHAT WE DO

At the Penticton Public Library, we have a mandate to promote literacy, meet the information needs of our community and offer programming opportunities for residents of all ages. In addition to physical and digital book collections, which are the most traditional service offered at a library, we also

offer technical services such as the Integrated Library System (Catalogue), information technology training and support, and reference services to assist with research. We also offer programs for adults, youth and children.



ON A DAILY BASIS, WE...

- > Provide library services to residents of the City of Penticton;
- > Enhance digital access to those residents without a home computer;
- > Ensure information needs are met through a well-planned and maintained non-fiction collection and reference service;
- > Enable life-long learning goals of residents by providing access to learning databases; and
- > Deliver innovative and sustainable programming for children, young adults and adults of all ages.



STAFFING

The Library has 17 full-time equivalent staff.

Challenges & Opportunities

CAPACITY

We are experiencing a challenge with staffing levels in the face of increasing workloads. Our programming stats are up by 17% (all ages) which puts pressure on the programmers in terms of satisfactory preparation and delivery. The 2019 community survey identified areas that library users value

and a corresponding need to focus on ongoing program assessment and development of programs in line with the Library's strategic plan and community survey. The opportunity of increased staffing in programming assistant and with extra relief staff will help.

RISING COST OF MATERIAL (PHYSICAL AND DIGITAL)

According to Statistic's Canada Consumer Price Index, the cost of reading material has risen 5.7% since 2017 and the average e-book costs libraries three to five times more than the amount it costs consumers. The Library's purchasing budget line has not increased at all in the past 7 years. Developments in library collection development and

cataloguing standards have expanded libraries roles from provision of access to books and audio visual materials for learning and pleasure to broaden to the role of libraries to provide access to tools to explore ideas and learnings (Library of Things).

SOCIAL ISSUES

Social issues and transients' use of the space around the library has created the impression in the community that the library is not a safe place to bring children; we have seen a corresponding overall decrease in physical use of the

library by 4%. The library is investigating staff training as well as reviewing and revising our security procedures to help mitigate this problem.

2020 Initiatives



1. Ongoing Assessment and Expansion of Programming and Outreach

(Library Strategic Direction: Fostering Lifelong Learning & Putting the Patron Experience First)

The Library undergoes a process of continuous evaluation of our public program delivery for all ages. This assessment evaluates the currency and impact of our public programming to meet the goals of library service. However, due to a lack of capacity we struggle to complete this assessment in a timely manner and meet the demands on these services. Our community survey and consultation with patrons who attend programs highlighted the need for more regular programs (weekly instead of bi-weekly or the addition of Saturday children's programming, for example). To meet these demands, we require an additional 12-16 hours/week part time programming assistant to work with our Adult and Children's departments. This individual will work with these departments to plan and present programs of need and interest to the patrons of the Penticton Public Library. Benefits to the city include regular library programming for children and seniors.

ESTIMATED COMPLETION: September 2020



2. Library of Things Project

(Library Strategic Direction: Fostering Lifelong Learning & Increasing Community Engagement)

A "Library of Things" is the creation of a collection of non-traditional library materials for loan to the public. This idea has proven extremely successful at other public libraries in BC as a value-added service, and is supported by community interest in the project as demonstrated through the Library's recent community survey and consultation process in strategic planning. The goal of this project is to develop an interesting and useful collection of items that the community may borrow. In 2019, a member of the community donated a board game collection to the Library beginning the process. Beyond this, the Library is planning on adding: telescopes, Sphero robots, birdwatching packs, musical instruments, and other items to the collection for loan. The benefit of this project is:

- > Enhancing the relevance of the library's collection practices
- > Removing barriers to access for community members
- > Expanding library services

ESTIMATED COMPLETION: September 2020 with evaluation by December 2020



3. Adjustment of Online Services

(Library Strategic Direction: Putting the Patron Experience First & Promoting Responsible Management)

This is a continuation of our 2019 goal to ensure that useful and reputable digital services are available to PPL patrons, are cost effective in relation to usage and comply with the Privacy Guidelines for BC Public Libraries.

ESTIMATED COMPLETION: December 2020 selection for 2021 implementation

Budget Overview

Library	2019 Budget	2019 Forecast	2020 Budget
Revenue	(257,612)	(270,047)	(263,412)
Expense	1,224,504	1,232,657	1,285,514
Net Cost Allocations	302,200	<u>302,200</u>	<u>299,500</u>
Net Expense/(Revenue)	\$1,269,092	\$1,264,810	\$1,321,602

Proposed Increase

Budget Request	Benefit	Operating Budget Request
Extra Staffing to Cover Service Desks	To enhance capacity for full time staff to increase programing and outreach and improve cataloguing times.	\$12,000
Part-time Programming Assistant	To meet demands for public programming as outlined in needs assessment & community survey.	\$16,000

For more detailed information, please see the 2020-2024 Financial Plan at www.penticton.ca.



To view the 2020-2024 Financial Plan, please visit:

www.penticton.ca