



2021

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, including capital projects 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. The unprecedented challenges caused by COVID-19 in 2020 resulted in a number of major steps to restructure and streamline the City and take steps to maintain services to the community while preserving our financial health. The Corporate business plan goals reflect the initiatives that help achieve Council priorities during this period of COVID-19. The City is committed to provide visibility into its operations, via the 2021 Corporate Business Plan, which outlines our commitment to efficiency, innovation, collaboration and responsible stewardship of public resources.

This plan is made up of formal business plans for each division/department that includes 2021 initiatives and how they align with Council Priorities, as well as how the City of Penticton's 2021-2025 Financial Plan is being used to make it all happen.

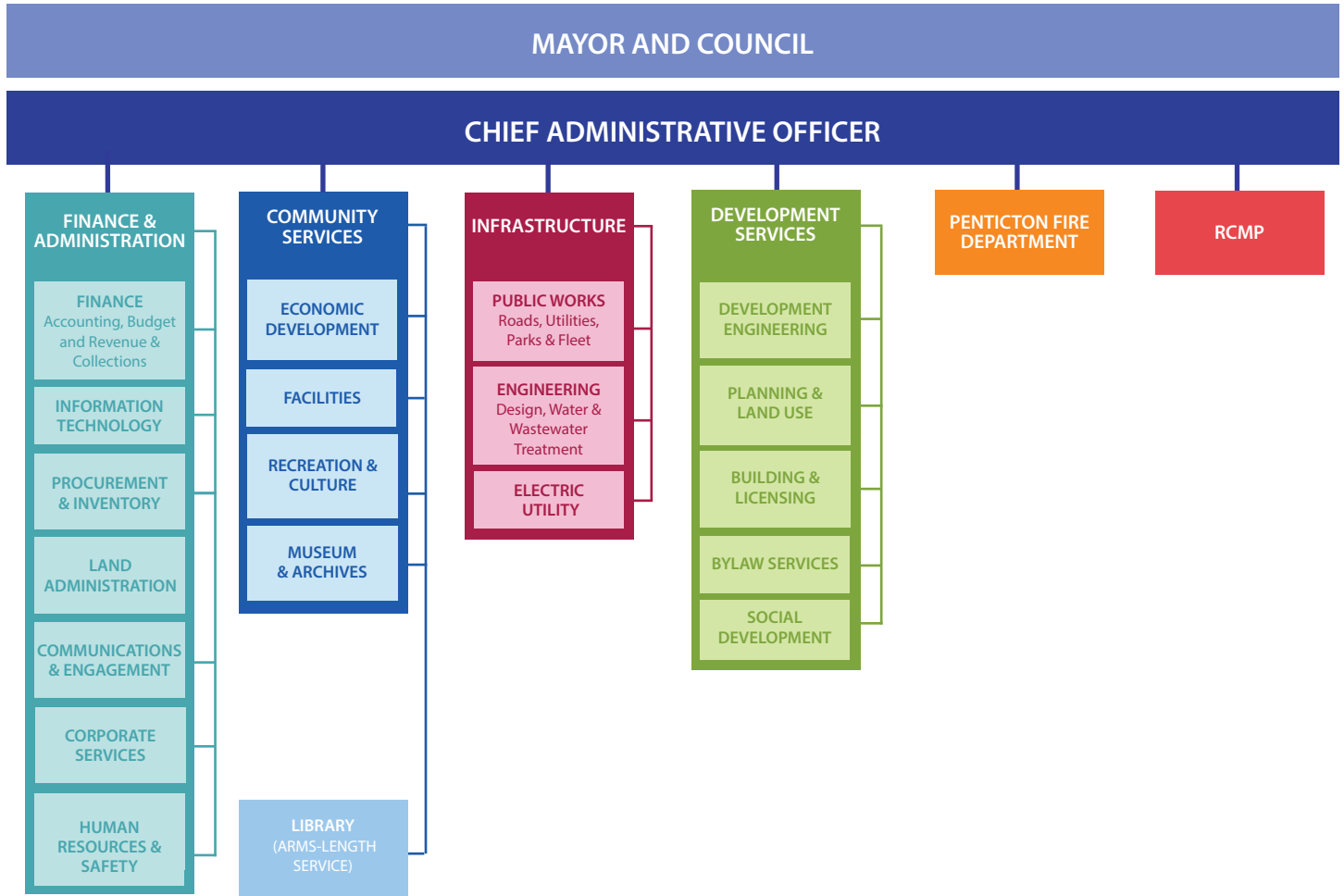
To view the 2021-2025 Financial Plan, please visit our website at penticton.ca/financialplan.

Organization Overview

In order to support City Council and meet the needs of the community, the City is led by the Chief Administrative Officer, with support from the City's general managers, managers and union staff. In light of financial challenges created by COVID-19, the City went through a major restructure in 2020 to streamline the organization. While originally having five divisions, the programs and services provided by the City are now organized under four major divisions, each with a number of departments, as well as Fire Services as a separate department. The City also has contracted policing services through the RCMP, arms-length services offered through the Penticton Public Library and the operations 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 a few cases, by standalone departments. This allows residents to see how the priorities align with various aspects of the organization and the budgets associated with specific programs and services.

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

- What we do overall and on a daily basis
- Staffing
- Challenges and Opportunities
- 2021 Initiatives
- 2021 Proposed Budget
- Significant Increases

Business Plan Area of Focus

In late spring of 2020, shortly after the COVID-19 pandemic became prevalent, Council reviewed and reset their Priorities. Asset and Amenity Management and Community Safety continue as priorities and Council modified the Community Design Priority to Community Vitality in order to place focus on the support of the community in its economic recovery.

The resulting Council Priorities aim to achieve the Vision and Mission of the City for 2020-2022. The City's Corporate Business Plan focuses not only on serving its residents, businesses and visitors through good governance, partnership and the provision of effective and community focused services, but also on achieving Council's three priorities.



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.

COUNCIL PRIORITIES 2020-2022



VISION

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.

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 and affordability for users of services.
- 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

- Engage Criminal Justice system through collaborative approaches to reduce the impact of prolific offenders on the community.
- Continuing engagement with BC Housing and Interior Health to reduce or mitigate the effect of health issues in the community.
- Enhance safety through partnerships with other service delivery agencies.
- Improve resident and visitor confidence through engagement, protection, prevention and enforcement.
- Invest in appropriate human assets and technology to keep our community safe and secure.

COMMUNITY VITALITY

The City of Penticton, guided by the Official Community Plan, will promote the economic wellbeing and vitality of the community.

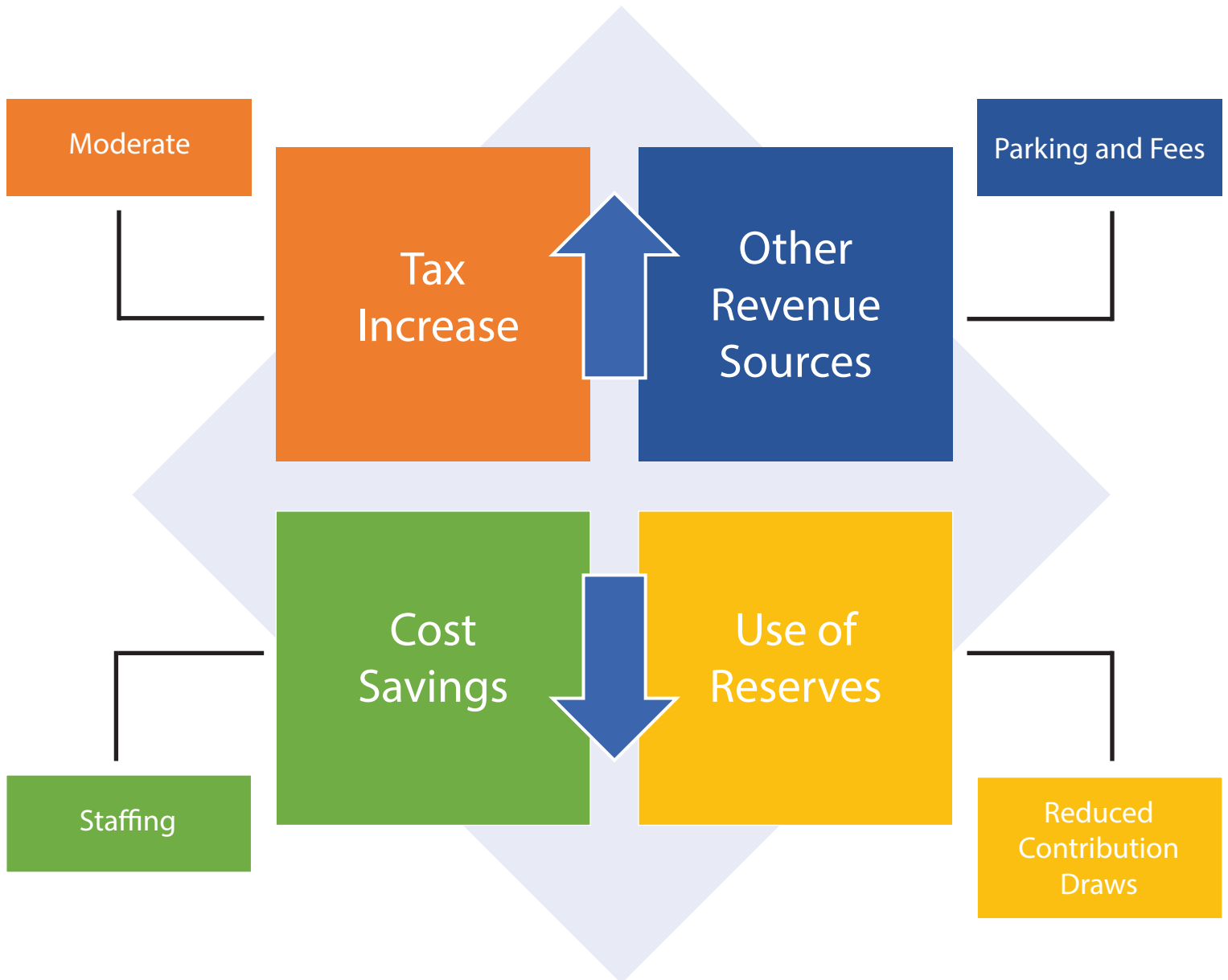
Strategic Initiatives and Actions

- Support the community in economic recovery from the impacts of the COVID-19 health crisis.
- Attract and promote sustainable growth and development.
- 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

In response to financial challenges caused by COVID-19, the City took major steps to maintain services for the community while preserving our financial health. Taking a balanced approach, City staff undertook a comprehensive review of all spending, which resulted in just under a million dollars in cost reductions and minimal impact on service levels. Other revenue sources were explored, resulting in an expansion of the City's paid parking program and other fees and charges adjustments, which will bring nearly an additional \$0.9 million of revenue in 2021.

The City proposes a moderate tax increase of 2.25%, largely keeping pace with inflation. Lastly, the City turned to its reserves as a means to bridge the remaining gap. While the use of reserves is not a sustainable solution, the City recognizes in these unprecedented times, relying on reserves in the short term is a suitable approach.

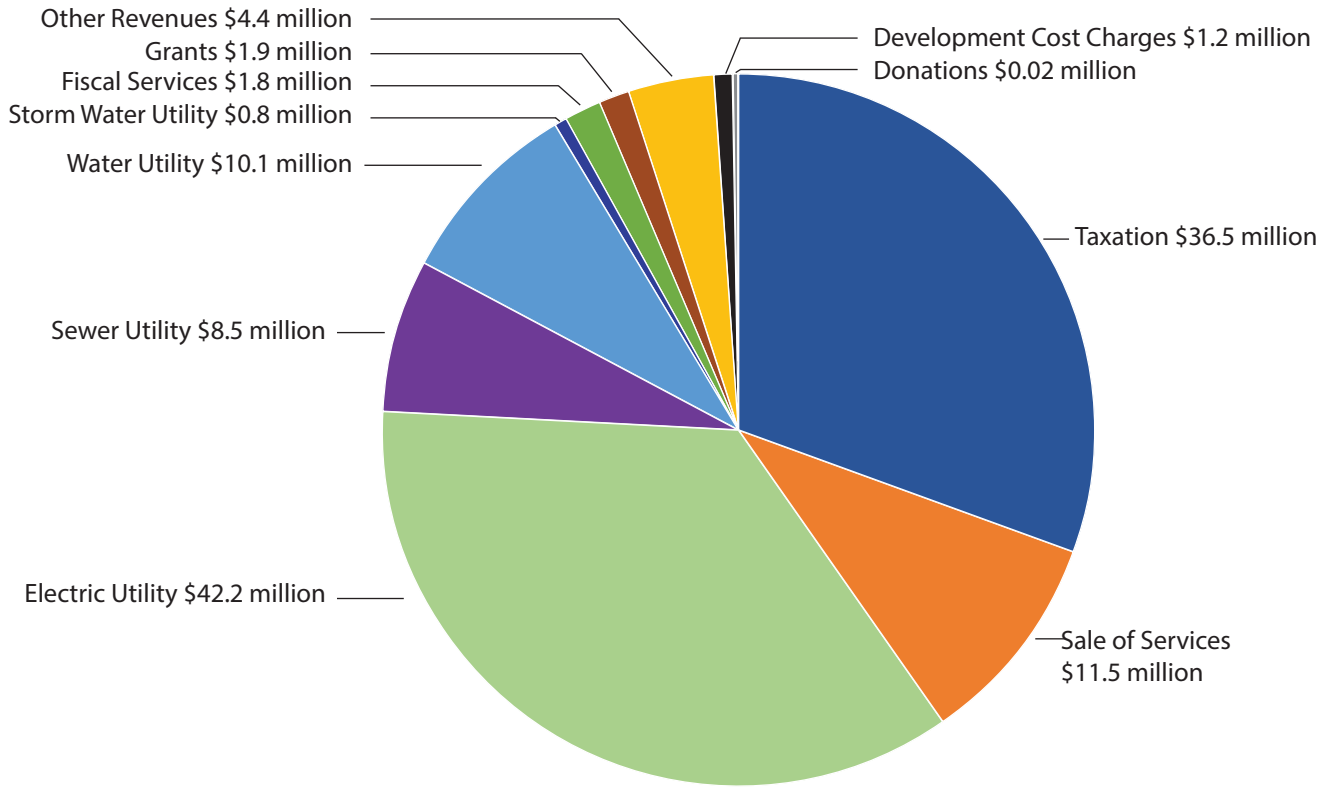


The 2021-25 Financial Plan, which is summarized in the following pages, incorporates this balanced approach.

REVENUES

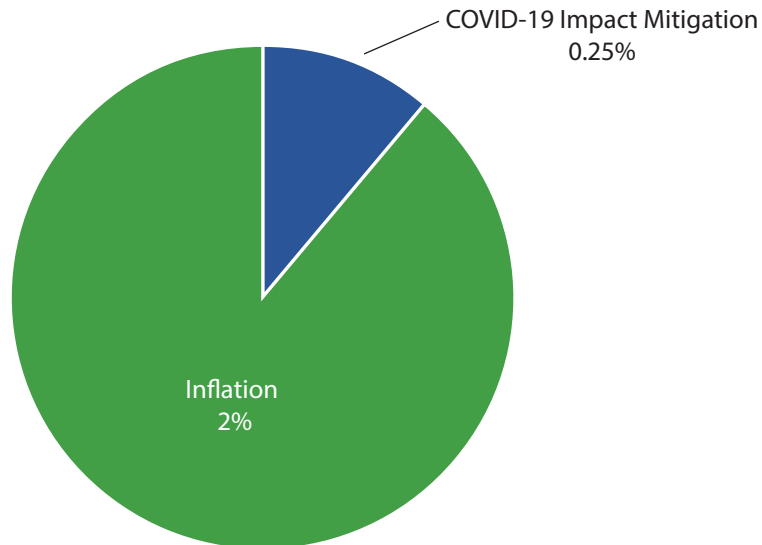
The City generates revenues through taxation, utility fees and other means. City revenues total \$118.8 million, net of taxes collected for other taxing authorities (i.e. RDOS, school tax, etc.). The budgeted revenue increase is \$1.7 million, or 1.5%.

Sources of Revenue



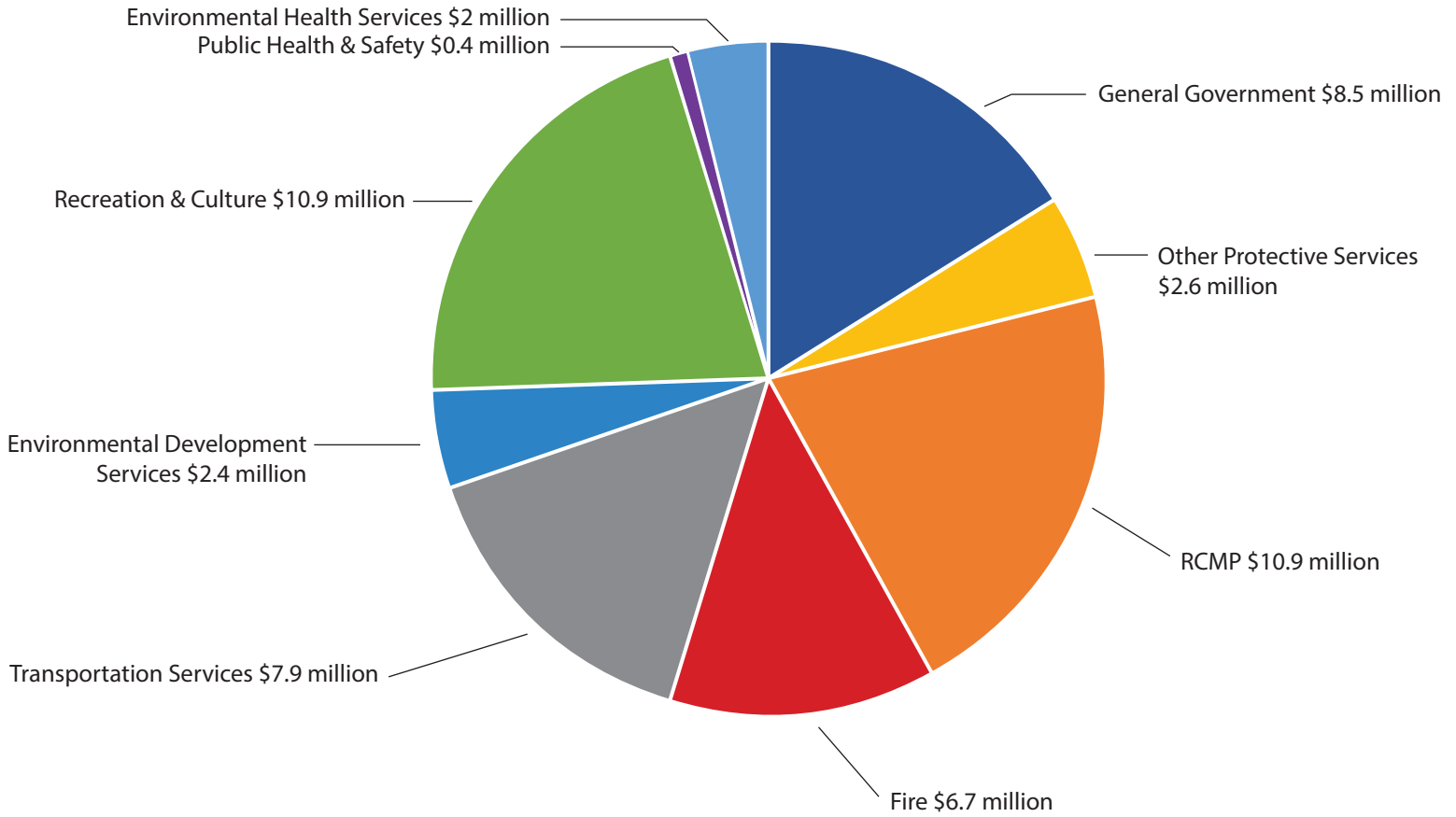
Breakdown of Proposed Tax Increase

The City has proposed a 2.25% tax increase to address inflation and COVID-19 impact mitigation.



EXPENSES

The City takes a responsible and prudent approach to funding for programs and services. City general fund expenses total \$52.4 million, net of taxes collected for other taxing authorities (i.e. RDOS, school tax, etc.). The budgeted expense increase is \$1.9 million, or 3.6%.



Key General Fund Expense Changes

INFLATION/NON-DISCRETIONARY	\$1,503,180
Mission	122,300
COUNCIL PRIORITIES	
Asset & Amenity Management	178,700
Community Safety	327,000
Community Vitality	88,500
DECREASES	
Staff Restructuring	(537,000)
Total	\$1,681,680

MAJOR BUDGET INCREASES

In the departmental business plans, there are a total of 13 major budget increases that require 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 goals to benefit the community, visit the applicable department plan.

		Proposed Increase
	Mission	\$122,300
	Building & Licensing	Sustainable Construction Position (contract building official position) \$25,000
	Building & Licensing	Online Building Services Enhancements \$45,000
	IT/GIS	Continuous Improvements on Enterprise Applications \$40,000
	IT/GIS	Emergency Operations Centre Technology Upgrades \$12,300
	Asset & Amenity Management	\$178,700
	Infrastructure	Development Cost Charges Bylaw Update \$150,000
	Infrastructure	Penticton Bus Stop Inspection and Prioritized Action List \$28,700
	Community Safety	\$327,000
	Social Development	Substance Use Addictions Community Action Plan \$25,000
	Economic & Social Development	Family Reunification Fund \$10,000
	Bylaw	Safer Streets Bylaw \$10,000
	Bylaw	Safety & Security Improvement Program \$10,000
	RCMP	Hire two RCMP Members \$172,000
	IT/GIS	Disaster Recover as a Service, managed security (network & desktop), software audits \$100,000
	Community Vitality	\$88,500
Public Works	Waste and Recycle Collection Parks and Beaches \$88,500	
	SUBTOTAL	\$716,500
	Electric Department	Hire Electric Engineer in Training \$100,000*
	GRAND TOTAL	\$816,500

*Funded from Electric Utility.



STAFFING LEVELS

The City has a diverse workforce with unique challenges. While we work hard to maintain our existing staffing levels, increasing workload, impending retirements and greater legislative and regulatory requirements have required increases in a number of departments. The full-time equivalent* staffing levels and increases from 2020 to 2021 are reflected below.

As a result of the COVID-19 financial challenges, the city undertook a thorough review of its existing workforce for what was needed moving forward. The end result was that 10.5 FTEs were directly impacted. Of these, 10.5 FTEs 5.5 were eliminated while the remaining five were repurposed to areas to address changes needs at the City.

	FTE
Opening 2020 FTE	302
Net 2020 Staff Reductions	-5.5
Revised number of FTE as of December 31, 2020	296.5
Proposed New Additions**	5
Total number of FTE per 2021 Business Plan	301.5

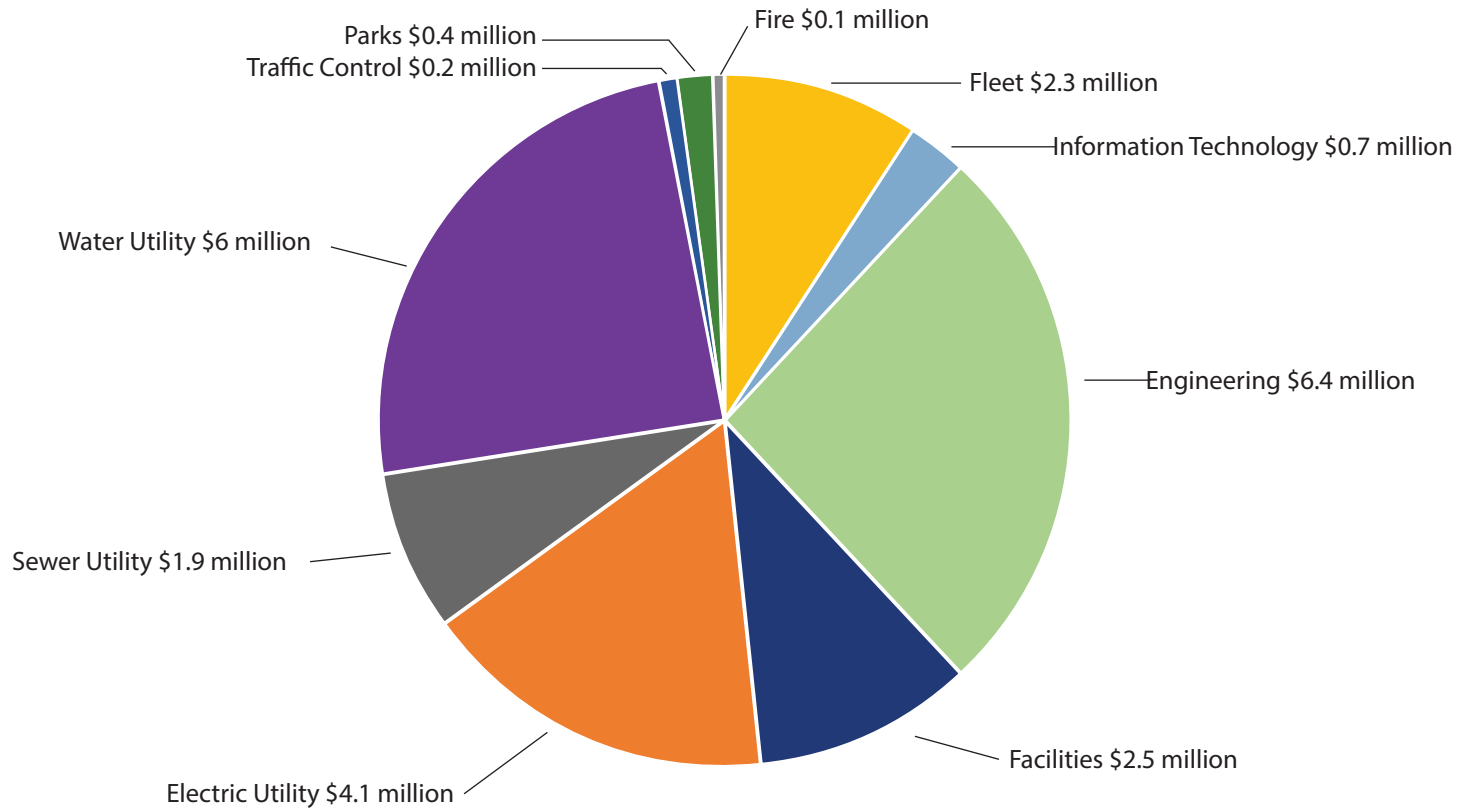
*Note: Full-time equivalent (FTE) is the industry standard to reflect staffing levels for local government. One FTE is equivalent to one staff working full-time.

**Note: Of the five additional proposed FTE four are cost neutral.

CAPITAL

The City, like many cities, is challenged to fund the increasing costs to maintain, replace and extend the life of its aging infrastructure. Asset management plays a vital role in ensuring that the City is fully optimizing its assets and amenities with minimized financial impact on residents.

Capital investment in 2021 increases to \$24.7 million as a result of \$8.1 million in deferred projects from 2020.



Total Capital (in millions)

General Capital	12.7
Sewer Utility	1.8
Water Utility	6.0
Electric Utility	4.1
Total Capital Budget	24.7

CAPITAL FUNDING

Capital projects are primarily funded through the electric dividend, Community Works (Gas Tax), reserves and utility user rates. Other capital funding sources include, but are not limited to, Development Cost Charges (DCCs), grants, third party contributions and debt financing.

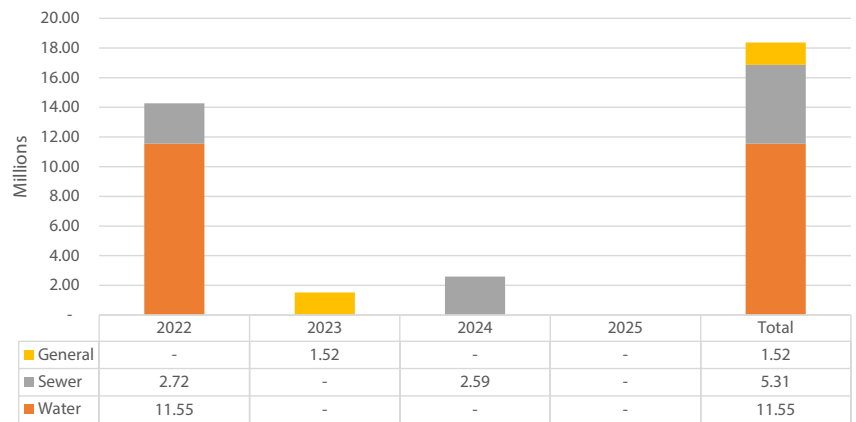
The City owns over \$1.25 billion in assets and generally spends between \$16-18 million in capital annually. The City has identified a potential \$96 million in major projects, of which \$34 million is projected to be funded over the next five years. This is in addition to the City’s annual average capital spending. These projects will be funded partially through grants, DCCs, internal borrowing and the remainder of an estimated \$18 million funded by debt financing.

Debt financing is used strategically to maintain the City’s financial strength and stability. With strategic management of debt levels in recent years paired with low interest rates, debt financing over the upcoming years is advantageous. The City is in a strong position to borrow, with debt servicing levels having dropped to 14.33% in 2019. With the additional proposed borrowing, the debt servicing ratio will fluctuate over the next five years between 11.88% and 15.39%.

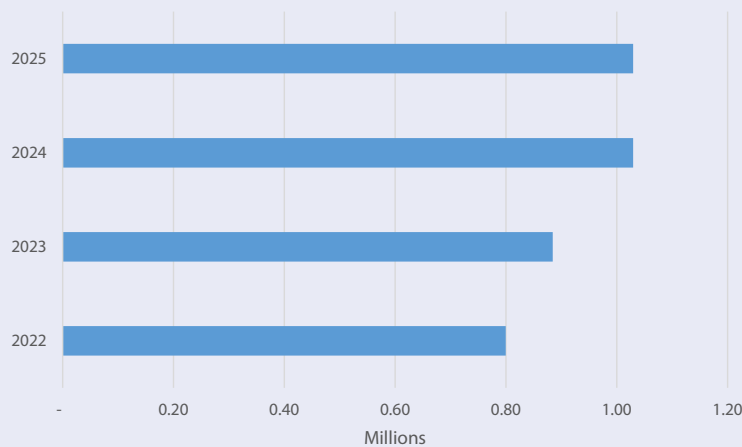
Debt financing will only be undertaken in compliance with the relevant sections of the Community Charter and related regulations. Under this legislation, the provincial regulations establish a limit based on the cost of servicing the aggregate liabilities of the municipality. The cost of servicing the liabilities cannot exceed 25% of the total revenues for the previous year (some exclusions apply).

Utility debenture payments are recovered through the utility user rates and the general capital debenture payments will be funded through reserves. Based on the anticipated \$18 million in borrowing, the annual cost of debt financing would be:

Proposed borrowing by fund



Annual Cost of Debt Servicing



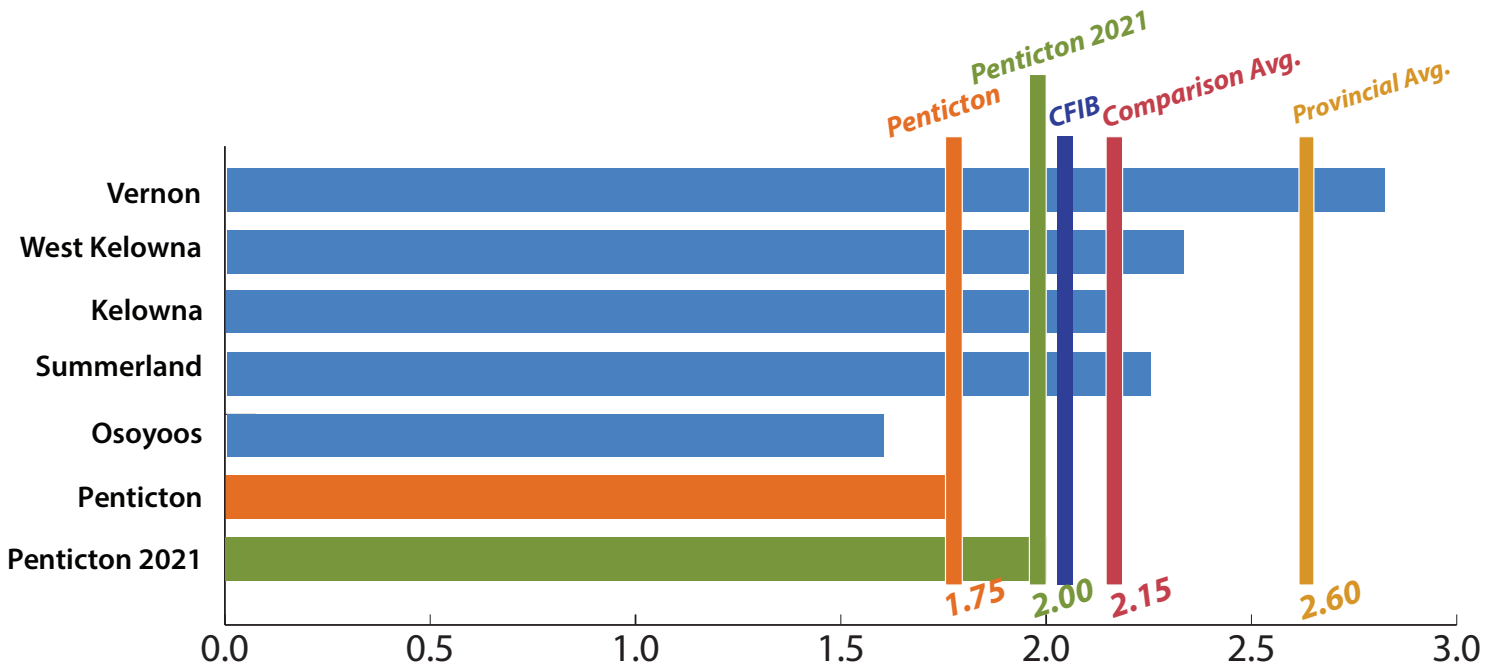
The City is committed to long-term asset management in which debt financing will assist in a predictable and adequate funding stream to sustain City asset and amenities.

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 tax class 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 (2.15) and the provincial average (2.60). The Canadian Federation of Independent Business (CFIB) recommends the multiplier to be no more than 2.00. The table below compares Penticton to others for the 2020 year:



* Proposed for 2021

In 2019, Council directed staff to increase the business tax multiplier to 2.00 by 2021. In light of the COVID-19 pandemic and unfolding economic impacts to our residents and businesses, the 2020 multiplier was calculated for a revenue neutral impact and was 1.75.

With the anticipated changes coming to property values in 2021, assuming a residential market value increase of 5% and commercial value market decrease of 5%, the 2.00 in 2021 will be achievable with only a minor shift in the tax burden.

See impact charts on next page

Impact of Tax and Utility Increases with Multiplier

What this Means to Residents

The average residential property will pay an extra \$14 per month.

	General Municipal Taxes	Storm Water	Electric Utility	Water Utility	Sewer Utility	Total \$ Charge
Annual Changes	\$25	\$11	\$0	\$39	\$89	\$164
Assumptions:	2020: \$441,711 value 2021: \$463,797 (+5%)		914kwh/mo	(3/4") 840 cu ft/mo	500 cu ft/mo in winter	

What this Means to Businesses

The average business property will pay an extra \$122 per month.

	General Municipal Taxes	Storm Water	Electric Utility	Water Utility	Sewer Utility	Total \$ Charge
Annual Changes	\$420	\$32	\$0	\$230	\$781	\$1,463
Assumptions:	2020: \$1,223,459 value 2021: \$1,162,286 (-5%)		5,000 kwh/mo	(1 1/2") 7,000 cu ft/mo	(1 1/2") 7,000 cu ft/mo	



CHIEF ADMINISTRATIVE OFFICER



Chief Administrative Officer

WHAT WE DO

The CAO is the primary link between City Council, staff and the community. The CAO supports Council as it sets policy and strategic priorities, and provides leadership to ensure the implementation of Council directives.

ON A DAILY BASIS, WE ...

- Provide strategic advice and support to Mayor and Council.
- Interact with community groups and other government agencies such as federal, First Nations, provincial and regional agencies as well as social service agencies that serve the community.
- Provide leadership and vision to the City's Leadership Team.

STAFFING

The CAO is supported by the Senior Executive Assistant to CAO, Mayor and Council.

Challenges & Opportunities

IMPACT OF COVID-19

COVID-19 has had a profound effect on the community, causing significant uncertainty and volatility to the City's financial situation. With the recent restructuring of the City's Senior Leadership team, and recruitment of proven leaders, to the team the City is well positioned to seize opportunities that will enable recovery and a return of vitality to the community.

**The budget for the CAO is incorporated within the Corporate Services department contained in Finance & Administration.*



FINANCE & ADMINISTRATION

This section includes the following departments:

- Finance
- Information Technology & Geographic Information Systems (IT/GIS)
- Procurement & Inventory
- Land Administration
- Communications & Engagement
- Corporate Services
- Human Resources & Safety



Finance & Administration

WHAT WE DO

The Finance & Administration division works as a strategic partner with various areas of the City to ensure effective delivery of City services and programs by providing financial, human resources, information technology, procurement and communication services. The division is responsible for the overall financial administration of the City, preparing Council and Council Committee agendas and minutes, recruitment retention and development of the City's workforce, managing the City's public communications and community engagement, the administration of over 500 City Lands and the collection of all City revenues.

General Manager's Office

The General Manager of Finance & Administration provides strategic financial leadership to the City, financial advice to City Council and overall leadership to the division. The General Manager is the City's Chief Financial Officer and the City's Risk Manager, responsible for administering the risk management and insurance program. The General Manager also leads Corporate business planning and reporting, and is leading the development and implementation of the Asset & Amenity Management Council Priority.

Finance Department

The Finance Department provides financial leadership to the City. We deliver transactional services, financial analysis, 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. We are responsible

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

The Finance Department also consists of Revenue & Collections, which is responsible for billing and collecting a variety of service fees and taxes. This includes fees for the City's electricity, water and sewage as well as property taxes. We also provide collection services on behalf of external organizations, as their taxes are included in the City's property tax notices.

Procurement & Inventory

In Procurement & Inventory Services, we manage the City's purchasing processes, ensuring they follow an established fair and transparent competitive process. This includes 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.

Communications & Engagement

In Communications and Engagement, we're focused on keeping our residents informed about operations in the City and new decisions and directions from Council. We engage with residents to seek input and help inform Council about community interests and priorities.

Corporate Services

Corporate Services is responsible for organizing and preparing the agendas and minutes for Council and Council Committee meetings, providing leadership on the City's records management practices, maintaining and preserving City records and managing Freedom of Information and Protection of Privacy issues and requests.

Information Technology & 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.

Land Administration

The Land Administration 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 also provide legal research, data and title and company searches to all City departments.

Human Resources & Safety

In Human Resources & Safety, we strive to balance the needs of all City staff by developing and managing corporate programs. These include recruitment, labour relations, collective bargaining, training, staff development, payroll and benefits and health and safety.



ON A DAILY BASIS, WE ...

- Administer risk management and insurance for the City.
- Maintain effective accounting records, prepare financial statements and annual financial planning for the City.
- Manage the billing and collection of the City's property taxes, utility services and other programs such as dog licensing.
- Administer the Municipal Grant Program and Permissive Tax Exemption Program.
- Procure goods and services for all City departments.
- Provide new and enhanced technology solutions that are cost-effective and focus on improving processes.
- 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.
- Complete and manage license-to-use and leases of municipal land including residential tenancies.
- Prepare and organize the agendas and minutes for Council and Council Committee meetings, and provide access to corporate records including City bylaws.
- Maintain and preserve City records and manage Freedom of Information and Protection of Privacy issues and requests.
- 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.
- Work with local, regional and national media.
- Handle the recruitment of staff, including posting, interviewing and on-boarding, as well ensuring the health and safety of all staff by educating on safe work practices.
- Manage labour relations, including handling all union matters and negotiating collective agreements.
- Process the payroll, benefits and pensions of City employees.



STAFFING

The Finance & Administration division consists of 50 full-time equivalent staff, including the General Manager and 10 managers/supervisors.

** FTE count is proposed to increase by 1 with the addition of a GIS Developer that is cost neutral given the City is moving from this service being contracted out.*

Challenges & Opportunities

FINANCIAL IMPACT OF COVID-19

COVID-19 has had a profound impact on the City's financial situation, with a revenue shortfall of about \$3.9 million in 2020, potentially growing to \$5 million for 2021. We are taking steps to address the deficit by exploring all forms of non-taxation revenue, considering moderate tax increases, and reducing spending through efficiencies and other costs-saving opportunities. Given the strong reserve program the City has established during the past five years, the City's reserve balances are in a healthy position and will be used to assist the City in addressing the financial challenges caused by the COVID-19 pandemic.

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. Work is underway 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.

At the same time, extensive work has been undertaken to determine the long-term critical capital needs of the City's critical infrastructure, which has resulted in over \$95 million in unfunded capital needs over the 2021-25 period. Given the City has low debt levels and has been growing its asset sustainability reserve over the past four years, it is well positioned to take on debt and service these costs. The City's utility rates (sewer) are not set at a sustainable level. Work needs to be done to adjust utility rates to make the utility sustainable.

SUPPORT FOR STAFF

Financial constraints have put added pressure on City staff. We have faced lots of change in the past year, creating a need to enhance work culture to retain and develop staff. We are also learning to adapt and learn from emergencies including COVID-19 and the Christie Mountain wildfire in terms of how to manage the impact to staff and our organization. Mental health also continues to be a top concern and priority for the organization.

PERVASIVE NATURE OF TECHNOLOGY & PROTECTING OUR SECURITY

Technology touches every aspect of our lives today. The same holds true for the City, with technology playing an integral part in how we deliver services to citizens. It is critical that we take a deliberate and strategic approach to deploy technology in a reliable, cost-effective and secure manner. Investing in regular external Information Technology (IT) audits and cutting-edge security tools will help protect the organization from current and future threats. This includes leveraging online service options to meet increasing demand and streamlining customer service while protecting customer accounts. We will also focus on continued process and internal control improvements to maximize efficiency while minimizing risk of privacy breaches.

2021 Initiatives



ASSET &
AMENITY
MANAGEMENT

Advance the Asset & Amenity Management Project

The purpose of the Asset & Amenity Management Project (AAMP) is to define a clear approach and actionable plan to manage and fund amenities that are relevant and of value to the community in a fiscally responsible manner. Since the City has more assets and amenities than available funds going forward, a planned approach is needed to ensure investment in our assets meets the needs of our citizens. The City is in the process of developing a Land Management Optimization Strategy, which will determine priorities for the use, management, acquisition and disposition of municipal-owned land. The initial analysis of cost, revenues, usage and participation within our City's amenities is being undertaken with a goal to prioritize and develop funding strategies to advance major impact amenities.

ESTIMATED COMPLETION: December 2021



ASSET &
AMENITY
MANAGEMENT

Implement City's Capital Borrowing Program

City staff have identified critical projects that exceed the City's ability to fund through regular sources such as the electrical dividend, gas tax and utility fees. Thus, we are recommending that several projects be debt financed in order to keep property tax increases at a reasonable level in future years. Debt financing these projects will align the users of the new assets (future tax and rate payers) with the costs of the projects, as the debt repayments will occur over the useful life of the new assets. During budget deliberations, City staff will present to Council the recommended projects for debt financing. If the debt plan is approved by Council, public consultation involving the debt-funded projects will begin in 2021 as required by the Community Charter.

ESTIMATED COMPLETION: December 2021

FINANCE



MISSION

Enhance the Financial Reporting of DCC Funds Use and Benefits

The Development Cost Charges (DCC) Bylaw requires modernizing to reflect current growth and appropriate distribution of infrastructure costs. An amendment will enable full utilization of DCC reserves. The Finance Department will lead the reporting of DCC funding allocations for projects to enable better reserve optimization and to ensure compliance with DCC legislation.

ESTIMATED COMPLETION: July 2021



MISSION

Centralization of Home Owner Grant Applications

The Province of B.C. is centralizing its Home Owner Grant application process, which is anticipated to cause a difficult transition in the short term for taxpayers, and by extension, the City's tax department. Home owners will apply directly to the province to claim their grant, which will in turn be reported to municipalities to apply toward the owner's property taxes. In the long term, this will decrease the amount of administrative work that is provided by the City on behalf of the Province, creating time and staffing savings.

ESTIMATED COMPLETION: August 2021

IT / GIS



Strengthen the Cyber Security Program

Refreshing the City's Information Technology security program is an essential step in defending against cyber threats and protecting the organization's digital and physical assets. We frequently assess our current practices to identify vulnerabilities and determine initiatives that will help increase the maturity of our security practices. The security program consists of four key areas: awareness, prevention, detection and response. As cyber threats rapidly evolve, we must strengthen our practices in each area and adjust them to align with the current threat landscape.

ESTIMATED COMPLETION: September 2021

Land Administration



Review of Beach and Mobile Vending Programs

A review of our current Beach Vending and Mobile Vending programs will identify opportunities to increase funds for the City. Although the Beach Vending program receives numerous requests from new vendors each year, it has been full for many consecutive years with return vendors. The Mobile Vending program, however, has had difficulty succeeding due to a lack of desirable locations and a hindered ability to vend during an event. This review will identify opportunities to make both programs more viable and desirable.

ESTIMATED COMPLETION: June 2021

Human Resources & Safety



Develop a Mental Health Strategy for our Organization

In partnership with 11 other municipalities, the City is working toward an internal Mental Health Strategy to implement across the organization with a focus on staff's psychological health and safety. Benefits will include supporting our employee's mental well-being, decreasing claim and benefit costs, and increasing productivity and engagement.

ESTIMATED COMPLETION: December 2021

Budget Overview & Key Budget Changes

Corporate Services	2020 Budget	2020 Forecast	2021 Budget
Revenue	(100)	(100)	(100)
Expenses	992,140	941,750	998,555
Net Cost Allocations	(271,916)	(256,916)	(245,455)
Net Expense/(Revenue)	\$720,124	\$684,734	\$753,000

Communication	2020 Budget	2020 Forecast	2021 Budget
Expenses	460,000	392,682	460,344
Net Cost Allocations	(90,362)	(81,362)	(86,344)
Net Expense/(Revenue)	\$369,638	\$311,320	\$374,000

Finance	2020 Budget	2020 Forecast	2021 Budget
Revenue	(3,076,891)	(1,266,316)	(1,220,039)
Expenses	7,545,361	7,095,029	6,697,585
Net Cost Allocations	(4,861,440)	(4,791,933)	(4,440,912)
Net Expense/(Revenue)	\$(392,970)	\$1,036,780	\$1,036,634

Procurement	2020 Budget	2020 Forecast	2021 Budget
Expenses	599,550	571,895	444,820
Net Cost Allocations	(279,467)	(266,467)	(262,820)
Net Expense/(Revenue)	\$320,083	\$305,428	\$182,000

Continued on next page

Revenue & Collections	2020 Budget	2020 Forecast	2021 Budget
Revenue	(145,000)	(145,000)	(140,000)
Expenses	979,100	924,755	1,020,525
Net Cost Allocations	(659,751)	(658,851)	(702,525)
Net Expense/(Revenue)	\$174,349	\$120,904	\$178,000

Land Administration	2020 Budget	2020 Forecast	2021 Budget
Revenue	(1,167,227)	(1,234,440)	(1,196,895)
Expenses	537,477	522,432	486,729
Net Cost Allocations	97,218	98,853	73,166
Net Expense/(Revenue)	\$(532,532)	\$(613,155)	\$(637,000)

Human Resources	2020 Budget	2020 Forecast	2021 Budget
Revenue	-	(960)	-
Expenses	863,000	785,850	653,482
Net Cost Allocations	(140,298)	(42,274)	(72,482)
Net Expense/(Revenue)	\$722,702	\$742,616	581,000

Information Technology	2020 Budget	2020 Forecast	2021 Budget
Revenue	(57,500)	(56,250)	(59,600)
Expenses	2,639,148	2,596,884	2,968,593
Net Cost Allocations	(765,775)	(793,885)	(794,993)
Net Expense/(Revenue)	\$1,815,873	\$1,746,749	\$2,114,000

Information Technology - Capital	2021 Budget
Proposed Capital Projects	742,000

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Mayor and Council	2020 Budget	2020 Forecast	2021 Budget
Expenses	316,000	306,500	311,039
Net Cost Allocations	(47,664)	(47,664)	(47,039)
Net Expense/(Revenue)	\$268,336	\$258,836	\$264,000

General Government	2020 Budget	2020 Forecast	2021 Budget
Revenue	(64,038,879)	(58,370,741)	(63,985,146)
Expenses	24,302,000	19,129,891	22,025,500
Transfers	4,723,795	3,887,337	3,366,581
Net Cost Allocations	(265,802)	(205,802)	(266,801)
Net Expense/(Revenue)	\$(35,278,886)	\$(35,559,315)	\$(38,859,866)

Civic Grants & Partnerships	2020 Budget	2020 Forecast	2021 Budget
Expenses	1,001,000	480,853	1,096,000
Net Expense/(Revenue)	\$1,001,000	\$480,853	\$1,096,000

Proposed Increases

IT / GIS

Budget Request	Benefit	Operating Budget Request
Disaster Recovery as a Service (DRaaS)	This service will provide rapid recovery with minimal downtime in the event of any emergency or disruption.	\$33,000
Enhanced Managed Security Services	The goal is to increase security of the City's network by providing 24/7 monitoring plus notification and response of internal network security events.	\$67,000
Emergency Operations Centre Technology Upgrades	In the event of an emergency, data and technology must be available and in a ready-to-deploy state.	\$12,300
Improvements on Enterprise Applications	The continuous improvement cycle of the City's Enterprise software applications ensures that the applications are being utilized to their potential and that processes are efficient and in alignment with the department's needs.	\$40,000



COMMUNITY SERVICES

This section includes the following departments:

- **Economic Development**
- **Facilities**
- **Recreation & Culture**
- **Museum & Archives**
- **Municipal RCMP**
- **Library (arms-length service)**



Community Services



WHAT WE DO

The Community Services division is part of a strategic approach to support all facets of community health, economic prosperity and safety. Our work is focused on activities and actions that enable citizens to have a high quality of life. Within Facilities, our team ensures City-owned buildings operate at optimum efficiency for service and program delivery. Recreation & Culture welcomes visitors to our many recreation facilities and parks, where we deliver a wide range of recreation programs and services for people of all ages. Our Economic Development department collaborates closely with businesses and supports key City partnerships to support economic growth. Rounding out this division is the Municipal RCMP staff, who provide an integral service to the RCMP members and further support Council's Community Safety priority.

Economic Development

Economic Development builds and enhances the economic well-being of Penticton. We collaborate with community businesses, investors, organizations, agencies and community leaders to identify opportunities to support economic growth. We also support key City partnerships with the Downtown Penticton Association (DPA), K'ul Group, Penticton Regional Airport, Penticton & Wine Country 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. Strategic focus around further investment in the City's North Gateway will be a priority of economic development into the future. We will continue to promote the City of Penticton as an event destination and contribute to a healthy and vibrant community by attracting, developing and facilitating festivals and sporting events in the city. Our goals are to extend the event season into non-peak periods, as well as encourage economic impact benefits and vibrancy in our community.

Facilities

The Facilities Department is responsible for the planning, design, construction, operations and maintenance of more than 30 City-owned buildings. We ensure they operate at optimum efficiency to enable other City departments and lessees to effectively deliver services and programs to the community.

Recreation & Culture

In Recreation & Culture, 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.

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 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.

Municipal RCMP Staff

Working under the direction of the Penticton RCMP, municipal RCMP staff are City employees who provide administrative and technical services for the RCMP.



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.
- Plan, design, construct and operate City-owned buildings for City departments and lessees as part of overall asset management.
- 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.
- Implement actions from the Economic Development Strategic 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 the RCMP and other community agencies to ensure public safety.
- Provide administrative support to the RCMP.



STAFFING

The Community Services division consists of 76 full-time equivalent staff including one general manager, six managers and two supervisors.

**FTE count is proposed to increase by 1 with the addition of a permanent Carpenter in Facilities, which is cost neutral given the shift in reliance from external contractors.*

Challenges & Opportunities

COVID-19 FUNDING CHALLENGES

The pandemic has significantly affected funding throughout each of our departments. Facilities continues to be challenged with adequate funding to meet our ongoing asset management needs. Capital funding envelopes are based on general fund availability and historical budgets rather than actual needs. Implementing an Asset and Amenity Management Plan will provide an opportunity to assess the potential for consolidating facilities to ensure long-term financial sustainability. We will continue to deliver key services while maintaining a balance between fiscal responsibility and providing services that build a strong, vibrant community.

ADAPTING SERVICES TO MEET SAFETY PROTOCOLS

COVID-19 continues to present many challenges to all service areas of the Recreation & Culture department. We will need to continually monitor and adapt service methods and levels to meet all orders, regulations and requirements. Meeting the current protocol and regulations requires more time and resources, with smaller revenue potential in return. We anticipate the consolidation of Economic Development within the Community Services division will allow for strategic alignment with Council's priorities and added strength toward our recovery.

FACILITIES SERVICE LEVELS

Preparation for full reopening of the City's facilities and assets will require investment over the coming years to ensure readiness and adaptability. The phased reopening and changing operational models and levels of service for our recreational facilities means that the Facilities team must react to and support fluctuating operational needs. This will continue to change throughout 2021 as services increase and COVID protocols and policies continue to adjust. Forecasting the financial impacts and ultimate staffing needs will continue to be a challenge until operations are recovered and settle into the 'new normal'.

2021 Initiatives

ECONOMIC DEVELOPMENT



ASSET &
AMENITY
MANAGEMENT

Focus on Planning for Investment and Growth within the North Gateway Investment Area

Supporting the City's significant investment in the South Okanagan Event Centre and Penticton Trade and Convention Centre over the coming year will be critical for its future success. The addition of high quality hotel accommodation in and around the North Gateway will ensure continued vibrancy, enhancing the economy of the community. The City will have the opportunity to invest in more productive use of municipal land around the area, assess parking needs and support private sector investment that will improve the financial viability of the community's assets.

ESTIMATED COMPLETION: December 2021

COMMUNITY SERVICES



COMMUNITY
VITALITY

Refresh the Okanagan-Similkameen Transit Future Plan

BC Transit is working with the City of Penticton and the Regional District of Okanagan-Similkameen (RDOS) to refresh the 2015 Okanagan-Similkameen Transit Future Plan. This work will include assessing how transit service is provided in 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 transit changes and/or expansions for the next five years.

ESTIMATED COMPLETION: June 2021

FACILITIES



COMMUNITY
SAFETY

Implement Innovative Solutions to Address Public Washroom Vandalism and Safety Issues

It's vitally important to ensure residents feel safe while using public washrooms. Ongoing issues involving vandalism at outdoor facilities located within our parks can result in extended closures and give the impression that these locations are prone to safety issues. By installing locking gates at these locations, we can enhance security measures to help prevent break-ins.

ESTIMATED COMPLETION: May 2021



ASSET &
AMENITY
MANAGEMENT

Roof Replacements at Fire Halls 201 & 202 and City Yards Main Building

The roofs on the two Fire Hall stations and the City Yards building have reached the end of their life expectancies and require replacing prior to structural damage occurring.

ESTIMATED COMPLETION: June 2021



ASSET &
AMENITY
MANAGEMENT

Ice Plant Refrigeration System Replacement at McLaren Arena

The existing R22 Freon refrigeration system at McLaren Arena must be decommissioned and replaced. R22 is being phased out in Canada due to its environmental impact. Design and specifications were started in 2020 by our consultant and will be purchased, installed and commissioned in 2021.

ESTIMATED COMPLETION: June 2021



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RECREATION & CULTURE



MISSION

Continue Recreation & Culture Service Recovery Plans

The Recreation & Culture Services Department plays an integral role in the health, well-being and vibrancy of our community. By developing thorough recovery plans for each service delivery area, we will be prepared to respond quickly and efficiently to changing guidelines and restrictions with an aim to increase service levels and access to opportunities.

Our goal is to design creative solutions and alternatives that meet Public Health Orders, while advocating for the sector through our involvement with the British Columbia Recreation & Parks Association (BCRPA). Further service level recovery may include increases to operational hours, customer service support, program capacities and options, and improved access to affordable pass options such as the LIFE Program, ACCESS Pass, etc.

We recognize that multiple stakeholders are involved in accessing our facilities to provide services to the community (sports clubs, school district, community organizations, for-profit sector, etc.). We will continue to maintain strong connections and work collaboratively with these community partners to provide support and expertise for navigating operational requirements and expectations at City-owned facilities.

ESTIMATED COMPLETION: March 2021



MISSION

Develop Cleland Theatre Optimization 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 an equipment upgrade strategy.

ESTIMATED COMPLETION: June 2021



MISSION

Support Event Portfolio and Future Destination Development

The City of Penticton is home to several major events that contribute significantly to the economic and social health of the community. These events have faced fundamental challenges through 2020 due to the COVID-19 pandemic and will require significant operational and financial support to return once provincial health guidelines allow. Major events are key to the City's economic and tourism recovery plan as they attract significant overnight visitation and tourism exposure. Even while events may be operationally limited due to provincial health regulations, it is crucial that the City continues to position itself as a desired event destination and strategically pursues future events to facilitate our economic and social recovery. The City will work with Travel Penticton, Downtown Penticton Association and others to achieve this initiative.

ESTIMATED COMPLETION: December 2021

RECREATION & CULTURE



MISSION

Implement IRONMAN Canada

The City will be honoured to welcome back IRONMAN Canada in August 2021 and beyond. As the City follows the provincial health guidelines, we look forward to the 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. Provided provincial health guidelines and public safety recommendations allow, the IRONMAN Canada race will be accompanied by additional ancillary events and marketing opportunities.

ESTIMATED COMPLETION: August 2021

Budget Overview & Key Budget Changes

Economic Development	2020 Budget	2020 Forecast	2021 Budget
Revenue	(65,000)	(115,000)	-
Expenses	588,700	529,912	133,500
Net Cost Allocations	5,000	3,000	2,000
Net Expense/(Revenue)	\$528,700	\$417,912	\$135,500

Facilities	2020 Budget	2020 Forecast	2021 Budget
Expenses	3,247,350	2,949,076	3,317,963
Net Cost Allocations	(2,562,327)	(2,300,297)	(2,527,363)
Net Expense/(Revenue)	\$685,023	\$648,779	\$790,600

Facilities - Capital	2021 Budget
Proposed Capital Projects	\$2,514,000

Museum	2020 Budget	2020 Forecast	2021 Budget
Revenue	(39,700)	(76,400)	(39,726)
Expenses	260,000	198,900	265,826
Net Cost Allocations	74,700	64,700	60,900
Net Expense/(Revenue)	\$295,000	\$187,200	\$287,000

Recreation	2020 Budget	2020 Forecast	2021 Budget
Revenue	(2,266,500)	(1,012,173)	(1,305,250)
Expenses	2,595,193	1,681,038	2,473,982
Net Cost Allocations	1,867,157	1,470,185	1,533,268
Net Expense/(Revenue)	\$2,195,850	\$2,139,050	\$2,702,000

South Okanagan Events Centre (SOEC)	2020 Budget	2020 Forecast	2021 Budget
Revenue	(237,445)	(196,213)	(203,167)
Expenses	1,481,258	2,094,958	2,001,532
Net Cost Allocations	79,500	79,500	79,500
Net Expense/(Revenue)	\$1,323,313	\$1,978,245	\$1,877,865

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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, we offer technical services such as the Integrated Library System (Catalogue), information technology training and support, and reference services to assist with research.

**The Penticton Public Library is governed by a Board which consists of a Councillor and eight citizens.*

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.
- Deliver innovative and sustainable programming for all ages.

STAFFING

The library has 14.6 full-time equivalent staff.

Challenges & Opportunities

COVID-19 ADAPTATIONS

COVID-19 resulted in closures and put our established programs and outreach services on hold. We adapted to create a series of online programs for all age groups. These reached a greater number of patrons than our in-person programs typically do, attracting between 40 and up to 1,300 views. Going forward, we are in the process of developing 'take home' programs that blend both online and in-person programming. We are also investigating protocols for in-person infant programming.

ADJUSTMENT OF ONLINE SERVICES

During COVID-19 closures, we contributed extra funds to the provincial e-book lending program and added new databases to provide patrons with access to many types of resources while in isolation. These include services such as streaming movies and TV shows, genealogy research, professional learning courses and language learning resources. Our statistics show we have seen a 300 percent increase in the use of these resources, requiring further assessment and evaluation.

'LIBRARY OF THINGS' PROJECT

A "Library of Things" is a collection of non-traditional library materials for loan to the public. The goal of this project is to develop a useful collection of items that the community may borrow. Although the development of this project was shelved temporarily during our closure, plans are in place to restart the collection. Initial plans have been adapted to make available to loan some of the technology that is already owned by the library, such as Sphero SPRK+, SAD lamps, LEGO, plus Radon detection kits.

2021 Initiatives

Our strategic initiatives for 2021 relate to the City of Penticton's mission and vision to support a vibrant, innovative and healthy community sustainably offering effective and community-focused services.

In 2020, the library introduced a new strategic plan with the mission to "engage our community through evolving services, outreach and partnerships to meet the needs of our patrons," with the additional goal of service recovery due to cuts caused by funding pressures.



1. Ongoing Assessment and Refocused Online Services

Online services were expanded rapidly in response to the library's closure in the spring of 2020. They have been well used and continue to be in high demand. As the cost of these resources fall into a subscription/leasing model, an assessment to determine the efficacy and use of these resources over time is necessary. These services meet the library's goal to source new services and programming that grow the library's user base.

ESTIMATED COMPLETION: December 2021



MISSION



MISSION

2. Ongoing Assessment and Expansion of Public Programming

Public programming, both in-person and now digital, form a cornerstone of library services. Our primary focus for programming is to promote all literacies and enhance community connections. Due to physical distancing restrictions, online programming will remain the focus, with plans to reintroduce in-person programming as it becomes possible.

ESTIMATED COMPLETION: June 2021

3. Review of Core Circulation Services

Library hours were adversely impacted by the fiscal losses as advised to the library board during and after our closure in March 2020. Specifically, the library board decided to remain closed on Mondays and Sundays. However, usage has not diminished appreciably, which in turn impacts circulation staffing. Additionally, outreach to vulnerable populations was cut back to focus on core services. As we look to the future, a full assessment regarding operating hours and services will be required to determine community needs. Overarching this is the long-term project reviewing our Integrated Library System (catalogue and patron database) and options for the same.

ESTIMATED COMPLETION: December 2021

Budget Overview & Key Budget Changes

Library	2020 Budget	2020 Forecast	2021 Budget
Revenue	(263,412)	(241,259)	(243,912)
Expenses	1,285,514	1,144,150	1,243,112
Net Cost Allocations	299,500	285,100	278,800
Net Expense/(Revenue)	\$1,321,602	\$1,187,991	\$1,278,000



INFRASTRUCTURE

This section includes the following departments:

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



Infrastructure

WHAT WE DO

The Infrastructure division is responsible for overseeing many of the City's operations that enable residents to go about their daily lives. Our team is responsible for planning, designing, constructing, operating and maintaining City infrastructure assets including electrical distribution systems, roads, bridges, parks, beaches, 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.

Electric Utility

The Electric Utility is owned and operated by the City of Penticton, providing electrical service to residential, commercial and industrial customers. Our department is responsible for overseeing the operations, maintenance and ongoing improvements of the electrical distribution system. We also manage electrical meters, traffic signals and street lighting.

Engineering

The Engineering Department consists of the Design Branch, Water Treatment Branch and Wastewater Treatment Branch. We are responsible for the planning, design and construction administration of the road and pedestrian network, water distribution system, wastewater collection system and the drainage system. This includes water and wastewater treatment plants, water reservoirs, water pump stations and sewage lift stations. We also keep record drawing, perform survey functions and issue Road Closure Permits for special events.

Public Works

The Public Works Department consists of the Utilities branch, the Roads and Drainage branch, the Parks branch and the Fleet branch. Together, we keep our community safe by providing clean, safe drinking water and a reliable sanitary sewer and storm-water drainage system. We provide irrigation water to the agricultural areas and operate and maintain our City-owned dams. We also manage the roads in our community, as well as the parks and cemeteries, and we collect your garbage and recycling. To help support these services, we also manage the City's fleet of vehicles.



ON A DAILY BASIS, WE ...

- Lead the management of infrastructure assets including the electrical distribution system, roads, bridges, creeks, water and sewer systems, parks and fleet.
- Lead utility rate setting.
- Lead snowpack and creek flow monitoring and any ensuing emergency operations that may be required.
- Administer, through contract, conventional and custom transit.
- Provide professional engineering advice to Council and staff.
- Operate, maintain and undertake construction projects involving road and pedestrian networks, the water treatment and distribution system, wastewater collection and treatment system, drainage system, parks and beaches, and the 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 wastewater solids composting facility.
- Administer, through contract, the Lakeview Cemetery operation, design and construct cemetery expansion and upgrades and maintain Fairview Cemetery.
- Operate, maintain, plan, design and construct the electrical distribution system, traffic signal system and street lighting system.



STAFFING

The Infrastructure division consists of 104 full-time equivalent staff, including one general manager, three managers and nine supervisors.

**The FTE count is proposed to increase by 1 with hiring an Electrical Engineer in Training. This position is funded through the Electric Utility.*

Challenges & Opportunities

AGING INFRASTRUCTURE AND LIMITED RESOURCES

The construction of several large infrastructure projects involving water, sanitary sewer and road areas will soon be needed, and obtaining funding to do so will be challenging. These projects are funded through utility rates, taxation, Development Cost Charges, borrowing or grants. The City has been successful in the past in obtaining grants to fund some infrastructure projects and staff will pursue this avenue wherever possible. Additional funding will, however, be required. Water and Sewer Utility rates have already been set to significantly increase in 2021 to provide a revenue source to fund borrowing. In 2022, it will be necessary to take on debt to construct the needed infrastructure. Fortunately, the City is well positioned to take on debt and service these costs while work continues to adjust the utility rates to make our four utilities sustainable. The Development Cost Charges Bylaw will also be updated in 2021 to ensure that development contributes their fair share to the cost of infrastructure. The sum of these initiatives should put the City on the correct path to build what is required for a sustainable future.

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 has not been able to keep up with the data entry process, affecting the accuracy of the GIS data. A post implementation review of GIS was planned for early 2020 but was delayed due to COVID-19. Recommendations from the review will be implemented in 2021 and 2022.

SANITARY SEWER PLANT RESIDUALS

The City is working with the Regional District of Okanagan-Similkameen (RDOS) to implement a joint composting facility to address both food waste and sewer residuals management in a cost-effective manner. This dual-purpose facility will keep food waste out of the landfill, extending its lifespan and resulting in cost savings to both the City and RDOS, while also reducing landfill leachate. The current RDOS schedule will see design and permitting in 2021 and construction in 2022. The cost of the joint facility has been estimated at \$18.5 million. In 2021, the City and the RDOS will determine how the facility will be operated and negotiate cost-sharing and operational agreements.

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 investigated more cost-effective, risk-based solutions and determined it is unlikely that the Province will support this approach. Due to the significant cost of the upgrade and the ripple effect it will have on the other Ellis Creek dams, we will explore other options including decommissioning the existing dams and providing irrigation water either from the treated water system or from Skaha Lake via a new pump station. Once other options have been identified and costed, an evaluation to determine the best alternative will be completed.

2021 Initiatives

Infrastructure



ASSET &
AMENITY
MANAGEMENT

Development Cost Charges Bylaw Update

Penticton's Development Cost Charges (DCC) Bylaw was adopted in 2007 and is now severely out of date. The bylaw requires an update to the costs and projects required to provide for the growth envisioned in the Official Community Plan. This bylaw requires that developers share the cost burden for upgrading major City infrastructure triggered by their development and an update will provide an additional funding source for the City. Financial tracking and management procedures will also be reviewed and updated as part of this process. Due to the fact this bylaw sets charges for development, consultation with the community and the developers will be required.

ESTIMATED COMPLETION: December 2021

Asset Management Software Implementation

The City is ready to launch our new asset management software, which will be used to improve decision-making on where to spend our limited financial resources for the highest benefit. This will enable 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 give us the ability to see the future implications of spending decisions on the health of our infrastructure.

ESTIMATED COMPLETION: June 2021



ASSET &
AMENITY
MANAGEMENT



**ASSET &
AMENITY
MANAGEMENT**

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's 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 for our transit customers.

ESTIMATED COMPLETION: September 2021

Electric Utility



**ASSET &
AMENITY
MANAGEMENT**

Improve System Reliability

Power is currently supplied to the Sendero Canyon development by a long radial underground feed with no backup. We will conduct route planning, land negotiations and build an overhead backup supply to the area.

ESTIMATED COMPLETION: December 2021

Evaluation of the Diesel Peak Shaving Pilot Project at the Okanagan Lake Pump Station

Staff will collect data and try various diesel running scenarios to fine-tune the Diesel Peak Shaving Project at the Okanagan Lake Pump Station. Data will be analyzed and a decision made as to the success of the project and its further expansion.

ESTIMATED COMPLETION: September 2021



**COMMUNITY
VITALITY**

Efficiency Improvements and Succession Planning in the Electrical Department

The Electrical department will hire an Engineer in Training to address two issues. First is to provide a succession path for management and technical staff. Our department is the last within the Infrastructure division to have a clear management succession path. Second is to achieve increased efficiency and reduce cost. We are currently unable to address, in a timely manner and without overtime and outside consultants, the following: GIS Map updates, work order design and estimate packages, technical analysis related to electrical poles and lines, updating technical specifications and construction standards, and updating Health and Safety work procedures. The hiring of an Engineer in Training will reduce overtime and consultant costs, improve customer relations and have a net cost savings to the City of \$10,000.

ESTIMATED COMPLETION: May 2021



**ASSET &
AMENITY
MANAGEMENT**

Continued on next page

Engineering



COMMUNITY
VITALITY



COMMUNITY
VITALITY



ASSET &
AMENITY
MANAGEMENT



ASSET &
AMENITY
MANAGEMENT

Implementation of a Phase of the Lake-to-Lake Cycling Route

Implementation of the first phase of the Lake-to-Lake Cycling Route is ready to begin. This builds on work started in 2019 to identify a route for a cycling corridor between Skaha and Okanagan lakes as well as an extensive community engagement process. These steps include undertaking a detail design, seeking grant funding and the first phase of construction.

ESTIMATED COMPLETION: June 2022

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 2021

Wastewater Treatment Plant Replacements

Equipment updates are required at the Wastewater Treatment Plant to ensure Penticton's wastewater treatment services remain reliable and efficient. During times of high flow conditions and low biological activity, there is currently no backup capacity should there be a failure of one of the plant's two clarifiers. If this would occur, the City would be discharging effluent that does not meet our permit requirements in terms of suspended solids, disinfection and nutrient loading. A third clarifier would provide redundant capacity. Additionally, the effluent pump and the sludge cake bin room need to be upgraded to address capacity and maintenance issues.

ESTIMATED COMPLETION: December 2022

Wilson Street Lift Station Upgrade and Generator Installation

The Wilson Street Lift Station is critical to transmitting wastewater from locations where gravity flow is not possible. In the event of a power failure, the station 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. In addition, the type and size of the pumps in the Wilson Street Lift Station also need to be upgraded.

ESTIMATED COMPLETION: December 2021

Public Works



ASSET &
AMENITY
MANAGEMENT



ASSET &
AMENITY
MANAGEMENT



COMMUNITY
VITALITY

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. The City has been working with the RDOS on a joint food waste and sewer residuals project to upgrade composting processes. The current schedule will see design and permitting in 2021 and construction in 2022. The cost of the joint facility has been estimated at \$18.5 million. The City and RDOS will negotiate cost-sharing and operational agreements in 2020/21.

ESTIMATED COMPLETION: December 2022

Dam Safety Compliance – Ellis 4 Dam

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. 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 \$8.3 million. The City worked with consultants and the Province of B.C. in 2020 to determine if a risk-based approach to design would be acceptable, which would reduce the cost. It has been determined that the Province is not likely to support this approach. As such, due to the high cost, staff will investigate and evaluate alternatives to providing water to the South Irrigation System. Once the evaluation is complete, a budget will be developed, followed by detail design and construction.

ESTIMATED COMPLETION: December 2023

Waste and Recycle Collection at Parks and Beaches

During 2020, staff witnessed a vast increase in the amount of garbage and recyclables being deposited on our beaches and parks. It has been determined that new receptacles and collection methods are required to address the unsightliness. Staff will evaluate how best to address this ahead of the 2021 tourist season.

ESTIMATED COMPLETION: June 2021

Continued on next page

Public Works - Parks



COMMUNITY
VITALITY

Racket Courts Strategy & Utilization Review

A review of usage at our racquet sport facilities will determine if the volume is high enough to continue improvement and maintenance of the sites. If usage is low, we will consider another use for the land. The construction of new facilities will also be considered in this project. We will use the Parks and Recreation Master Plan as the guide to our decision-making in this process.

ESTIMATED COMPLETION: September 2021

Budget Overview & Key Budget Changes

Operations	2020 Budget	2020 Forecast	2021 Budget
Expenses	217,108	213,909	221,000
Net Cost Allocations	(204,748)	(213,909)	(221,000)
Net Expense/(Revenue)	\$12,360	\$0	\$0

Transit	2020 Budget	2020 Forecast	2021 Budget
Revenue	(702,650)	(453,250)	(578,800)
Expenses	2,118,312	2,049,172	2,105,800
Net Cost Allocations	29,798	29,798	30,000
Net Expense/(Revenue)	\$1,445,460	\$1,625,720	\$1,557,000

Storm Water	2020 Budget	2020 Forecast	2021 Budget
Revenue	(558,000)	(563,087)	(755,000)
Expenses	191,401	113,100	201,390
Transfers	321,581	354,716	274,000
Net Cost Allocations	45,018	95,271	279,610
Net Expense/(Surplus)	-	-	-

Public Works General	2020 Budget	2020 Forecast	2021 Budget
Expenses	804,670	736,703	935,796
Net Cost Allocations	(804,670)	(736,703)	(798,296)
Net Expense/(Revenue)	\$0	\$0	\$137,500

Public Works - Parks	2020 Budget	2020 Forecast	2021 Budget
Expenses	2,177,322	1,956,192	2,371,954
Net Cost Allocations	581,980	613,577	627,046
Net Expense/(Revenue)	2,759,302	2,569,769	2,999,000

Public Works - Parks - Capital	2021 Budget
Proposed Capital Projects	402,000

Public Works - Fleet	2020 Budget	2020 Forecast	2021 Budget
Revenue	(2,199,450)	(2,216,000)	(2,258,100)
Expenses	2,773,775	2,811,875	2,944,731
Net Cost Allocations	(640,370)	(688,438)	(699,631)
Net Expense/(Revenue)	\$(66,045)	\$(92,563)	\$(13,000)

Public Works - Fleet - Capital	2021 Budget
Proposed Capital Projects	2,344,950

Public Works - Cemetery	2020 Budget	2020 Forecast	2021 Budget
Revenue	(337,000)	(337,063)	(378,500)
Expenses	223,800	228,300	296,760
Net Cost Allocations	92,480	92,480	93,740
Net Expense/(Revenue)	\$(20,720)	\$(16,283)	\$12,000

Public Works - Cemetery - Capital

2021 Budget

Proposed Capital Projects 64,000

Public Works - Roads and Maintenance

2020 Budget

2020 Forecast

2021 Budget

Expenses 1,787,025 1,399,435 1,880,334

Net Cost Allocations 253,003 467,418 358,666

Net Expense/(Revenue) **\$2,040,028** **\$1,866,853** **\$2,239,000**

Public Works - Solid Waste Disposal

2020 Budget

2020 Forecast

2021 Budget

Revenue (2,611,192) (2,628,738) (2,689,100)

Expenses 1,914,775 1,883,150 1,973,600

Net Cost Allocations 51,254 52,189 53,500

Net Expense/(Revenue) **\$(645,163)** **\$(693,399)** **\$(662,000)**

Electric

2020 Budget

2020 Forecast

2021 Budget

Revenue (42,567,428) (42,105,015) (42,186,406)

Expenses 32,835,476 31,124,520 35,273,419

Transfers 7,916,714 9,144,843 5,096,364

Net Cost Allocations 1,815,238 1,835,652 1,816,623

Net Expense/(Revenue) - - -

Electric - Capital

2021 Budget

Proposed Capital Projects 4,104,205

Street Lighting	2020 Budget	2020 Forecast	2021 Budget
Expense	400,000	246,388	316,000
Net Expense/(Revenue)	\$400,000	\$246,388	\$316,000

Traffic Control	2020 Budget	2020 Forecast	2021 Budget
Expenses	120,000	133,323	130,000
Net Expense/(Revenue)	\$120,000	\$133,323	\$130,000

Traffic Control - Capital	2021 Budget
Proposed Capital Projects	174,833

Engineering Services	2020 Budget	2020 Forecast	2021 Budget
Expenses	1,432,600	1,319,800	1,310,300
Transfer to Capital	(718,000)	(479,067)	(633,000)
Net Cost Allocations	(714,600)	(840,733)	(527,300)
Net Expense/(Revenue)	-	-	\$150,000

Engineering Services - Capital	2021 Budget
Proposed Capital Projects	6,436,400

Water Utility	2020 Budget	2020 Forecast	2021 Budget
Revenue	(9,194,753)	(9,681,135)	(10,344,000)
Expenses	2,827,058	2,550,635	2,859,154
Transfers	4,110,524	4,884,175	5,338,186
Net Cost Allocations	2,257,171	2,246,325	2,146,660
Net Expense/(Revenue)	-	-	-

Continued on next page

Water Utility - Capital **2021 Budget**

Proposed Capital Projects 5,967,700

Water Distribution **2020 Budget** **2020 Forecast** **2021 Budget**

Revenue (10,000) (10,000) (10,000)

Expenses 972,615 725,727 1,035,155

Net Expense/(Revenue) **\$962,615** **\$715,727** **\$1,025,155**

Engineering - WTP **2020 Budget** **2020 Forecast** **2021 Budget**

Revenue (8,984,753) (9,471,135) (10,134,000)

Expenses 1,854,444 1,824,908 1,824,000

Net Cost Allocations (39,954) (39,954) (40,000)

Net Expense/(Revenue) **\$(7,170,263)** **\$(7,686,181)** **\$(8,350,000)**

Sewer System **2020 Budget** **2020 Forecast** **2021 Budget**

Revenue (7,815,559) (7,715,234) (9,130,534)

Expenses 3,436,351 3,251,854 3,150,605

Net Cost Allocations 2,395,183 2,371,769 2,256,576

Transfers 1,984,025 2,091,611 3,723,353

Net Expense/(Revenue) - - -

Sewer System - Capital **2021 Budget**

Proposed Capital Projects 1,859,500

Sewer Collection	2020 Budget	2020 Forecast	2021 Budget
Revenue	(5,000)	(5,000)	(5,000)
Expenses	752,584	602,259	805,406
Net Expense/(Revenue)	\$747,584	\$597,259	\$800,406

Engineering - AWWTP	2020 Budget	2020 Forecast	2021 Budget
Revenue	(7,710,559)	(7,124,528)	(8,625,534)
Expenses	2,683,766	2,649,595	2,345,200
Net Cost Allocations	(35,000)	(50,000)	(53,000)
Net Expense/(Revenue)	\$(5,061,793)	\$(4,524,933)	\$(6,333,334)

Proposed Increases

INFRASTRUCTURE

Budget Request	Benefit	Operating Budget Request
Development Cost Charges (DCC) Bylaw Update	Operational funds have been requested to update the DCC bylaw to better capture the full cost of development-triggered upgrades to City infrastructure. Development Services and Finance will coordinate the procedures and management systems in place to ensure efficient collection, management and distribution of these funds.	\$150,000
Penticton Bus Stop Inspection and Generation of a Prioritized Action List	The project provides the City with up-to-date GIS information on transit stops and will create a prioritized plan to improve our transit service.	\$28,700

PUBLIC WORKS

Budget Request	Benefit	Operating Budget Request
Waste and Recycle Collection at Parks and Beaches	It has been determined that new receptacles and collection methods are required.	\$88,500



DEVELOPMENT SERVICES

This section includes the following departments:

- **Planning & Land Use**
- **Building & Licensing**
- **Development Engineering**
- **Bylaw Services**
- **Social Development**



Development Services

✔ WHAT WE DO

The Development Services team serves the community by enhancing and building a vibrant, innovative and healthy Penticton. We work with the public as well as the business and development community to guide growth and to provide support and direction for those investing in Penticton's future. We abide by robust and transparent processes to facilitate smart long-term planning, land use policies, enforcement of City regulations, community safety and well-being, and bylaw education.

Building & Licensing

In Building & Licensing, we help ensure buildings are safe and that 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.

Bylaw Services

Bylaw Services provides citizens with a variety of services related to regulatory issues. Our purpose is to enhance community safety, improve livability and to complement 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 dog control services.

Development Engineering

Working in close partnership with the Planning & Land Use and Building & Licensing departments, Development Engineering ensures that infrastructure built as part of new development meets established standards and conforms to City bylaws. Additionally, we serve as a liaison between Public Works and Penticton's development and design community.

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 Climate Action commitments.

Social Development

Social Development builds and enhances the social well-being of Penticton. Aligned with the City's Community Safety priority, we provide leadership to the community's and organization's planning, responses and monitoring of opportunities to strengthen social infrastructure. We work with and support various businesses, governments, organizations, residents and community leaders on topics such as child care, equity, health, housing, indigenous truth and reconciliation, older adults, and safety.



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.
- Work with the RCMP and other community agencies to ensure public safety, security and cleanliness.
- Assist City departments with Regulatory Bylaw education & enforcement.
- Conduct traffic and parking as well as timed and metered parking enforcement.
- Respond to calls for service from the public.
- Manage the dog control services through an agreement with a private contractor.
- Work with government and community partners to address social development opportunities at a leadership level.
- Ensure infrastructure associated with new development is constructed in compliance with City bylaws.
- 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 29.5 full-time equivalent staff, including one director, a deputy director, three managers and one supervisor.

**The FTE count is proposed to increase by 1 with a Sustainable Construction position that is partially grant funded.*

Challenges & Opportunities

COVID-19

COVID-19 posed the single greatest impact to our departmental operations in 2020. Many services were shifted online, requiring staff to pivot normal operations to a more digital interface. This highlighted a need for more efficient digital tools and file management systems. Shortfalls within our existing permitting and licensing software, particularly limitations to online payment and submissions, caused increased staff resources per file. This has provided an opportunity to expedite planned improvements to software and online solutions. As staff have initiated online payments for building permits, we continue to work with all divisions to maximize the existing software tools and find improvements in all areas of online payment and application submission.

FILE MANAGEMENT SYSTEMS

The City's current file management system is a mix of hard copy storage in six locations and a fragmented digital file system, requiring significant staff and funding resources. This has resulted in delays and liability risk to find and provide information to prospective property and business owners. Development Services will continue the in-house process of digitizing new permit and licence records in conjunction with improved policy and procedures in preparation for the City's proposed file management systems update.

INFRASTRUCTURE DESIGN AND COSTING

The process of requiring developers to share costs for City infrastructure upgrades involves a balance to ensure upgrades are completed at a fair cost to the developer. We will continuously improve communication and track projects through the Public Works software programs to refine more accurate and transparent costing to developers.

PUBLIC SAFETY

Bylaw Services manages high public expectations and responses for social nuisance behaviours. Staff also face challenges managing bylaw violations within parks and public spaces amidst a housing, opioid and mental health crisis. We support a legal review and amendments to the existing Good Neighbour Bylaw and implementing a new 'Safer Streets Bylaw.' We will continue to build relationships with community partners and propose Parks bylaw amendments to support public safety. To provide timely services, we will explore opportunities for strategic deployment, scheduling and resource efficiencies. An updated parking strategy and community education will also streamline efficiencies.

2021 Initiatives

BYLAW SERVICES



Safer Streets Bylaw

The purpose of a new Safer Streets Bylaw is to reduce social nuisances and promote public safety. Licence Inspectors' and Bylaw Officers' Association of British Columbia (LIBOA) will draft the bylaw to address social nuisance issues throughout the community. Furthermore, a legal review and proposed amendments to the City's existing Good Neighbour Bylaw and Parks bylaws will encourage a safe, secure and healthy community.

ESTIMATED COMPLETION: September 2021

Safety & Security Improvement Program

This initiative will provide concrete steps for residents and businesses to improve the safety of their properties. The program is based on a method called Crime Prevention Through Environmental Design (CPTED), which works by removing opportunities for criminals. The Safety & Security Improvement Grant program is initiated through the Safety & Security Advisory Committee. If approved, funds would be required to draft materials and educate property owners.

ESTIMATED COMPLETION: September 2021



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BUILDING & LICENSING



COMMUNITY
VITALITY



MISSION

Sustainable Construction Position (1 Year Contract)

This proposed position is intended to be partly funded through a FortisBC Energy Code funding agreement. The building official will review new residential construction applications for adherence to BC Energy Step Code requirements and promote sustainable building practices. In addition, this position will continue Penticton's leadership in sustainable construction and ensure the industry can achieve Step 3 BC Energy Code requirements by 2022. This will be done through education workshops and materials aimed at the construction industry and training of existing Building Department staff. This role will realize opportunities for alignment on policy between the City and other organizations involving sustainable growth, climate change and sustainable development. Hiring and onboarding is estimated to take place by March 2021, followed by education and awareness initiatives.

ESTIMATED COMPLETION: December 2021

Online Building Services Enhancements

This initiative aims to enhance the City's online services, including the permitting and licensing software, with the goal of a seamless online application and payment portal. Staff will work to make improvements to the existing software while enhancing online tools and ensuring a more accountable, efficient and transparent reporting tool for staff and clients.

ESTIMATED COMPLETION: December 2021

DEVELOPMENT ENGINEERING



COMMUNITY
VITALITY

Soil Mapping Update

This project will see the City's soil stability mapping updated based upon new LIDAR data, a technology that uses light to map the land. Recent challenges with land slips and other geotechnical events has highlighted this need to update the City's mapping. Currently, staff evaluate land slip hazard based on maps provided to the City by the province in the mid-1970s. Establishing new mapping with City-owned LIDAR data represents best practices and will provide for better information to be shared with homeowners and the development community.

ESTIMATED COMPLETION: September 2021

SOCIAL DEVELOPMENT



COMMUNITY
SAFETY



COMMUNITY
SAFETY

Substance Use Addictions Community Action Plan

The City will work with a community partner to coordinate the community's efforts to enhance the response to substance use addictions.

ESTIMATED COMPLETION: December 2021

Family Reunification Fund

Family reunification is prevalent in social development. These programs exist in areas such as children in care, domestic violence, housing, immigration, mental illness, substance use addiction, and youth homelessness. These types of programs are intended to support individuals in reuniting with their families in a beneficial and healthy manner. Families can play an important role in an individual's health, safety and well-being.

ESTIMATED COMPLETION: December 2021

Budget Overview & Key Budget Changes

Animal Control	2020 Budget	2020 Forecast	2021 Budget
Revenue	(97,600)	(92,000)	(99,670)
Expenses	123,700	126,298	126,670
Net Cost Allocations	13,500	13,500	12,000
Net Expense/(Revenue)	\$39,600	\$47,798	\$39,000

Building & Licensing	2020 Budget	2020 Forecast	2021 Budget
Revenue	(1,667,500)	(1,598,351)	(1,490,750)
Expenses	1,131,716	1,065,017	1,262,750
Net Cost Allocations	122,000	97,000	97,000
Net Expense/(Revenue)	\$(413,784)	\$(436,334)	\$(131,000)

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Bylaw Services	2020 Budget	2020 Forecast	2021 Budget
Revenue	(637,600)	(288,001)	(1,218,500)
Expenses	970,300	973,200	1,086,000
Net Cost Allocations	28,500	29,500	44,400
Net Expense/(Revenue)	\$361,200	\$714,699	\$(88,100)

Development Services	2020 Budget	2020 Forecast	2021 Budget
Revenue	(61,500)	(68,993)	(61,000)
Expenses	627,344	583,800	670,350
Net Cost Allocations	75,500	41,500	60,650
Net Expense/(Revenue)	\$641,344	\$556,307	\$670,000

Planning	2020 Budget	2020 Forecast	2021 Budget
Revenue	(333,000)	(201,503)	(242,500)
Expenses	821,100	571,294	635,000
Net Expense/(Revenue)	\$488,100	\$369,791	\$392,500

Proposed Increases

BUILDING & LICENSING

Budget Request	Benefit	Operating Budget Request
Sustainable Construction Position	Request to hire a 0.75 FTE temporary position to administer reviews and educate for adherence to 2022 BC Energy Step Code requirements. This position will also promote better building practices, sustainable development and renewable energy options.	\$25,000 (offset labour cost with up to \$20,000 Fortis Energy Code Funding Agreement)
Online Building Services Enhancements	This initiative involves making improvements to the City's Business Licensing software, creating an Online Property Inquiry portal, creating an eApply service for Building Permits, and improving the City's existing permit tracking and inspections processes.	\$45,000

BYLAW SERVICES

Budget Request	Benefit	Operating Budget Request
Bylaw Amendments	Changes will continue to promote a safe, secure and healthy community.	\$10,000
Safety & Security Improvement Program	Assist businesses and property owners to make improvements to their property and reduce the impact of negative social behaviour occurring in and around their property.	\$10,000

DEVELOPMENT ENGINEERING

Budget Request	Benefit	Operating Budget Request
Soils Hazards Mapping Update	Retain consultant to review existing geotechnical mapping and then develop updated information guides.	\$30,000

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PLANNING & LAND USE

Budget Request	Benefit	Operating Budget Request
Climate Action Plan Updates	Continuation of a 2020 project that was stalled due to COVID-19. This will provide alignment on the City's Climate Action program.	\$60,000 (with grant assistance)

SOCIAL DEVELOPMENT

Budget Request	Benefit	Operating Budget Request
Family Reunification Fund	In response to direction from the Safety and Security Committee, this fund will help reunite individuals separated from their families.	\$10,000 (if grant funding is not approved)
Substance Use Addiction Community Action Plan	Substance use addictions puts a considerable challenge on the community. This action plan will coordinate the community's approach to respond, while enhancing community safety.	\$25,000 (majority of funding to come through grants)





PENTICTON FIRE DEPARTMENT



Penticton Fire Department

WHAT WE DO

The Penticton Fire Department supports a safe community and enhances the quality of life for our citizens. We respond to emergencies including fires, medical emergencies, marine rescues, technical rope rescues 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 emergencies including 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 and operate a wildfire (FireSmart) prevention program.
- Operate a fire services training centre, delivering basic to advanced fire service training.
- Lead City emergency management and manage the Emergency Operations Centre (EOC).

STAFFING

The Penticton Fire Department consists of 40 full-time equivalent staff including the Fire Chief, one Deputy Chief and one Assistant Chief, and aims to maintain 40 auxiliary volunteer firefighters.

**The FTE count is proposed to increase by 1 with the hiring of a Career Firefighter.*

Challenges & Opportunities

WILDFIRE PREVENTION

Wildfires are growing in scale and duration throughout the province, posing increased risk to Wildland Urban Interface (WUI) communities including Penticton. 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.

We work tirelessly to help mitigate the impact of wildfires in our community. The use of pre-planning technologies including GIS, complex mapping and mobile applications proved successful while we defended Penticton and area from the Christie Mountain wildfire. The City of Penticton has received the British Columbia Local Government FireSmart Community Protection Achievement Award because of our ongoing efforts. We continue to educate people living in WUI areas about ways they can take action to ensure their home and community is FireSmart. It's also very important that new developments in WUI areas are building homes to today's FireSmart best practices.

CITY GROWTH

Our community's continued growth creates pressure to maintain current service levels. Large, high and highly populated buildings pose a much greater challenge to our resource-limited fire department. We will strive to maintain today's service level and continue to advocate for public and firefighter safety.

FIRE DEPARTMENT FACILITIES

We are growing out of our facilities due to the many changes in firefighting these past 60 years since our facilities were built. The Penticton Fire Department is interested in partnering with other groups or City departments to better utilize facility space and adopt a multi-use approach, which has proved successful for many other cities. Working with the Facilities department and other City officials, we will research the opportunities for a Fire Hall replacement.

TRAINING

The Penticton Fire Department has developed a comprehensive training program and facility, which is used 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 B.C. Government. The facility supports major cost savings by not having to send firefighters away for training. We have developed partnerships with post-secondary institutions including the Justice Institute of BC and 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.

2021 Initiatives



MISSION



MISSION

COMMUNITY
SAFETYCOMMUNITY
SAFETY

Organizational Development

We are in a time of staffing transition, having experienced major change within the ranks in 2020. Senior Captains have retired, and new Fire Officers have been promoted, with new firefighters being hired to maintain minimum staffing levels. This transition involves significant training, mentorship and guidance from senior command staff. Operational readiness remains the primary objective for our department so we can continue to protect our community. Fire crews have a narrow window to complete a rescue, control the fire or evacuate a building. A staffing increase of one firefighter works toward the goal of a four-person crew on at least one fire truck, which will dramatically improve the safety and operations at structure fires and complex emergency events.

ESTIMATED COMPLETION: December 2021

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. With support from the Human Resources Department, the Penticton Fire Department will aim to successfully negotiate and achieve union ratification of their collective agreement that expired at the end of 2019.

ESTIMATED COMPLETION: December 2021

FireSmart – Community Resiliency Grant

The Strategic Wildfire Prevention Initiative / Community Resiliency Investment (CRI) Program has provided the City with grant funding to complete FireSmart work pending approval from Union of BC Municipalities (UBCM). This will support educating residents in areas of the Community Wildfire Protection Plan and assist our community with home assessments and fuel treatment so they can better prepare their homes from wildfire.

ESTIMATED COMPLETION: December 2021

Wildfire Training Symposium

More than 300 firefighters from approximately 50 departments will gather in Penticton from April 23-25, 2021 for the Wildland Urban Interface Training Symposium. This fourth annual event will focus on providing attendees the simulated experience of reporting to a BC Wildfire Service (BCWS) Provincial Wildfire event. They will learn what to expect, steps to take and responsibilities once they arrive at the deployment location. New wildfire mitigation tactics and methodology will be covered, integrating with BCWS/Office of the Fire Commissioner (OFC) professionals and municipal firefighters who are active and current in today's most effective wildfire suppression and protection techniques.

ESTIMATED COMPLETION: March 2021

Continued on next page



**ASSET &
AMENITY
MANAGEMENT**



MISSION

New Rescue Engine

With new technology, we will be able to reduce our fleet by one rescue truck and purchase our new Fire Engine. This will better serve our community with both rescue (Jaws of Life) and firefighting capabilities.

ESTIMATED COMPLETION: December 2021

Emergency Management Program Evaluation

Our goal is to complete a full evaluation in emergency management governance, emergency response plans, emergency operations centre (including information and communications technologies), field mobilization and operations, as well as training and exercises. It will be focused on emergency preparedness and response activities undertaken by the City of Penticton and will make recommendations for improvements.

ESTIMATED COMPLETION: December 2021

**Note budget for information and communications technology improvements resides in the Finance & Administration plan.*

Budget Overview & Key Budget Changes

Fire Services	2020 Budget	2020 Forecast	2021 Budget
Revenue	(706,985)	(698,229)	(613,985)
Expenses	6,246,848	5,863,211	6,293,635
Net Cost Allocations	353,400	413,172	444,350
Net Expense/(Revenue)	\$5,893,263	\$5,578,154	\$6,124,000
Fire Services - Capital			2021 Budget
Proposed Capital Projects			55,000





RCMP



RCMP

✔ WHAT WE DO

Our mission as Penticton RCMP service is to serve and protect the community, and work in partnership with the City to deliver a responsive and progressive police force. 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.
- Serve as headquarters to the South Okanagan RCMP detachments of Summerland, Oliver, Osoyoos, Keremeos and Princeton.

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.



STAFFING

The Penticton RCMP consists of 50 officers and 24 municipal full-time equivalent staff.

**The RCMP member count is proposed to increase by 2, however the cost for the second member will not be reflected until 2022.*

Challenges & Opportunities

HANDLING TOXIC ILLEGAL NARCOTICS

The proliferation of highly toxic illegal narcotics – including Fentanyl and Carfentanyl – continues to be a large source of concern in the community. Our detachment lacks a suitable processing room to meet the needs and safety standards required for handling these dangerous narcotics. In working with the City's Facilities team, our detachment has increased the size and improved the safety characteristics of the Forensic Identification Lab. This was the first step in improving the health and safety of members when dealing with narcotics.

HIGH CASE BURDEN

Our RCMP detachment is recognized as having one of the highest criminal case burdens per member in the province. We have historically been under-staffed with 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 severely restricts the amount of proactive policing time available to members. Proactive policing is the primary way to reduce crime in a community. By adding regular members, we can reduce response time and increase crime solve rates.

REPORTING AND PROCESSING

Recording complexities mandated by the Provincial and Federal governments, combined with increasingly complex investigations – and the work required to bring them to court – has increased every year. Support staff are working past their full capacity, which leads to a backlog of information needing to be processed, creating greater pressure and stress. The detachment is assessing all avenues of the work flow to ensure we are operating as efficiently as possible. The reorganization of some of our records handling positions reduced the amount of administrative time the regular members are spending in the office, thereby increasing deployment in the field. Also, the rollout of online reporting has been expanded to include additional file types, which will free up more time for staff and members.

2021 Initiatives



Reduce Response Times and Increase Crime Solve Rates

Increasing our regular member strength will enable quicker response times for priority calls. This will allow for increased proactive policing time to engage in crime reduction strategies, increasing visibility of clearly identified police officers and contributing to public confidence and safety. It will also improve working conditions for members by making it possible to spread file loads across more members.

ESTIMATED COMPLETION: March 2021

Budget Overview & Key Budget Changes

RCMP	2020 Budget	2020 Forecast	2021 Budget
Revenue	(470,700)	(392,700)	(422,232)
Expenses	9,980,023	9,956,523	10,653,932
Net Cost Allocations	249,825	242,325	201,300
Net Expense/(Revenue)	\$9,759,148	\$9,806,148	\$10,433,000

Proposed Increases

RCMP

Budget Request	Benefit	Operating Budget Request
Acquire two new RCMP regular members	Quicker response time to priority calls.	\$172,000



To view the 2021-2025 Financial Plan, please visit:

www.penticton.ca/financialplan