



REGIONAL DISTRICT OF CENTRAL OKANAGAN
GOVERNANCE AND SERVICES COMMITTEE MEETING
AGENDA

Thursday, March 12, 2020
8:30 a.m.
Woodhaven Board Room
1450 K.L.O. Road, Kelowna, BC

Pages

1. CALL TO ORDER

Chair Given acknowledged that this meeting is being held on the traditional territory of the syilx/Okanagan peoples.

2. ADDITION OF LATE ITEMS

3. ADOPTION OF THE AGENDA

Recommended Motion:
THAT the agenda be adopted.

4. ADOPTION OF MINUTES

4.1 Governance & Services Committee Meeting Minutes - February 13, 2020 & February 20, 2020

1 - 11

Recommended Motion:
THAT the Governance & Services Committee meeting minutes of February 13, 2020 and February 20, 2020 be adopted.

5. DELEGATION

5.1 Regional District of North Okanagan - An Overview of the Regional Growth Strategy (RGS) Amendment Bylaw

12 - 100

RDNO Staff: Laura Frank and Rob Smailes presenting

Recommended Motion:

THAT the Governance and Services Committee receive for information the Regional District of North Okanagan's Regional Growth Strategy Amendment Bylaw No. 2846, 2019 report dated March 12, 2020;

AND FURTHER THAT the Committee recommends the Regional Board of the Regional District of Central Okanagan accepts the Regional District of North Okanagan's Regional Growth Strategy Amendment Bylaw No. 2846, 2019 as required under Section 436 (4) of the *Local Government Act*.

- 5.2 Central Okanagan Rent Bank Program 101 - 104

Todd Cashin, Director of Community Services, introducing an overview of the BC Rent Bank program.

Recommended Motion:

THAT the Governance and Services Committee receives for information the Director of Community Services March 12, 2020, Central Okanagan Rent Bank report.

6. FINANCIAL SERVICES

- 6.1 2020-2024 Financial Plan (2nd Draft) 105 - 163

- 6.2 Invitation for the Public to Comment on the 2020-2024 Financial Plan

- 6.3 Recommendation to Forward the Draft Budget to the March 23, 2020 Regional Board meeting for final approval

Recommended Motion:

THAT the Governance & Services Committee receive for information the updated and additional 2020 – 2024 Financial Plan documentation;

AND FURTHER THAT any recommended amendments discussed today be made and brought forward to the Regional Board's final budget meeting on March 23, 2020.

7. **CORPORATE SERVICES**

7.1 911 Wireless Call Answer Levy Update

164 - 198

Recommended Motion:

THAT the Governance & Services Committee receive the 911 Call Answer Levy report for information;

AND THAT it is recommended that the Regional Board agree to advocate for the establishment of a province-wide 911 call answer levy on cell phones and the consistent application of 911 service standards that are aligned with the federal network of public safety answering points across Canada;

AND FURTHER THAT Chair Given send a letter to the Honourable David Eby, Minister of Public Safety and Solicitor General in support of this matter and cc'd to all regional districts in British Columbia.

8. **NEW BUSINESS**

9. **ADJOURN**

Directors: J. Baker (District of Lake Country)
C. Basran (City of Kelowna)
M. Bartyik (Central Okanagan East Electoral Area)
W. Carson (Central Okanagan West Electoral Area)
M. DeHart (City of Kelowna)
G. Given (City of Kelowna)
C. Hodge (City of Kelowna)
S. Johnston (City of West Kelowna)
G. Milsom (City of West Kelowna)
B. Sieben (City of Kelowna)
L. Stack (City of Kelowna)
L. Wooldridge (City of Kelowna)
J. Coble (Westbank First Nation)

Absent: C. Fortin (District of Peachland)

Staff: B. Reardon, Chief Administrative Officer
T. Cashin, Director of Community Services
J. Foster, Director of Communication & Information Services
C. Griffiths, Director of Economic Development & Bylaw Services
D. Komaike, Director of Engineering Services
M. Kopp, Director of Parks Services
M. Drouin, Manager-Corporate Services (recording secretary)

1. CALL TO ORDER

Chair Given called the meeting to order at 8:34 a.m.

This meeting is being held on the traditional territory of the syilx/Okanagan peoples.

2. ADDITION OF LATE ITEMS

There are no late items for the agenda

3. ADOPTION OF THE AGENDA

#GS04/20

WOOLDRIDGE/STACK

THAT the agenda be adopted.

CARRIED unanimously

Director Baker arrived at 8:35 a.m.

4. **ADOPTION OF MINUTES**

- 4.1 Governance & Services Committee Meeting Minutes – January 16, 2020

#GS05/20

MILSOM/WOOLDRIDGE

THAT the Governance & Services Committee meeting minutes of January 16, 2020 be adopted.

CARRIED unanimously

5. **DELEGATIONS**

- 5.1 Okanagan Climate Projections Update, Presenting: Gilliam Aubie Vines, Pinna Sustainability Inc.

Staff report dated February 13, 2020 outlined the partnership with the Regional District of Okanagan-Similkameen to complete a Climate Projections report that will provide quantitative indicators on the future impacts of climate change and climate variability for the Okanagan region.

Staff introduced the report noting the project was approved in 2019 by the Regional Board. Funding partners were noted and regional stakeholders.

Director Sieben arrived at 8:45 a.m.

Gilliam Aubie Vines provided an update on the report.

- Key projections was highlighted- for precipitation, temperature, longer growing seasons as an indicator of temperature.
- Key discussions need to continue regarding the potential impacts from global changes.
- Insights for future planning – education and collaboration will play an important role in preparing for the changes which will occur; design to current and future climate parameters; local and global mitigation to curb GHG emissions at 2050 levels.

Question and answer period followed:

- What can local governments do to enact GHG emission levels?
- Weather projections are not weather forecasts.
- Infrastructure considerations in particular for cooling will be very important.
- How much can local action really improve global emissions?
- Infrastructure consideration will need to be considered with increased precipitation projections.
- Rebates are important to upgrade appliances in resident's homes.
- Energy usage in buildings and transportation will be key.
- Status quo is no longer acceptable – change must occur individually as well as policy development for government and companies.

#GS06/20**BAKER/BARTYIK**

THAT the presentation by Gillian Aubie Vines, Principal and Founder of Pinna , on the Climate Projections for the Okanagan Region be received for information.

CARRIED unanimously**5.2 Okanagan Regional Library Update - Presenting: Don Nettleton, CEO**

Don Nettleton and Alison Hayman, branch manager Rutland, addressed the Committee providing highlights during 2019

- Serve a population of over 400,000 and a large geographic area
- 31 locations throughout the library region
- 266 employees, 2 unions, 5 non-union branches
- Large service from the 'web'
- 24 Board members, one appointed from each local government
- 157,601 patrons attended ORL programs and used library meeting space
- Structural changes have occurred in many of the libraries
- Library trends highlighted
- Library programs for adults – digital training highlighted
- Library funding approximately \$20mil – largest funding comes from taxpayers. Provincial funding restricted.
- Provincial statistics showing the Okanagan library below the provincial averages.
- Program highlights of the Rutland branch was outlined.

#GS07/20**STACK/SIEBEN**

THAT the Okanagan Regional Library updated presented by Don Nettleton, CEO be received for information.

CARRIED unanimously**6. ENGINEERING SERVICES****6.1 Okanagan Sustainability Leadership Council Proposal To Partner In The Development of a Biosolids Inventory for the Okanagan Valley, presenting: Janice Larson - Director, Tri-University Partnership Office, UBC-Okanagan VPR Partnerships Office**

Staff report dated February 3, 2020 outlined a partnership opportunity with the Okanagan Sustainability Leadership Council to complete a biomass waste inventory for the Okanagan in support of the Solid Waste Management Plan.

Janice Larson addressed the Committee outlining the opportunity for partnership.

- Scandinavia environmental leadership was highlighted.
- The Okanagan opportunity:
 - Challenge
 - Increasing municipal, industrial and agricultural waste
 - Increasing environmental and climate change imperatives
 - Increasing energy costs
 - Increasing costs to manage waste and recycling
 - Opportunity
 - Abundance of biomass supply
 - Proximity to tech and entrepreneur hub
 - Proximity to university
 - Premium rates to purchase renewable natural gas
 - New funding available from CleanBC for clean tech investment
- Phase 1 biomass inventory and Phase 2 waste-to-energy feasibility study

Question and answer period followed.

- Biosolids consideration will be part of the study.
- Will this study include recycle considerations?
- A facility must be commercially viable to be considered.
- Vision is a zero waste valley.

Director Basran left at 10:25 a.m.

- Opportunities for waste-to-energy highlighted
- Next steps and grant funding opportunity was discussed

#GS08/20

BARTYIK/WOOLDRIDGE

THAT the Governance and Services Committee recommend the Regional Board approve the Regional District partnering with the Okanagan Sustainability Leadership Council to complete a Biomass Inventory/Waste Composition Organics Study;

AND FURTHER THAT that the Regional District submit an application for funding under the Organics Infrastructure Program to assist with the completion of the Biomass Inventory/Waste Composition/Organics study.

CARRIED unanimously

7. COMMUNITY SERVICES

7.1 Regional Growth Strategy Priority Projects Plan - 2020 Update

Staff report dated February 13, 2020 provided an overview of the 2020 projects outlined in the Regional Growth Strategy Priority Projects Plan.

Staff addressed the Committee outlining the project plans which occurred in 2019 and planned for 2020.

- Regional Flood Management Plan
- Housing Needs Assessment
- Regional Housing Strategy to be completed by end of year
- Regional Growth Strategy monitoring done annually
- Regional Citizen Survey to occur in 2020
- 5-year review of the RGS underway

#GS09/20

STACK/MILSOM

THAT the Governance and Services Committee receive for information the Regional Growth Priority Projects Plan report dated February 13, 2020.

CARRIED unanimously

8. NEW BUSINESS

No new business.

9. ADJOURN

There being no further business the meeting was adjourned at 10:59 a.m.

CERTIFIED TO BE TRUE AND CORRECT

G. Given (Chair)

B. Reardon (Chief Administrative Officer)

Directors:

- J. Baker (District of Lake Country)
- C. Basran (City of Kelowna)
- M. Bartyik (Central Okanagan East Electoral Area)
- W. Carson (Central Okanagan West Electoral Area)
- M. DeHart (City of Kelowna)
- C. Fortin (District of Peachland)
- G. Given (City of Kelowna)
- C. Hodge (City of Kelowna)
- S. Johnston (City of West Kelowna)
- G. Milsom (City of West Kelowna)
- B. Sieben (City of Kelowna)
- L. Stack (City of Kelowna)
- L. Wooldridge (City of Kelowna)
- J. Coble (Westbank First Nation)

Staff:

- B. Reardon, Chief Administrative Officer
- T. Cashin, Director of Community Services
- J. Foster, Director of Communication & Information Services
- C. Griffiths, Director of Economic Development & Bylaw Services
- D. Komaike, Director of Engineering Services
- M. Kopp, Director of Parks Services
- C. Teschner, Manager Financial Services
- M. Drouin, Manager-Corporate Services (recording secretary)

1. CALL TO ORDER

Chair Given called the meeting to order at 10:10 a.m.

This meeting is being held on the traditional territory of the syilx/Okanagan peoples.

2. ADDITION OF LATE ITEMS

There are no late items for the agenda

3. ADOPTION OF THE AGENDA

#GS10/20

HODGE/WOOLDRIDGE

THAT the agenda be adopted.

CARRIED unanimously

4. CORPORATE SERVICES

4.1 CAO Year-End Review (Surplus/Deficit)

Staff report outlined the 2019 surplus and deficits by service. Included in the presentation were the expectations for the 2020 Financial Plan.

A question was raised regarding the 2019 request by the Okanagan Search & Rescue Society for assistance in finding a new location. Staff noted discussion is on-going, there is no ask in the 2020 budget.

Questions on the increased staffing levels were responded to.

#GS11/20

STACK/SIEBEN

THAT the CAO Year-End Surplus/Deficit Review report be received for information.

CARRIED unanimously

5. FINANCIAL SERVICES

5.1 Director of Financial Services - Draft 1 - 2020-2024 Budget and Financial Plan - Summary Highlights

M. Rilkoﬀ presented a summary of the 2020 budget including tax implications.

General Services Taxes per Average House by area

	<i>2019 Total Tax per House. Avg House Value \$741,000</i>	<i>2020 House Value</i>	Feb 20 Draft	
			2020	2020
			Total Tax per House	Change per Avg House over 2018
Kelowna	\$183.85	\$730,000	\$182.12	(\$1.73) -0.937%
Peachland	211.81	736,500	\$213.97	\$2.16 1.018%
Lake Country	208.70	749,500	\$214.87	\$6.17 2.958%
West Kelowna	202.69	735,000	\$203.46	\$ 0.77 0.382%
C. O. West	637.71	748,000	\$677.24	\$ 39.53 6.199%
C. O. East	513.57	752,000	\$547.13	\$ 33.56 6.534%

- Operating budgets - \$55.996mil
- Capital Budgets - \$11.975mil
- Major capital over \$150K outlined
- Overview of the Municipal Finance Authority financing
- Asset management expenditures and reserves (\$30.7mil) outlined, and concerns with reserves noted. In 2020, \$28,485mil forecasted.
- Outstanding debt on capital for RDCO services - \$4.51mil
- Overhead rates highlighted: Engineering - 3.3%; Admin Level 1 - 14.50%; Level 2 – 9/67%; Level 3 4.83%
- Sources of revenue outlined: tax requisitions, grants, other (licenses, fees, etc.), municipal finance
- All services are separate, cannot be combined or co-mingled
- Regional districts do not have one tax rate, which differs from municipalities

2020 General Services Tax Requisitions are as follows:

	Total Tax Requisition	2020 Increase	% Increase	Per Average home
Kelowna	\$12,742,462	\$613,691	5.06%	(\$1.73)
West Kelowna	\$3,018,735	\$99,746	3.42%	\$0.77
Lake Country	\$1,289,746	\$85,983	6.60%	\$6.17
Peachland	\$536,755	\$13,546	2.59%	\$2.16
COE	\$807,109	\$50,877	6.534%	\$33.56
COW	\$1,113,956	\$58,203	5.51%	\$39.53
Westbank First Nation	\$697,240	\$44,688	6.85%	-

The Board recessed at 12:01 and reconvened at 12:12 p.m.

Director Johnston left the meeting at 12:01 p.m.

5.1.1 Introduction to the 2020-2024 Financial Plan

5.1.2 Draft 1 - 2020-2024 Budget & Financial Plan - Summary Highlights Review

As an introduction to each of the service areas, department heads provided a PowerPoint presentation. Finance outlined the requisition increases.

Parks

Staff reviewed the capital projects for 2020

Director Basran left the meeting at 12:15 p.m.

Economic Development

- Staff outlined the budget highlights
- The Film Commission had requested an increase of \$10K in funding to assist with administrative support. The Board’s appointee, Director Wooldridge, noted that the request is actually for \$20K.

#GS12/20 WOOLDRIDGE/BAKER

THAT the Okanagan Film Commission's budget increase for 2020 be approved at \$20,000.

CARRIED unanimously

Bylaw Services

-Dog Control

- Requisition increase primarily for payroll reallocation of staffing resources. Fees for licensing and fines pay for approximately 50% of the service cost.

Engineering

-Staff confirmed that talks continue with Central Okanagan Search and Rescue for a centralized facility in Kelowna.

- Water systems

- issues continue with Interior Health requirement for water systems
- reviewing cost estimates for dis-infecting water to see if still valid
- reviewing point of entry for the systems
- UV disinfection scope of work is being re-evaluated
- continue to commission the Falcon Ridge system
- Sunset Ranch system being re-evaluated
- rates may need to be increased for all systems. 2nd year of increases underway.

Director Hodge left the meeting at 12:55 p.m.

Director Milsom left the meeting at 1:00 p.m.

Westside Wastewater Treatment Plant

- TWAS expansion to occur in 2020. Design is out for proposals.
- trunk sewer upgrades
 - there is insufficient DCCs to fund the upgrades
- increasing reserves to 45% level
- regional WWTP Stakeholder committee recommended increases to reserves and these have been included in the draft budget.
- budgeted increases for all lift station
- there are no enough reserves for all increases so may need to use debt financing

Solid Waste Management

- key initiatives reviewed
- continue to work from the Solid Waste Management Plan
- continue monitoring contamination of recycle bins during the summer
- organics study to be completed
- updating the commercial garbage and recycling program due to an increase in multi-housing throughout the region
- looking at solutions for a wildlife resistant cart
- new campaign for plastic bags and over-wraps
- recycling depots are through RecycleBC and the operator, Cascades

which is a private contractor.

Fire Services

-Wilson's Landing

- Need to increase reserves

-Brent Road

- Reservoir on Brent Road to be replaced

-Central Okanagan Search and Rescue funding of \$27K is included in the operating budget

Electoral Area Planning

- Concern was expressed regarding the cost of EA planning. Staff noted many complicated planning files including four land use contracts (majority of the EA planning files are from Central Okanagan West).

Board

- Regional grant in aid – consensus to continue funding for Community Gardens (electoral areas do not fund).

Air Quality

- There has been no ask to bolster the chipping program. Currently at \$80K per year.

Westside Recreation / JBMAC

- Conversation has occurred with West Kelowna Council. To date, it is at the staff level at West Kelowna. It's a complex issue and will require Council resolution and provincial approval to change boundaries if this is to occur.

5.2 Invitation for the Public to Comment on the 2020-2024 Financial Plan

- Laris Smith, North Westside Road resident – on behalf of the North Westside Communities Association. Requests for 2020 budget: picnic shelter; for 2021 inter-community transportation trail Westshore and Killiney Beach (active transportation grant).
- Callie Simpson – North Westside Road resident – on behalf of the North Westside Communities Association. Request for 2020 budget: picnic shelter to be erected before July 1st; installation of park bench along Killiney Beach promenade; looking for funding for community bike park. Budget 007 – Electoral Area feasibility study fund—what is this fund set up for? Can it be used for an independent governance study--no. Staff noted that feasibility study funds are used: to investigate the creation of a new service and the study for such a service.

It was noted that some of these requests are included in the budget and that staff continue to liaise with the Community Association's parks committee.

5.3 Recommendation to Forward Draft Budget to the March 12, 2020
Governance & Services Committee Meeting

#GS13/20 SIEBEN/BAKER

THAT the Governance & Services Committee receive for information the 2020-2024 Financial Plan documentation;

AND FURTHER THAT any recommended amendments discussed today be brought forward to the Governance & Services Committee meeting scheduled for March 12, 2020.

CARRIED unanimously

6. NEW BUSINESS

No new business arising

7. ADJOURN

There being no further business the meeting was adjourned at 2:15 p.m.

CERTIFIED TO BE TRUE AND CORRECT

G. Given (Chair)

B. Reardon (Chief Administrative Officer)



Governance & Services Committee

TO: Governance and Services Committee

FROM: Todd Cashin
Director of Community Services

DATE: March 12, 2020

SUBJECT: Regional District North Okanagan (RDCO File: 0470-20)
Regional Growth Strategy Amendment Bylaw No. 2846, 2019

Purpose: To provide an overview of the Regional District of North Okanagan Regional Growth Strategy Amendment Bylaw No. 2846, 2019.

Executive Summary:

The Regional District of North Okanagan has been updating their Regional Growth Strategy since 2015. Currently in the process of consideration for acceptance by affected local governments, the Regional Growth Strategy Amendment Bylaw No. 2846, 2019 received first and second readings on November 20, 2019 and a public hearing was held on January 20, 2020.

In accordance with the *Local Government Act*, Bylaw No. 2846 has been forwarded to the Regional District of Central Okanagan for consideration and acceptance.

To date, RDCO departments have indicated either that their interests are unaffected by the proposed Regional Growth Strategy amendment or that there are no concerns with the proposed bylaw.

RECOMMENDATION:

THAT the Governance and Services Committee receive for information the Regional District of North Okanagan's Regional Growth Strategy Amendment Bylaw No. 2846, 2019 report dated March 12, 2020;

AND FURTHER THAT the Committee recommends the Regional Board of the Regional District of Central Okanagan accepts the Regional District of North Okanagan's Regional Growth Strategy Amendment Bylaw No. 2846, 2019 as required under Section 436 (4) of the *Local Government Act*.

Respectfully Submitted:

A handwritten signature in black ink, appearing to read "Todd Cashin".

Todd Cashin
Director of Community Services

Approved for Committee's Consideration

A handwritten signature in black ink, appearing to read "Brian Reardon".

Brian Reardon, CAO

Prepared by: Danika Dudzik, Senior Planner

Implications of Recommendation:

Strategic Plan:	Receiving the North Okanagan RGS Amendment Bylaw for information achieves the 2019-2022 Strategic Priorities Plan with respect to collaboration by partnering with others in addressing shared needs and pursuing common interests, specifically as they relate to transportation and mobility, sustainable communities, economic development, and environment.
Policy:	Receiving the North Okanagan RGS Amendment Bylaw for information complies with numerous policies outlined in the Regional Growth Strategy Bylaw No. 1336
Legal/Statutory Authority:	<i>Local Government Act</i> , Section 436(3) requires that the RGS Amendment Bylaw be forwarded to local government for consideration and acceptance.

Background:

North Okanagan Regional Growth Strategy

The North Okanagan Regional Growth Strategy Bylaw No. 2500, 2011 was adopted on September 21, 2011 after receiving unanimous support from member municipal councils, the Electoral Area Advisory Committee and adjacent regional districts.

The *Local Government Act* sets requirements for regional districts with adopted Regional Growth Strategies (RGS) to consider whether the strategy must be reviewed for possible amendments, at least every five years.

On May 6, 2015 at the regular meeting of the Regional Board, a resolution was adopted that a letter be sent to the Minister of Community, Sport and Cultural Development, adjacent regional districts and First Nations notifying of the initiation of the Regional Growth Strategy 5-year Review; and further that the Regional Growth Strategy 5-year Review Terms of Reference be referred to member municipal councils and the Electoral Area Advisory Committee for review and comment.

The following topics were endorsed by the Board of Directors as the focus of the RGS 5-year review: Housing Affordability and Availability, Economic Development, Environment – Air Quality; Greenhouse Gas Emissions; Climate Change Adaptation; Active Transportation Infrastructure and Transit; Growth Area Boundaries and Asset Management. Refer to attached Schedule A for the proposed revised policies specific to these topic areas.

North Okanagan Regional Growth Strategy Amendment

The Regional District of North Okanagan has been in the process of updating their RGS since 2015.

Currently in the process of consideration for acceptance by affected local governments, the Regional Growth Strategy Amendment Bylaw No. 2846, 2019 received first and second readings on November 20, 2019 and a public hearing was held on January 20, 2020. The *Local Government Act*, Section 436. (3) states that acceptance of the RGS by affected local governments must be done before third reading of the bylaw. Affected local governments, which include member municipalities and adjacent regional districts have been forwarded Bylaw No. 2846 to consider acceptance of the Bylaw and have 60 days to do so.

At the conclusion of the 60 day period, RDNO staff will report to the Board of Directors on the status of acceptance, and if appropriate, whether Bylaw No. 2846, 2019 may be considered for third reading and adoption.

Each affected local government is requested to respond by resolution. Upon receipt of the Bylaw, each affected local government must:

- a) Review the regional growth strategy in the context of any official community plans and regional growth strategies for its jurisdiction, both those that are current and those that are in preparation, and in the context of any other matters that affect its jurisdiction, and
- b) Subject to an extension by the facilitator under section 438 (3), within 60 days of receipt either
 - i. accept the regional growth strategy, or
 - ii. respond, by resolution, to the proposing board indicating that the local government refuses to accept the regional growth strategy.

If a resolution is not brought forward at the end of the 60 day acceptance period, then according to Section 436.6 of the *Local Government Act*, an affected local government is deemed to have accepted the Regional Growth Strategy.

External Implications:

Upon receipt of the proposed Regional Growth Strategy Amendment Bylaw No. 2846, 2019, Planning staff forwarded a copy of the proposal to affected Regional District departments for review and comment.

To date, RDCO departments have indicated either that their interests are unaffected by the proposed Regional Growth Strategy amendment or that there are no concerns with the proposed bylaw.

Considerations not applicable to this report:

- *General*
- *Financial*
- *Organizational*

Attachment(s):

- Bylaw No. 2846, 2019
- Schedule A

REGIONAL DISTRICT OF NORTH OKANAGAN

BYLAW No. 2846

A bylaw to amend the Regional District of North Okanagan Regional Growth Strategy Bylaw

WHEREAS the *Local Government Act* provides that a regional board may develop, adopt, implement, monitor and review a regional growth strategy under part 13 of the Act;

AND WHEREAS the Board of Directors gave written notice of the initiation of a 5-Year Review to affected local governments and the Minister of Community, Sport and Cultural Development on May 13, 2015;

NOW THEREFORE, the Board of the Regional District of North Okanagan in open meeting assembled, hereby **ENACTS AS FOLLOWS:**

CITATION

1. This Bylaw may be cited as “**Regional Growth Strategy Amendment Bylaw No. 2846, 2019**”.

AMENDMENTS

2. That Regional Growth Strategy Bylaw No. 2500, 2011 be amended as follows:

- a. By deleting Schedules “A” and “B” attached to and forming part of Bylaw No. 2500 and replacing with the following schedules attached to and forming part of Bylaw No. 2846.
 - i. Schedule “A” RGS Document
 - ii. Schedule “B” Regional Growth Strategy Designation Maps
 - iii. Schedule “C” Population, Housing and Employment Forecast
 - iv. Schedule “D” Possible Implementation Actions
 - v. Schedule “E” The Ideas Bank
 - vi. Schedule “F” Growth Area Boundary Review Criteria

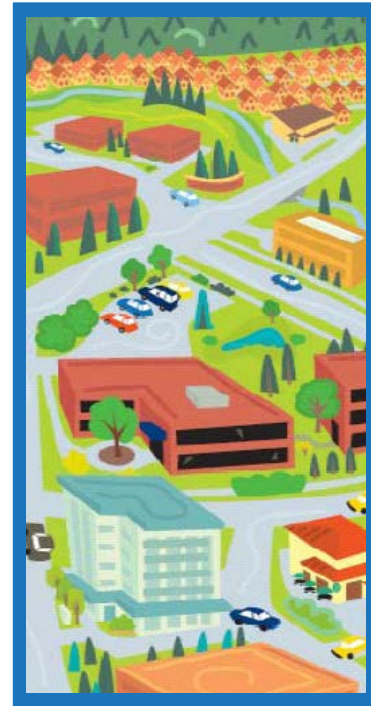
Read a First and Second Time	this	20th	day of	November, 2019
Advertised on	this	15th	day of	January, 2020
	this	17th	day of	January, 2020
Public Hearing held	this	22nd	day of	January, 2020
Read a Third Time	this		day of	, 2020
ADOPTED	this		day of	, 2020

Chair

Corporate Officer



REGIONAL DISTRICT OF NORTH OKANAGAN
REGIONAL GROWTH STRATEGY
"One Region, One Future"



BYLAW 2500, 2011 - SCHEDULES

June 16, 2011
Updated November 2019



**REGIONAL DISTRICT OF NORTH OKANAGAN
REGIONAL GROWTH STRATEGY**
"One Region, One Future"

CITY OF

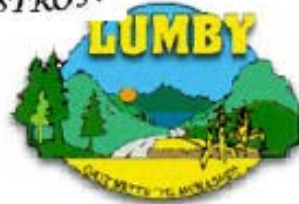
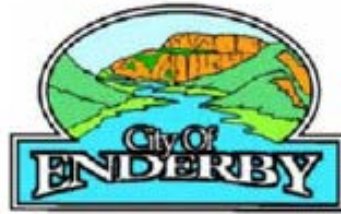


ARMSTRONG

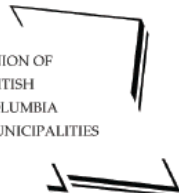
District of



Coldstream



UNION OF
BRITISH
COLUMBIA
MUNICIPALITIES



This project was funded in part by the Union of British Columbia Gas Tax Regionally Significant Products Fund on behalf of the Government of British Columbia and the Government of Canada, as well as the Ministry of Community, Sport and Cultural Development through the Smart Development Partnership Program.



FOREWORD

On behalf of the Regional District of North Okanagan, I am pleased to introduce the North Okanagan Regional Growth Strategy.

This strategy has evolved through a four year process which was a partnership between the Regional District and our member municipalities. Our elected officials guided the process wisely and we consulted with hundreds of people, stakeholders, and organizations during the development of this plan. First Nations were invited to participate in all aspects of this process. It has involved a wide cross-section of people including politicians, developers, business people, residents, planners, experts, students, First Nations, community groups and not for profit organizations, all of which contributed to the Regional Growth Strategy Bylaw.

The Regional Growth Strategy sets out a vision for the future and provides certainty to the outcomes we, as residents of the North Okanagan, want to achieve as the region grows and develops. This vision will guide future regional growth, promoting:

- sustainable communities
- protection of our rural and agricultural lands
- broad and sustainable employment and business opportunities
- diverse housing choices
- complete and vibrant neighbourhoods
- protection of the region's natural environment
- sustainable use and protection of the region's resources
- financial sustainability and good regional governance

The region's municipal councils support the direction of the strategy and they are committed to implement the strategy. The strategy will need to respond to changing circumstances. It will therefore be monitored annually and reviewed every five years.

This cooperative strategy is a first for the region. The Regional Growth Strategy is a commitment to fostering strong partnerships and provides opportunities for working together to fully realize what smart and sustainable growth can offer. This partnership will help create a region that our residents can be proud of.

I would like to thank all those who have been involved in this historic process. I look forward to your continued support, interest and enthusiasm as we move from planning to making things happen on the ground.

Herman Halvorson

Chair

Board of Directors of the Regional District of North Okanagan



ACKNOWLEDGEMENTS

The Regional Growth Strategy is a broad-based regional plan focusing on regionally significant issues across environmental, economic and social dimensions. The project seeks to complement and enhance other planning processes and strategies across the region.

The Regional District of North Okanagan recognizes and acknowledges the complex planning environment that exists within the North Okanagan. The North Okanagan Regional Growth Strategy respects these well established planning processes. The Regional District of North Okanagan thanks the RGS Coordinator, planning staff, committee and working group members, member municipal councils and Board of Directors, all residents, and those individuals who dedicated their time and expertise to make this project possible.

The Regional Growth Strategy has sought to build on the substantial body of knowledge and experience within the region and sought to fill the gaps in our knowledge.

The Regional District of North Okanagan has worked closely and collaboratively with many existing processes and organizations and sincerely acknowledges their cooperation and participation.

The Regional District of North Okanagan expressly acknowledges and thanks the hundreds of individuals who volunteered and gave freely of their time, energy and expertise in the development of the Regional Growth Strategy. The resulting strategy is a tribute to their passion and commitment to this region. A special thanks is extended to the members of the working groups for their professionalism and dedication in providing recommendations for our elected officials to consider.







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REGIONAL GROWTH STRATEGY BYLAW 2500, 2011 SCHEDULE 'A' ONE REGION, ONE FUTURE



"I think the best about in the North Okanagan is the sense of community."
(Age 17, from the Youth Survey)

Chances are you love the North Okanagan – and choose to live here – for many reasons. Whether your roots are generations deep or newly planted, you are part of a community that treasures the nature around us, the neighborhoods and businesses that sustain us and our shared commitment to preserving our quality of life. What are the elements that create “quality of life”? The natural environment is certainly the foundation upon which everything else is built. It supports the many businesses that provide employment in our communities, it is our mountains, our many lakes and our natural and resource areas, the thriving network of farms that supply our tables and the many recreational opportunities that draw us outside to play. It’s easy to take for granted the things we love about living here.

Over the decades, we have grown communities as diverse as Lumby and Cherryville, Spallumcheen and Armstrong, Enderby and Kingfisher and Coldstream and Vernon. We’ve built roads, bridges, schools and parks. We’ve started businesses, created art, hosted world-renowned events, preserved public land, created park networks, invested in transit and made difficult choices along the way. We have sometimes stumbled as well. We’ve made this a place where we can make a living, raise a family, enjoy the outdoors and celebrate culture. So it’s no wonder that more than 83,000 of us make our home here, with another 21,000 expected by 2031 - each a part of this place, each with a responsibility to help preserve the things we love and chart a wise course for the future of the North Okanagan.

How do we make regional choices that protect our local quality of life and contribute to regional solutions? It won’t be easy. We must weigh competing needs, generate creative solutions, make difficult choices and invest in the solutions. Our success will shape the future of our neighborhoods, our economy and our environment. We must also reflect on what’s working and what is not working today and the underlying dynamics and trends that will affect our future.

More than 1,000 people across the region worked together to create the North Okanagan Regional Growth Strategy, a long-range plan to guide growth for the next 20 years. This innovative blueprint for the future is based on a set of shared values: thriving neighborhoods and communities, abundant economic opportunity, clean air and a balanced approach to our water needs, access to nature, preservation of farms, forests and grasslands, and a sense of place.



THE VISION



“I think that the North Okanagan is one of a kind because it is small and beautiful”

(Age 14, from the Youth Survey)

To manage growth wisely, we need to have a shared vision of the future we want for ourselves, our children, and for future generations – and then direct our plans and actions toward achieving that vision. The vision seeks to balance a wide array of regional needs, objectives, and realities. It combines both idealism and pragmatism – reflecting our highest aspirations, while taking into account the social, economic, political, geographic, and environmental realities we are likely to face over the next 20 years.

The adopted vision statement reflected the collective input from elected officials on the desired future of the North Okanagan. After several discussions and a few revisions, the Regional Board adopted the Vision Statement on June 17th, 2009.

The Regional District of North Okanagan is a unique region that will continue to be recognized for its diverse natural habitats, robust economies, outstanding recreational opportunities and the high quality of urban and rural lifestyles provided in established communities. As such, the Regional Board will strive to conserve and enhance the very reasons that make the North Okanagan so attractive by ensuring:

- ***Growth is managed to reflect our social, environmental and economic values;***
- ***The Region’s natural constraints to growth are water availability, agricultural lands, and environmentally-sensitive areas;***
- ***Rural and urban lifestyle choices are maintained through designated growth areas and urban boundary management;***
- ***Agricultural lands are protected and a sustainable regional food system is supported and encouraged;***
- ***A strong, sustainable, and diverse economy that reflects our values and the identities of our communities;***
- ***Our natural systems, including air, land and water, are respected and protected; and***
- ***Inclusive, accountable and effective governance based upon a foundation of regional cooperation.***



REGIONAL POLICIES



The Regional Growth Strategy provides an integrated strategic policy framework for addressing growth management, economic development, transportation, other infrastructure, and environmental concerns. These policies play three key roles: (1) give direction for implementing the Regional Growth Strategy, (2) create a common strategic framework for planning at various levels within the North Okanagan, and (3) provide the vision for all levels of government to strive towards.

The Regional Growth Strategy focuses on concentrating growth within the growth areas and limiting development in the rural protection areas. The policies recognize the link between development, mobility, the environment and the economy, and have been designed to provide an integrated approach to sustainability, development, economic prosperity, and the provision of services.

A Common Framework: The Regional Growth Strategy provides a common framework for regional and local planning in the North Okanagan. This partnership initiative established policies that are practical, flexible and responsive to local conditions. Much of the implementation of Regional Growth Strategy occurs through local planning and actions. The Regional Growth Strategy focuses on the challenges of people, prosperity and place to develop healthy and sustainable communities for all people. The Strategy addresses environmental issues, encourages a robust and diverse economy, takes steps to conserve resources and enhances natural and built environments. To achieve this end, the Regional Growth Strategy regional policies are grouped in nine interrelated policy areas.



Urban Containment/Rural Protection



Agriculture and Food Systems



Water Stewardship



Environment and Natural Lands



Economic Development



Transportation and Infrastructure



Housing



Governance and Service Delivery



Energy and Emissions & Climate Adaptation



GOALS — STRATEGIES — INDICATORS

Goals: Goals speak to the desired outcomes for each of the topics covered in the Regional Growth Strategy (RGS). They set the tone for an integrated approach and common framework for regional policies. Each policy section of the Regional Growth Strategy has goals that provide the context for the strategies that follow.

Strategies: The RGS strategies are designed to be broad. They provide overall guidance and direction for planning processes and decision making at both regional and local levels. Given the strong integration across the various policy sections, the full body of regional strategies is to be considered in decision-making for programs, projects, and planning processes. The strategies also serve as a common framework for regional and local planning.

Indicators: The RGS has identified measures for assessing how the region is meeting the goals and strategies. The purpose of these measures is to track whether actions are occurring and whether the region is achieving desired results. This information will assist regional and local governments as they assess policies and actions over time. The indicators are included in the implementation section.

Regional monitoring is based upon two major components: implementation monitoring and performance monitoring. Implementation monitoring attempts to answer the question, “Are we doing what we said we would do?” Performance monitoring addresses, “Are we achieving the desired results?”

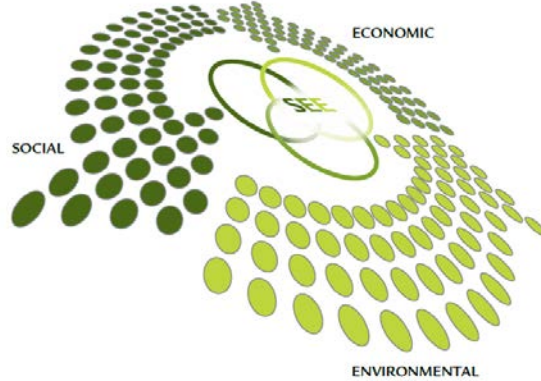
The measures selected for this program are not intended to be entirely comprehensive or to provide all of the answers. Rather, they have been selected to provide a broad view of the state of the region, with a high level perspective about whether key implementation actions are being accomplished, and if the region is seeing desired results.





AN INTEGRATED PLAN

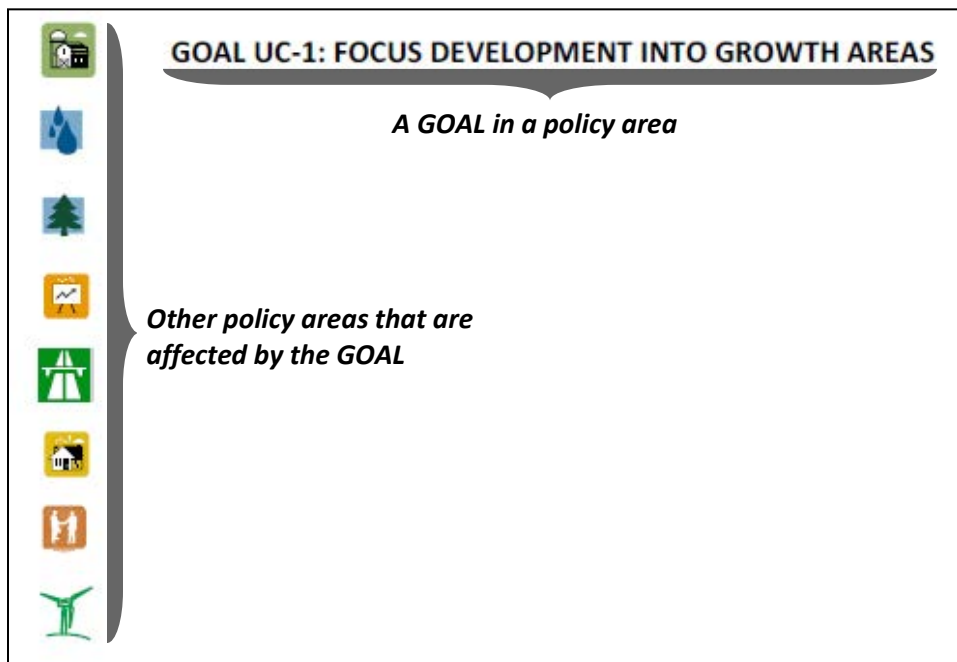
Clean air and clean water do not stop at municipal or electoral area boundaries. Neither does the need for jobs, a thriving economy and good transportation choices for people and businesses in our region. Our issues are also not silos – each one affects many others. As a result, all the policies are integrated, meaning that their success is intertwined with the success of policies under other policy area headings. Each policy area has environmental, economic and social dimensions.



The Regional Growth Strategy is divided into 9 policy areas. During the development of the policies, the public, our stakeholders and our elected officials acknowledged that all the policy areas are integrated. The policies were developed across issue oriented working groups and each of the suggested policies address more than one issue. As an example, the need to tackle housing issues was brought up by every working group when looking at their own issue, from economic development to environment and water stewardship.

Look for the issue symbols beside each policy to see where the linkages are. Each issue is intertwined with others and dealing with all 9 issues will be essential to the success of the Regional Growth Strategy.

For each goal statement, there will be policy area icons in the left hand margin. These icons show the other policy areas that are connected to that goal.





1. URBAN CONTAINMENT AND RURAL PROTECTION

My small community be beautiful in 10 years I can see miles onto lovely forests, farms and fields"

(Age 11, from the Youth Survey)

WHY IS THIS IMPORTANT?

In the past, development in the North Okanagan has moved into our agricultural lands, our hillsides and into our open spaces. Although we have active community centres and neighbourhoods, the majority of our housing is low density. Higher density or mixed use development are needed to support regional sustainability goals. Increased density in our communities is necessary to support public transit, reduce the costs of utilities, infrastructure and roads, provide a diversity of housing options and allow more travel by foot and bicycle. Focusing development within our communities also reduces development pressure on our rural areas, allowing us to preserve agricultural, natural and low density rural residential lands. By concentrating growth in areas that are already serviced by water and sewer, municipalities can become more economically sustainable and focus resources on diversifying their economy.



GOAL UC-1: FOCUS DEVELOPMENT INTO GROWTH AREAS



The communities of the North Okanagan agree to work as partners and individually to:



UC-1.1: areas designated as Growth Areas are to be fully serviced with community water and sewer systems and can accommodate a broad range of urban land uses at urban densities.



UC-1.2: promote compact, complete community design.



The communities of the North Okanagan agree to promote compact, complete community design in Growth Areas through the consideration of the following guidelines when undertaking Official Community Plan amendments, reviews or revision, and assessing large developments:



1. Infrastructure is developed in a way that makes efficient use of existing and future public infrastructure investments;
2. Public facilities and services are provided in an appropriate and financially responsible manner;
3. Transportation is designed to be walkable where possible and served with a well connected system of streets, bikeways, recreation trails and public transit;
4. Development is designed to preserve and enhance natural ecological systems;
5. Development includes sufficient land suitable for a range of needed housing types;
6. Growth can be accommodated in a way that preserves important natural landscape features;



7. Development is designed to avoid or minimize adverse effects on agricultural and natural resource lands, important natural landscape features and on land designated as Rural Protection Areas;
8. Municipalities shall recognize the Rural Protection Boundary in Official Community Plans;
9. Local and regional government will respect the Rural Protection Boundary and Rural Protection Area when reviewing relevant proposals, including: annexations, Official Community Plan amendments and reviews, bylaw development, permit review and applications for large developments; and
10. Local and regional government will discourage proposals which are inconsistent with the Regional Growth Strategy, Official Community Plans, Rural Protection Boundaries or Rural Protection Areas.

REVISED 2019

UC-1.3: consider the full cost of development, including water and sewer infrastructure, transportation, emergency response and civic services, to ensure that land use decisions are transparent, informed, fiscally responsible, and take into account the principles of asset management.

UC-1.4: preserve and enhance existing neighbourhoods by encouraging diverse choices in housing types, a high degree of connectivity in the street network to accommodate walking, bicycling and transit use and provide public spaces.

UC-1.5: support the transformation of key underutilized lands, such as brownfields and greyfields, to higher density, mixed use areas to complement the development of neighbourhood centers and the enhancement of existing neighbourhoods.

UC-1.6: use the policy tools available to local governments to encourage the redevelopment and revitalization of underutilized lands.

UC-1.7: undertake a phased approach in Growth Areas: Municipalities are encouraged to consider adopting a phased infrastructure and service area expansion approach to sustain growth rates and protect the Growth Areas' potential for development over a 20 year period.

REVISED 2019

UC-1.8: define Community Centres within existing communities: Although every center is distinctive and unique, they should all contain some common elements, including:

- Compact and complete design
- Transit oriented
- Pedestrian friendly
- Public spaces and meeting places
- Green and sustainable infrastructure





REVISED 2019

UC-1.9: respect Future Growth Areas identified in existing Official Community Plans: The development of Future Growth Areas will be based on Official Community Plan policies and is contingent on the provision of water, sewer and appropriate civil services, such as emergency response, as well as the identification of water sources. The full cost of providing an urban level of service delivery (water, sewer, emergency response, and civic services) must be considered along with the principles of asset management prior to development. Once considered for development or designated within an Official Community Plan, Future Growth Areas will be designated as Growth Areas (**UC-1.1**) and all associated policies will apply. Additional Future Growth Areas may be considered during the Regional Growth Strategy 5-year review and informed by a Regional Housing Needs Assessment.



GOAL UC-2: PROTECT RURAL LANDS



The communities of the North Okanagan agree to work as partners and individually to:



UC-2.1: designate Rural Protection Boundaries, consistent with the Regional Growth Strategy, within Official Community Plans for the purpose of protecting lands within the Rural Protection Area. Lands designated as Rural Protection Areas are intended to accommodate low density development on larger (1 hectare and greater) parcels of land that are not serviced with both community water and sewer systems



NEW 2019

UC-2.2: The Board encourages communities to consider amending rural protection boundaries during the RGS 5-Year review process (See UC-2.4) which will take into account the Boundary Review Criteria (Schedule 'F'). The Board respects local jurisdictions' land use autonomy under Part 14 of the Local Government Act to determine land use in the Rural Protection Area while still trying to discourage sprawl. Each local authority will ensure that its' respective Official Community Plan:

- Recognizes the Rural Protection Boundary as shown in the RGS;
- Identifies any local areas desired for future growth that may infringe upon the Rural Protection Areas;
- Addresses, to the extent that is reasonable, the difference between the OCP growth areas and the Rural Protection boundaries of the RGS in the Regional Context Statement as per Section 447 of the *Local Government Act*.

If, through an application process, a municipality successfully removed lands from the ALR and/or are designated for urban scale development, a change to the mapping and designations of the RGS would occur during the 5 year review to reflect that change. It is recommended that any regionally significant changes to the land use designations be referred to the Regional Growth Strategy Support Team for technical review and comment on regional implications and the Board of Directors as per Section 475 of the *Local Government Act*.





UC-2.3: In order to reduce rural sprawl and encourage more sustainable forms of rural subdivision, an Official Community Plan may make provision to allow for smaller minimum parcel sizes in the Rural Protection Area provided there is no increase in the overall density (i.e. clustering), that the new parcels can be served with potable water and wastewater disposal systems in a sustainable manner and the conservation of residual lands in perpetuity for agricultural, ecological or public good purposes. Options for alternative forms of development shall be consistent with the policies of the Regional Growth Strategy.

UC-2.4: consider amending the Rural Protection Boundary during the Regional Growth Strategy 5-year review.

UC-2.5: discourage the provision of, or expansion of, community water and sewer service to the Rural Protection Area unless supported for health or environmental reasons or servicing current levels of development and only where such services do not result in additional development that will require further rural expansion of water and/or sewer infrastructure.

UC-2.6: designate lands as Rural Protection Areas: This designation will protect, and at the same time enhance, the rural landscape by encouraging development that is compatible with the rural character of the North Okanagan.

UC-2.7: encourage the location of commercial, retail, and community services that serve rural residents to neighbouring communities and existing activity areas to prevent the conversion of rural land into commercial uses.

UC-2.8: protect the character of rural areas: Rural Protection Areas contain a variety of lands with natural resource value including agriculture and forestry. These lands have historically played a significant role in shaping North Okanagan character and identity, offering rural lifestyle choice, as well as providing important economic benefits. Their long term viability and productivity is increasingly threatened by urban encroachment and the spread of incompatible land uses.

UC-2.9: coordinate with provincial agencies on future land use decisions within the Community/Crown Interface Zone designation of the Okanagan Shuswap Land and Resource Management Plan.

UC-2.10: appropriate Destination Resort Development: Destination resorts provide recreational activities and facilities. A transparent, consistent, equitable and fair full cost accounting should be used to assess the feasibility of new resort developments. Any new destination resorts within the region shall complement the goals and strategies of the Regional Growth Strategy and the strategic tourism objectives of the province while balancing sustainability initiatives.





REGIONAL GROWTH STRATEGY DESIGNATIONS



The Rural Protection Area Map (**Schedule 'B'**) identifies Growth Areas, Future Growth Areas and Rural Protection Areas. The purpose of this map is to guide land use planning processes by defining long term rural protection areas and boundaries that are not suitable for 'urban' levels of development.

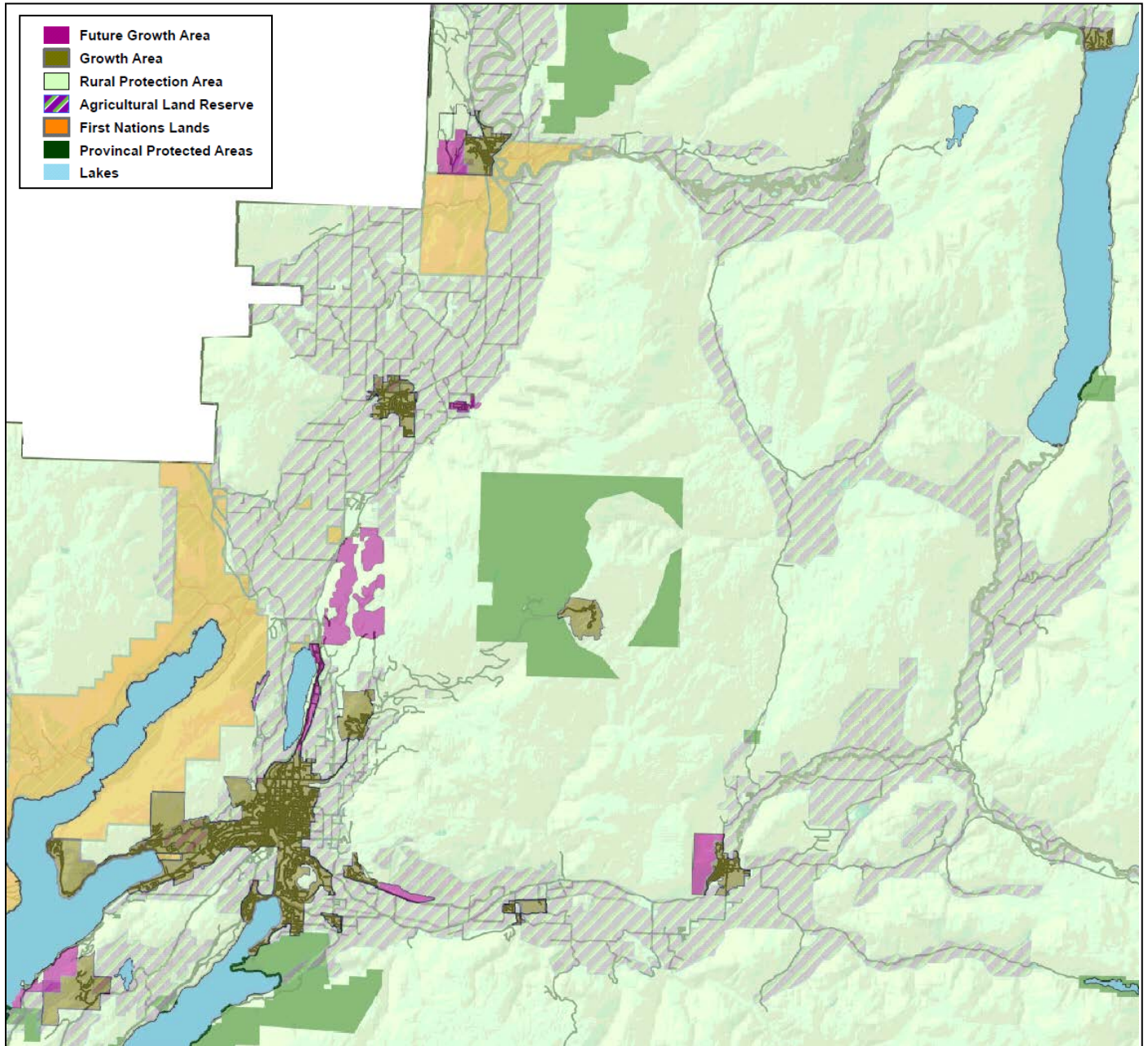
GROWTH AREAS: are serviced by water and sewer infrastructure and are defined by the Rural Protection Boundary. Growth Areas are intended to contain the diversity of the region's established communities with urban densities (lots less than 1 hectare). Urban levels of service, including water and sewer infrastructure extensions, will be limited to Growth Areas. Growth Areas do not necessarily correspond to municipal or electoral area boundaries (existing or proposed). Growth Area boundaries respect past agreements and comprehensive neighbourhood planning initiatives that have access to existing water and sewer infrastructure.

FUTURE GROWTH AREAS: are areas have been identified in Official Community Plans or strategic planning initiatives for future development of residential, commercial or industrial uses. These areas may require further review to determine their development potential and viability, including the identification of water sources. The objective within these areas, as in Growth Areas, is to encourage compact, complete, mixed use and serviced communities with well defined Rural Protection Boundaries. The development of these areas should be contingent on the establishment of services, including water infrastructure and emergency response capacity. Criteria and thresholds should be established through Official Community Plans prior to consideration of Future Growth Area for compact, complete community development. Once development begins within Future Growth Areas, then these areas will be considered Growth Areas as defined within the Regional Growth Strategy.

RURAL PROTECTION AREAS: are areas that will not have access to water and sewer infrastructure, consist of large lot sizes and are associated with rural uses. Rural Protection Areas are intended to provide for a variety of rural land uses, including low density rural residential development, natural resources, and agricultural and existing small scale neighbourhood commercial uses. Rural Protection Areas help protect rural landscapes and agricultural lands, prevent unsuitable urban development and densities, limit water and sewer infrastructure extensions beyond the Rural Protection Boundary and maintain rural lifestyle options. Natural lands, open spaces, agricultural lands and environmentally sensitive lands that are unsuitable for residential development are included within the Rural Protection Areas, including: the Agricultural Land Reserve, watersheds, conservation areas, natural habitats, grasslands, forests, wetlands, major parks and recreation areas. Rural developments around drinking water sources and reservoirs should be restricted to protect water quality and quantity. The Rural Protection Area is complementary to the Okanagan Shuswap Land and Resource Management Plan (OSLRMP) and does not discourage appropriate designated Crown land uses, as represented in the OSLRMP, UC-2.9 and UC-2.10.



RURAL PROTECTION BOUNDARY: *is the line that divides lands that have access to water and sewer infrastructure and lands that must rely on local water and septic solutions.* The Rural Protection Boundary is intended to retain rural and agricultural lands for appropriate rural uses and residential densities. The Rural Protection Boundary focuses urban levels of development, densities and service levels into Growth Areas. Rural service levels and appropriate uses are preserved within the rural protection area.





2. AGRICULTURE AND FOOD SYSTEMS

“More community gardens, less lawn and more food being grown, stores buying fresh produce from local farmers instead of importing them”

(Age 15, from the Youth Survey)

WHY IS THIS IMPORTANT?

The North Okanagan has an abundance of agricultural lands, which is unique in British Columbia. Only 5% of the province can be used for agriculture and the North Okanagan contains 39% of all Agricultural Land Reserve (ALR) lands in the Okanagan. Although 9% (or about 70,000 ha) of the Regional District is within the Agricultural Land Reserve, most of those lands are located in the valley bottoms where development pressure is greatest. Since 1974, we have lost over 6.3% (almost 6,000 ha) of our best ALR lands. The protection of our agricultural land base, our agricultural heritage and continued support for our farmers will be critical to the long term sustainability of the North Okanagan.



GOAL AG-1: WATER IS MANAGED SUSTAINABLY SO ALL REASONABLE NEEDS, INCLUDING AGRICULTURE, ARE MET IN A BALANCED MANNER



The communities of the North Okanagan agree to work as partners and individually to:



AG-1.1: encourage water metering systems, where applicable, to ensure the efficient use of water allocations.



AG-1.2: collaborate and cooperate with the provincial government and relevant agencies during the development of policies and methods that encourage more efficient water use.



AG-1.3: explore opportunities to expand the use of reclaimed water for agriculture in a safe, cost effective and efficient manner.

AG-1.4: based upon **GOAL WS-3**, explore opportunities for expanding reclaimed agriculture water infrastructure outside of existing serviced areas.

The actions requested of other governments and agencies are:

AG-1.5: the province and relevant parties are encouraged to explore the feasibility of a North Okanagan Agricultural Water Reserve that would provide the appropriate amount of water to agricultural lands in drought years without compromising stream health or other community needs.



GOAL AG-2: MAINTAIN AND DIVERSIFY THE AGRICULTURAL LAND BASE

The communities of the North Okanagan agree to work as partners and individually to:

AG-2.1: through Official Community Plans, discourage the removal or subdivision of Agricultural Land Reserve (ALR) lands.

AG-2.2: develop policies that minimize the development (i.e. building) footprint on agricultural lands.

The actions requested of other governments and agencies are:

AG-2.3: the province and other parties (i.e. utility companies) are encouraged to avoid fragmentation of agricultural lands when considering projects.

AG-2.4: the Agricultural Land Commission is encouraged to coordinate with the Regional District of North Okanagan and member municipalities to ensure consistency between the Regional Growth Strategy and Agricultural Land Commission decisions and policies.





GOAL AG-3: SUPPORT A ROBUST AND DIVERSE AGRICULTURAL ECONOMIC SECTOR

The communities of the North Okanagan agree to work as partners and individually to:

- AG-3.1:** create an inventory of existing and potential agri-industrial operations, infrastructure and lands.
- AG-3.2:** consider supporting initiatives that will provide opportunities for new, young or experienced farmers within the North Okanagan.
- AG-3.3:** collaborate on the development of a Regional Agricultural Economic Development Plan that builds upon the strengths of the North Okanagan and local plans and initiatives.

The actions requested of other governments and agencies are:

- AG-3.4:** the province is encouraged to collaborate with farming interests, local governments and other stakeholders during the identification and creation of new agricultural economic opportunities, including local added value production, processing, distribution, marketing and agri-tourism.





GOAL AG-4: ENCOURAGE A HEALTHY, ACCESSIBLE AND RESILIENT FOOD SYSTEM



The communities of the North Okanagan agree to work as partners and individually to:

AG-4.1: support and, within the authority of local government, promote environmentally sustainable agricultural practices.

AG-4.2: consider developing policies and programs that support urban agriculture and small scale agriculture as a component of local food security.

AG-4.3: encourage the creation of Environmental Farm Plans and household, institutional and farm/food waste composting facilities.

AG-4.4: support, within the power of local government, the agriculture sector in developing ways to manage and recover energy from agricultural wastes.

The actions requested of other governments and agencies are:

AG-4.5: the province is encouraged, through ongoing dialogue, collaboration and cooperation with relevant stakeholders and local governments, to develop supportive policies that will enhance local, sustainable agriculture within the North Okanagan.

AG-4.6: the province is encouraged to collaborate with the local agricultural sector and other stakeholders on initiatives that raise public agricultural awareness.

AG-4.7: the province is encouraged to collaborate with local government and agricultural stakeholders in exploring solutions to regional agricultural issues, such as local agricultural waste disposal, effective and sustainable agricultural invasive species management and initiatives that would provide opportunities for young farmers.





3. WATER STEWARDSHIP

“I would like more protection of our waters (lakes, streams and rivers)”
(Age 14, from the Youth Survey)

WHY IS THIS IMPORTANT?

Water is one of the most precious and important natural assets in the North Okanagan. Even though we are endowed with several large lakes, community watersheds and groundwater resources, the supply of clean, reliable water is inherently limited. Water shortages have already occurred in some areas of the North Okanagan and are expected to occur more widely and frequently in the future as a result of Climate Change. Local residents, elected officials and Regional Growth Strategy working groups expressed that their greatest concern about regional growth is the availability and quality of water. Some are concerned about drought and water shortages; others about climate change, agricultural viability, economic development and increasing residential use. Balancing the water requirements of the environment, basic human needs, agriculture, irrigation, tourism, recreation and industry has become more of a challenge as more people live, work, and play in the North Okanagan.



GOAL WS-1: PROTECTION OF OUR GROUNDWATER



The communities of the North Okanagan agree to work as partners and individually to:



WS-1.1: develop policies, within the authority of local and regional government that will evaluate proposed developments based upon local hydrological conditions, access to long term water supply, an adherence to the precautionary principle and impact on supply to existing users.



WS-1.2: consider adopting groundwater quality and quantity best management practices and policies, as they apply to local governments.

WS-1.3: develop lot size policies that are based on local groundwater conditions so that the cumulative effects of development do not compromise the sustainability of the community.

The actions requested of other governments and agencies are:

WS-1.4: encourage the province and relevant parties to develop a regional groundwater quality and quantity monitoring program and undertake enhanced aquifer and groundwater limited areas mapping to be used in planning and approval decisions.





GOAL WS-2: PROTECTION AND CONSERVATION OF WATER RESOURCES



The communities of the North Okanagan agree to work as partners and individually to:



WS-2.1: consider coordinating Water Management Plans and Drought Management Plans with a consideration of the variability of surface and ground water supplies. Harmonizing local Drought Management Plans should be considered.



WS-2.2: enact water conservation measures for existing and new developments.



WS-2.3: consider developing a North Okanagan Water Conservation Strategy, in collaboration with relevant parties.



WS-2.4: support the use of innovative water conservation, management and liquid waste disposal techniques, technologies and strategies where feasible.



WS-2.5: fully consider the economic, social, ecological and hydrological consequences of future inter- and intra-basin transfers during the evaluation of these types of projects.



WS-2.6: collaborate with the province and appropriate agencies to address regional and local watershed and source water protection and management issues

The actions requested of other governments and agencies are:

WS-2.7: the province and health authorities are encouraged to review water quality standards, guidelines and reporting mechanisms to ensure a reasonable, realistic and consistent approach to the protection of water quality throughout British Columbia.

WS-2.8: the province and relevant authorities are encouraged to develop an integrated North Okanagan Supply and Demand Water Model for the Shuswap and Okanagan watersheds.

WS-2.9: the provincial and federal governments are encouraged to conduct an issues assessment on the impacts of motorized and non-motorized watercraft on North Okanagan waterways on water quality, with a focus on the identification of solutions, options and opportunities at the local, regional, provincial and federal levels.

WS-2.10: the province and relevant authorities are encouraged to explore cost effective, efficient and innovative methods and tools, in collaboration with the local and regional governments, which can provide stream water flow and quality monitoring information for identified critical watersheds.

WS-2.11: the province is encouraged to review the regulations governing reclaimed water use in residential developments, with guidance from other jurisdictions that have legislated grey, reclaimed and/or reused water.



GOAL WS-3: CONSIDER THE TRUE COST OF WATER



The communities of the North Okanagan agree to work as partners and individually to:



WS-3.1: collaborate on the development and implementation of a consistent full cost accounting framework (that includes the cost of construction, maintenance, operation, and replacement) for water and sewer infrastructure that reflects the true cost of delivering a long term sustainable service.



WS-3.2: use local full cost accounting methods for water and sewer servicing as an integrated strategic tool for land use planning, development proposal evaluation, and infrastructure investment decision making.

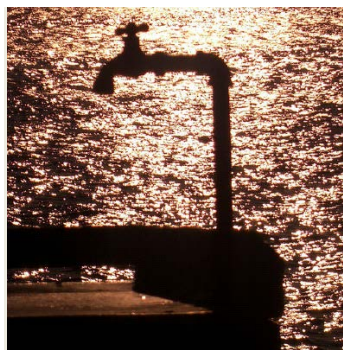


WS-3.3: discourage the approval of new water and wastewater utilities under private ownership. The evaluation of the liability of transfer to public ownership should be considered as part of the decision making process for allowing such systems.

The actions requested of other governments and agencies are:

WS-3.4: the province and relevant agencies are encouraged to provide guidelines and/or best management practices to water and sanitary sewer providers, as well as local governments, for recovering the full cost of providing water and sanitary sewer services, including the environmental and resource costs.

WS-3.5: the province and relevant agencies are encouraged to explore, and where feasible, implement equitable, effective and transparent groundwater licensing and pricing mechanisms that encourage efficient and sustainable use of this limited and valuable resource.





4. ENVIRONMENT AND NATURAL LANDS

“The best thing about living in the North Okanagan is the nature around us, the lakes, rivers, mountains and forest.”
(Age 14, from the Youth Survey)

WHY IS THIS IMPORTANT?

The North Okanagan is home to many diverse ecosystems, including wetlands, forests, lakes, rivers and grasslands. These ecosystems and the features they contain are valuable in their own right. They also provide important benefits. In addition to filtering pollutants, preventing erosion and controlling crop pests, many natural areas provide habitat for our plant and animal species. Open spaces and the natural environment make possible the many recreational activities and opportunities our citizens enjoy, the success of the tourism industry and the quality of life of residents. Growth over the last 20 years has impacted some of our most vulnerable ecosystems, our hillsides and our views. Healthy landscapes and watersheds protect the quality and quantity of our water supplies, aquatic ecosystems and our recreational opportunities.

The natural environment is one of the reasons that the North Okanagan is such a popular destination. When we asked the public what was the most important thing they valued about the North Okanagan, the overwhelming response was ‘the natural environment and landscape, and the lifestyle and opportunities it provides’. Local and regional governments have tremendous opportunities for environmental stewardship and providing a park system that is the best in British Columbia. However, the need to coordinate local and regional environmental initiatives and parks planning in the face of strong growth presents many challenges.



GOAL ENV-1: PROTECT OUR WATERSHEDS



The communities of the North Okanagan agree to work as partners and individually to:



ENV-1.1: develop consistent, integrated environmental policy that will protect water ecosystem function, our drinking water sources and conserve and enhance biodiversity and ecological services through the protection of ecological features and corridors, including floodplains, shorelines, stream and river systems, aquifers, wetlands and forested watersheds.



ENV-1.2: create a Regional Foreshore Strategy, using foreshore inventory mapping, that will be incorporated into the application and permitting process for new and existing developments.

The actions requested of other governments and agencies are:

ENV-1.3: provincial and federal governments are encouraged to support the local and regional initiatives that protect watersheds, waterways and riparian areas.



GOAL ENV-2: PROTECT OUR PARKS, NATURAL AREAS AND OPEN SPACES



The communities of the North Okanagan agree to work as partners and individually to:



ENV-2.1: in collaboration with the appropriate agencies and organizations, identify, prioritize and map all ecosystems and important habitat features in the North Okanagan and ensure this information is used in local, regional and provincial land use processes



ENV-2.2: expand sensitive ecosystem mapping to complete a regionally consistent North Okanagan ecosystem inventory.



ENV-2.3: support data sharing, mapping, and consolidation of existing information into an inventory of Southern Interior ecologically sensitive areas and biodiversity values.



ENV-2.4: identify a system of linked wildlife corridors and areas of habitat connectivity, in partnership with the province and relevant parties, which will inform planning decisions with the goal of avoiding further fragmentation.



ENV-2.5: develop a regionally consistent policy approach to ecosystem and species protection.



ENV-2.6: encourage the sustainable management of parks and natural areas.

ENV-2.7: engage the community through stewardship and education to improve environmental awareness.

ENV-2.8: coordinate on the establishment of regionally significant open space networks and linkages across jurisdictional boundaries that will compliment local parks planning.

ENV-2.9: support opportunities and partnerships that promote environmental conservation and ecosystem protection.

ENV-2.10: designate and protect significant open spaces and environmentally sensitive areas in Official Community Plans and through other planning mechanisms.

ENV-2.11: explore funding mechanisms to support regionally significant open space and parkland acquisitions.

ENV-2.12: consider supporting partnership initiatives that would undertake the development of a regional biodiversity strategy.

The actions requested of other governments and agencies are:

ENV-2.13: provincial and federal governments are encouraged to support local initiatives that protect ecosystems, natural lands, watercourses and riparian areas.



ENV-2.14: the province is encouraged to, through partnerships and financial support, identify, prioritize and map ecosystems, wildlife corridors and areas of habitat connectivity in the North Okanagan.

ENV-2.15: the province is encouraged to coordinate with regional and local governments to ensure consistent and integrated park, trail, greenway, open space and/or complementary land use planning across jurisdictions.



GOAL ENV-3: REDUCE AND PREVENT POLLUTION

The communities of the North Okanagan agree to work as partners and individually to:



ENV-3.1: encourage the development and adoption of policies that contribute to the reduction or prevention of air, land and water pollution.



NEW 2019



ENV-3.2: Support public awareness and education around air quality management practices.



NEW 2019

ENV-3.3: Support pollution prevention using processes, practices, materials and energy in ways that avoid or minimize the creation of pollutants and wastes at the source.



NEW 2019



ENV-3.4: reduce urban air pollution and urban heat islands by expanding natural elements across the landscape



ENV-3.5: support the use of innovative approaches and technologies (i.e. green infrastructure) for water, energy, and waste and emissions management through the use of best management practices, local bylaws and incentives.

REVISED 2019

ENV-3.6: encourage energy efficient retrofits of older buildings, including both residential and commercial buildings while encouraging the proper disposal, reuse and/or recycling of any waste generated.

ENV-3.7: explore opportunities to establish financial and other incentives to encourage energy efficient development.

ENV-3.8: encourage the use of local materials and green building techniques in new and retrofitted developments.





5. ECONOMIC DEVELOPMENT

“There are not many job options or post-secondary options.”
(Age 15, from the Youth Survey)

WHY IS THIS IMPORTANT?

In support of economic and social sustainability, a region should have employment opportunities close to where people live, not only to reduce commuting times for workers, but also to support economic development in our communities. At the same time, there should be a sufficient supply of land for industry and commerce with good regional transportation connections for workers, customers and businesses.

Successful and sustainable economic development is supported by communities working together to create a strong economic environment that attracts new businesses and retains existing ones. Competition between local governments or business associations will only weaken the region’s collective attractiveness and economic performance. The Regional Growth Strategy provides a framework for regional economic collaboration and cooperation on local and regional economic development, research and planning. A strong economy is essential to maintaining the high quality of life we enjoy in the North Okanagan.



GOAL ED-1: PROMOTE A REGIONAL APPROACH TO ECONOMIC DEVELOPMENT



The communities of the North Okanagan agree to work as partners and individually to:



- ED-1.1:** support a regional approach to economic development, based upon a voluntary model, which encourages a positive and sustainable business enabling environment.
- ED-1.2:** collaborate and cooperate on economic development, tourism and business attraction initiatives, policies, plans and marketing.
- ED-1.3:** encourage cooperative inter-jurisdictional industrial servicing arrangements that would respond to local and regional economic development goals.

NEW 2019

- ED-1.4:** support municipalities, first nations and electoral areas in the implementation of the Regional Employment Lands Action Plan to generate employment opportunities and create a more economically resilient and diverse region.

The actions requested of other governments and agencies are:

- ED-1.5:** the federal government and the province financially contribute to, and have a key role in, economic development initiatives that retains and attracts investment and employment to the region.
- ED-1.6:** adjacent regional districts are invited to collaborate with the Regional District of North Okanagan on shared or common economic development matters.



GOAL ED-2: ENCOURAGE A SUSTAINABLE, RESILIENT AND DIVERSE REGIONAL ECONOMY



The communities of the North Okanagan agree to work as partners and individually to:



ED-2.1: explore initiatives that support continued economic diversification, including value added, community based business development, green jobs and sustainable industries.



NEW 2019



ED-2.2: Support and encourage research and development initiatives and training programs in conjunction with UBC Okanagan and Okanagan College, including agriculture, food processing and distribution, water management, manufacturing, technology, waste management and tourism.



ED-2.3: monitor the supply of industrial lands in the region with the objective of maintaining a sufficient capacity to meet the needs of the regional economy.



ED-2.4: investigate opportunities to support the expansion of regional employment that are consistent with the Regional Growth Strategy.

ED-2.5: support the intensification of employment activity within Neighbourhood Centres and other identified economic nodes.

ED-2.6: discourage large commercial or institutional developments outside of Growth Areas.

ED-2.7: acknowledge the importance of a diversity of housing opportunities and affordable housing options in supporting economic development goals.

The actions requested of other governments and agencies are:

ED-2.8: BC Transit, the federal government and the province are requested to, in collaboration and partnership with local and regional government, develop and operate transportation infrastructure that support the economic development goals of the Regional Growth Strategy.





6. TRANSPORTATION AND INFRASTRUCTURE

“More bike lanes! Bike Racks! Make it easier to get around on foot or bike instead of driving. Also better transit.”
(Age 22, from the Youth Survey)

WHY IS THIS IMPORTANT?

Our transportation options link our homes, our neighbours, our employment, our recreation, and our commercial activity. The majority of trips within the North Okanagan are by automobile (89%), while the number of trips by transit is 2%, walking and cycling are 8%¹ and other is 1%. As a result, transportation is the largest contributor to our greenhouse gas emissions and vehicle emissions are trapped by inversions, creating poor air quality with possible health impacts.

Transportation and other infrastructure involve costly investments. To make the most of them we must be more effective in integrating transportation and infrastructure planning within our communities. Transportation choices have a strong physical impact on how sustainable and attractive our communities will be. Care must be taken to ensure that our roads, railways, transit, trails and active transportation options enhance our communities.



GOAL TI-1: MANAGE REGIONAL TRANSPORTATION CORRIDORS



The communities of the North Okanagan agree to work as partners and individually to:

REVISED 2019



TI-1.1: coordinate local transportation network planning across jurisdictions to assist in regional transportation planning and corridor management which improves connectivity, reduces greenhouse gas emissions and provides for emergency egress e.g. an all-weather road to link the Village of Lumby with Silver Star Village.



NEW 2019

TI-1.2: Rail transportation corridors, if no longer required, shall be considered for preservation as future mobility corridors, which includes cycle routes, trails, and other active transportation uses and other forms of mass transit that may be viable in the future. e.g. Okanagan Rail Trail and Sicamous to Armstrong Rail Trail.



The actions requested of other governments and agencies are:

TI-1.3: the province is encouraged to collaborate with local and regional governments when identifying potential, or enhancing existing, transportation corridors to ensure that planning for major transportation corridors preserves choices for the future, including active transportation options.

¹ 2011 NHS Census Data (most up to date data as 2016 Census did not include mode share)



TI-1.4: senior levels of government are encouraged to partner with the Regional District of North Okanagan and its member municipalities when developing a long range corridor protection and/or acquisition strategy that accommodates future transportation needs.



TI-1.5: the province and other relevant parties are encouraged to support the conversion of redundant transportation rights of way for purposes which support the Regional Growth Strategy, municipal plans, and transportation plans.



GOAL TI-2: SUPPORT INTEGRATED REGIONAL TRANSPORTATION PLANNING



The communities of the North Okanagan agree to work as partners and individually to:



TI-2.1: develop an Integrated Regional Transportation Plan and Implementation Agreement between all levels of government using a multimodal approach that creates attractive, integrated and effective transportation choices to provide a broad range of mobility options.



NEW 2019

TI-2.2: Work with BC Transit, member municipalities and electoral areas on the implementation of the Transit Futures Plan and the goal of creating a transit system which:

- is an attractive alternative to the private vehicle;
- complements the goal of compact and complete communities;
- aids in reducing environmental impacts;
- is efficient; and
- is integrated with other land use and transportation plans.

TI-2.3: encourage transit oriented development, where appropriate and feasible, within Growth Area locations that have access to multimodal connections.

REVISED 2019

TI-2.4: encourage, where feasible, rural transportation options that are reflective of the unique needs and challenges of our rural and unincorporated communities e.g. ride sharing.

REVISED 2019

TI-2.5: support the development of initiatives that reduce transportation greenhouse gas emissions by using techniques and methods that are within the jurisdiction of local governments, such as a network of electric vehicle infrastructure.

TI-2.6: explore innovative financing options and opportunities to meet transportation and infrastructure goals.

TI-2.7: ensure that land use decision making is informed by a full and complete understanding of the impacts on all aspects of the transportation system, including transit, walking and cycling.



REVISED 2019



TI-2.8: Encourage member municipalities and electoral areas to integrate transportation and land use planning within Official Community Plans to ensure that, where feasible and appropriate, communities:



- improve access to housing, jobs, schools, child care facilities and services by walking, cycling and public transport;
- improve access of pedestrian and bicycle networks to transit networks, which will increase transit ridership in the future;
- increase the choice of available transportation options to reduce dependence on cars;
- reduce travel demand including the number of single occupant vehicle (SOV) trips generated by development and the distances travelled;
- support the efficient and viable operation of public transport services; and
- provide for the efficient movement of freight.



TI-2.9: encourage a choice of transportation modes by including transit and active transportation infrastructure in road design, where feasible.

TI-2.10: explore options, including policy tools, which will encourage economic development in areas with freight rail access.

TI-2.11: encourage sustainable commercial transportation options that reduce the greenhouse gas footprint of goods and services available at the regional and local level.

TI-2.12: continue to promote rail freight, in collaboration with the province and federal government, as a viable goods movement option.

The actions requested of other governments and agencies are:

TI-2.13: the province and BC Transit are encouraged to collaborate with local and regional government on the development of a North Okanagan Transit Master Plan.

TI-2.14: the province is encouraged to collaborate with municipalities, the Regional District of North Okanagan, and other relevant agencies and associations, in the planning of major interregional transportation facilities, such as interregional transit and provincial highways, and the role that they are intended to play to support the Regional Growth Strategy and the economic development of the North Okanagan.

TI-2.15: The provincial and federal governments are encouraged to collaborate with the Regional District and member municipalities on initiatives that will provide diverse transportation options.





GOAL TI-3: CREATE EFFECTIVE, EFFICIENT AND SUSTAINABLE INFRASTRUCTURE



The communities of the North Okanagan agree to work as partners and individually to:



TI-3.1: develop supportive policies that will focus growth toward areas with existing infrastructure.



TI-3.2: support regional cooperation on utility planning.

REVISED 2019



TI-3.3: incorporate a transparent, consistent and equitable evaluation of the full cost of infrastructure, natural capital asset management, and service provision (including construction, operation, maintenance and replacement) into land use decision making.



TI-3.4: adopt a phased approach to infrastructure expansion that minimizes the financial burden to municipalities.



TI-3.5: adopt best management practices and innovative green infrastructure technologies and techniques to address stormwater challenges.

TI-3.6: identify innovative options that will assist in maintaining appropriate levels of infrastructure and service delivery that address community needs in a fiscally responsible manner.

TI-3.7: support the development of innovative energy sources that result in reduced community greenhouse gas production.

The actions requested of other governments and agencies are:

TI-3.8: the province and federal government are encouraged to support the Regional Growth Strategy through financial contributions for identified priority infrastructure projects and initiatives.





7. HOUSING

“Making things more affordable so in the future we actually have a chance for a good life”

(Age 16, From the Youth Survey)

WHY IS THIS IMPORTANT?

Throughout our public engagement activities, our residents have consistently raised housing choice and affordability as one of the most significant challenges facing the community. This issue was raised by our youth, our seniors, our business community and our eight working groups. During the review, this continues to be a significant priority of residents and the elected officials. In 2016, 24% of North Okanagan households were spending over 30% of their income on housing. Housing availability is declining, since 2010 there have been steadily fewer homes available for sale and rent. The more a family needs to spend on housing, the less there is available for food, education, recreation and transportation. The lack of diverse housing options can be a roadblock to business investment and attracting employees.

Well balanced communities provide housing opportunities for people in all stages of life, different family types, a range of financial situations, and those with special needs. A diversity of safe and secure housing opportunities can help a community retain working families and attract new businesses and provide youth, seniors and young families with housing options that will keep them in the North Okanagan.



GOAL H-1: SUPPORT AND ENCOURAGE A VARIETY OF HOUSING OPTIONS TO MEET THE DIVERSE HOUSING NEEDS OF ALL RESIDENTS IN THE REGION



The communities of the North Okanagan agree to work as partners and individually to:



H-1.1: identify the core housing needs in each community to better understand and collectively address regional housing characteristics and encourage the creation and retention of a variety of housing options for all residents, acknowledging that no one community can solve the region’s housing challenges. The supply and demand along the full housing spectrum shall be understood in order to work towards a Regional Housing Strategy.



H-1.2: explore options, beyond government subsidies, that provide affordable housing opportunities, including employer subsidized housing and the development of principles of private public partnerships.





H-1.3: encourage a diversity of housing options in Growth Areas close to amenities, services and transit networks to meet community needs throughout the region through regional and municipal policy, including:

- Amending existing bylaws to increase density in appropriate areas to encourage affordable ownership and rental housing;
- Incorporating smaller more affordable property sizes, housing designs and increased densities in neighbourhood planning and policy development;
- Adopting inclusionary housing policies and density bonus provisions as a means of expanding affordable rental and ownership residential stock; and
- Identifying local government owned sites which are appropriate for affordable housing that could be developed in partnership with not for profit organizations.

H-1.4: encourage initiatives that enhance regional awareness and education on housing related issues, challenges and successes and increase opportunities for collaboration through the formation of a Regional Housing Network.

NEW 2019

H-1.5: Assist municipalities in developing Housing Needs Assessments by providing analysis on regional demographics, household characteristics including income, significant economic sectors and market conditions, and work with municipalities to review and refine municipal housing priorities, policies and future demand estimates in the context of this analysis.

NEW 2019

H-1.6: Monitor and report on the success of regional and municipal Housing Needs Assessments in accommodating regional housing demand estimates.

NEW 2019

H-1.7: As a collective, work with member municipalities and electoral areas in the preparation of Housing Needs Reports, as required by the province, as well as to:

- Identify implementation measures within the jurisdiction and financial capabilities of municipalities;
- Encourage an increase in the supply of new rental housing and where appropriate mitigate or limit the loss of existing rental housing stock; and
- Identify opportunities to participate in programs with other levels of government to secure additional affordable housing units to meet housing needs across the continuum.

NEW 2019

H-1.8: Explore further opportunities for mobile homes, secondary suites and detached accessory suites as affordable housing options in our rural areas.

REVISED 2019

H-1.9: Work cooperatively with the development community, community groups, non-profits, and BC Housing to provide affordable, quality housing options.



REVISED 2019

H-1.10: encourage energy efficient retrofits of older buildings, including both residential and commercial buildings and promote renovation and reuse of materials that minimizes construction waste generation.



H-1.11: explore opportunities to establish financial and other incentives to encourage energy



REVISED 2019

H-1.12: encourage the use of local materials and green building techniques in new and retrofitted developments and support the development community in preparing for implementation of the BC Step Code.



The actions requested of other governments and agencies are:



H-1.13: encourage the federal government and the province and their agencies to support, provide policy for and collaborate on housing initiatives in the region.





8. GOVERNANCE AND SERVICE DELIVERY

“Getting a sports complex with indoor soccer, rinks and a wave pool like H²O, More money going toward important things like planting trees and clean water”

(Age 11, From the Youth Survey)

WHY IS THIS IMPORTANT?

The Regional District was incorporated in 1965, when the population was 27,500. As the Region has grown, now with over 80,000 residents, governance and service needs of municipalities and electoral areas has changed. Regional service strategies, developed by all jurisdictions working together through regional service partnerships, are becoming ever more necessary in these fiscally challenging times. The number, range and complexity of service issues that cross local boundaries have been growing. Regional cooperation and effective communication are essential for effective and responsible governance and delivery of services.



GOAL GS-1: SUPPORT REGIONAL GOVERNANCE BASED UPON A FOUNDATION OF REGIONAL COOPERATION



The communities of the North Okanagan agree to work as partners and individually to:



GS-1.1: support regional and municipal staff collaboration and coordination on matters of regional significance.



GS-1.2: participate in regular Elected Officials’ Forums to discuss issues of regional significance.



GS-1.3: encourage participation in a post election Elected Officials Orientation Session to provide information about regional and local governance.



GS-1.4: define and implement regional procedures and protocols that establish an efficient, equitable and transparent conflict resolution process.



GS-1.5: collaborate on the development of a regional approach that provides better coordination on urban and rural land use proposals that have cross jurisdictional implications.



GS-1.6: consider partnerships with organizations prepared to invest in and/or support the goals and policies of the Regional Growth Strategy.

GS-1.7: recognize the need to engage First Nations in building mutual appreciation, understanding and respect for service delivery approaches across governments.

GS-1.8: explore cost sharing opportunities that will provide effective, efficient and fiscally responsible service delivery that strengthens regional collaborative relationships.



The actions requested of other governments and agencies are:

- GS-1.9:** the province is requested to review and update, in consultation with municipalities and regional districts, municipal boundary expansion policies to ensure that the process is equitable, transparent and inclusive.
- GS-1.10:** the province is requested to review and, in consultation with local and regional governments, update the *Local Government Act* to reflect the current realities of regional governance.



GOAL GS-2: PURSUE EFFICIENT, EFFECTIVE AND FISCALLY RESPONSIBLE SERVICE DELIVERY



The communities of the North Okanagan agree to work as partners and individually to:



GS-2.1: develop a communications plan that will help inform the public of the different service levels that are provided in urban and rural areas.



GS-2.2: develop and implement a Regional Service Checklist for establishing new regional or sub-regional services which clearly state the roles, responsibilities, expectations, costs, scope and implications of entering into servicing agreements.



GS-2.3: review, reevaluate and coordinate long range service planning based upon projected growth, emerging priorities and the anticipated needs of communities.



GS-2.4: explore opportunities for cost sharing, equitable governance, capacity building and the development of collaborative relationships that will assist in the provision of fiscally responsible, efficient and effective services.

The actions requested of other governments and agencies are:

- GS-2.5:** the province and federal government are requested to enter into agreements with local and regional government that will assist in financing service delivery in order to build capacity and resources.
- GS-2.6:** the province is requested to develop and update, as necessary, capital plans that meet the needs of the projected population for services, such as education, transportation, health care and law enforcement.





9. ENERGY AND EMISSIONS & CLIMATE ADAPTATION

“Stop global warming”
(Age 11, From the Youth Survey)

WHY IS THIS IMPORTANT?

Our economy is dependent upon nonrenewable fossil fuels. This reliance poses serious challenges to our long term sustainability. Fossil fuels are becoming more limited in supply and their prices are becoming more volatile, leaving the economy vulnerable to price shocks. Burning of fossil fuels releases air pollutants which can have adverse health impacts. Finally, fossil fuel combustion releases greenhouse gases (GHGs) into the atmosphere that contribute to global climate change.

The total estimated GHG emissions in the Regional District of North Okanagan in 2007 are estimated at 615,149 tonnes of CO². For a population of 78,877 residents, this is about 7.7 tonnes per person. In 2007, over \$224 million was spent by residents and businesses on energy in the North Okanagan. This is equivalent to spending approximately \$2,800 for every man, woman and child annually to pay for our energy.

The region has experienced a minor decrease over 2007 baseline GHG levels; however with a goal of 15% reduction by 2020 our GHGs will need to decrease significantly.

One aspect of building healthy communities is efficiently managing community energy use and carbon emissions. The Regional Growth Strategy will provide broad, strategic policies for reducing energy consumption and regional greenhouse gas (GHG) emissions.

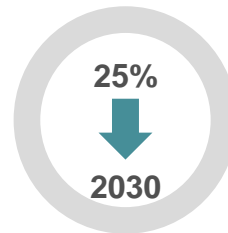
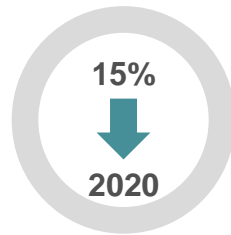
A driving factor behind the Regional Growth Strategy’s inclusion of energy use and GHG emissions policies is provincial legislation requirements. Beginning in 2007, the Province of British Columbia has moved forward with a number of actions designed to encourage energy efficiency and reduce emissions of GHGs. The *Local Government (Green Communities) Statutes Amendment Act (Bill 27, 2008)* requires that the Regional Growth Strategy includes GHG targets and actions





GOAL EE-1: REDUCE REGIONAL GREEN HOUSE GAS EMISSIONS BY 15%¹ BY 2020 AND 25%² BY 2030.

The Regional District hired Stantec Consulting to assist in developing GHG reduction policies and targets for inclusion in the RGS. The process was designed to bring key staff together from each member municipality and the Regional District to define regional policies and GHG reduction targets for each municipality and the region as a whole. Together, senior staff agreed on a set of GHG policies built on Regional Growth Strategy policy recommendations as well as Official Community Plans and GHG reduction targets for the Region.



The following table references the policies in other chapters that will contribute to reducing green house gas emissions in the North Okanagan.

Chapter	Regional Growth Strategy Policies
Urban Containment	GOAL UC-1; GOAL UC-2
Agriculture and Food Systems	AG-1.2, AG-4.1, AG-4.4
Water Stewardship	WS-2.4, WS-3.1, WS-3.2
Environment and Natural Lands	GOAL ENV-3
Economic Development	ED-2.5, ED-2.6
Transportation and Infrastructure	GOAL TI-2, TI-3.5, TI-3.7
Housing	H-1.2, H-1.10, H-1.11, H-1.12
Governance and Service Delivery	GS-1.5, GS-1.8, GS-2.3
Energy and Emissions & Climate Adaptation	CA-1.1, CA-1.4, CA-1.5, CA-1.6

¹Based on 2007 GHG emissions

²Based on 2007 GHG emissions



WHY IS THIS IMPORTANT?

Climate change is exposing communities in the North Okanagan to changes in weather patterns and more frequent extreme events. These changes are putting local and regional infrastructure at risk as well as impacting the health of area residents. The North Okanagan has witnessed recent flooding and wildfire events; changing climate hazards have created the need to integrate climate change adaptation into policy, planning, landscape design, and public works maintenance.



GOAL CA-1: STRENGTHEN RESILIENCE AND ADAPTIVE CAPACITY TO CLIMATE-RELATED HAZARDS AND NATURAL DISASTERS



NEW 2019

EE/CA-1.1: Explore partnership opportunities with communities for the development, implementation and monitoring of a Climate Action Plan and consider becoming a FCM-Partner for Climate Protection.



NEW 2019

EE/CA-1.2: Encourage climate change-adaptive and risk-adaptive infrastructure and utilities in Growth Areas based on the most up-to-date climate projections.



NEW 2019

EE/CA-1.3: As data becomes available, encourage and support member municipalities and electoral areas to update their Floodplain and Unstable Slope Maps.



NEW 2019

EE/CA-1.4: Encourage developments and projects which will provide for a low-carbon built form that supports efficient energy use, the reuse of building materials, the provision of clean and renewable district energy, active transportation modes, transit service, and low/zero emission vehicles.



NEW 2019

EE/CA-1.5: Support climate change adaptation, resiliency and the mitigation of greenhouse gas emissions in existing and proposed activities and development.

NEW 2019

EE/CA-1.6: Support public awareness and education on climate change and its current and likely potential impacts in the region.





IMPLEMENTATION AND MONITORING



“In 20 years, I hope we can still maintain the eternal beauty and hospitality that our small towns contain. Maybe for even 50 or 100 years.”

(Age 15, From the Youth Survey)

The RGS is intended as a strategic guide to future land use development and services in accordance with the *Local Government Act*. The operational challenges will include managing settlement growth in a manner that is consistent with the Regional Growth Strategy and developing processes for communication and cooperation between local government, provincial and federal agencies and First Nations in a common commitment to responsible land use planning and management.

Once the Regional Growth Strategy has been adopted, regional district bylaws, works and services must be consistent with the Regional Growth Strategy Bylaw.

The Regional Growth Strategy implementation process will involve the following tasks:

- a) The development, adoption, and updates to Regional Context statements within Official Community Plans, as required by the *Local Government Act*, within two years and every five years thereafter;
- b) The development of a Regional Growth Strategy implementation program based upon policies contained with the Regional Growth Strategy and using an action planning framework;
- c) The development of Implementation Agreements between RDNO and member municipalities, provincial agencies and First Nations, where they can assist in addressing mutual concerns;
- d) Reporting to the Board of Directors on the progress of implementation of the Regional Growth Strategy; and
- e) Ongoing monitoring of Regional Growth Strategy indicators.

Review OCPs, Prepare and Include Regional Context Statements

Official Community Plans (OCP) will be instrumental in implementing the Regional Growth Strategy.

The Regional District of North Okanagan and member municipalities will work together so that municipal Regional Context Statements achieve consistency between the Regional Growth Strategy and municipal Official Community Plans and so that actions specified in the Regional Growth Strategy are implemented.



Municipalities have to review the Regional Context Statements at least once every five years after its latest acceptance by the Board of Directors and, if no amendment is proposed, submit the statement to the Board of Directors for its continued acceptance. The Regional Context Statements are prepared as an Official Community Plan amendment and will:

- identify the relationship between the OCP and the content of a Regional Growth Strategy; and,
- specify how the OCP and the Regional Growth Strategy will be made consistent over time.

All bylaws adopted by the Board of Directors after the adoption of the Regional Growth Strategy, and all services undertaken by the Regional District after adoption of the Regional Growth Strategy, must be consistent with the Regional Growth Strategy. In doing so, other policies may need to be amended as appropriate and eventually zoning bylaw changes may also occur.

Procedures to Accept and Amend Regional Context Statements

Each municipality and electoral area must include a Regional Context Statement in its Official Community Plan, and submit to the Board of Directors for acceptance, a Regional Context Statement that identifies how the OCP works toward achieving each strategy in the Regional Growth Strategy and demonstrates actions required by the Regional Growth Strategy. If applicable, the municipal Regional Context Statement may identify how the OCP will be made consistent with the Regional Growth Strategy, over time.

The Board of Directors will respond, within 120 days by resolution, requiring a simple majority weighted vote, indicating whether it accepts the Regional Context Statement. If the Board of Directors declines to accept the Regional Context Statement, it will indicate the provisions to which it objects and the reasons for its objections.

Municipalities and electoral areas that amend their Official Community Plans or land use regulations or zoning after the adoption of the Regional Growth Strategy must ensure that such amendments are consistent with the Regional Context Statement, or, where a Regional Context Statement has yet to be accepted by the Board of Directors, consistent with the Regional Growth Strategy.

The 5-Year Action Plan

The Regional District of North Okanagan, in partnership with member municipalities and relevant parties, will update the 5-Year Action Plan, based upon the priority regional initiatives that have been identified within the Regional Growth Strategy or by the Board of Directors, to provide a framework for Regional Growth Strategy implementation. ***Action priorities will be established, with reference to Schedule 'D', during the development of the 5-Year Action Plan through the general agreement of all Regional Directors, the participating municipal councils and other relevant parties.*** The Regional Growth Strategy 5-Year Action Plan will be directed through the Regional Growth Management Advisory Committee and will be the key implementation tool for the Regional Growth Strategy and will assist our member municipalities, our stakeholders and our communities in creating a more sustainable North Okanagan.





Coordination with Other Governments and Agencies

The Regional District of North Okanagan will work with neighbouring jurisdictions, namely the Regional District of Central Okanagan, Columbia Shuswap Regional District, Thompson Nicola Regional District, Regional District of Kootenay Boundary and Regional District of Central Kootenay, to facilitate the compatibility of regional growth planning and initiatives.

The Regional District of North Okanagan will work with the provincial and federal governments and their agencies on major investments in the regional transportation system, expansion of affordable housing choices, the location of public facilities, and any other initiative that supports the goals and strategies specified in the Regional Growth Strategy.

The Regional District of North Okanagan will work with the Agricultural Land Commission to protect the region’s agricultural land base.

Coordination with First Nations


First Nations communities have asserted aboriginal rights and title to traditional territories within the region. The implementation of the Regional Growth Strategy will proceed without prejudice to any aboriginal rights or title that may currently exist, or be defined further through treaty or other processes.

Implementation Agreements

Implementation Agreements (IA) will provide operational tools for ongoing Regional Growth Strategy implementation. These agreements will identify processes and activities to implement certain provisions of the Regional Growth Strategy.

Plan for Five-year Review

To ensure that the Regional Growth Strategy continues to respond to current issues, the Regional Growth Strategy should be reviewed every 5 years from the adoption of the Regional Growth Strategy pursuant to the *Local Government Act Section 452*. As part of this review process, a report on current trends and issues should be prepared that will inform the review of the Regional Growth Strategy for example, the State of the Region Report 2017. Key to the review will be performance based on the goals of the plan. Subsequent amendments to the Regional Growth Strategy may be required to ensure that it reflects and adequately responds to changing circumstances of the North Okanagan.

Category	Policies to be Considered During RGS Reviews
	<ol style="list-style-type: none"> 1. Collaborate with the relevant parties on the feasibility of maintaining the Agricultural Water Reserve (AWR) allotment, with any efficiency in agricultural water conservation reallocated to the AWR. 2. Collaborate with relevant parties, where agricultural water is supplied by a utility, to ensure that agricultural operations that make efficient use of water resources are maintained through the provision of an assured, adequate and affordable water supply, in so far as not to compromise other agricultural and water stewardship goals, strategies and actions. 3. Ensure that new residential developments will not compromise the water requirements of agricultural operations.



The 'Ideas' Bank

The Regional Growth Strategy is the result of contributions and ideas from the public, our elected officials, senior levels of government, First Nations and stakeholder working groups and committees. Although all of this input and suggestions were considered during the development of the Regional Growth Strategy, there were many suggestions that will be valuable but do not belong in a Regional Growth Strategy due to jurisdictional authority or speaking to operational level matters. Although Regional Growth Strategy policies and key actions will be identified for implementation in the first five years of the Strategy and thereafter through action planning, the Regional District will preserve all of that hard work and valuable input in an "Ideas Bank". These ideas, suggestions and contributions will be stored in the 'Ideas Bank' for reference and consideration during implementation, in other planning initiatives, as well as provide an additional resource during the 5-year review of the Regional Growth Strategy. Schedule 'E'-has all of the working group suggestions that have not been included within the Regional Growth Strategy but may be considered within other planning processes.

Amendments to the RGS

Standard Amendments

An amendment to the Regional Growth Strategy, other than those considered to be a minor amendment, is considered a standard amendment and will follow the same process that is required to adopt a Regional Growth Strategy as set out in *Part 13* of the *Local Government Act*. Amending Rural Protection Boundaries are considered during the RGS 5-Year Review (See UC-2.4).

Since the adoption of the Regional Growth Strategy in September 2011, there have been no development proposals or requests by member municipalities that would trigger the need for a Minor or Standard Amendment to the RGS. However, as a result of a court case in 2014, Greater Vancouver Regional District vs Township of Langley, questions have been raised by member municipalities regarding the existing RGS amendment process and local jurisdictions land use autonomy. In that regard, Urban Containment/Rural Protection Policy UC-2.2 was drafted to address the concerns regarding local jurisdictions land use autonomy while still emphasizing one of the key goals of the RGS which is preventing urban sprawl within the region.

Minor Amendments

Recognizing that the Regional Growth Strategy will require some flexibility to respond to changing conditions in the region, the minor amendment process will provide a more streamlined amendment process for minor changes, while ensuring that standard amendments which substantially change the vision and direction of the Strategy remain subject to acceptance by all affected local governments.

The *Local Government Act* enables minor amendments where a process has been established pursuant to Section 437 of the *Local Government Act* that includes the following:

- a) criteria for determining whether a proposed amendment is minor for the purposes of allowing the process to apply;
- b) a means for the views of affected local governments respecting a proposed minor amendment to be obtained and considered;
- c) a means for providing notice to affected local governments respecting a proposed minor amendment; and



- d) procedures for adopting the minor amendment bylaw.

The following outlines the criteria and process for considering minor amendments to the North Okanagan Regional Growth Strategy.

Criteria for a minor amendment

Criteria under which a proposed amendment to the Regional Growth Strategy may be considered a minor amendment include the following:

- a) Text and map amendments which are not directly related to enabling specific proposed developments may be considered minor if, in the opinion of the Board of Directors, the amendment is not of regional significance.
- b) Regional Growth Strategy policy revisions or additions that do not alter the intent, direction or implementation of the Strategy
- c) Housekeeping amendments to population, dwelling unit and employment projections, housing demand estimates, tables, figures, grammar, numbering or mapping refinements that do not alter the intent of the Regional Growth.

Any proposal that does not meet the criteria set out above would be considered a standard amendment and will be required to follow the regular process as outlined in the *Local Government Act, Part 13*.

Definition of 'Regionally Significant'

The tests for regional significance will vary according to each issue but generally pragmatic measures should be used, such as due consideration of sub-regional or regional impacts on infrastructure, transportation, land use, local and regional policies, regional services, and cumulative effects of broad replication.

Minor Amendment Process

The process to initiate amendments to the Regional Growth Strategy is by resolution of the Board of Directors. Municipalities and the Electoral Area Advisory Committee may, by resolution, request amendments to the Regional Growth Strategy. The Board of Directors will not give first reading to a minor or standard amendment bylaw until the affected jurisdictions have been given the opportunity to formally comment on the proposed amendment. Minor amendments to the Regional Growth Strategy will be considered annually, although this requirement may be waived for community amenities that require a minor amendment.

On receipt of a request from a member municipality or the Electoral Area Advisory Committee to amend the Regional Growth Strategy, the request will be provided to the Regional Growth Strategy Support Team (RGSST), which consists of Regional District and member municipal senior planning staff, for review, with due consideration of sub-regional or regional impacts on infrastructure, transportation, land use, precedence and cumulative effects of broad replication. The RGSST recommendations will be provided to the Regional Growth Management Advisory Committee or Board of Directors. The RGSST will meet annually to review amendment requests, although a meeting may be arranged to discuss community amenity proposals that may require a minor amendment.

- a) RDNO planning staff will prepare a report, based upon the RGSST recommendations, for review by the Regional Growth Management Advisory Committee or Board of Directors.



- b) The Board of Directors will assess any proposed amendment in terms of the minor amendment criteria. The Board may resolve, by an affirmative vote of 2/3 of the Directors present, to proceed with an amendment application as a minor amendment.
- c) Where the Board of Directors resolves to proceed with a minor amendment, the Board of Directors will:
 - i) Determine the appropriate form of public consultation required in conjunction with the proposed minor amendment.
 - ii) Give 45 days' written notice to each affected local government, including notice that the proposed amendment has been determined to be a minor amendment. The notice shall include a summary of the proposed amendment and any staff reports, other relevant supporting documentation and the date, time and place of the board meeting at which the amending bylaw is to be considered for first reading.
 - iii) Consider the written comments provided by the affected local governments prior to giving first reading to the proposed amendment bylaw.
- d) At the time of consideration of first reading, the Board of Directors will determine whether a public hearing on the Regional Growth Strategy minor amendment bylaw is required.
- e) Any minor amendment bylaw shall be adopted in accordance with the procedures that apply under Section 437 of the *Local Government Act* and Development Application Procedures and Administrative Fees Bylaw No. 2677, 2018.

Monitoring and Performance Measures

The Regional Growth Strategy monitoring program will be designed to meet the requirements of the *Local Government Act, Part 13*, as well as provide meaningful feedback on the effectiveness of regional policies to the Regional Board and the municipal councils.

The monitoring program may indicate that new policies need to be considered or existing policies need to be revisited. The monitoring program will provide timely information for a yearly evaluation, as well as providing the qualitative basis for the Regional Growth Strategy 5-year review. The approach used to monitor the Regional Growth Strategy may be altered over time to reflect changes in information needs, data availability, financial and staff resources, and level of political and/or public interest and support.

The monitoring program will be established within the first year after Regional Growth Strategy adoption and is intended to provide the foundation for ongoing monitoring and evaluation of the strategy. It can be added to or modified over time to better meet the needs of the Board of Directors and member municipalities.

The monitoring approach will be designed to balance the need for assessment with resource availability. The monitoring program is intended to utilize existing data sources to the greatest extent possible.





There are two reporting mechanisms for the Regional Growth Strategy Monitoring program:

1. Annual staff reports to the Board of Directors on implementation initiatives and progress; and
2. 5-year “State of the Region” report containing indicators, comparative data and benchmarks.

The ‘State of the Region’ Report is intended to provide additional information and comparative data to better inform the Regional Growth Strategy 5-year reviews.

The monitoring program is intended to address three questions:

1. Are we doing what we said we would do?
2. Are we moving toward achieving our targets?
3. Are we improving quality of life and sustainability in the region?

The focus of the Regional Growth Strategy monitoring program is on the guiding principles, policies and targets. It is not intended as a comprehensive, community based assessment of quality of life, smart growth, or sustainable development.

Community Survey

It is proposed that a simple survey be prepared for the 5-Year Review to collect data for some of the Indicators and to provide feedback on the progress that has been made toward achieving the vision of the Regional Growth Strategy. It is proposed that the survey be distributed to all residents. The first year would require design of the survey instrument and a response strategy. For subsequent reporting, the same survey instrument could be used.





GLOSSARY



The following glossary is provided to assist with understanding the Regional Growth Strategy.

active transportation: any form of human powered transportation. It is any trip made for the purposes of getting yourself, or others, to a particular destination to work, to school, to the store or to visit friends.

active transportation infrastructure: those elements that support active transportation such as dedicated bike lanes and bike networks, sidewalks, and greenways for walking and riding.

affected local governments: governments and authorities which are affected by the Regional Growth Strategy, specifically North Okanagan member municipalities and adjoining regional districts.

affordable housing: housing that does not cost more than 30% of a household's gross income regardless of whether they are living in market or nonmarket housing.

agricultural land commission (alc): administrative body of the agricultural land reserve (ALR)

agricultural land reserve (alr): a provincial land use designation used in British Columbia to protect agriculture as the priority use and to limit nonfarm uses.

agricultural water reserve (awr): the RGS concept of an agriculture water reserve goes beyond what the current Water Act allows. The reserve would be a pool, where water conserved by agriculture can be held for future allocation. The reserve would protect agriculture from the loss of unused allocations that may be necessary in the future. To address periods of drought, there would need to be links between the agriculture water reserve and the drought management plan.

agri-industrial: lands and facilities used or involved in the industrial processing of agricultural products, such as granaries .

alternative transportation: these are transportation modes for the movement of people, or reducing the need to travel, that provide alternatives to travel by Single Occupant Vehicle (SOV). These modes include walking, cycling, transit, carpooling, telecommuting and other electronic means of meeting or conducting business.

aquifer: an underground water reservoir found within layers of permeable rocks or in sand and gravel layers.

asset management: refers to the systematic approach for the governance and realization of value from the things that a group or entity is responsible for, over their whole life cycle.



basin transfer (inter and intra): the transfer of water from one geographically distinct river catchment or watershed basin to another.

best management practices (bmp): are those practices determined to be the most efficient, practical, and cost effective measures identified to guide a particular activity or to address a particular problem.

biodiversity: is the variety of species and ecosystems on earth and the ecological processes of which they are a part – including natural ecosystems, living species and other components that provide genetic diversity.

brownfields: abandoned urban industrial sites often harbouring contaminated soils from decades of past uses. Brownfields are ripe for redevelopment after decontamination, thereby reducing development pressures on greenfields.

buffer: perimeter of land located between two different land uses that is set aside to mitigate negative impacts between incompatible land uses; e.g. buffer between agricultural land uses and residential use or between park land use and industrial or resource land use

built environment: refers to the human made surroundings that provide the setting for human activity, ranging from the large scale civic surroundings to the personal places.

bylaws: municipal laws that give local governments the power to deal with a range of issues including property taxation, local services, planning, animal control, vehicle idling, etc.

centres: A defined focal area within a city or community that has a mix of housing, employment, retail and entertainment uses. It is pedestrian-oriented, which allows people to walk to different destinations.

climate change: a climatic shift which is attributed directly or indirectly to human activity which alters the composition of the global atmosphere and which is in addition to natural climate variability observed over comparable time periods.

community energy and emissions inventory (ceei): tracks GHG emissions for local governments in BC by sector: buildings, on-road transportation, solid waste and land use change.

compact community: a land use pattern of medium to high density urban development that encourages walkable neighbourhoods, mixed land uses (residential, retail, workplace and institutional, all within one neighbourhood), proximity to transit, and reduced need for infrastructure.

complete community: balanced community is the balance of jobs/housing/services/recreation/amenity at the community scale.





core housing need: households that spent more than 30% of gross household income on suitable and appropriate housing (see ‘affordable housing’)

demographics: refers to selected population characteristics such as age, income, disabilities, mobility, educational attainment, home ownership, employment status and location. Distribution of values within a demographic variable, across households, is both of interest, as well as trends over time. A significant shift in demographics in an area can impact variables such as service delivery, housing preferences, and employment

demand management: a set of tools and practices used to reduce consumer demand for a particular product or service, such as transportation or energy. For example, transportation demand management can be used to reduce the need for residents to take road trips by building housing close enough to workplaces to be able to walk or take transit.

density: a measure of urban and rural form; can be measured in a number of different ways including the number of people, jobs or buildings in a given area.

density bonus: permission by a municipality to build additional housing units (more than usually allowed) if the developer meets certain requirements – e.g., preservation of greenspace, construction of nonprofit housing, provision of local amenities.

development cost charges (dcc): fees applied by municipal governments on new developments to pay for the infrastructure costs of that development – e.g., sewers, water lines, roads.

development permit areas (dpa): a designated area where development permits are granted that allow property owners to construct, renovate or make addition to a structure on a property located within this area. DPAs are one of the strongest tools for shaping new development. They allow local governments to create site specific requirements for development over and above basic zoning.

ecosystem: a dynamic set of living organisms (plants, animals and microorganisms) all interacting among themselves and with the environment in which they live.

elected officials forum: an event where elected officials from throughout the North Okanagan gather to discuss issues of regional significance.

environmental farm plan (efp): joint federal and provincial funding program that works with farmers to do an environmental audit of their agricultural operation and identify goals to reduce the environmental impact of their operations.

environmentally sensitive area (esa): a land use designation in a municipal official community plan that strictly limits or totally excludes development because of the ecological features of the area.





food security: is when community residents have access to safe, affordable culturally acceptable, nutritionally adequate diet through a system that maximizes community self reliance, environmental sustainability and social justice.

full cost accounting: is where a jurisdiction takes into consideration all costs associated with an activity. In the case of infrastructure, full cost accounting must include the construction, operation, maintenance and eventual replacement costs.

greyfield: outdated or unoccupied large commercial buildings with large areas devoted to parking.

green buildings: a building design that focuses on increasing the efficiency of resource use; energy, water, and materials; while reducing building impacts on human health and the environment during the building's lifecycle, through better siting, design, construction, operation, maintenance, and removal.

greenfield development: development on land where no prior construction or installation of infrastructure has taken place.

greenhouse gas (ghg) emissions: gases created when fossil fuels like oil, gas, and coal are burned to produce energy used for transportation, buildings, and industry. These gases include: carbon dioxide, methane, nitrous oxide, ozone, and halocarbons.

green infrastructure: greenspace in the form of parks, woodlands, wetlands, river corridors and other natural areas that together comprise the "natural capital" of a community. Also refers to technologies and practices that reduce urban heat, lower building energy demand and improve storm-water management (e.g. permeable surfaces, green walls, green roofs and street trees).

groundwater: water held underground within sand, gravel, soil or permeable bedrock. Groundwater is essential to many communities' and rural residents' needs but is vulnerable to overuse and to contamination by surface water.

groundwater limited area: an area where limitations or restrictions on development and future uses of groundwater in cases where the groundwater in that area is being depleted.

habitat: the natural environment that provides shelter, food and water for a plant or animal species.

hydrological conditions: local surface and subsurface water conditions throughout the year and the connection with the broader watershed.

inclusionary housing policies: policies that would require a developer to include a percentage of affordable housing in new development.

indicator: is a measurable quantity that is indicative of a desired growth strategy policy outcome.

infill: the development of unused lands already within urban boundaries.



infrastructure: large scale public systems, services and facilities, including power and water supplies, sewer, public transit, roads, highways, telecommunications, schools and libraries.

integrated stormwater management: An approach to stormwater management that integrates the land use planning, engineering, and environmental functions with the goal of protecting property and wildlife habitat while accommodating land development.

intensification: the redevelopment of urban land at a higher density of housing, commercial space, etc. than was previously found at that site.

land stewardship: caring for the land in ways that benefit or sustain the land while enhancing the quality of life of residents. It implies a responsibility as a custodian, to pass the land on in a condition that is equal to or better than when it was entrusted to the landowner.

land trust: a local organization directly involved in land saving activities.

local government act (lga): British Columbia provincial legislation that regulates official community plans and regional growth strategies.

mixed use development: development that incorporates multiple uses within a building or a site. In general, this can be a combination of residential, commercial, office, institutional and low impact industrial uses. Mixed use development allows for a range of needs to be met within one location, reducing travel between different locations for housing, employment and services, such as shopping.

multi-modal: Those issues or activities which involve or affect more than one form — or mode — of transportation, including transportation connections, choices, cooperation, and coordination of various modes.

native species: plants that are indigenous to a locality. These plants are suited to grow in the natural climate without the addition of artificial assistance, such as fertilizers and regular watering. Native species also tend not to be invasive, meaning that they don't encroach upon and replace other native plant species.

natural area: These are areas with significant flora and fauna, including fish, terrestrial wildlife and bird habitats and connecting corridors, ravines, treed areas, open fields and bodies of water including lake frontages, watercourses and wetlands. While natural areas are generally thought of as being outside developed areas, habitat is increasingly, being reintroduced into urban areas.

natural corridor: a connecting swath or band of natural habitat that allows the migration and movement of species between natural core areas, thereby enhancing the chances of species survival.





nodal development: the focusing of new development into core areas with existing infrastructure, especially public transit lines, to create compact settlements with a variety of land uses.

official community plan (ocp): a land use plan developed by both municipalities and regional districts. The OCP provides the longer term vision for the community. Under the Local Government Act section 471, an OCP is a statement of objectives and policies to guide decision on planning and land use management, within the area covered by the plan, respecting the purposes of local government.

open space: a range of green places, including natural and resource areas (such as forests and grasslands), recreational areas (such as parks and trails) and other areas set aside from development (such as plazas and parks).

phased approach: an infrastructure plan or policy that establishes orderly and cost effective infrastructure expansion and renewal stages that will guide development.

pollution: is the contamination of the environment as a result of human activities through the deposition of wastes in the air, water and soil, as well as through activities that produce excessive light and noise.

precautionary principle: allows policy makers to make discretionary decisions in situations where there is the possibility of harm from taking a particular course or making a certain decision when extensive scientific knowledge on the matter is lacking. The principle implies that there is a social responsibility to protect the public from exposure to harm, when scientific investigation has found a plausible risk.

recharge areas: an area where rainfall, irrigation, garden water or water from waterways seeps into the ground and add water to the ground water system.

reclaimed water: Water that has been derived from sewerage systems or industry processes and treated to a standard that is appropriate for its intended use.

right of way: land that is provided to allow access to properties or for public infrastructure, including streets, sidewalks, paths and utilities such as water, drainage, sewer and communications facilities. Easements also allow access for specified users, such as the general public or a utility provider, over private property.

riparian area: the interface between land and a stream. Plant communities along the river margins are called riparian vegetation. Riparian zones are significant in ecology because of their role in soil conservation, their biodiversity, and the influence they have on aquatic ecosystems.

secondary suites: an urban planning term for an additional separate dwelling unit on a property that would normally accommodate only one dwelling unit. A secondary suite is considered “secondary” or “accessory” to the primary residence on the parcel.



sensitive ecosystem inventory (sei): federal and provincial government mapping project to systematically identify and map rare and fragile ecosystems in a given area; SEI is intended for use in a variety of land use planning processes; its purpose is to identify remnants of rare and fragile ecosystems (on land) and to encourage land use decisions that will ensure the continued integrity of these ecosystems.

smart growth: urban development that does not sprawl out into the countryside to consume natural areas and farmlands, and that creates compact, livable, mixed use neighbourhoods with urban green spaces and access to convenient public transit.

stormwater management: measures to control rainwater and snowmelt runoff where urbanization has affected natural drainage systems and water quality.

sustainability: the capability of being maintained for the long term. Applied to human activity and the environment, it refers to the ability to live within the limits of what the natural world can absorb and tolerate without compromising the future of human communities and the environment.

target: used in conjunction with indicators, targets are the minimum values that the City would need to achieve to meet sustainability policy objectives.

transportation corridor: (generally linear) tract of land that is currently, or may be in the future, used for transportation purposes.

transportation demand management (tdm): general term for strategies that result in more efficient use of transportation resources; emphasizes the movement of people and goods rather than private motor vehicles; gives priority to walking, cycling, ridesharing, and public transit.

transit oriented development (tod): smart growth that is at a housing density and of an urban design that can support a public transit system.

urban agriculture: generally refers to the production, processing, and distribution of agricultural products in urban and areas, from backyard and community gardens to food hubs and farmers markets.

vehicle kilometres travelled (vkt): number of kilometres accumulated by on road vehicles. This performance measure is correlated with urban sprawl, safety, congestion, fuel consumption, and air emissions.

underutilized lands: lands within Growth Areas that have been abandoned, no longer used or have a very low density in neighbourhood and community centres. Also see “**brownfield**” and “**greyfield**”.





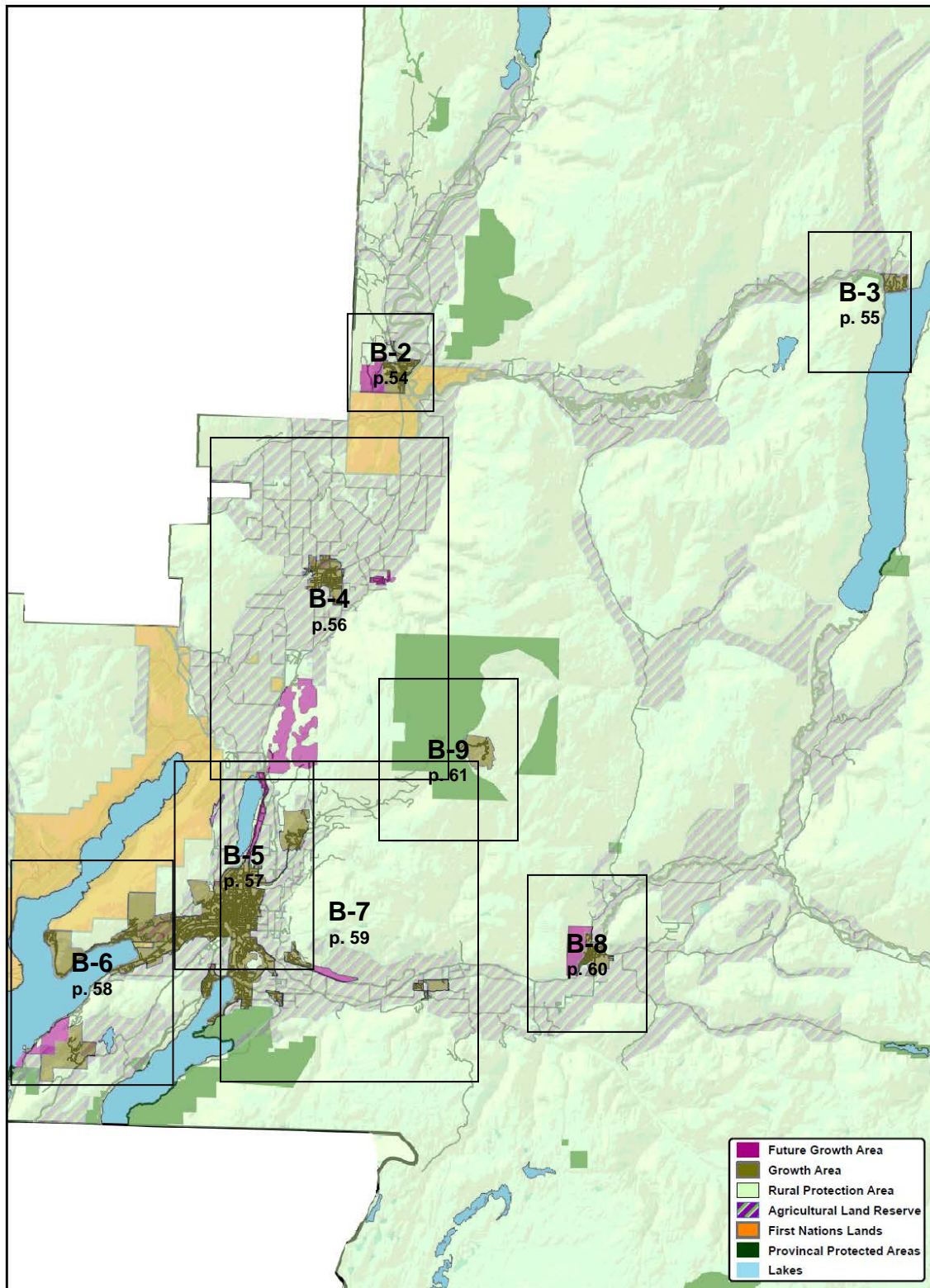
watershed planning: watershed management that involves the community in addressing water use, water quality, and protection of critical recharge areas as well as in managing competing demands for water among agriculture, wetlands and wildlife habitat, ecological processes and other water users.

zoning bylaw: contains provisions that regulate the use, size, height, density and location of buildings on properties within a jurisdiction.



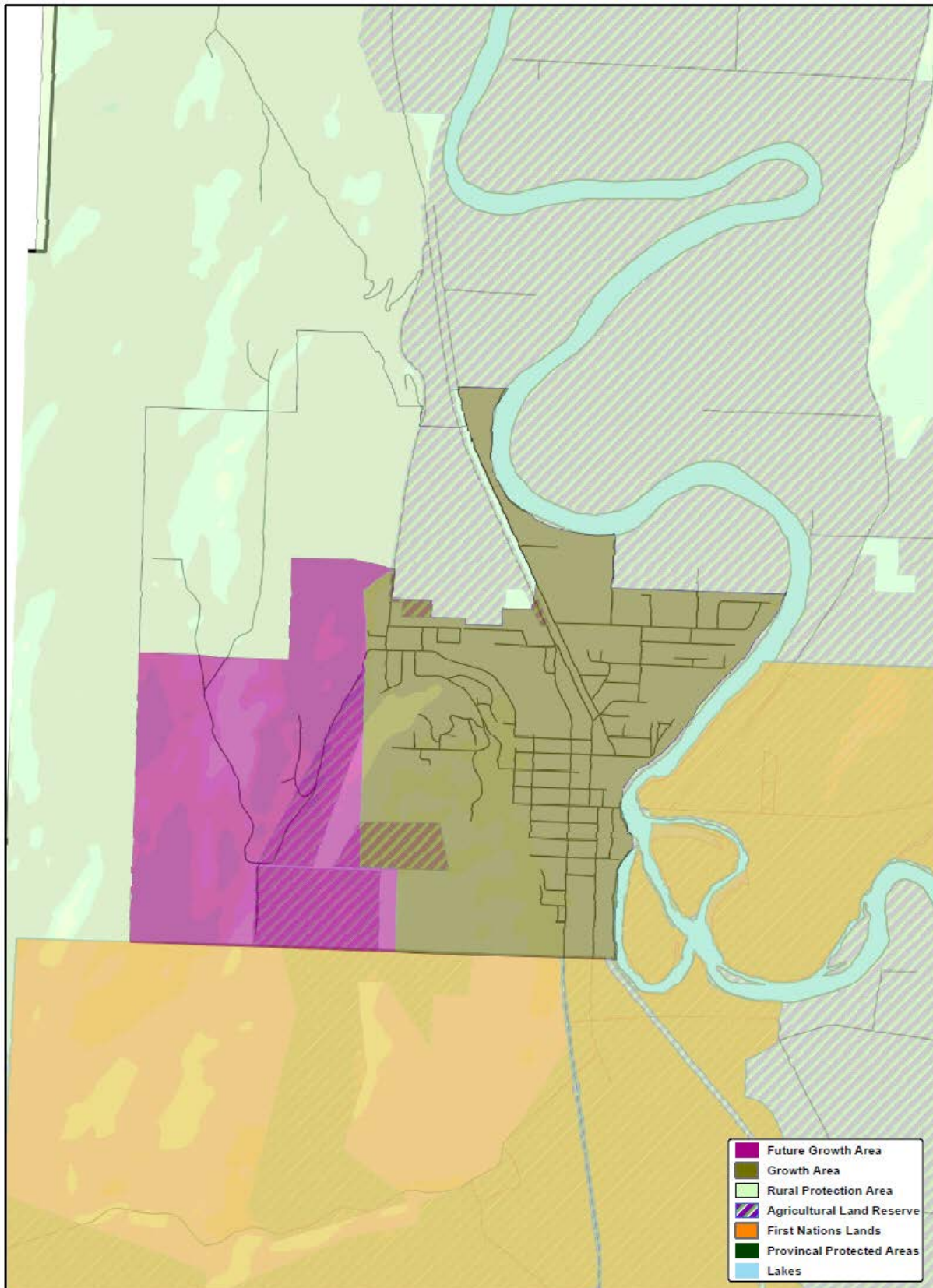
SCHEDULE 'B': REGIONAL GROWTH STRATEGY DESIGNATION MAPS

MAP B-1: Regional District of North Okanagan



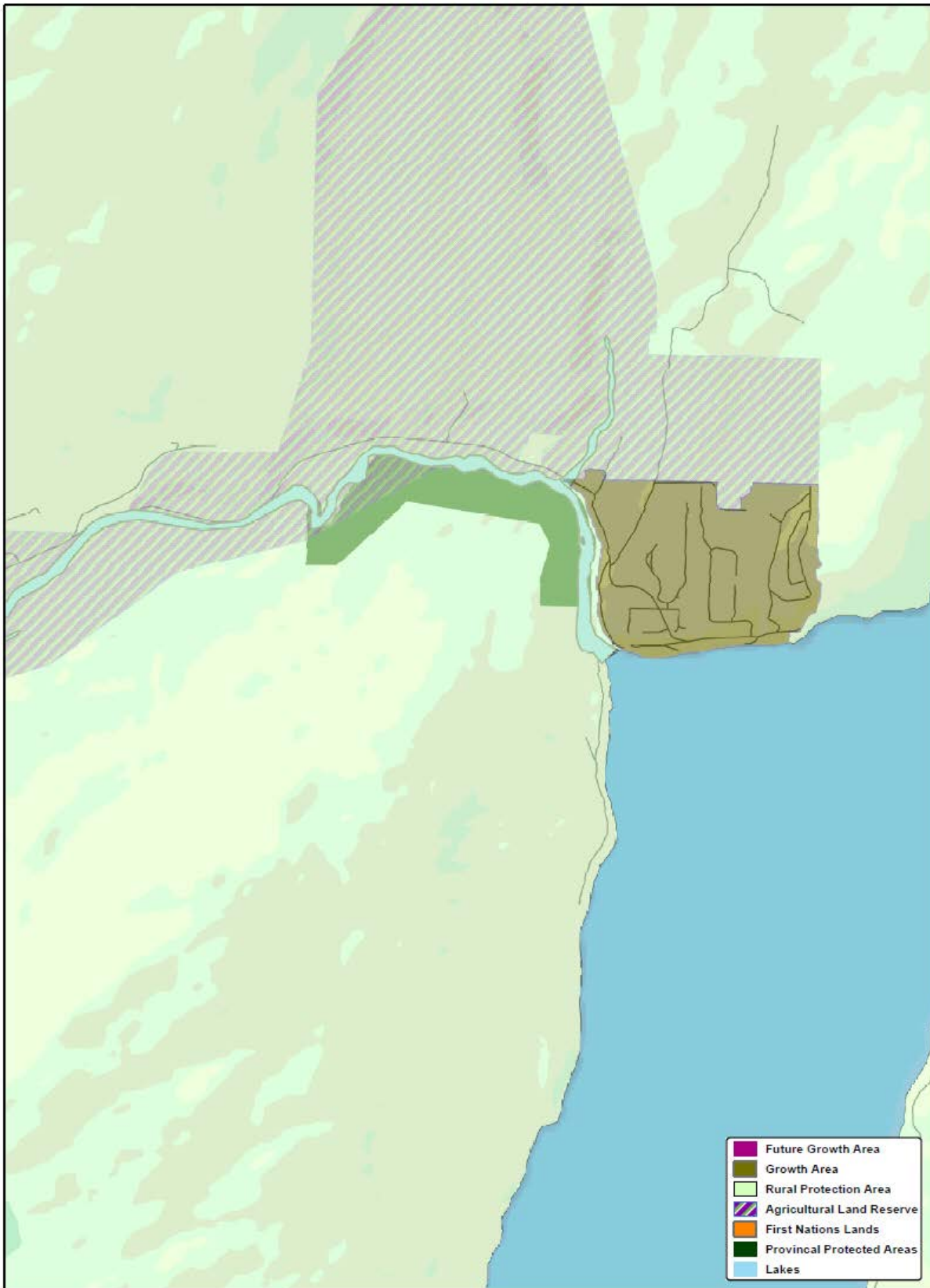


MAP B-2: City of Enderby



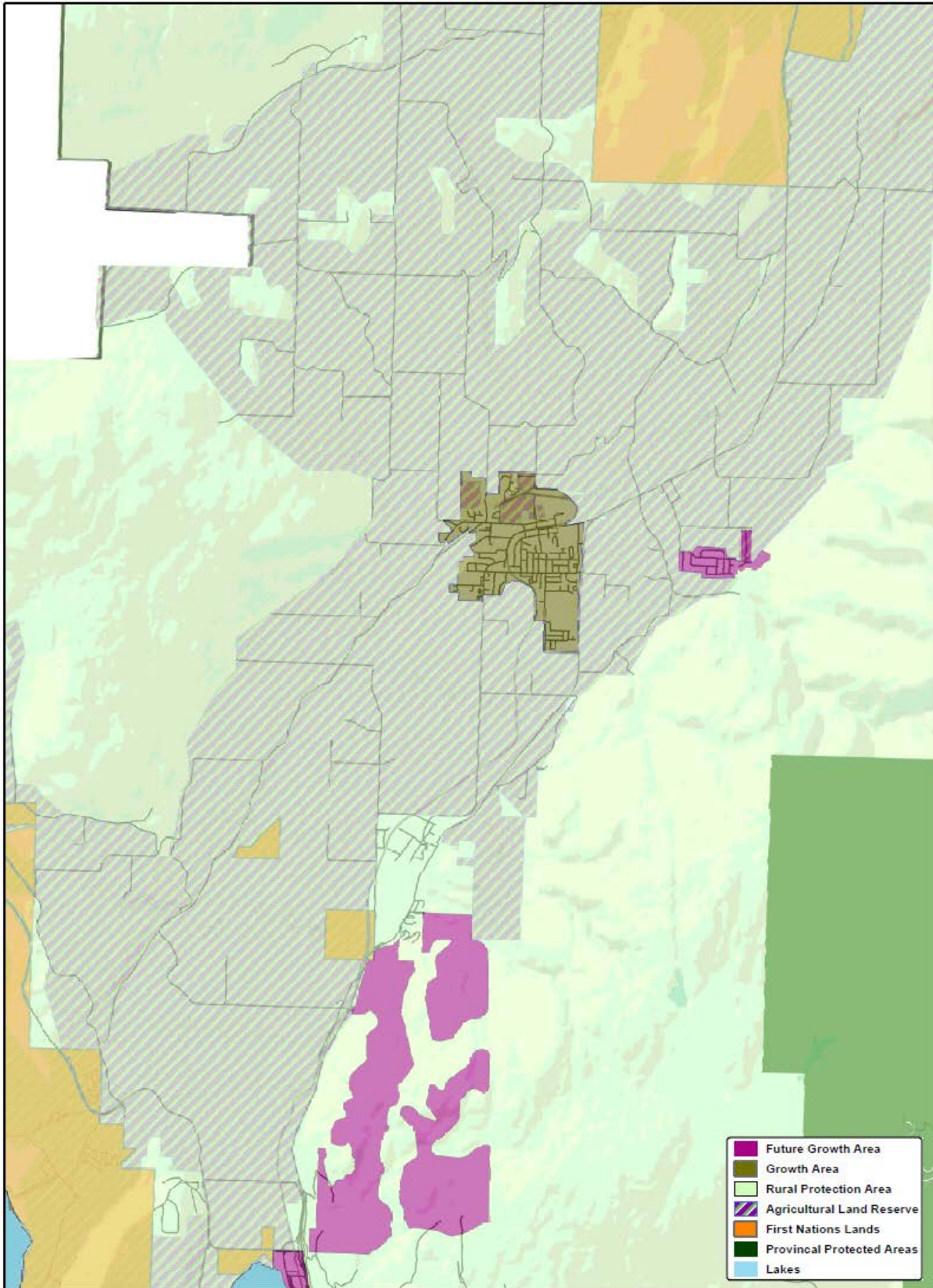


MAP B-3: Kingfisher (Electoral Area 'F')



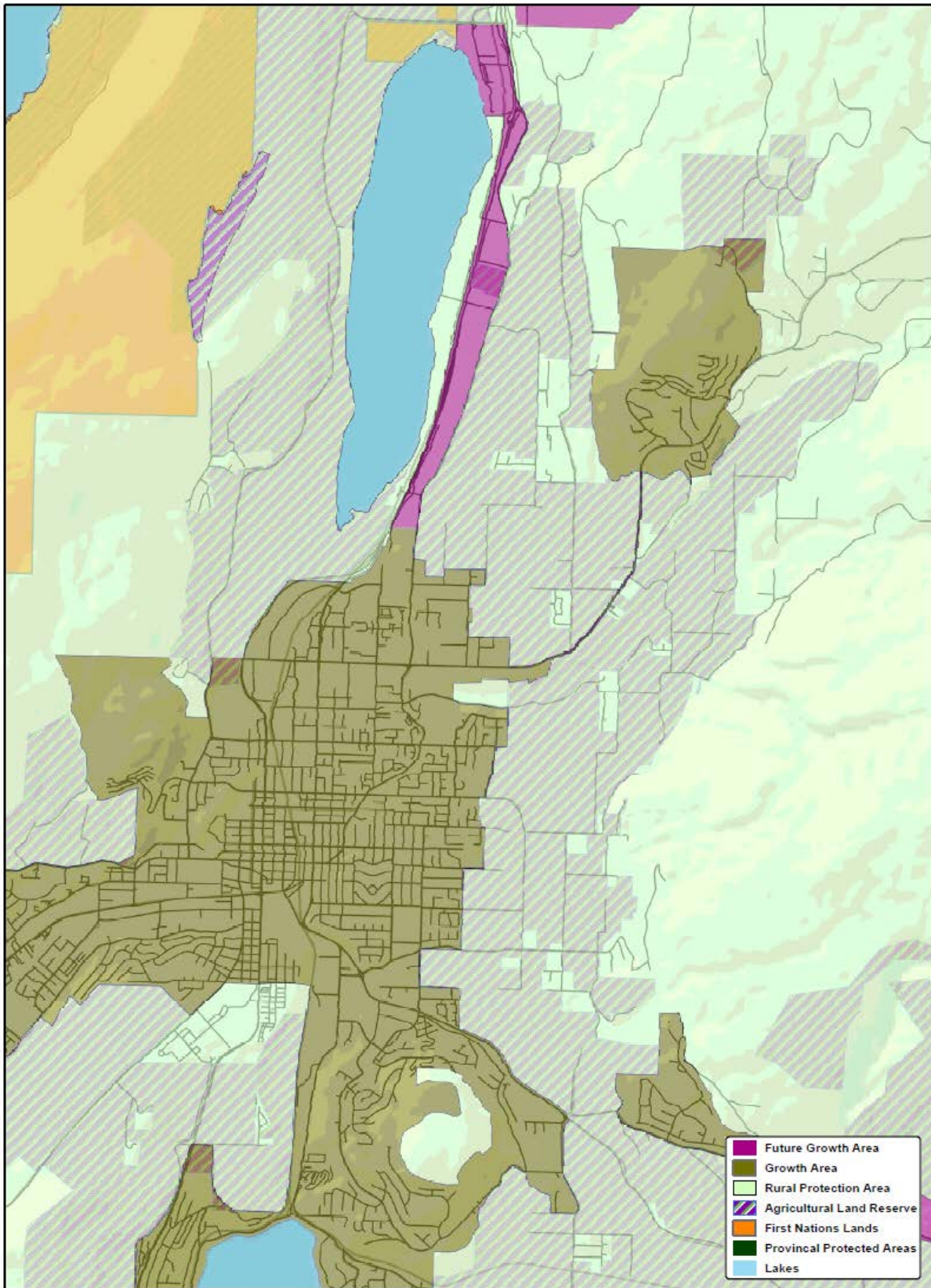


MAP B-4: City of Armstrong/Township of Spallumcheen



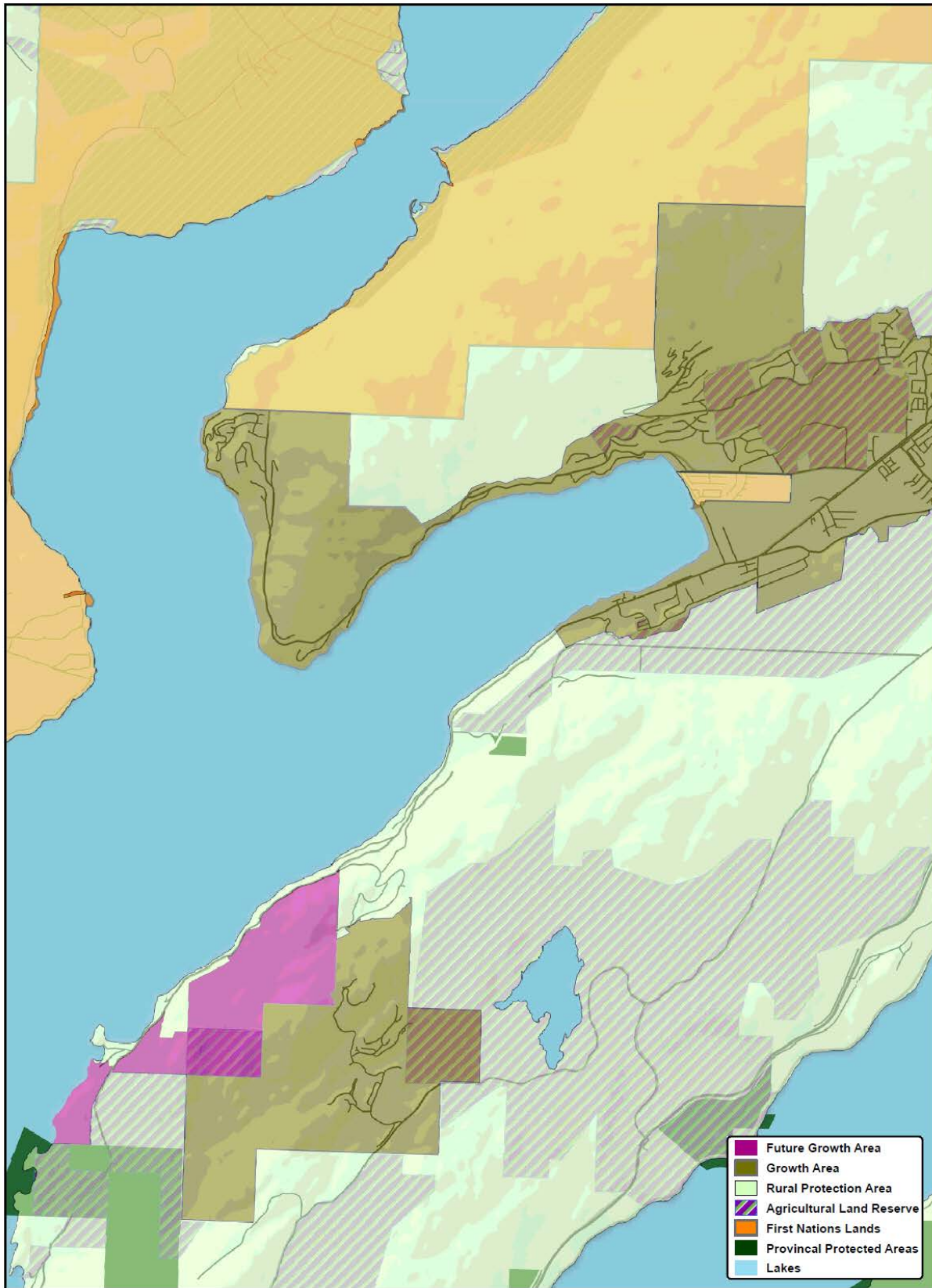


MAP B-5: East Vernon



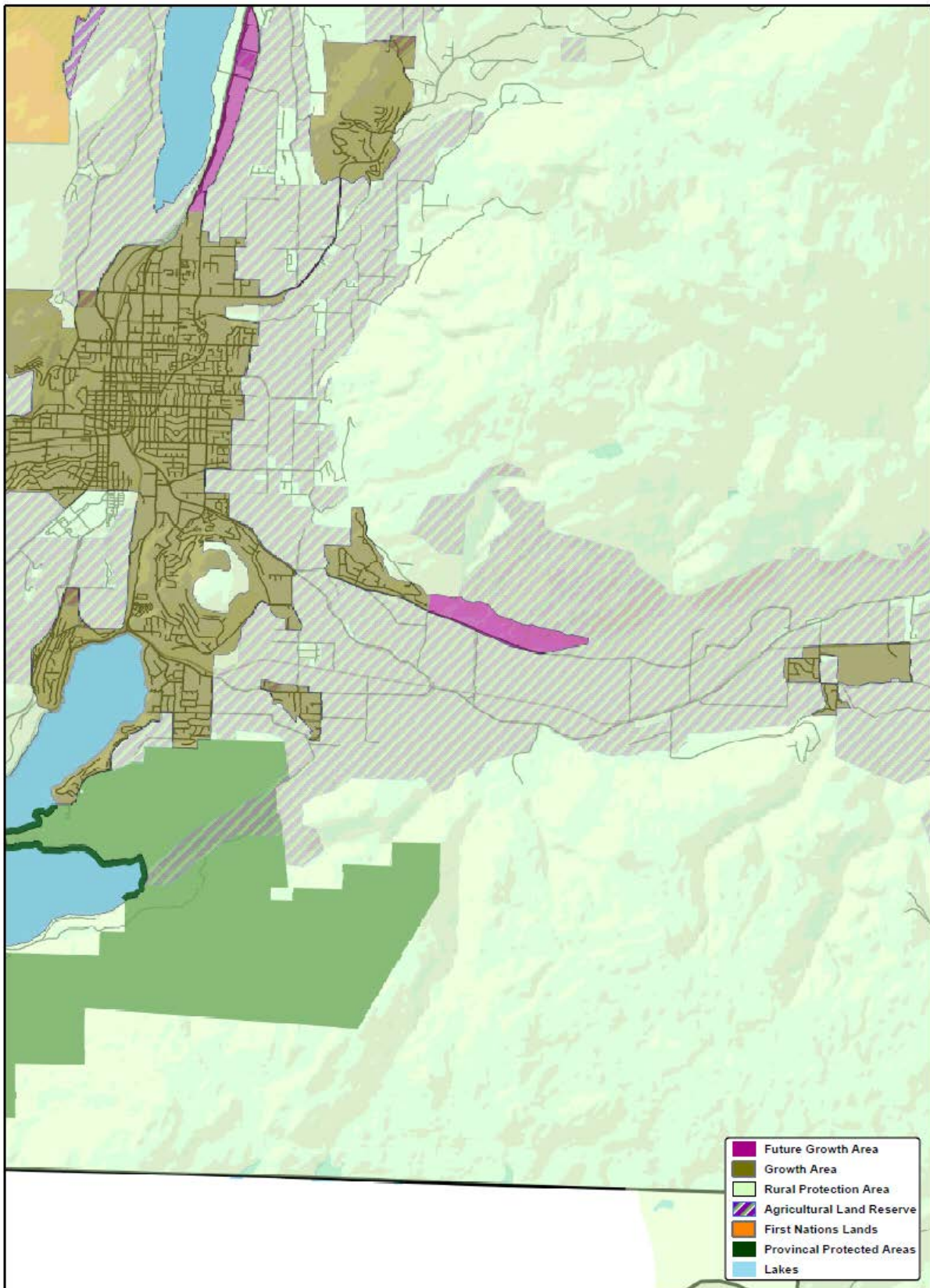


MAP B-6: West Vernon



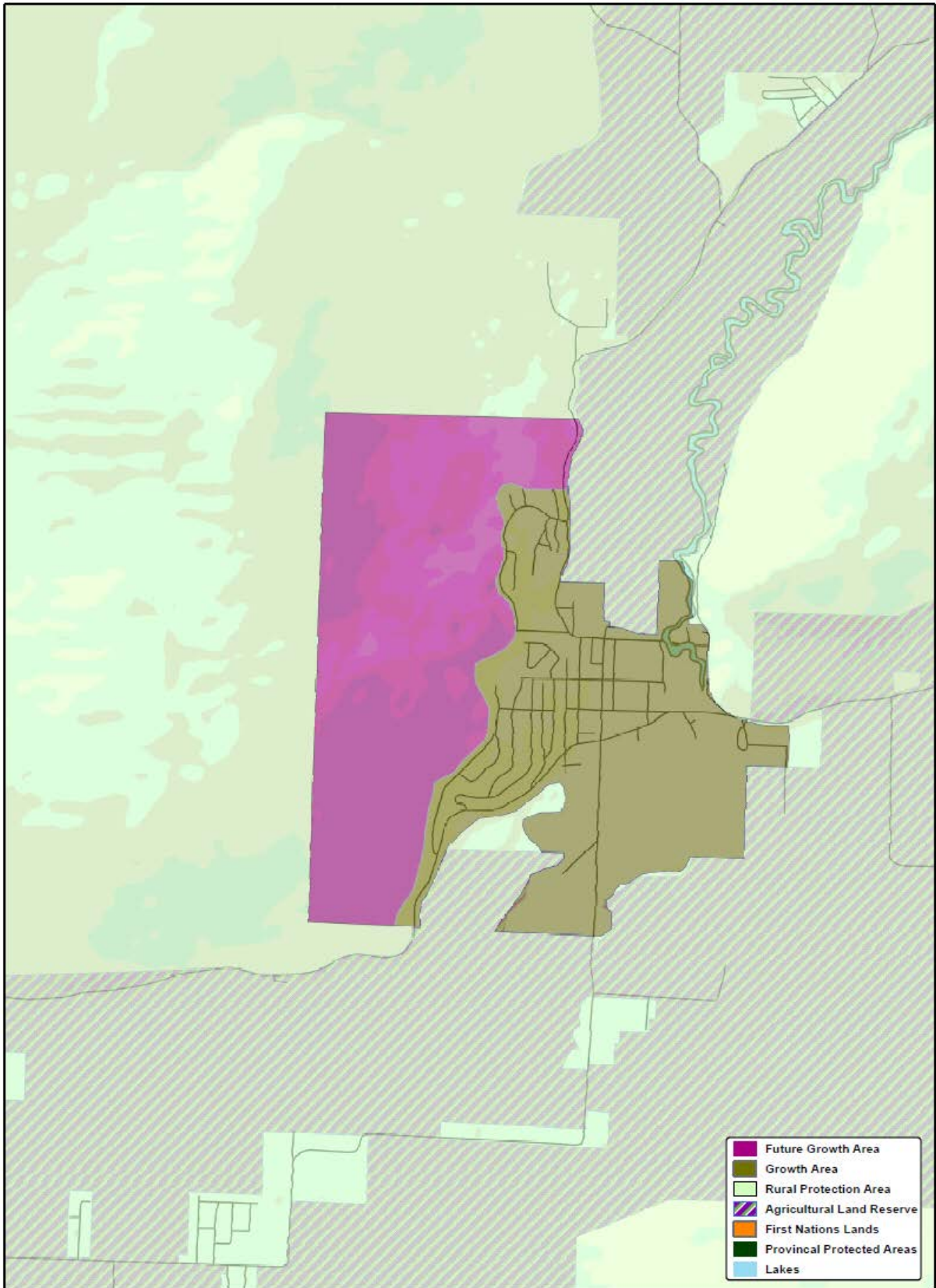


MAP B-7: District of Coldstream



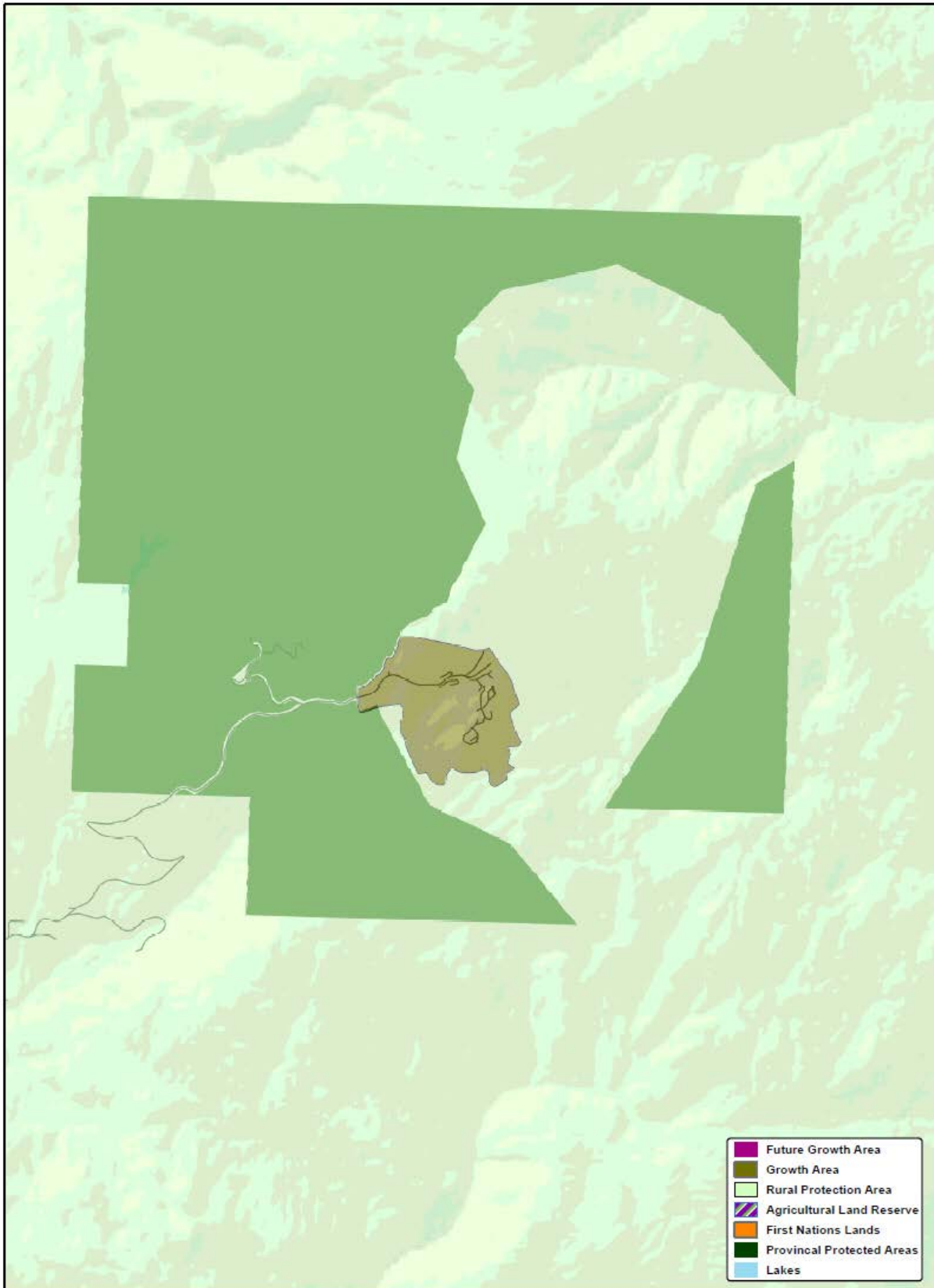


MAP B-8: Village of Lumby





MAP B-9: Silver Star (Electoral Area 'C')





SCHEDULE 'C': POPULATION, HOUSING AND EMPLOYMENT FORECAST

Table A1: North Okanagan Population Projections 2006-2036 Census Data

Jurisdiction	YEAR					Projected Populations				% Growth/ annum
	2006	Average Annual Growth Rate	2011	Average Annual Growth Rate	2016	2021	2026	2031	2036	
RDNO	74098	.92%	77640	.75%	80536	83976	87563	91303	95061	.84%
Electoral Area B	3211	-1.10%	3041	1.07%	3203	3155	3108	3062	3057	-0.03%
Electoral Area C	3947	-.51%	3847	.12%	3870	3795	3722	3650	3579	-0.39%
Electoral Area D	2837	.07%	2848	-1.23%	2672	2521	2378	2243	2116	-1.16%
Electoral Area E	934	.10%	939	1.5%	1010	1051	1094	1138	1184	0.8%
Electoral Area F	4091	-.75%	3938	.31%	4000	3913	3827	3744	3728	-0.44%
Vernon	35944	1.2%	38180	1.01%	40116	42392	44798	47340	50026	1.11%
Lumby	1634	1.2%	1731	1.18%	1833	1945	2063	2189	2322	1.19%
Armstrong	4241	2.8%	4830	1.18%	5114	5644	6228	6873	7585	1.99%
Coldstream	9471	1.8%	10314	.65%	10648	11319	12033	12791	13597	1.23%
Enderby	2828	.74%	2932	.22	2964	3036	3109	3184	3261	0.48%
Spallumcheen	4960	.32%	5040	.26%	5106	5180	5256	5333	5411	0.29%

Table A2: Projected North Okanagan Population by Age Cohort: 2006-2036 BC Stats P.E.O.P.L.E 2017

Age	Males							Females						
	2006	2011	2016	2021	2026	2031	2036	2006	2011	2016	2021	2026	2031	2036
0-4	1742	1955	1910	1909	2052	2121	2116	1762	1849	1837	1823	1937	2009	2005
5-9	2068	1991	2212	2070	2130	2291	2369	2020	1955	2113	2020	2027	2168	2250
10-14	2571	2248	2070	2348	2223	2331	2520	2566	2174	2060	2251	2181	2211	2373
15-19	2900	2719	2434	2173	2418	2297	2421	2627	2589	2238	2123	2297	2238	2285
20-24	2176	2324	2246	2504	2189	2374	2237	2007	2125	2054	2260	2109	2274	2166
25-29	1829	2013	1873	2487	2668	2287	2417	1841	2140	1833	2222	2407	2276	2351
30-34	1873	2109	2111	2242	2816	2947	2523	1929	2188	2321	2197	2571	2775	2579
35-39	2164	2151	2270	2446	2602	3136	3232	2290	2151	2431	2690	2575	2953	3121
40-44	2846	2401	2310	2527	2735	2890	3412	3123	2497	2363	2702	2983	2881	3267
45-49	3281	2964	2603	2431	2658	2897	3063	3318	3290	2642	2520	2878	3163	3093
50-54	2939	3420	2980	2627	2458	2699	2959	3315	3533	3507	2717	2615	2965	3280
55-59	2892	3047	3524	2966	2621	2483	2738	2987	3393	3814	3556	2788	2688	3063
60-64	2361	3037	3259	3470	2943	2646	2532	2609	3127	3594	3847	3614	2844	2777
65-69	2100	2453	3145	3181	3409	2941	2686	2176	2570	3254	3596	3863	3637	2906
70-74	1764	2014	2444	2948	3024	3291	2888	1765	2065	2495	3179	3535	3792	3612
75-79	1434	1570	1823	2155	2641	2754	3031	1584	1611	1962	2329	2993	3343	3625
80-84	921	1153	1307	1453	1760	2201	2341	1282	1364	1456	1719	2074	2677	3046
85+	628	790	1046	1290	1561	1950	2540	1107	1411	1624	1957	2381	2953	3834



Table A3: Experienced Labour Force for North Okanagan, 2006 to 2031²

	2006	2016	2031
Total labour force	38,105	42,210	43,605
Industry - Not applicable	470		
All industries	37,630		
11 Agriculture, forestry, fishing and hunting	2,870	3,290	2,660
• 111-112 Farms	1,770	1,805	1,655
• 113 Forestry and logging	700	955	580
• 1150 Support activities for farms (1151 to 1152)	95	100	85
• 1153 Support activities for forestry	300	430	340
21 Mining and oil and gas extraction	310	265	210
213 Support activities for mining and oil and gas extraction	170	170	145
22 Utilities	290	305	245
23 Construction	3,925	3,120	2,465
31-33 Manufacturing	4,190	4,900	4,540
• 311 Food manufacturing	300	340	330
• 312 Beverage and tobacco product manufacturing	145	170	155
• 321 Wood product manufacturing	1,295	1,570	1,360
• 322 Paper manufacturing	50	55	50
• 323 Printing and related support activities	110	95	90
• 326 Plastics and rubber products manufacturing	290	355	330
• 327 Non-metallic mineral product manufacturing	430	520	500
• 332 Fabricated metal product manufacturing	305	360	360
• 333 Machinery manufacturing	195	230	220
• 334 Computer and electronic product manufacturing	135	155	150
• 336 Transportation equipment manufacturing	365	430	420
• 337 Furniture and related product manufacturing	225	260	245
• 339 Miscellaneous manufacturing	180	210	190
41 Wholesale trade	1,310	1,525	1,550
44-45 Retail trade	4,885	5,655	7,280
48-49 Transportation and warehousing	1,305	1,540	1,535
51 Information and cultural industries	405	465	420
52 Finance and insurance	1,010	1,160	1,150
53 Real estate and rental and leasing	740	850	835
54 Professional, scientific and technical services	1,890	2,140	2,250
55 Management of companies and enterprises	15	20	15
56 Administrative and support, waste management and remediation services	1,575	1,790	1,775
61 Educational services	2,310	2,560	2,845
62 Health care and social assistance	4,275	5,280	6,260
71 Arts, entertainment and recreation	895	1,045	1,035
72 Accommodation and food services	2,490	2,945	3,125
81 Other services (except public administration)	1,825	2,035	2,125
91 Public administration	1,040	1,150	1,140

² Source: Peak Solutions Consulting Inc. Labour Force Supply and Demand Forecast: 2006-2031 North Okanagan Regional District











Table A4: RDNO Experienced Labour Force Forecast by Jurisdictions, 2006 to 2031


	2006	2011	2016	2021	2026	2031 ³	Labour Force (% Change 2006 to 2031)	Population (% Change 2006 to 2031)
Municipalities								
Armstrong	2,050	2,230	2,335	2,375	2,370	2,360	+15.1%	+44.8%
Coldstream	5,120	5,470	5,640	5,675	5,640	5,640	+10.2%	+33.1%
Enderby	1,265	1,395	1,480	1,520	1,515	1,535	+21.3%	+41.1%
Lumby	820	870	875	850	805	765	-6.7%	+27.4%
Spallumcheen	2,765	2,835	2,805	2,680	2,520	2,375	-14.1%	+10.1%
Vernon	17,410	19,115	20,385	21,180	21,855	21,955	+26.1%	+47.4%
Total	29,430	31,915	33,520	34,280	34,705	34,630	+17.7%	+39.6%
Electoral Areas								
Electoral Area B	1,865	1,880	1,875	1,880	1,880	1,895	+1.6%	+5.4%
Electoral Area C	2,305	2,350	2,405	2,485	2,570	2,665	+15.6%	+18.0%
Electoral Area D	1,690	1,660	1,620	1,635	1,625	1,635	-3.3%	+3.8%
Electoral Area E	465	460	445	450	440	445	-4.3%	+0.2%
Electoral Area F	2,350	2,385	2,345	2,325	2,315	2,335	-0.6%	+5.1%
Total	8,675	8,735	8,690	8,775	8,830	8,975	+3.5%	+8.0%
Total RDNO	38,105	40,650	42,210	43,055	43,535	43,605	+14.4%	+29.3%

³ Source: Peak Solutions Consulting Inc. Labour Force Supply and Demand Forecast: 2006-2031 North Okanagan Regional District

SCHEDULE 'D': POSSIBLE IMPLEMENTATION ACTIONS



As part of the process to developing the North Okanagan Regional Growth Strategy, the growth issues working groups, member municipal councils and the Board of Directors have identified a number of possible actions that may be considered during implementation. These possible actions may be discussed during the 5-Year Action Planning process.

Category	Potential Actions	Status
	Action UC-1.1: Establish Rural Protection Boundaries within Official Community Plans.	UC-1.1 Complete
	Action AG-1.1: Development of a Regional Agricultural Economic Development Plan. Action AG-1.2: Create an inventory of agri-industrial operation, infrastructure and lands Action AG-1.3: Undertake a Regional Agricultural Area Plan. Action AG-1.4: Continue to support the Sterile Insect Release Program	AG-1.3 Complete AG-1.4 Ongoing
	Action WS-1.1: Develop a North Okanagan Water Conservation Strategy Action WS-1.2: Petition the provincial and federal government to undertake a motorized and non-motorized impact and issue assessment for North Okanagan waterways. Action WS-1.3: Develop a consistent full cost accounting framework for infrastructure that reflects the true cost of delivering long-term sustainable service.	GVW Water Conservation Strategy Complete 2017
	Action ENV-1.1: Implement Best Management Practices to assist in the protection and enhancement of the region's biodiversity, ecology and environment. Action ENV-1.2: Develop a Regional Parks and Natural Lands Acquisition Plan. Action ENV-1.3: Establish a dedicated Regional Parks and Natural Lands Legacy Fund to assist in accessing additional innovative and cooperative funding opportunities. Action ENV-1.4: Assist the province and not-for-profit organizations in efforts to identify and map the ecosystems of the North Okanagan. Action ENV-1.5: Explore solid waste management approach that responds to local needs, with the ultimate goal of achieving 'Zero Waste'	ENV-1.1 Complete ENV-1.3 Discussed-on hold since 2016 ENV-1.5 On-going
	Action ED-1.1: Explore regional approaches to economic development that will fulfill the needs of the Regional District, member municipalities and the business community.	ED-1.1 Complete
	Action H-1: Undertake a North Okanagan Housing Needs Assessment to provide the Regional District, municipalities, developers and not-for-profit organizations essential information on the housing needs and demands of our communities.	H-1 Initiated 2019
	Action GS-1.1: Review the Regional Service Checklist.	
	Action EE-1.1: Collaborate on the development and implementation of a North Okanagan Energy and Emissions Plan that would respond to local challenges and opportunities.	


Category	Potential Actions	Status
	<p>Action TI-1.1: Develop a Integrated Regional Transportation Plan and associated Implementation Agreements.</p> <p>Action TI-1.2: Create and adopt stormwater best management practices.</p> <p>Action TI-1.3: In cooperation with, and support from, the provincial and federal government, continue to promote efficient rail freight movement to assure continued environmental, economic, and other benefits inherent in use of the rail as a major component of economic development.</p> <p>Action TI-1.4: Due to the importance of rail service to the long-term economic viability of the North Okanagan, the federal and provincial governments are requested to provide the financial resources for the upgrading of rail infrastructure.</p> <p>Action TI-1.5: In collaboration with UBCM and FCM, petition the federal government to fully review the impact that rail abandonment has on British Columbia communities and commit to developing a more comprehensive, transparent and much more stringent rail discontinuance process that will ensure consultation with affected communities and rail clients.</p> <p>Action TI-1.6: The federal government, due to the importance of rail to the economic viability of rural communities, is strongly encouraged to develop policy that would consider rail discontinuance as a last resort.</p> <p>Action TI-1.7: In collaboration with key stakeholder and senior levels of government, explore the potential of public/private partnerships for improving rail freight service for the purposes of: a. fostering investment in rail infrastructure where it might not occur if left solely to a market-based approach; b. facilitating economic development and support of existing industries; and c. alleviating regional disparity in rail freight service.</p> <p>Action TI-1.8: Due to the importance of transport rail service to the long-term economic viability of the North Okanagan, the federal government is strongly encouraged to develop policy and legislation that will preserve rail right-of-way in the case of rail abandonment.</p> <p>Action TI-1.9: In collaboration with UBCM and FCM, petition the federal government for a Rail Renewal Task Force and in the long term encourage transportation strategies and policies that would take environmental, social and economic factors into serious consideration so that market forces could function in ways which make rural communities more competitive and protects the environment.</p> <p>Action TI-1.10: Review and amend land use and property taxation policies with the goal of retaining existing industries and encourage the development of industrial areas in the vicinity of rail lines and rail siding.</p> <p>Action TI-1.11: Consider introducing a new land use designation that reflects transportation, warehousing or reloading business functions rather than relying solely on the label “industrial” land. The public policy purposes of such land use designations may help bring a greater public understanding and acceptance to the complementary roles of transportation and land use planning to sustainable economic development.</p>	





SCHEDULE 'E': THE IDEAS' BANK

The Ideas Bank contains all of the ideas, suggestions and actions that suggested by the Growth Issues Working Groups but could not be included within the Regional Growth Strategy. All of these ideas were developed through much thought, debate and discussion – representing the hard work, dedication and insight of our Working Group members, stakeholders, elected officials and the public. These ideas and suggested actions may be considered during implementation of the Regional Growth Strategy, within other planning processes or non-government initiatives. The Regional District of North Okanagan would like to thank everyone who contributed their thoughts and ideas to the Regional Growth Strategy and the passion they brought to the process.



Category	Ideas' Bank	Status
	<ol style="list-style-type: none"> 1. Collaborate with the Agricultural Land Commission and key stakeholders to explore the options available to support the recruitment of seasonal farm labour, including a uniform standard for on-site farm labour supportive housing on (ALC) and off of (local government) ALR lands. 2. Working with the relevant agencies remove barriers and create incentives that facilitate the inclusion of current agricultural lands into the Agricultural Land Reserve. 3. Establish a Regional Agricultural Support Officer to assist in the implementation of the North Okanagan Food System Plan and the Regional Growth Strategy. 4. Encourage collaboration and cooperation with First Nation communities on food systems and agricultural issues 5. Endorse and adopt the North Okanagan Food Charter. 6. Consider acquiring and allocating public lands for community gardens and food production in urban areas 	<p>4. Ongoing</p> <p>6. Ongoing</p>
	<ol style="list-style-type: none"> 1. Establish a Regional Integrated Watershed Management Planning Program to manage surface water, drainage and groundwater and land use impacts on the hydrology throughout the Region and includes watershed assessment, stormwater management, ecosystem mapping, riparian and habitat preservation and ecosystem functioning, as well as strategies for maintaining the quality and quantity of the water supply. Watershed protection should be included within Official Community Plans, bylaws and development requirements. 2. The formation of an Integrated Watershed Plan Stakeholder Group should be considered as part of an implementation strategy. 3. Develop a regional foreshore and lakefront public access lands acquisition program, as a component of tourism development, parks and trails development and environmental strategies that focuses on lands identification and innovative and cooperative funding opportunities. 	



Category	Ideas' Bank	Status
	1. Review existing bylaws and environmental policies to work toward the implementation of local government environmental policies, including hillside development guidelines, environmental management areas strategies and mapping requirements, so consistency is assured throughout the North Okanagan Region.	1. Ongoing
	2. Develop a regional approach encouraging the creation of covenants for sensitive ecosystems on privately held lands.	2. Ongoing
	3. In partnership with all levels of government, utilize ecological mapping to inform conservation-based planning decisions.	3. Ongoing
	4. Regional District and municipalities to require developers to complete detailed site level species and habitat studies or inventories for all Environmental Development Permit areas containing sensitive ecosystems	4. Ongoing
	5. Require developers to complete follow-up plant and habitat survivability studies for compensation projects for a minimum of five years to ensure the health of the ecosystem has remained intact through development.	
	6. Explore opportunities to collaborate on preparing a southern interior climate change strategy that would examine the potential consequences of global warming on the region and identify strategies for taking local action on climate change.	6. Okanagan Basin Climate Projections Report
	7. The Regional District of North Okanagan, in collaboration with member municipalities, be a partner to and assist in the development of an Okanagan Valley biodiversity and conservation strategy.	7. Complete
	8. RNDO and member municipalities agree to investigate incorporating suggestions and the intent of the Green bylaws toolkit into Official Community Plans, policies and bylaws.	8. Ongoing
	9. In collaboration with the Ministry of Transportation, ensure adequate wildlife crossing structures (e.g. species appropriate) under or overpasses are installed on any new or upgraded roads.	
	10. Develop policies and strategies that will reduce wildlife-human conflict.	
	11. Develop a policy that minimizes the impact that development(s) will have on the viewscape, landscape character and community identity.	11. Ongoing
	12. Designate appropriate areas for different types of recreational activities e.g. motorized recreational activities.	
	13. Support the development of a regional park system that is sensitive to adjacent land uses.	
	14. Encourage the enforcement of policies to ensure the continued unobstructed access to high-water mark on the region's lakes.	
	15. Develop riparian protection measures for those waterbodies (e.g. streams, wetlands, marshes), not included in current legislation using best management practices.	
	16. The RDNO and member municipalities agree to protect streams and streamside areas in accordance with applicable provincial and federal legislation.	16. Ongoing
	17. The RDNO and member municipalities encourage the federal and provincial government to support the development and implementation of measures to protect streams and streamside areas at the local government level.	
	18. Develop tools to reduce and manage the impacts of small lot farm land uses on riparian areas that are not covered under current legislation and best management practices.	
	19. Control of alien invasive species and the spread of genetically modified crops off of agricultural lands into natural areas.	19. Ongoing

Category	Ideas' Bank	Status
	<p>20. Support education programs for private land owners about the importance of sensitive ecosystems, including the creation of educational materials describing each sensitive ecosystem type found in the North Okanagan and their importance to the economy and health of the region.</p> <p>21. Undertake annual meetings of RGS stakeholders to review implemented and adopted goals, objectives and strategies.</p>	20. Ongoing
	<p>1. Develop a Regional Industrial Lands Strategy that identifies existing and potential industrial lands as a component of a comprehensive Regional Economic Development Strategy</p> <p>2. Develop a Regional Economic Development Strategic Plan that is supported by financial resources from all municipalities and is adopted by municipal councils and the Regional District.</p>	<p>1. Complete</p> <p>2. Complete</p>
	<p>1. In partnership with the provincial and federal government, provide a safe and secure transportation environment for the traveling public, addressing roadway hazards, pedestrian and bicycle safety, and transit security.</p> <p>2. Conduct an Infrastructure Inventory and Needs Assessment for the North Okanagan that provides an accurate inventory of all infrastructure asset condition, use, maintenance and replacement cost. This information is a vital aid in the local decision-making and budgeting priority process.</p> <p>3. Develop of seniors' residences nodes with associated services that will provide safe pedestrian options.</p> <p>4. Through collaboration and cooperation with local government and the provincial government, provide opportunities for accessible transportation options that meet the needs of all North Okanagan residents.</p> <p>5. Develop a regional network of park and ride facilities at key transit nodes to expand options in rural and urban areas for reducing automobile dependency and greenhouse gas emissions.</p> <p>6. The Regional District and local government, in partnership with the province, agree to reduce the greenhouse gas contribution attributed to transportation by 20% using a variety of techniques and methods, including minimum mandatory transit, traffic demand management and public education and outreach.</p>	<p>4. Ongoing</p> <p>6. Ongoing</p>
	<p>1. Development of policies, at the regional and local government levels, that support integrated, inclusive housing developments.</p> <p>2. Affordable housing options are supported through complete community planning, including the provision of urban gardens, parks and play areas and local services and businesses.</p> <p>3. In collaboration and partnership with the provincial government, developing affordable housing funding opportunities through designation of a percentage of tax revenue to housing initiatives, with emphasis on the new HST.</p> <p>4. Affordable housing must be economically, environmentally and socially sustainable. Municipalities will explore policy and planning tools that would ensure that the lifecycle cost of affordable housing projects are incorporated into decision-making.</p> <p>5. In collaboration with UBCM and the provincial government, identify barriers within the Community Charter that impede housing affordability initiatives and options.</p>	<p>1. Ongoing</p> <p>2. Ongoing</p> <p>4. Ongoing</p>



Category	Ideas' Bank	Status
	<p>6. In collaboration with the federal government, UBCM and FCM, investigate the possibility of a National Housing Strategy.</p> <p>7. In partnership with UBCO and OC, support research into North Okanagan affordable housing barriers, opportunities and business cases.</p> <p>8. In collaboration with local and senior levels of government, FCM and UBCM, reduce or eliminate the tax burden on rental, supportive or affordable housing projects.</p> <p>9. Present to the Board of Directors and member municipal councils, on an annual basis, on the status of housing affordability within the North Okanagan.</p>	9. Ongoing
	<p>1. Implement a local and regional government public education program, including annual governance 'Trade Shows' during 'Local Government Awareness Week', to clarify the roles, responsibilities and limitations of current governance systems and enhance civic consciousness and participation in local and regional government.</p>	1. Ongoing



SCHEDULE 'F': GROWTH AREA BOUNDARY REVIEW CRITERIA

1. Services Nearby/Available
<ul style="list-style-type: none"> Is the parcel or parcels within a viable transit service area? Would the residents' have access via transit, cycling or walking to employment, schools, commercial or amenity locations? (Looking to avoid the creation of car dependent urban areas which bring about new vehicles, increases in demand on road systems and related greenhouse gas emission implications).
<ul style="list-style-type: none"> Would the parcel or parcels result in the need for significant infrastructure up-grades or extension into new areas (i.e. roads, sewer, water, stormwater, schools, school busing, transit services, fire protection, utilities and other supporting infrastructure)?
2. RGS Policies
<ul style="list-style-type: none"> Do the policies of the RGS support the proposed expansion of a Future Growth Boundary?
3. Soils Classification & ALR Status
<p>Lands that are located within the Agricultural Land Reserve may be considered as a Future Growth Area however this review needs to be done in consultation with the <i>ALC's Guide to Bylaw Reviews</i> and Agricultural land Commission Regulations. The ALC has indicated they would prefer the RDNO consider non-ALR lands for future growth and development, however, should the RDNO determine that all non-ALR lands are unsuitable, or that they are not sufficient to accommodate projected growth pressures, the ALC assumes that the RDNO will then look to ALR lands. At a minimum any identification of ALR lands for consideration as Future Growth Areas should also include:</p> <ul style="list-style-type: none"> Strong and principled land use planning analysis that demonstrates the need to look to ALR lands in the rural protection area as future growth areas; Non ALR lands should be analyzed and a rationale should be provided as to their level of suitability and priority. The review needs to be carried out at the Regional Scale (should not focus on specific land inventory shortfalls within a given political jurisdiction but should look at all types of land uses e.g. residential, commercial, industrial etc. within the region). Clearly identify what the rationale is for these lands to be considered for future growth); Analysis of soil capability; Existing and historical land uses; and The agricultural utility and potential for soil and non-soil-bound agriculture.
4. Context
<ul style="list-style-type: none"> Is the proposed parcel or parcels adjacent to a growth or future growth area i.e. contiguous boundary? (Looking to avoid amendments that would 'leapfrog' into the Rural Protection Area and result in urban sprawl).
<ul style="list-style-type: none"> Would the proposed amendment, if approved, signal that the Rural Protection Area is not stable, and may trigger speculation that such proposed amendments are viable, thereby undermining the integrity and success of this key principle of the RGS.

<ul style="list-style-type: none"> • Would the proposed parcel or parcels introduce significant urban residential development and associated traffic adjacent to existing agricultural areas? Would it likely affect current and future farming activity and potentially trigger land use speculation on nearby agricultural properties? <ul style="list-style-type: none"> ▪ Residential vs Industrial / Commercial Land development will be reviewed against the Growth Area Boundary Review Criteria, however, industrial and commercial proposals will include an analysis based on the recommendations of the Employment Lands Action Plan- April 26, 2016.
<ul style="list-style-type: none"> • Does the parcel or parcels exist within a historic residential neighbourhood (lots that are already less than 1 ha in size)? Is there the potential for infill that still meets the goals of the RGS? Is there a plan to service these parcels in the near future for environmental or economic reasons? This should include consideration of asset management decisions such as costs associated with: construction; operation; maintenance and replacement of infrastructure services.
<ul style="list-style-type: none"> • The surrounding lands need to be taken into consideration during the planning analysis to ensure the containment boundary is robust and will stand the test of increased speculative pressure. Is the proposed boundary constrained or contained by roads or natural features (ravine or river), municipal boundary (what is the constraint to further expansion).
<p>5. Demonstrated need for the proposed use</p>
<ul style="list-style-type: none"> • Do existing land use policies and documents for regional / sub regional growth patterns indicate there are current constraints on urban growth and employment lands capacity and therefore justify extending urban growth beyond what currently exists? (Consider OCP's, Employment Lands Action Plan, Community Specific Housing Strategies).

*Key to note that all areas that are proposed for development should be considered a Future Growth Area (Not a Growth Area). Additionally, existing RGS policy states that once development and servicing begins within Future Growth Areas, then these areas will be considered Growth Areas as defined within the Regional Growth Strategy; no further amendments in this regard are required to the RGS.



Housing Affordability & Availability Key Findings:

- The percent of people in core housing need has remained the same (12%) but that number is on the rise, increasing by 195, in part, due to population growth.
- Housing availability is declining, since 2010 there have been steadily fewer homes available for sale and rent.
- Housing Diversity is slowly improving- we have seen an increase in the total number of apartment units that have been built from 5 years ago. All six member municipalities and the electoral areas have seen a rise in their diversity index rating.

Proposed New Strategies

Insert as H-1.5:	<u>Assist municipalities in developing Housing Needs Assessments by providing analysis on regional demographics, household characteristics including income, significant economic sectors and market conditions, and work with municipalities to review and refine municipal housing priorities, policies and future demand estimates in the context of this analysis.</u>
Insert as H-1.6:	<u>Monitor and report on the success of regional and municipal Housing Needs Assessments in accommodating regional housing demand estimates.</u>
Insert as H-1.7	<u>As a collective, work with member municipalities and electoral areas in the preparation of Housing Needs Reports, as required by the province, as well as to:</u> <ul style="list-style-type: none"> • <u>Identify implementation measures within the jurisdiction and financial capabilities of municipalities;</u> • <u>Encourage an increase in the supply of new rental housing and where appropriate mitigate or limit the loss of existing rental housing stock; and</u> • <u>Identify opportunities to participate in programs with other levels of government to secure additional affordable housing units to meet housing needs across the continuum.</u>
Insert as H-1.8	<u>Explore further opportunities for mobile homes, secondary suites and detached accessory suites as affordable housing options in our rural areas.</u>

Existing Strategies Revised

Revise existing H-1.5	Work cooperatively with the development community, <u>community groups, non-profits, and BC Housing</u> to provide affordable, <u>quality</u> housing options.
Revise existing H-1.6	Encourage energy efficient retrofits of older buildings, including both residential and commercial buildings <u>and promote renovation and reuse of materials that minimizes construction waste generation.</u>
Revise existing H-1.8	Encourage the use of local materials and green building techniques in new and retrofitted developments <u>and support the development community in preparing for implementation of the BC Step Code.</u>





Active Transportation Infrastructure and Transit Key Findings:

- The City of Vernon has made significant investments in its active transportation infrastructure over the last 15 years however the rural communities have not been in a position to do the same. Infrastructure such as sidewalks, bike lanes and trails are key in encouraging people to get out of their cars and walk or bike to work.
- In terms of transit ridership we have seen an increase in use, but largely amongst UBCO students and riders within Vernon and Coldstream. Ridership within the rest of the North Okanagan has gone down.

TI-1.1 revised to	Coordinate local transportation network planning across jurisdictions to assist in regional transportation planning and corridor management <u>which improves connectivity, reduces greenhouse gas emissions and provides for emergency egress e.g. an all-weather road to link the Village of Lumby with Silver Star Village.</u>
Insert as TI-1.2	<u>Rail transportation corridors, if no longer required, shall be considered for preservation as future mobility corridors, which includes cycle routes, trails, and other active transportation uses and other forms of mass transit that may be viable in the future. e.g. Okanagan Rail Trail and Sicamous to Armstrong Rail Trail.</u>
TI-2.3 revised to	Encourage, where feasible, rural transportation options that are reflective of the unique needs and challenges of our rural and unincorporated communities <u>e.g. ride sharing.</u>
TI-2.4 revised to	Support the development of initiatives that reduce transportation greenhouse gas emissions <u>by using a variety of techniques and methods that are within the jurisdiction of local governments, such as a network of electric vehicle infrastructure.</u>
TI-2.7 revised to	<u>Encourage member municipalities and electoral areas to integrate</u> transportation and land use planning within Official Community Plans to ensure that, where feasible and appropriate, communities: <ul style="list-style-type: none"> • Improve access to housing, jobs, <u>schools, child care facilities</u> and services by walking, cycling and public transport; • <u>Improve access of pedestrian and bicycle networks to transit networks, which will increase transit ridership in the future;</u> • Increase the choice of available transportation and <u>options to</u> reducing dependence on cars; • Reduce travel demand including the number of single occupant vehicle (SOV) trips generated by development and the distances travelled; • Support the efficient and viable operation of public transport services; and provide for the efficient movement of freight.
Insert as TI-2.2	<u>Work with BC Transit, member municipalities and electoral areas on the implementation of the Transit Futures Plan and the goal of creating a transit system which:</u> <ul style="list-style-type: none"> • is an attractive alternative to the private vehicle; • complements the goal of compact and complete communities; • aids in reducing environmental impacts; • is efficient; and • is integrated with other land use and transportation plans.





Economic Development Key Findings:

- There has been an increase in employment growth between 2011 to 2016 of 3% this is a significant improvement over the previous timeframe whereas in 2006-2011 employment growth experienced a 1.6% decline.
- Range of Employment is distributed across a number of sectors however the majority of jobs are in 1) Retail Trade 2) Construction 3) Manufacturing
- Household Income continues to be slightly lower than the provincial average by \$6,600 however the RDNO median household income did increase from 2011 to 2016 by \$9700.



<p>Insert as ED-1.4:</p>	<p><u>Support municipalities, first nations and electoral areas in the implementation of the Regional Employment Lands Action Plan to generate employment opportunities and create a more economically resilient and diverse region.</u></p>
<p>Insert as ED-2.2</p>	<p><u>Support and encourage research and development initiatives and training programs in conjunction with UBC Okanagan and Okanagan College, including agriculture, food processing and distribution, water management, manufacturing, technology, waste management and tourism.</u></p>



Environment Key Findings:

- Since 2012, particulate matter levels have exceeded the BC Air quality Planning Goals threshold of 6 micrograms/m³ by between .08 and 3.3 micrograms/m³.

Insert as ENV-3.2:	<u>Support public awareness and education around air quality management practices.</u>
Insert as ENV-3.3:	<u>Support pollution prevention using processes, practices, materials and energy in ways that avoid or minimize the creation of pollutants and wastes at the source.</u>

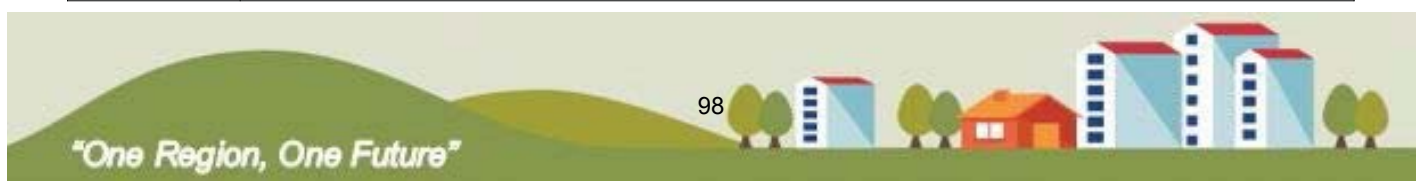




Environment Key Findings:

- The region has experienced a minor decrease over the 2007 baseline Greenhouse Gas levels however with a goal of 15% reduction by 2020 our GHG's will need to decrease significantly more.
- Climate change is exposing communities in the North Okanagan to changes in weather patterns and more frequent extreme events. These changes are putting local and regional infrastructure at risk as well as impacting the health of area residents. The North Okanagan has witnessed recent flooding and wildfire events; changing climate hazards have created the need to integrate climate change adaptation into policy, planning, landscape design, and public works maintenance.

Insert as EE/CA- 1.1	<u>Explore partnership opportunities with communities for the development, implementation and monitoring of a Climate Action Plan and consider becoming a FCM-Partner for Climate Protection.</u>
Insert as EE/CA- 1.2	<u>Encourage climate change-adaptive and risk-adaptive infrastructure and utilities in Growth Areas based on the most up-to-date climate projections.</u>
Insert as EE/CA- 1.3	<u>As data becomes available, encourage and support member municipalities and electoral areas to up-date their Floodplain and Unstable Slope Maps.</u>
Insert as EE/CA- 1.4	<u>Encourage developments and projects which will provide for a low-carbon built form that supports efficient energy use, the reuse of building materials, the provision of clean and renewable district energy, active transportation modes, transit service, and low/zero emission vehicles.</u>
Insert as EE/CA- 1.6	<u>Support climate change adaptation, resiliency and the mitigation of greenhouse gas emissions in existing and proposed activities and development.</u>
Insert as EE/CA- 1.7	<u>Support public awareness and education on climate change and its current and likely potential impacts in the region.</u>
Revise existing ENV-3.3:	Encourage energy efficient retrofits of older buildings, including both residential and commercial buildings <u>while encouraging the proper disposal, reuse and or recycling of any waste generated.</u>



The RGS currently contains Growth Area, Future Growth Area and Rural Protection Boundaries which are intended to guide land use planning processes by defining long term rural protection areas and boundaries that are not suitable for urban levels of development.

Since the adoption of the Regional Growth Strategy (RGS) in September 2011, there have been no development proposals or requests by member municipalities that would trigger the need for a Minor or Standard Amendment to the RGS. However, as a result of a court case in 2014 between Metro Vancouver vs the Township of Langley questions have been raised by member municipalities regarding the existing RGS amendment process and local jurisdictions land use autonomy. In that regard, staff have drafted a new Urban Containment/Rural Protection Policy which aims to address the concerns regarding local jurisdictions land use autonomy while still emphasizing one of the key goals of the RGS which is preventing urban sprawl within the region

UC-2.2-The Board encourages communities to consider amending rural protection boundaries during the RGS 5-Year review process (See UC-2.4) which will take into account the Boundary Review Criteria. The Board respects local jurisdictions' land use autonomy under Part 14 of the Local Government Act to determine land use in the Rural Protection Area while still trying to discourage sprawl. Each local authority will ensure that its' respective Official Community Plan:

- *Recognizes the Rural Protection Boundary as shown in the RGS;*
- *Identifies any local areas desired for future growth that may infringe upon the Rural Protection Areas;*
- *Addresses, to the extent that is reasonable, the difference between the OCP growth areas and the Rural Protection boundaries of the RGS in the Regional Context Statement as per Section 447 of the Local Government Act.*

If, through an application process, a municipality successfully removed lands from the ALR and/or are designated for urban scale development, a change to the mapping and designations of the RGS would occur during the 5 year review to reflect that change. It is recommended that any regionally significant changes to the land use designations be referred to the Regional Growth Strategy Support Team for technical review and comment on regional implications and the Board of Directors as per Section 475 of the Local Government Act.

Section 447 LGA refers to the Content of Regional Context Statement
Section 475 LGA refers to Consultation during the development of an Official Community Plan



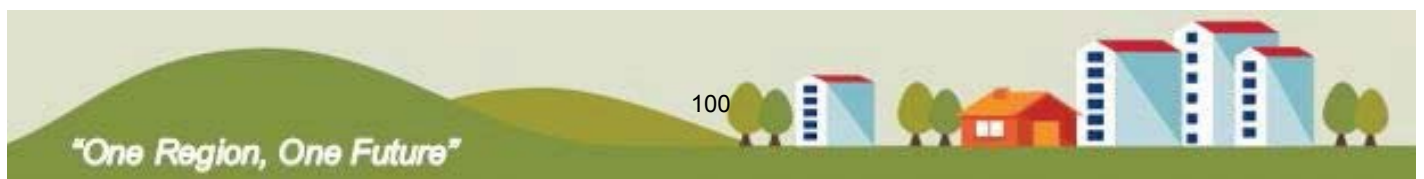


In order to apply a consistent methodology in reviewing both development driven applications and the comprehensive review of properties during the 5-year Growth Boundary Assessment- Proposed Boundary Review Criteria have been developed in consultation with the Regional Growth Strategy Support Team.

Proposed Schedule E- Growth Area Boundary Review Criteria:

1. Services Nearby/Available
<ul style="list-style-type: none"> Is the parcel or parcels within a viable transit service area? Would the residents' have access via transit, cycling or walking to employment, schools, commercial or amenity locations? (Looking to avoid the creation of car dependent urban areas which bring about new vehicles, increases in demand on road systems and related greenhouse gas emission implications). Would the parcel or parcels result in the need for significant infrastructure up-grades or extension into new areas (i.e. roads, sewer, water, stormwater, schools, school busing, transit services, fire protection, utilities and other supporting infrastructure)?
2. RGS Policies
<ul style="list-style-type: none"> Do the policies of the RGS support the proposed expansion of a Future Growth Boundary?
3. Soils Classification & ALR Status
<p>Lands that are located within the Agricultural Land Reserve may be considered as a Future Growth Area however this review needs to be done in consultation with the <i>ALC's Guide to Bylaw Reviews and Agricultural Land Commission Regulations</i>. The ALC has indicated they would prefer the RDNO consider non-ALR lands for future growth and development, however, should the RDNO determine that all non-ALR lands are unsuitable, or that they are not sufficient to accommodate projected growth pressures, the ALC assumes that the RDNO will then look to ALR lands. At a minimum any identification of ALR lands for consideration as Future Growth Areas should also include:</p> <ul style="list-style-type: none"> Strong and principled land use planning analysis that demonstrates the need to look to ALR lands in the rural protection area as future growth areas; Non ALR lands should be analyzed and a rationale should be provided as to their level of suitability and priority. The review needs to be carried out at the Regional Scale(should not focus on specific land inventory shortfalls within a given political jurisdiction but should look at all types of land uses e.g. residential, commercial, industrial etc. within the region). Clearly identify what the rationale is for these lands to be considered for future growth); Analysis of soil capability; Existing and historical land uses; and The agricultural utility and potential for soil and non-soil-bound agriculture.
4. Context
<ul style="list-style-type: none"> Is the proposed parcel or parcels adjacent to a growth or future growth area i.e. contiguous boundary? (Looking to avoid amendments that would 'leapfrog' into the Rural Protection Area and result in urban sprawl). Would the proposed amendment, if approved, signal that the Rural Protection Area is not stable, and may trigger speculation that such proposed amendments are viable, thereby undermining the integrity and success of this key principle of the RGS. Would the proposed parcel or parcels introduce significant urban residential development and associated traffic adjacent to existing agricultural areas? Would it likely affect current and future farming activity and potentially trigger land use speculation on nearby agricultural properties? <ul style="list-style-type: none"> Residential vs Industrial / Commercial Land development will be reviewed against the Growth Area Boundary Review Criteria, however, industrial and commercial proposals will include an analysis based on the recommendations of the Employment Lands Action Plan- April 26, 2016. Does the parcel or parcels exist within a historic residential neighbourhood (lots that are already less than 1 ha in size)? Is there the potential for infill that still meets the goals of the RGS? Is there a plan to service these parcels in the near future for environmental or economic reasons? This should include consideration of asset management decisions such as costs associated with: construction; operation; maintenance and replacement of infrastructure services. The surrounding lands need to be taken into consideration during the planning analysis to ensure the containment boundary is robust and will stand the test of increased speculative pressure. Is the proposed boundary constrained or contained by roads or natural features (ravine or river), municipal boundary (what is the constraint to further expansion).
5. Demonstrated need for the proposed use
<ul style="list-style-type: none"> Do existing land use policies and documents for regional / sub regional growth patterns indicate there are current constraints on urban growth and employment lands capacity and therefore justify extending urban growth beyond what currently exists? (Consider OCP's, Employment Lands Action Plan, Community Specific Housing).

Key to note that all areas proposed for development during the 5-Year Review should be considered as Future Growth Areas (Not a Growth Area). Additionally, existing RGS policy states that once development and servicing begins within Future Growth Areas, then these areas will be considered Growth Areas as defined within the Regional Growth Strategy; no future amendments in this regard are required to the RGS.





Governance & Services Committee

TO: Governance and Services Committee
FROM: Todd Cashin
Director of Community Services
DATE: March 12, 2020
SUBJECT: Central Okanagan Rent Bank (6430-40)

Purpose: To provide an overview of the BC Rent Bank program.

Executive Summary:

Rent banks are an established practice in BC for assisting households facing a financial crisis that threatens their housing security and have proven to be an effective homelessness prevention strategy for some populations. BC Rent Bank is the title of the project established by Vancity Community Foundation with seed funding provided by the Province of BC.

The Regional Housing Needs Assessment has outlined that the Central Okanagan is experiencing unintended consequences of growth – a lack of suitable affordable housing, notably for workforce, family, seniors, and low-income households. To assist low- to moderate-income Central Okanagan renters, there is potential that a rent bank could be established in the Central Okanagan region.

If the Committee is interested in supporting this type of service, staff could bring forward a full report and recommendation at an upcoming Board meeting.

RECOMMENDATION:

THAT the Governance and Services Committee receives for information the Director of Community Services March 12, 2020, Central Okanagan Rent Bank report.

Respectfully Submitted:

A handwritten signature in black ink, appearing to read "Todd Cashin".

Todd Cashin
Director of Community Services

Approved for Committee's Consideration

A handwritten signature in black ink, appearing to read "Brian Reardon".

Brian Reardon, CAO

Prepared by: Janelle Taylor, Planner

Implications of Recommendation:

Strategic Plan:	Receiving the report for information achieves the Regional Board Strategic Priorities 2019-2022 with respect to “Sustainable Communities”.
Policy:	Receiving the report for information complies with the Regional Growth Strategy: Our Housing, Our Health, Our Governance.

Background:Regional Board Strategic Priorities 2019-2022

RDCO’s strategic priorities, developed by the Regional Board, speak to important goals, services and needs on which the Board wishes to focus the organization’s attention and resources. Sustainable Communities has been identified as a priority:

- We will initiate and support efforts to create a healthy built environment in which all people throughout the region enjoy a high quality of life with access to safe neighbourhoods including a diverse range of housing options.

Regional Growth Strategy

The Regional Growth Strategy, adopted June 23, 2014, is a long-range planning tool that assists the Regional District and member municipalities to plan a coordinated future for their communities, while dealing with regional issues and decisions that cross local political boundaries. Ten regional issues were identified in the RGS, which include:

- Our Health
 - Goal: To contribute to the improvement of community health, safety and social wellbeing
- Our Housing
 - Goal: To improve the range of housing types and tenures to meet the social and economic needs of the region
- Our Governance
 - Goal: To respond to the needs of the region with an effective and efficient governance service model

Regional Housing Needs Assessment

Housing is one of the key social determinants of health. People facing barriers to accessing healthy housing are more likely to also struggle with other determinants of health, such as accessing health care services, income, and food security. When housing is improved, the burden of the other determinants is reduced. Project No. 3 of the RGS Priority Projects Plan, the Regional Housing Needs Assessment was completed in 2019.

The Assessment outlines that the Central Okanagan is experiencing unintended consequences of growth – a lack of suitable affordable housing, notably for workforce, family, seniors, and low-income households. While the development of a Regional Housing Strategy has been identified in Community Services 2020 Work Plan, an opportunity has come forward to assist low- to moderate-income Central Okanagan residents who rent.

BC Rent Bank

In December 2018, the Provincial Rental Housing Task Force, released 23 recommendations to the premier, including Recommendation #4: provincial funding for rent banks.

BC Rent Bank is the title of the project established by Vancity Community Foundation in response to that recommendation and established funding provided by the Province of BC. The funding is to be used to support existing rent banks and to help establish a province-wide rent bank system. The goal being that regardless of where you live in the province you can be supported to help maintain your housing.

Rent banks are a homelessness prevention tool that is focused on providing housing stability for low- to moderate-income renters. Rent banks provide financial assistance in the form of repayable loans, to households at risk of eviction for reasons such as non-payment of rent or utilities. Rent banks can also aid with individuals moving between housing, who might need to borrow the funds for a damage deposit to make the move.

There are four steps to complete while preparing for the launch of a rent bank:

1. Review BC Rent Bank Toolkit and Workbook
2. Apply for Development Grant
 - a. The Development Grant was created to help provide critical funding for establishing the right team and model in setting up a rent bank.
3. Establish a Cross-Sector Planning Team & Build a Model
 - a. Utilizing the principles outlined in the Toolkit, strategic teams can build models best suited for your region. Bringing together the right voices and model will help sustain a rent bank over the long term.
4. Apply for Seed Funding from BC Rent Bank
 - a. Lead agencies looking to operate a rent bank are encouraged to apply for seed funding. Applicants are asked to demonstrate community investment and support that will work to ensure long-term sustainability. We look for partners that are willing to be part of a larger network of rent bank providers in the province.

Central Okanagan Rent Bank History

The opportunity to consider a Central Okanagan Rent Bank was identified as a result of City of Kelowna staff researching rent banks. Given the regional nature of the housing market and high-level of integration among Central Okanagan communities, exploring the opportunity at a regional level was brought forward.

On December 11, 2019, Rent Bank BC provided a presentation to the RGS Steering Committee. The Committee supported the concept of further exploring a regional approach.

On March 3, 2020, a BC Rent Bank Information Session was collaboratively hosted by the RDCO, EDC and City of Kelowna at the Coast Capri. The workshop provided an overview of rent banks, explored the local need and discussed next steps for establishing a rent bank in the Central Okanagan.

Non-profit organizations were invited to share local knowledge on the need for a local rent bank and to express interest in operating a rent bank in the region. 29 individuals representing various non-profit agencies in the Central Okanagan registered for the event.

At the end of the workshop, 27 exit surveys were completed with the following results:

- 96% of respondents either agreed or strongly agreed that Central Okanagan residents would benefit from a rent bank.
- 93% of respondents either agreed or strongly agreed that a rent bank should be established in the Central Okanagan.
- Eight (8) organizations in attendance are potentially interested in managing a Central Okanagan Rent Bank.

Organizational Issues:

Given the interest at the March 3rd workshop, staff is currently exploring a Request for Expressions of Interest process with our partners. Regional District staff will be bringing forward a report to the March 23rd Regional Board to identify next steps.

External Implications:

There is potential that a rent bank service could be established in the Central Okanagan region, if a non-profit organization can be identified as the project lead and BC Rent Bank funding for the non-profit is received.

Financial Considerations:

As the applicant, the selected non-profit organization would accept responsibility to apply for, receive and manage the grant funding. The non-profit organization would assume responsibility for the completion of the project, reporting requirements and maintaining proper fiscal management.

Considerations not applicable to this report:

- *General*
- *Legal/Statutory Authority*
- *Alternative Recommendation*

Attachment(s): n/a



Governance & Services Committee

TO: Governance and Services Committee
FROM: Marilyn Rilkoff
Director of Financial Services
DATE: March 3, 2020
SUBJECT: Draft 2, RDCO 2020 – 2024 Budget and Financial Plan

Purpose: This second draft of the RDCO 2020 – 2024 Budget and Financial Plan is provided to the Board with minimal changes for discussion.

Executive Summary:

Minor changes were directed as a result off the February 20th Governance and Services Committee meeting, and additional information has been received and incorporated. The Committee may wish to provide further direction to staff for the revision of the Plan for the final budget meeting on March 23, 2020.

The budgets for the following cost centres have been amended:

- Paid on Call Volunteer Fire Departments: Add \$25k grants to all four departments
- 094 – SWM: Waste Reduction & Recycling: Add grant & increase study costs
- 117 – Sterile Insect Release: Change to Parcel Tax Levies
- 120 – Economic Development Commission: Add \$10k to Film Commission
- 124 – Westside Municipal Recreation: Revised tax rates received from West Kelowna.

RECOMMENDATION:

THAT the Governance & Services Committee receive for information the updated and additional 2020 – 2024 Financial Plan documentation;

AND FURTHER THAT any recommended amendments discussed today be made and brought forward to the Regional Board's final budget meeting on March 23, 2020.

Respectfully Submitted:

A handwritten signature in black ink, appearing to read "M. Rilkoff".

Marilyn Rilkoff
Director of Financial Services

Approved for Committee's Consideration

A handwritten signature in black ink, appearing to read "Brian Reardon".

Brian Reardon, CAO

Implications of Recommendation:

Strategic Plan:	Supported in a fiscally responsible manner.
General:	The Financial Plan provides the resources approved by the Board to carry out the RDCO's mandate.
Organizational:	Each Department is responsible for operating within the approved Financial Plan.
Financial:	Current year funding is approved via bylaw and fiscal planning for next four years.
Legal/Statutory Authority:	Local Government Act and Community Charter. Financial Plan Bylaw is approved prior to March 31 st .

Background:

Draft 1 of the 2020 – 2024 Budget and Financial Plan was presented to the G&S Committee on February 20, 2020. Minor changes were requested and additional information received has been incorporated.

Financial Considerations:

The tax changes for RDCO General Taxes by Area from the Feb 20 to Mar 12 Drafts are shown below. The change is due to the additional \$10,000 for the Okanagan Film Commission:

	2019 Total Tax per House. Avg House Value \$741,000	2020 House Value	Feb 20 Draft		Mar 12 Draft	
			2020	2020	2020	2020
			Total Tax per House	Change per Avg House over 2019	Total Tax per House	Change per Avg House over 2019
Kelowna	\$183.85	\$730,000	\$182.12	(\$1.73) -0.937%	\$182.22	(\$1.63) -0.886%
Peachland	211.81	736,500	\$213.97	\$2.16 1.018%	\$214.08	\$2.28 1.072%
Lake Country	208.70	749,500	\$214.87	\$6.17 2.958%	\$214.98	\$6.29 3.013%
West Kelowna	202.69	735,000	\$203.46	\$ 0.77 0.382%	\$203.57	\$0.88 0.435%
C. O. West	637.71	748,000	\$677.24	\$ 39.53 6.199%	\$677.36	\$ 39.65 6.217%
C. O. East	513.57	752,000	\$547.13	\$ 33.56 6.534%	\$547.25	\$33.67 6.557%

The changes that follow are differences from the Draft #1 Financial Plan presented February 20th – See the Binder Updates attached, specifically the Tab 5 pages:

120 – Economic Development Commission (Pages 15-16): 2020 contribution to Okanagan Film Commission increased from \$120k to \$130k in Draft 1. Additional increase to Film Commission of \$10k to \$140k in Draft 2. Draft 1 requisition increase with all changes was \$105k, now \$115k. Increase to average home was \$0.89, and is now \$1.01.

021 – Ellison Volunteer Fire Department (Pages 75–76): Capital: Added \$25k in possible grant funding and reduced 2020 use of reserves for SCBA System Equipment. No tax impact.

022 -- Joe Rich Volunteer Fire Department (Pages 77-78): Capital: Added \$25k in possible grant funding. Increased SCBA expenditure from \$7.9k to \$10k and Equipment from \$10k to \$14.8k. Reduced 2020 use of reserves by \$19k. No tax impact.

023 – North Westside Road Volunteer Fire Rescue Department (Pages 79-80): Capital: Added \$25k in possible grant funding. Increased SCBA expenditure from \$5k to \$31.3k. Increase use of reserves slightly by \$1.2k. No tax impact.

024 – Wilson’s Landing Volunteer Fire Department (Pages 81-82): Capital: Added \$25k in possible grant funding. Increased expenditures for SCBA from \$9.2k to \$13k, Equipment from \$31.2k to \$43.8k and Hall Renovations from \$31.5k to \$45.9k. Increase use of reserves by \$5.7k. No tax impact.

094 – SWM: Waste Reduction & Recycling Program (Pages 67-68): Additional \$15k for BioWaste Inventory and related funding. No effect to participants.

117 – Sterile Insect Release (Pages 134-135): Revised total parcel tax levies by area received for 2020:

	2019 & 2020		2020
Parcel Taxes:	Draft 1	Draft 2	Change
Electoral Area West	\$ 4,579	\$ 3,466	\$ (1,113)
Electoral Area East	\$ 51,324	\$ 47,209	(4,115)
Kelowna	\$ 307,121	\$ 292,855	(14,266)
Peachland	\$ 794	\$ 795	1
Lake Country	\$ 97,424	\$ 91,311	(6,113)
West Kelowna	\$ 13,259	\$ 10,339	(2,920)
Total Parcel Tax	\$ 474,501	\$ 445,975	\$(28,526)

Note: There is a general tax levy for SIR to all properties included in the above rates that did not change. This is the parcel tax levied by SIR to individual qualifying properties based on acreage farmed.

124 – Westside Municipal Recreation (Pages 147-148): Revised tax rates received from City of West Kelowna. Revised requisition is \$36,326 (vs. \$40,201 Draft 1). Impact to an average home is now \$13.96 increase instead of \$25.15.

Organizational Issues:

Providing funding for services.

External Implications:

Property Tax rates and services provided to taxpayers.

Alternative Recommendations:

As Directed by the Committee.

Attachment(s):

Budget Binder Updates:

Tab 3:

- *Replace All Pages: 2020 Budget Summary*

Tab 4:

- *Replace All Pages: 2020 Tax Requisitions & Rates*

Tab 5:

- *Insert/Replace Usage and Contents Pages at the beginning*
- *Replace the following:*
 - *Pages 15-16: 120 – Economic Development Commission*
 - *Pages 67-68: 094 – SWM: Waste Reduction & Recycling*
 - *Pages 75-76: 021 – Ellison Volunteer Fire Department*
 - *Pages 77-78: 022 – Joe Rich Volunteer Fire Department*
 - *Pages 79-80: 023 – North Westside Road Volunteer Fire Rescue Department*
 - *Pages 81-82: 024 – Wilson’s Landing Volunteer Fire Department*
 - *Pages 134-135: 117 – Sterile Insect Release*
 - *Pages 147-148: 124 – Westside Municipal Recreation*

12-Mar-20

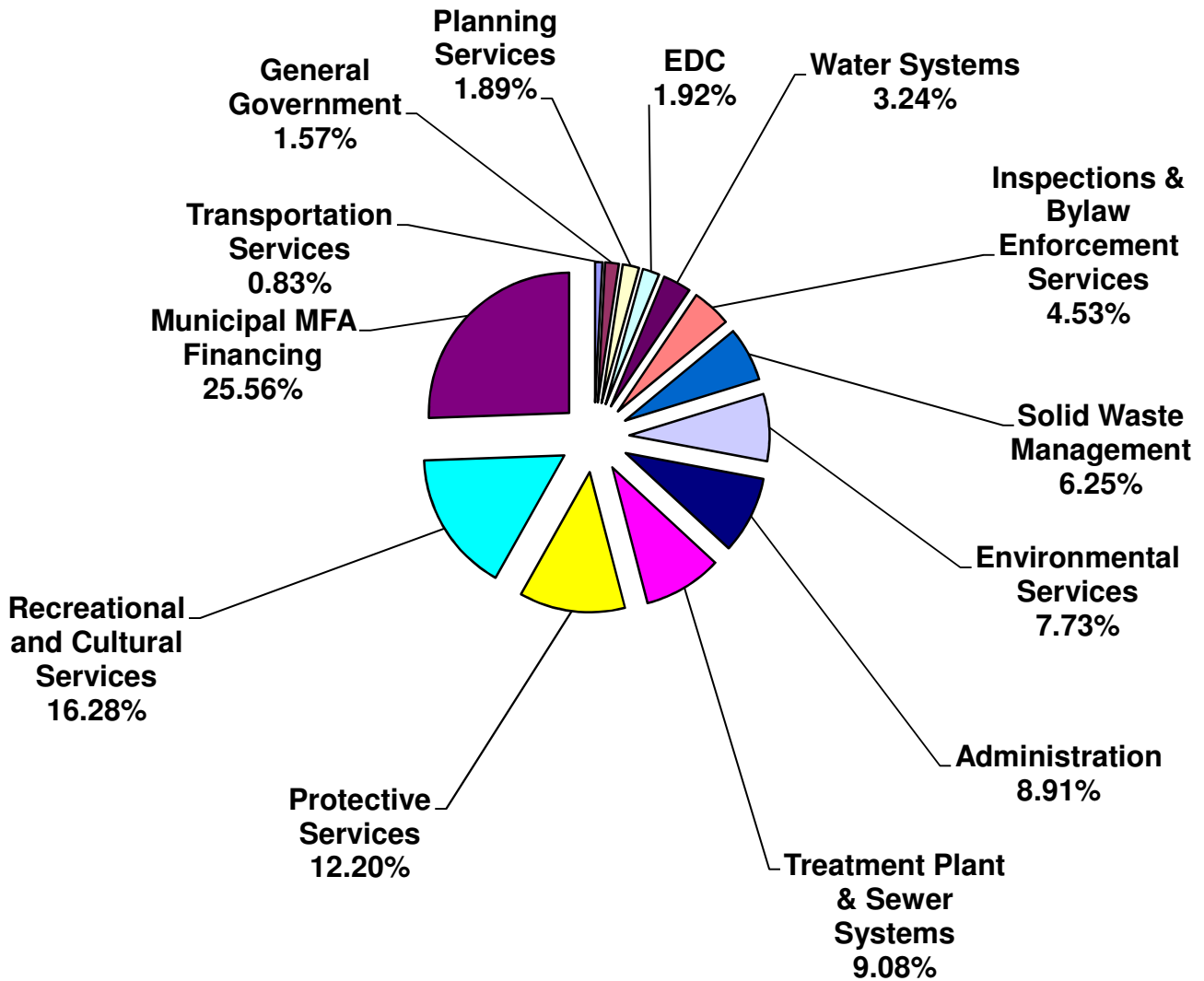
BUDGET BINDER UPDATES:

REPLACE NEXT PAGES IN SECTION

TAB 3 -- "2020 BUDGET SUMMARY"

REPLACE ALL PAGES

**2020 RDCO Operating Funds: General Revenue, Water,
Sewer, including Municipal MFA Financing
Total of All Operating Funds: \$56 Million**



REGIONAL DISTRICT OF CENTRAL OKANAGAN
Breakdown of Pie Chart Information 2020 Budget
All Operating Funds including MFA

Administration

002 -- Administration	\$	1,685,341	
003 -- Finance		1,475,841	
004 -- Engineering		380,049	
005 -- Human Resources		345,767	
006 -- Information Systems		1,103,650	
Total Administration		<hr/>	\$ 4,990,648

General Government

001-- Regional District Board	724,514	
007 -- Electoral Areas Only	63,090	
008 -- Westside Regional Office	26,393	
009 -- Central Okanagan East Electoral Area	26,997	
011 -- Regional Grants in Aid	27,171	
012 -- Grants - Westside Electoral Area	7,100	
013 -- Grants - Central Okanagan East Area	4,000	
Total General Government	<hr/>	879,265

Protective Services

017 -- Upper Ellison Fire Protection Extension	9,917	
019 -- Electoral Area Fire Prevention	74,334	
020 -- Lakeshore Rd Fire Protection	23,571	
021 -- Ellison Fire Department	540,819	
022 -- Joe Rich Fire	446,380	
023 -- North Westside Road Fire	570,446	
024 -- Wilson's Landing Fire Department	282,433	
027 -- Ridgeview Fire	12,128	
028 -- June Springs Fire Protection	14,707	
029 -- Brent Road Fire Protection	30,468	
030 -- Regional Rescue Service	2,373,249	
031 -- 911 Emergency Telephone Service	1,305,815	
040 -- Crime Stoppers	278,742	
041 -- Victims / Witness Assistance	472,307	
042 -- Reg. Crime Prevention & Alarm Control	394,018	
Total Protective Services	<hr/>	6,829,334

REGIONAL DISTRICT OF CENTRAL OKANAGAN
Breakdown of Pie Chart Information 2020 Budget
All Operating Funds including MFA

Inspections & Bylaw Enforcement Services

043 -- Business Licenses	39,331
044 -- Building Inspection	577,416
046 -- Dog Control	1,514,845
047 -- Mosquito Control	196,781
049 -- Prohibited Animal Control	1,094
105 -- Noise Abatement	8,513
106 -- Untidy Premises	13,910
115 -- Noxious Insect Control	17,983
116 -- Weed Control	145,196
118 -- Starling Control	20,264

Total Inspections & Bylaw Enforcement Services	2,535,333
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Transportation Services

050 -- Transportation Demand Mangmnt	415,902
051 -- Lakeshore Road Improvements	4,514
058 -- Scotty Heights Street Lights	16,868
085 -- Ellison Transit	26,950

Total Transportation Services	464,234
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Solid Waste Management

092 -- Westside Waste Disposal & Recycling Centre	1,141,003
093 -- Westside Sanitary Landfill Closure	74,275
094 -- Solid Waste Management	1,705,041
095 -- Solid Waste Collection	580,181

Total Solid Waste Management	3,500,500
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Environmental Services

091 -- Effluent Disposal	539,310
101 -- Okanagan Basin Water Board	2,158,147
102 -- Air Quality Monitoring	183,220
117 -- Sterile Insect Release Program	1,448,002

Total Environmental Services	4,328,679
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Planning Services

110 -- Regional Planning	594,770
111 -- Electoral Area Planning	463,211

Total Environmental Services	1,057,981
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REGIONAL DISTRICT OF CENTRAL OKANAGAN
Breakdown of Pie Chart Information 2020 Budget
All Operating Funds including MFA

EDC

120 -- Economic Development Commission	1,076,169	
Total EDC		1,076,169

Recreational and Cultural Services

121 -- Ellison Community Heritage Hall	147,578	
123 -- Joe Rich Community Hall	55,349	
124 -- Westside Municipal Recreation (Transfer)	36,326	
125 -- Johnson Bentley Aquatic Centre (Trnsfr)	13,561	
126 -- Killiney Community Hall	23,310	
131 -- Winfield Letters Patent	55,000	
142 -- Regional Parks	8,141,717	
143 -- Westside Community Parks	217,980	
144 -- Eastside Community Parks	107,111	
171 -- Okanagan Regional Library	318,091	
Total Recreational and Cultural Services		9,116,023

Water Systems

301 -- Killiney Beach Water	495,309	
303 -- Falcon Ridge Water	72,634	
305 -- Sunset Ranch Water	223,926	
306 -- Trepanier Bench Water	30,623	
307 -- Westshores Water	566,996	
310 -- Fintry / Shalal Water	423,903	
Total Water Systems		1,813,391

Treatment Plant & Sewer Systems

401 -- Westside Wastewater Treatment Plant	4,098,541	
470 -- RDCO Lift Stations / Collector Systems	462,087	
471 -- WFN Lift Stations / Collector Systems	135,298	
472 -- Peachland Lift Stations / Collector Systems	211,405	
Sewer Debt Financing	37,717	
499 -- Ellison Sewer System	140,469	
Total Treatment Plant and Sewer Systems		5,085,517

Municipal MFA Financing	14,310,629	
		14,310,629

Total Operating Funds including Municipal MFA Financing		55,987,703
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REGIONAL DISTRICT OF CENTRAL OKANAGAN

2020 BUDGETS SUMMARY

GENERAL REVENUE FUND:		
Revenues	\$	(49,088,795)
Expenditures		<u>49,088,795</u>
(Surplus)/Deficit		<u>0</u>
GENERAL CAPITAL FUND:		
Revenues	\$	(6,410,518)
Expenditures		<u>6,410,518</u>
(Surplus)/Deficit		<u>0</u>
WATER REVENUE FUND		
Revenues	\$	(1,813,391)
Expenditures		<u>1,813,391</u>
(Surplus)/Deficit		<u>0</u>
WATER CAPITAL FUND		
Revenues	\$	(1,244,204)
Expenditures		<u>1,244,204</u>
(Surplus)/Deficit		<u>0</u>
SEWER REVENUE FUND		
Revenues	\$	(5,085,517)
Expenditures		<u>5,085,517</u>
(Surplus)/Deficit		<u>0</u>
SEWER CAPITAL FUND		
Revenues	\$	(4,383,907)
Expenditures		<u>4,383,907</u>
(Surplus)/Deficit		<u>0</u>
DCC RESERVE FUNDS		
Revenues	\$	(1,923,333)
Expenditures		<u>1,923,333</u>
(Surplus)/Deficit		<u>0</u>

REGIONAL DISTRICT OF CENTRAL OKANAGAN

GENERAL REVENUE FUND

2020 ANNUAL BUDGET

REVENUE SUMMARY

Services to Other Local Governments		
City of Kelowna	\$	(966,191)
District of Peachland		(160,922)
District of Lake Country		(104,505)
District of West Kelowna		(702,593)
Reg. Dist. of Kootenay Boundary		(60,246)
Reg. Dist. of Central Kootenay		(56,077)
Reg. Dist. of Okanagan Similkameen		(139,549)
Reg. Dist. of North Okanagan		(129,517)
Reg. Dist of East Kootenay		(124,584)
Reg. Dist. Thompson Nicola		(127,867)
Reg. Dist of Columbia Shuswap		(206,287)
Reg. Dist . Of Squamish Lillooett		(4,825)
Westbank First Nations		(697,597)
		(3,480,760)
	\$	(3,480,760)
Sale of Services, Donations, Sundry		(4,456,960)
Transfer from Landfill Closure Reserve		(55,552)
Transfer from Operating Reserves		(662,598)
Transfer from CWF Capital Facility Reserve Fund		(25,000)
Grants		(201,000)
Revenues from Own Sources		(794,787)
Conditional Transfers - Provincial		
Electoral Area Requisitions	(4,115,619)	
Parcel Taxes	(292,356)	
Grants	(698,345)	
		(5,106,320)
Conditional Transfers - Kelowna		
Requisition	(12,749,093)	
Parcel Taxes	(292,855)	
MFA Debt	(10,914,662)	
		(23,956,610)
Conditional Transfers - Peachland		
Requisition	(537,042)	
Parcel Taxes	(795)	
MFA Debt	(343,307)	
		(881,144)
Conditional Transfers - Lake Country		
Requisition	(1,390,483)	
Parcel Taxes	(91,311)	
MFA Debt	(1,299,676)	
		(2,781,470)
Conditional Transfers - West Kelowna		
Requisition	(3,020,331)	
Parcel Taxes	(10,339)	
MFA Debt	(1,471,367)	
		(4,502,037)
2019 Surplus		(2,184,557)
		(49,088,795)
	TOTAL REVENUES	\$ (49,088,795)

REGIONAL DISTRICT OF CENTRAL OKANAGAN

GENERAL REVENUE FUND

2020 ANNUAL BUDGET

EXPENDITURE SUMMARY

General Government Services

001-- Regional District Board	\$	724,514
002 -- Administration		1,685,341
003 -- Finance		1,475,841
004 -- Engineering		380,049
005 -- Human Resources		345,767
006 -- Information Systems		1,103,650
007 -- Electoral Areas Only		63,090
008 -- Westside Regional Office		26,393
009 -- Central Okanagan East Electoral Area		26,997
011 -- Regional Grants in Aid		27,171
012 -- Grants - Westside Electoral Area		7,100
013 -- Grants - Central Okanagan East Area		4,000

Total General Government

\$ 5,869,913

Protective Services

017 -- Upper Ellison Fire Protection Extension		9,917
019 -- Electoral Area Fire Prevention		74,334
020 -- Lakeshore Rd Fire Protection		23,571
021 -- Ellison Fire Department		540,819
022 -- Joe Rich Fire		446,380
023 -- North Westside Road Fire		570,446
024 -- Wilson's Landing Fire Department		282,433
027 -- Ridgeview Fire		12,128
028 -- June Springs Fire Protection		14,707
029 -- Brent Road Fire Protection		30,468
030 -- Regional Rescue Service		2,373,249
031 -- 911 Emergency Telephone Service		1,305,815
034 -- Shelter Cove (Wilsons) Fire		0
040 -- Crime Stoppers		278,742
041 -- Victims Services		472,307
042 -- Reg. Crime Prevention & Alarm Control		394,018
043 -- Business Licenses		39,331
044 -- Building Inspection		577,416
046 -- Dog Control		1,514,845
047 -- Mosquito Control		196,781
049 -- Prohibited Animal Control		1,094
118 -- Starling Control		20,264

Total Protective Services

9,179,065

(continued next page)

**REGIONAL DISTRICT OF CENTRAL OKANAGAN
GENERAL REVENUE FUND - 2020 ANNUAL BUDGET
EXPENDITURE SUMMARY (continued)**

Transportation Services			
050 -- Transportation Demand Mangmnt	\$	415,902	
051 -- Lakeshore Road Improvements		4,514	
058 -- Scotty Heights Street Lights		16,868	
085 -- Ellison Transit		26,950	
Total Transportation Services			\$ 464,234
Environmental Health Services			
091 -- Effluent Disposal		539,310	
092 -- Westside Waste Disposal & Recycling Centre		1,141,003	
093 -- Westside Sanitary Landfill Closure		74,275	
094 -- Solid Waste Management & Recycling		1,705,041	
095 -- Solid Waste Collection		580,181	
101 -- Okanagan Basin Water Board		2,158,147	
102 -- Air Quality Monitoring		183,220	
105 -- Noise Abatement		8,513	
106 -- Untidy Premises		13,910	
Total Environmental Health			6,403,600
Environmental Development Services			
110 -- Regional Planning		594,770	
111 -- Electoral Area Planning		463,211	
115 -- Noxious Insect Control		17,983	
116 -- Weed Control		145,196	
117 -- Sterile Insect Release Program		1,448,002	
120 -- Economic Development Commiss		1,076,169	
Total Environmental Development			3,745,331
Recreational and Cultural Services			
121 -- Ellison Community Heritage Hall		147,578	
123 -- Joe Rich Community Hall		55,349	
124 -- Westside Municipal Recreation (Transfer)		36,326	
125 -- Johnson Bentley Aquatic Centre (Transfer)		13,561	
126 -- Killiney Community Hall		23,310	
131 -- Winfield Letters Patent (Transfer)		55,000	
142 -- Regional Parks		8,141,717	
143 -- Westside Community Parks		217,980	
144 -- Eastside Community Parks		107,111	
171 -- Okanagan Regional Library		318,091	
Total Recreational and Cultural			9,116,023
Municipal Finance Authority Debt			
188 -- OK Regional Library Borrowing - Admin		281,618	
189 -- Member Municipalities		14,029,011	
Total M.F.A. Debt			\$ 14,310,629
TOTAL EXPENDITURES			\$ 49,088,795

REGIONAL DISTRICT OF CENTRAL OKANAGAN

GENERAL CAPITAL FUND

2020 ANNUAL BUDGET

REVENUE

Transfer from Equipment Reserve Funds	\$	(1,009,897)	
Transfer from CWF Capital Facility Reserve Fund		(616,722)	
Transfer from Capital Facility Reserve Fund		(3,142,319)	
Donations		(20,000)	
Transfer from Park Land Reserve Fund		(1,213,257)	
Grants		(338,323)	
Proceeds of Sales		(5,000)	
Transfer from General Revenue Fund		(65,000)	
		(6,410,518)	\$ <u><u>(6,410,518)</u></u>

EXPENDITURE

001 -- Board	\$	38,550	
002 -- Administration		290,460	
003 -- Finance		95,810	
004 -- Engineering		12,875	
006 -- Information Systems		106,096	
019 -- Electoral Areas FirePrevention		3,090	
021 -- Ellison Vol. Fire Department		183,178	
022 -- Joe Rich Vol. Fire Department		154,424	
023 -- North Westside Vol. Fire/Rescue Dept.		114,788	
024 -- Wilson's Landing Vol. Fire Department		117,420	
030 -- Regional Rescue		453,066	
031 -- 911 Emergency Number		19,190	
046 -- Dog Control		40,960	
092 -- Westside Waste Disposal & Recycling Centre		12,800	
094 -- Waste Reduction Program & Recycling		5,820	
095 -- Solid Waste Collection (Electoral Areas)		25,476	
110 -- Regional Planning		6,953	
111 -- Electoral Area Planning		6,953	
120 -- Economic Development Commission		5,075	
121 -- Ellison Community Centre		189,975	
123 -- Joe Rich Community Hall		106,549	
142 -- Regional Parks		4,016,323	
143 -- Westside Community Parks		286,750	
144 -- Eastside Community Parks		22,210	
199 -- Vehicle Operations		95,727	
		6,410,518	\$ <u><u>6,410,518</u></u>

REGIONAL DISTRICT OF CENTRAL OKANAGAN

2020 ANNUAL BUDGET WATER REVENUE FUND

REVENUE

User Fees	\$	(1,513,068)	
Parcel Tax		(220,605)	
Miscellaneous Revenue		(8,139)	
MOTI Contribution		(6,536)	
2019 (Surplus) / Deficit		(184,718)	
Engineering Administration Overhead Recovery		22,187	
Administration Overhead Recovery		97,488	
		<hr/>	
			\$ <u><u>(1,813,391)</u></u>

EXPENDITURE

301 -- Killiney Beach Water		495,309	
303 -- Falcon Ridge Water		72,634	
305 -- Sunset Ranch Water		223,926	
306 -- Trepanier Bench Water		30,623	
307 -- Westshores Water		566,996	
310 -- Fintry / Shalal Water		423,903	
		<hr/>	
			\$ <u><u>1,813,391</u></u>

REGIONAL DISTRICT OF CENTRAL OKANAGAN

2020 ANNUAL BUDGET

WATER CAPITAL FUND

REVENUE

From Capital Facilities Reserve Fund	\$	(341,282)	
From CWF Capital Facilities Reserve Fund		(48,199)	
Grants		(58,154)	
Proceeds of Insurance Claim			
Transfer from Equip. Reserve Fund		(796,569)	
		<u>(796,569)</u>	
			\$ <u><u>(1,244,204)</u></u>

EXPENDITURE

301 -- Killiney Beach Water		706,372	
303 -- Falcon Ridge Water		42,954	
305 -- Sunset Ranch Water		33,050	
306 -- Trepanier Bench Water		3,560	
307 -- Westshore Water System		422,868	
310 -- Fintry / Valley of the Sun Water		35,400	
		<u>35,400</u>	
			\$ <u><u>1,244,204</u></u>

REGIONAL DISTRICT OF CENTRAL OKANAGAN

2020 ANNUAL BUDGET SEWER REVENUE FUND

REVENUE

User Fees	\$	(149,850)	
Services - Peachland		(568,710)	
Services - West Kelowna		(3,678,829)	
Services - Westbank First Nation		(1,105,986)	
Parcel Tax - West Kelowna		(22,259)	
Parcel Tax - Westbank First Nation		(15,100)	
Office Rental		(2,400)	
Transfer from Operating Reserve Fund		(75,237)	
2019 (Surplus) / Deficit		(169,690)	
Engineering Administration Overhead Recovery		131,229	
Administration Overhead Recovery		571,315	
		<hr/>	
			\$ <u><u>(5,085,517)</u></u>

EXPENDITURE

401 -- Westside Wastewater Treatment Plant		4,098,541	
470 -- RDCO Lift Stations / Collector Systems		462,087	
471 -- WFN Lift Stations / Collector Systems		135,298	
472 -- Peachland Lift Stations / Collector Systems		211,405	
Sewer Debt Financing		37,717	
499 -- Ellison Sewer System		140,469	
		<hr/>	
			\$ <u><u>5,085,517</u></u>

REGIONAL DISTRICT OF CENTRAL OKANAGAN

2020 ANNUAL BUDGET

SEWER CAPITAL FUND

REVENUE

Transfer from Capital Facilities Reserve	\$	(1,368,574)	
Proceeds of Sale/Disposition		(2,000)	
Grants		(690,000)	
Transfer from Equipment Reserve Fund		(400,000)	
Transfer from DCC Reserve Fund		(1,923,333)	
		<u> </u>	\$ <u><u>(4,383,907)</u></u>

EXPENDITURE

401 -- Westside Treatment Plant		3,303,447	
470 -- Westside Sewer System: RDCO Lift Stns/Collector		1,069,860	
499 -- Ellison Sewer System		10,600	
		<u> </u>	\$ <u><u>4,383,907</u></u>

REGIONAL DISTRICT OF CENTRAL OKANAGAN

2020 ANNUAL BUDGET

DCC Reserve Funds

REVENUE

Sewer DCC's	\$	<u>(1,923,333)</u>	<u>(1,923,333)</u>
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EXPENDITURE

Transfer to DCC Reserve		<u>1,923,333</u>	<u>1,923,333</u>
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12-Mar-20

BUDGET BINDER UPDATES:

REPLACE NEXT PAGES IN SECTION

TAB 4 -- "BUDGET IMPACT: TAX
REQUISITION & RATES"

REPLACE ALL PAGES

**REGIONAL DISTRICT OF CENTRAL OKANAGAN
PERFORMANCE BASED BUDGETING AND MEASUREMENT**

TAX REQUISITIONS & RATES SECTION CONTENTS

TOTAL TAXES PER AVERAGE HOUSE FOR GENERAL SERVICES BY AREA	1
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RESIDENTIAL TAX RATE COMPARISON BY SERVICE	17

USAGE TIPS:

In this section you will find:

Residential Tax Rate Comparisons:

Shows the tax increase for an average home by member area
(excludes individual local service areas)

Local Service Area Residential Comparisons:

Shows the tax increase for an average home for local services. Add the applicable
services to your overall member area taxes

Tax Requisition Comparisons:

Tax Requisition increases / decreases by program, by member area
The overall tax requisition increase as a percentage by member area
(excludes individual local service areas)

Residential Tax Rates:

Shows the residential tax rates by program and the effect on
an average home.

REGIONAL DISTRICT OF CENTRAL OKANAGAN 2019 BUDGET
Total Taxes per Average House for General Services by Area

	2019 Total Tax per House. Avg House Value \$741,000	2020 House Value	Feb 20 Draft		Mar 12 Draft	
			2020	2020	2020	2020
			Total Tax per House	Change per Avg House over 2019	Total Tax per House	Change per Avg House over 2019
Kelowna	\$183.85	\$730,000	\$182.12	(\$1.73) -0.937%	\$182.22	(\$1.63) -0.886%
Peachland	211.81	736,500	\$213.97	\$2.16 1.018%	\$214.08	\$2.28 1.072%
Lake Country	208.70	749,500	\$214.87	\$6.17 2.958%	\$214.98	\$6.29 3.013%
West Kelowna	202.69	735,000	\$203.46	\$ 0.77 0.382%	\$203.57	\$0.88 0.435%
C. O. West	637.71	748,000	\$677.24	\$ 39.53 6.199%	\$677.36	\$ 39.65 6.217%
C. O. East	513.57	752,000	\$547.13	\$ 33.56 6.534%	\$547.25	\$33.67 6.557%

This is the budget impact per household for an average RDCO home.
Refer to Tab 4, Pages 10 - 15 to see the 20 plus services included in
General Taxes for your area

Central Okanagan Regional District
BCAA Average Assessed Value Market Change Values
For Single Family Residence on smaller sites (less than 2 acres)

Purpose: We need to be able to compare tax increases on an average home from year to year when market and growth affect assessment values and vary from area to area.

BCAA reported that the final average house value for 2019 for the entire Region was \$741,000. The market changes to this average by area for 2020 are shown below. The average residential market change for the RDCO is calculated at -0.89%, and we apply this for method consistency to calculate the RDCO average for a single family residence. (The BCAA average house value, all areas, lot sizes, including new construction for 2020 for the entire Region is \$738,500.) However, each participant area can vary significantly from the average.

In order to enable a comparison from year to year, we obtain the prior year average RDCO house value information from BCAA, then adjust each area by the average Market Change in that area see how a house assessed at the RDCO average value in an area last year would be affected this year.

<u>Area:</u> <u>Land & Improvements:</u>	<u>2019</u> <u>BCAA</u> <u>Regional</u> <u>Average</u>	<u>BCAA</u> <u>Average</u> <u>Residential</u> <u>Market</u> <u>Change %</u>	<u>2020</u> <u>Regional</u> <u>Average</u> <u>by Area</u>	<u>2020</u> <u>Rounded to:</u>
RDCO Average	741,000	-0.89%	734,405	734,500

	<u>2019</u> <u>BCAA</u> <u>Regional</u> <u>Average</u>	<u>BCAA</u> <u>Average</u> <u>Residential</u> <u>Market</u> <u>Change %</u>	<u>2020</u> <u>Regional</u> <u>Average</u> <u>by Area</u>	<u>2020</u> <u>Rounded to:</u>
City of Kelowna	741,000	-1.47%	730,107	730,000 *
District of Peachland	741,000	-0.61%	736,480	736,500 *
District of Lake Country	741,000	1.18%	749,744	749,500 *
City of West Kelowna	741,000	-0.81%	734,998	735,000 *
EA Central Okanagan West	741,000	0.94%	747,965	748,000 *
EA Central Okanagan East	741,000	1.47%	751,893	752,000 *

Electoral Area Only Average	741,000	1.21%	749,966	750,000 *
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Improvements Only:
 Percentage of Total that is Improvement Values for RDCO 49%

**Note: The comparison basis is an average house assessment across the RDCO. These are not the average house assessments in each area. Because we are looking at the RDCO taxes, we need to look at the average house assessment across the RDCO, then make adjustments for market changes within each area, so that we can compare the effects on a house of average value across the region, in each area.*

Central Okanagan East Neighborhood Breakdown Available from BCAA:

Joe Rich/Falcon Ridge/Greystokes	741,000	2.54%	759,821	760,000
Scotty Creek / Ellison	741,000	2.71%	761,089	761,000

REGIONAL DISTRICT OF CENTRAL OKANAGAN

Completed Roll

CITY OF KELOWNA

RESIDENTIAL TAX RATE COMPARISON 2020 TO 2019

GENERAL SERVICES

	<u>2020</u>	<u>2019</u>	<u>Tax Rate Diff</u>
Tax Rates			
Land and Improvements	0.2318	0.2298	0.0020
Land Only	0.0279	0.0292	-0.0013
Improvements Only	0.0072	0.0070	0.0002
	Amount	% Incr (Decr) for Avg Home	
Base Tax Increase (Decrease) On a home & land valued at \$730,000 in 2020 (Per BCAA, the average RDCO home value was \$741,000 in 2019 - Kelowna Market Change for 2020 was -1.47%)	\$ (1.05)	-0.62%	
Tax Increase (Decrease) on Land Only On Land valued at \$373,264 in 2020	\$ (0.61)	-5.542%	
Tax Increase (Decrease) on Improvements Only On improvements valued at \$356,736 in 2020	\$ 0.03	1.219%	
Net Increase (Decrease)	\$ (1.63)	-0.886%	

REGIONAL DISTRICT OF CENTRAL OKANAGAN

Completed Roll

DISTRICT OF PEACHLAND

RESIDENTIAL TAX RATE COMPARISON 2020 TO 2019

GENERAL SERVICES

	<u>2020</u>	<u>2019</u>	<u>Tax Rate Diff</u>
Tax Rates			
Land and Improvements	0.2764	0.2710	0.0054
Land Only	0.0279	0.0292	-0.0013
Base Tax Increase (Decrease)	\$ 2.79		
On a home & land valued at \$736,500 in 2020			
(Per BCAA, the average RDCO home value was \$741,000 in 2019 - Peachland Market Change for 2020 was -0.61%)			
Tax Increase (Decrease) on Land Only			
On Land valued at \$376,588 in 2020	\$ (0.52)		
Net Increase (Decrease)	\$ 2.28		% Incr (Decr) for Avg Home
			1.072%

REGIONAL DISTRICT OF CENTRAL OKANAGAN

Completed Roll

DISTRICT OF LAKE COUNTRY

RESIDENTIAL TAX RATE COMPARISON 2020 TO 2019

GENERAL SERVICES

	<u>2020</u>	<u>2019</u>	<u>Tax Rate Diff</u>
Tax Rates			
Land and Improvements	0.2690	0.2633	0.0057
Land Only	0.0279	0.0292	-0.0013
Improvements Only	0.0072	0.0070	0.0002
	Amount		% Incr (Decr) for Avg Home
Base Tax Increase (Decrease)	\$ 6.52		3.342%
On a home& land valued at \$749,500 in 2020 (Per BCAA, the average RDCO home value was \$741,000 in 2019 - Lake Country Market Change for 2020 was 1.18%)			
Tax Increase (Decrease) on Land Only On Land valued at \$383,235 in 2020	\$ (0.33)		-3.019%
Tax Increase (Decrease) on Improvements Only On a improvements valued at \$366,265 in 2020	\$ 0.10		3.923%
Net Increase (Decrease)	\$ 6.29		3.013%

REGIONAL DISTRICT OF CENTRAL OKANAGAN

Completed Roll

CITY OF WEST KELOWNA

RESIDENTIAL TAX RATE COMPARISON 2020 TO 2019

GENERAL SERVICES

	<u>2020</u>	<u>2019</u>	<u>Tax Rate Diff</u>
Tax Rates			
Land and Improvements	0.2627	0.2586	0.0040
Land Only	0.0279	0.0292	-0.0013
Improvements Only (very small service area)	0.0072	0.0070	0.0002
Base Tax Increase (Decrease) On a home& land valued at \$735,000 in 2020 (Per BCAA, the average RDCO home value was \$741,000 in 2019 -West Kelowna Market Change for 2020 was -0.81%)	\$ 1.42		0.0074
Tax Increase (Decrease) on Land Only On Land valued at \$375,821 in 2020	\$ (0.54)		-4.90%
Net Increase (Decrease)	Amount \$ 0.88		% Incr (Decr) for Avg Home 0.435%

REGIONAL DISTRICT OF CENTRAL OKANAGAN

Completed Roll

ELECTORAL AREA C. O. WEST

RESIDENTIAL TAX RATE COMPARISON 2020 TO 2019 GENERAL SERVICES

	<u>2020</u>	<u>2019</u>	<u>Tax Rate Diff</u>
Tax Rates			
Land and Improvements	0.8198	0.7938	0.0261
Land Only	0.0279	0.0292	-0.0013
Improvements Only	0.0111	0.0115	-0.0004
	Amount		% Incr (Decr) for Avg Home
Base Tax Increase (Decrease) On a home & land valued at \$748,000 in 2020 (Per BCAA, the average RDCO home value was \$741,000 in 2019 - E.A.C.O.W. Market Change for 2020 was 0.94%)	\$ 25.05		4.258%
Tax Increase (Decrease) on Land Only On Land valued at \$382,468 in 2020	\$ (0.35)		-3.213%
Tax Increase (Decrease) on Improvements Only On improvements valued at \$365,532 in 2020	\$ (0.13)		-3.188%
Change to Solid Waste Management Parcel Tax	\$ 15.09		43.999%
Net Increase (Decrease)	\$ 39.65		6.217%

REGIONAL DISTRICT OF CENTRAL OKANAGAN

Completed Roll

CENTRAL OKANAGAN C.O. EAST

RESIDENTIAL TAX RATE COMPARISON 2020 TO 2019 GENERAL SERVICES

	<u>2020</u>	<u>2019</u>	<u>Tax Rate Diff</u>
Tax Rates			
Land and Improvements	0.6389	0.6228	0.0160
Land Only	0.0279	0.0292	-0.0013
Improvements Only	0.0183	0.0185	-0.0002
	Amount		% Incr (Decr) for Avg Home
Base Tax Increase (Decrease) On a home & land valued at \$752,000 in 2020 (Per BCAA, the average RDCO home value was \$741,000 in 2019 - E.A.C.O.E. Market Change for 2020 was 1.47%)	\$ 18.89		4.093%
Tax Increase (Decrease) on Land Only On Land valued at \$384,513 in 2020	\$ (0.30)		-2.695%
Tax Increase (Decrease) on Improvements Only On a improvements valued at \$367,487 in 2020	\$ (0.00)		-0.057%
Change to Solid Waste Management Parcel Tax	\$ 15.09		43.999%
Net Increase (Decrease)	\$ 33.67		6.557%

REGIONAL DISTRICT OF CENTRAL OKANAGAN

Completed Roll

LOCAL SERVICE AREAS

RESIDENTIAL TAX RATE COMPARISON 2020 TO 2019

NOTE: Add the applicable Local Services Increase / (Decrease) to the GENERAL SERVICES Tax Rate Comparison to get the estimate of the full impact to your area of interest

Within Central Okanagan West:

Tax Impact on a home assessed at \$748,000 in 2020
vs. \$741,000 in 2019

	<u>2020</u>	<u>2019</u>	<u>Difference</u>	<u>2020</u>	<u>2019</u>	<u>Increase / (Decrease)</u>	<u>Budget Section Page #</u>
023 -- North Westside Road Fire	0.7671	0.7682	(0.0011)	573.82	569.24	4.58	79
024 -- Wilson's Landing Fire	0.7896	0.7823	0.0073	590.60	579.65	10.95	81
029 -- Brent Road Fire	0.6170	0.6136	0.0034	461.53	454.67	6.86 *	85
124 -- Westside Municipal Recreation	0.1475	0.1301	0.0174	110.33	96.40	13.93	147
125 -- Johnson Bentley Memorial Aquatic	0.0938	0.0876	0.0062	70.16	64.91	5.25	149
126 -- Killiney Community Hall	0.0343	0.0347	(0.0004)	25.68	25.72	(0.04)	5

Within Central Okanagan East:

Tax Impact on a home assessed at \$752,000 in 2020
vs. \$741,000 in 2019

022 -- Joe Rich Fire Protection	1.5917	1.4490	0.1427	1209.70	1073.72	135.98	77
123 -- Joe Rich Community Hall	0.1736	0.1522	0.0214	131.91	112.77	19.14	3

Tax Impact on a home assessed at \$750,000 in 2020
vs. \$741,000 in 2019

020 -- Lakeshore Road Fire Protection	0.5329	0.5436	(0.0107)	405.56	402.83	2.73 *	73
021 -- Ellison Fire Protection	0.7052	0.7246	(0.0193)	536.68	536.91	(0.23)	75
028 -- June Springs Fire	0.5408	0.5408	(0.0000)	411.56	400.75	10.81 *	83
058 -- Scotty Heights St. Lights	0.0758	0.0814	(0.0055)	57.71	60.29	(2.58)	33
085 -- Ellison Transit	0.0388	0.0383	0.0005	29.51	28.35	1.16	130
121 -- Ellison Heritage Hall	0.1635	0.1639	(0.0005)	124.40	121.47	2.93	1

* Small service area

REGIONAL DISTRICT OF CENTRAL OKANAGAN

Completed Roll

CITY OF KELOWNA

TAX REQUISITION COMPARISON 2020 TO 2019 GENERAL SERVICES

	2020	2019	Increase (Decrease)	Budget Section Page #
001 -- Regional Board	525,601	\$ 457,246	\$ 68,355	106
011 -- Regional Grants in Aid	20,966	20,903	63	108
030 -- Regional Rescue	1,561,633	1,519,944	41,689	89
031 -- 911 Emergency Number	232,984	225,609	7,375	98
040 -- Crime Stoppers	211,626	199,266	12,360	100
041 -- Victims Witness Assistance Program	269,992	261,982	8,010	102
046 -- Dog Control	549,830	449,070	100,760	17
047 -- Mosquito Control	174,070	162,690	11,380	31
049 -- Prohibited Animal Control	209	203	7	19
091 -- Septic Tank Effluent Disposal Site	0	0	0	35
101 -- Okanagan Basin Water Board	1,441,317	1,437,275	4,042	145
102 -- Air Quality Monitoring	132,706	129,269	3,437	132
110 -- Regional Planning	280,678	267,989	12,689	94
111 -- Electoral Area Planning	177,143	165,393	11,750	96
116 -- Weed Control	83,114	83,024	90	27
117 -- Sterile Insect Release Program	747,578	744,202	3,376	134
118 -- Starling Control	18,737	18,620	117	114
120 -- Economic Development Commission	734,704	654,156	80,548	15
131 -- Winfield Recreation Complex	55,000	55,000	0	151
142 -- Regional Parks	<u>5,531,205</u>	<u>5,276,940</u>	<u>254,265</u>	7
TAXES	\$ <u>12,749,093</u>	\$ <u>12,128,781</u>	\$ <u>620,311</u>	5.11%

Note: Due to shift in assessments, mainly because of growth, Kelowna pays a slightly larger share of the requisitions in 2020

Even if the requisition for a service stays exactly the same, Kelowna pays more because of the shift.

See 117 - Sterile Insect Control Budget as an example.

PARCEL TAX:

117 -- Sterile Insect Release Parcel Tax	<u>292,855</u>	<u>307,121</u>	<u>(14,266)</u>	134
PARCEL TAXES	<u>292,855</u>	<u>307,121</u>	<u>(14,266)</u>	-4.65%

SALE OF SERVICES

021 -- Ellison Volunteer Fire Dept	45,500	45,500	0	75
094 -- Solid Waste Management & Recycling	905,683	871,367	34,316	67
115 -- Insect Control	<u>15,008</u>	<u>14,921</u>	<u>86</u>	25
SERVICES	<u>966,190</u>	<u>931,788</u>	<u>34,402</u>	3.69%

REGIONAL DISTRICT OF CENTRAL OKANAGAN

Completed Roll

DISTRICT OF PEACHLAND

TAX REQUISITION COMPARISON 2020 TO 2019 GENERAL SERVICES

	2020	2019	Increase (Decrease)		Budget Section Page #
001 -- Regional Board	19,008	\$ 17,106	\$ 1,902		106
011 -- Regional Grants in Aid	105	105	0		108
030 -- Regional Rescue	67,065	66,629	435		89
031 -- 911 Emergency Number	10,006	9,890	116		98
040 -- Crime Stoppers	9,088	8,735	353		100
041 -- Victims Witness Assistance Program	11,595	11,484	110		102
042 -- Regional Crime Prevention Program	14,931	15,130	(199)		104
046 -- Dog Control	23,613	19,686	3,927		17
049 -- Prohibited Animal Control	8	8	(0)		19
091 -- Septic Tank Effluent Disposal Site	0	0	0		35
101 -- Okanagan Basin Water Board	61,898	63,005	(1,108)		145
102 -- Air Quality Monitoring	4,799	4,836	(37)		132
110 -- Regional Planning	12,054	11,748	306		94
111 -- Electoral Area Planning	2,488	2,296	192		96
115 -- Noxious Insect Control	543	558	(15)		25
116 -- Weed Control	3,006	3,106	(100)		27
117 -- Sterile Insect Release Program	27,066	28,190	(1,124)		134
118 -- Starling Control	678	697	(19)		114
120 -- Economic Development Commission	31,552	28,676	2,876		15
142 -- Regional Parks	237,539	231,323	6,216		7
TAXES	\$ 537,039	\$ 523,209	\$ 13,831	2.64%	
 PARCEL TAX:					
117 -- Sterile Insect Release Parcel Tax	795	794	1		134
PARCEL TAXES	795	794	1	0.15%	
 SALE OF SERVICES					
006 -- Information Systems - GIS	20,875	20,875	0		120
* 047 -- Mosquito Control	6,539	6,261	278 *		31
092 -- Westside Transfer Station	94,914	90,313	4,601		63
094 -- Solid Waste Management	38,594	37,131	1,462		67
401 -- Westside Wastewater Treatment Plant	353,008	347,648	5,360		51
472 -- Peachland Lift Stations / Collector Systems	215,702	207,530	8,172		59
SERVICES	729,631	709,758	19,873	2.80%	

REGIONAL DISTRICT OF CENTRAL OKANAGAN

Completed Roll

DISTRICT OF LAKE COUNTRY

TAX REQUISITION COMPARISON 2020 TO 2019 GENERAL SERVICES

	2020	2019	Increase (Decrease)		Budget Section Page #
001 -- Regional Board	50,013	\$ 43,381	\$ 6,632		106
011 -- Regional Grants in Aid	1,572	1,568	4		108
030 -- Regional Rescue	173,377	165,772	7,605		89
031 -- 911 Emergency Number	25,867	24,606	1,261		98
040 -- Crime Stoppers	23,495	21,733	1,762		100
041 -- Victims Witness Assistance Program	29,975	28,573	1,402		102
042 -- Regional Crime Prevention Program	39,284	38,369	915		104
046 -- Dog Control	61,044	48,978	12,066		17
047 -- Mosquito Control	17,715	16,160	1,556		31
091 -- Septic Tank Effluent Disposal Site	0	0	0		35
101 -- Okanagan Basin Water Board	160,019	156,756	3,263		145
110 -- Regional Planning	31,162	29,228	1,934		94
111 -- Electoral Area Planning	3,528	3,140	388		96
115 -- Noxious Insect Control	1,428	1,416	12		25
116 -- Weed Control	7,909	7,877	32		27
117 -- Sterile Insect Release Program	66,653	67,569	(916)		134
118 -- Starling Control	1,783	1,767	16		114
120 -- Economic Development Commission	81,569	71,345	10,224		15
142 -- Regional Parks	<u>614,090</u>	<u>575,527</u>	<u>38,563</u>		7
TAXES	\$ <u>1,390,483</u>	\$ <u>1,303,763</u>	\$ <u>86,720</u>	6.65%	
 PARCEL TAX:					
117 -- Sterile Insect Release Parcel Tax	<u>91,311</u>	<u>97,424</u>	<u>(6,113)</u>		134
PARCEL TAXES	<u>91,311</u>	<u>97,424</u>	<u>(6,113)</u>	-6.27%	
 SALE OF SERVICES					
006 -- Information Systems -- GIS	0	43,053	(43,053) *		120
094 -- Solid Waste Management	91,877	88,395	3,481		67
102 -- Air Quality	<u>12,628</u>	<u>12,264</u>	<u>363</u>		132
SERVICES	<u>104,504</u>	<u>143,713</u>	<u>(39,209)</u>	-27.28%	

* Lake Country is now providing its own GIS services internally.

REGIONAL DISTRICT OF CENTRAL OKANAGAN

Completed Roll

CITY OF WEST KELOWNA

TAX REQUISITION COMPARISON 2020 TO 2019 GENERAL SERVICES

	2020	2019	Increase (Decrease)	Budget Section Page #
001 -- Regional Board	112,717	\$ 100,353	\$ 12,364	106
011 -- Regional Grants in Aid	5,840	5,822	18	108
030 -- Regional Rescue	375,958	371,674	4,285	89
031 -- 911 Emergency Number	56,090	55,168	922	98
040 -- Crime Stoppers	50,948	48,727	2,222	100
041 -- Victims Witness Assistance Program	65,000	64,063	937	102
042 -- Regional Crime Prevention Program	88,536	88,759	(223)	104
046 -- Dog Control	132,370	109,812	22,558	17
047 -- Mosquito Control	3,032 *	3,041	(9)	31
049 -- Prohibited Animal Control	45	44	0	19
091 -- Septic Tank Effluent Disposal Site	0	0	0	35
101 -- Okanagan Basin Water Board	346,992	351,458	(4,466)	145
102 -- Air Quality Monitoring	28,459	28,371	88	132
110 -- Regional Planning	67,572	65,532	2,041	94
111 -- Electoral Area Planning	35,065	31,911	3,154	96
117 -- Sterile Insect Release	143,209	143,916	(708)	134
120 -- Economic Development Commission	176,878	159,962	16,916	15
142 -- Regional Parks	<u>1,331,620</u>	<u>1,290,376</u>	<u>41,244</u>	7
TAXES	<u>\$ 3,020,331</u>	<u>\$ 2,918,988</u>	<u>\$ 101,342</u>	3.47%
* Note: Mosquito control taxation is for 2 small defined areas only.				
PARCEL TAX				
117 -- Sterile Insect Release	10,339	13,259	(2,920)	134
Lakeview Trunk Sewer	<u>22,259</u>	<u>22,281</u>	<u>(22)</u>	159
PARCEL TAXES	<u>32,598</u>	<u>35,540</u>	<u>(2,942)</u>	-8.28%
SALE OF SERVICES				
092 -- Westside Transfer Station	470,414	444,157	26,257	63
094 -- Solid Waste Management	232,180	223,383	8,797	67
401 -- Westside Wastewater Treatment Plant	3,282,883	3,151,589	131,294	51
470 -- RDCO Lift Stations & Collector Systems	<u>395,946</u>	<u>297,206</u>	<u>98,740</u>	55
SERVICES	<u>4,381,422</u>	<u>4,116,335</u>	<u>265,088</u>	6.44%

REGIONAL DISTRICT OF CENTRAL OKANAGAN

Completed Roll

ELECTORAL AREA C.O. WEST

TAX REQUISITION COMPARISON 2020 TO 2019 GENERAL SERVICES

	2020	2019	Increase (Decrease)	Budget Section Page #
001 -- Regional Board	13,673	12,139	1,533	106
007 -- Electoral Areas - Gen. Government	21,734	21,120	614	122
008 -- Electoral Area Central Okanagan West	26,444	18,465	7,979	124
011 -- Regional Grants in Aid	0	0	0	108
012 -- Grants in Aid - Elect Area Cent. OK West	7,387	5,568	1,819	110
019 -- Electoral Area Fire Prevention	42,666	38,179	4,487	71
030 -- Regional Rescue	48,441	47,400	1,041	89
031 -- 911 Emergency Number	7,227	7,036	191	98
040 -- Crime Stoppers	6,565	6,214	350	100
041 -- Victims Witness Assistance Program	8,375	8,170	205	102
042 -- Regional Crime Prevention Program	10,739	10,737	3	104
044 -- Building Inspection / General Bylaw Enforce.	27,978	27,317	661	92
046 -- Dog Control	17,055	14,004	3,051	17
049 -- Prohibited Animal Control	5	5	0	19
050 --Transportation Demand Mgmt.	7,291	9,173	(1,882)	128
091 -- Septic Tank Effluent Disposal Site	0	0	0	35
101 -- Okanagan Basin Water Board	44,709	44,822	(113)	145
102 -- Air Quality Monitoring	3,452	3,432	20	132
105 -- Noise Abatement	2,921	2,966	(45)	21
106 -- Unsightly Premises	4,302	4,355	(53)	23
110 -- Regional Planning	8,706	8,357	349	94
111 -- Electoral Area Planning	193,968	177,743	16,225	96
115 -- Noxious Insect Control	390	396	(6)	25
117 -- Sterile Insect Release	18,885	19,332	(447)	134
120 -- Economic Development Commission	22,790	20,400	2,390	15
142 -- Regional Parks	171,575	164,563	7,012	7
143 -- Westside Community Parks	228,631	217,077	11,554	11
171 -- Okanagan Regional Library	168,252	166,784	1,468	153
TAXES	\$ 1,114,162	\$ 1,055,753	\$ 58,409	5.53%

REGIONAL DISTRICT OF CENTRAL OKANAGAN

Completed Roll

ELECTORAL AREA C.O. EAST

TAX REQUISITION COMPARISON 2020 TO 2019 GENERAL SERVICES

	2020	2019	Increase (Decrease)	Budget Section Page #
001 -- Regional Board	12,583	10,967	1,616	106
007 -- Electoral Areas - Gen. Government	20,001	19,080	921	122
009 -- Electoral Area Central Okanagan East	27,909	22,168	5,741	126
011 -- Regional Grants in Aid	0	0	0	108
013 -- Grants in Aid - Elect Area Cent. OK East	893	781	112	112
019 -- Electoral Area Fire Prevention	39,266	34,492	4,774	71
030 -- Regional Rescue	44,628	42,970	1,658	89
031 -- 911 Emergency Number	6,658	6,378	280	98
040 -- Crime Stoppers	6,048	5,633	414	100
041 -- Victims Witness Assistance Program	7,716	7,406	309	102
042 -- Regional Crime Prevention Program	9,883	9,700	184	104
044 -- Building Inspection / General Bylaw Enforce.	25,748	24,678	1,070	92
046 -- Dog Control	15,713	12,696	3,017	17
047 -- Mosquito Control	5,262	4,864	398	31
050 -- Transportation Demand Mgmt.	6,709	8,287	(1,578)	128
091 -- Septic Tank Effluent Disposal Site	0	0	0	35
101 -- Okanagan Basin Water Board	41,190	40,633	556	145
102 -- Air Quality Monitoring	3,177	3,100	77	132
105 -- Noise Abatement	3,290	3,263	27	21
106 -- Unsightly Premises	4,845	4,792	53	23
110 -- Regional Planning	8,021	7,576	445	94
111 -- Electoral Area Planning	52,482	41,738	10,744	96
115 -- Noxious Insect Control	359	358	1	25
117 -- Sterile Insect Release	13,635	13,816	(181)	134
120 -- Economic Development Commission	20,996	18,494	2,503	15
142 -- Regional Parks	158,069	149,184	8,885	15
144 -- Eastside Community Parks	117,378	112,500	4,878	13
171 -- Okanagan Regional Library	154,840	150,676	4,164	153
TAXES	<u>\$ 807,299</u>	<u>\$ 756,232</u>	<u>\$ 51,067</u>	6.75%

REGIONAL DISTRICT OF CENTRAL OKANAGAN

Completed Roll

WESTBANK FIRST NATION

SERVICE AGREEMENT COMPARISON 2020 to 2019

GENERAL SERVICES

	2020	2019	Increase (Decrease)	Budget Section Page #
030 -- Regional Rescue	84,049	79,013	5,036	89
031 -- 911 Emergency Number	12,462	11,728	734	98
040 -- Crime Stoppers	11,390	10,359	1,031	100
041 -- Victims Witness Assistance Program	14,531	13,619	912	102
042 -- Crime Prevention	6,046	5,805	241	104
091 -- Septic Tank Effluent Disposal Site	0	0	0	35
092 -- Westside Transfer Station	148,005	142,521	5,484	63
101 -- Okanagan Basin Water Board	77,019	74,716	2,303	145
102 -- Air Quality	6,855	6,468	387	132
120 -- EDC	39,543	34,006	5,537	15
142 -- Regional Parks	297,697	274,317	23,380	7
SERVICE AGREEMENT	697,597 *	652,552	45,045	6.90%

Notes:

*WFN's assessment share went up from 3.45% to 3.57%.

Other Contracts:

401 -- Westside Wastewater Treatment Plant	866,760	810,805	55,955	51
470 -- RDCO Lift Stations & Collector Systems	104,238	76,450	27,788	55
471 -- WFN Lift Stations & Collector Systems	134,988	133,770	1,218	57
SEWER	1,105,986	1,021,025	84,961	8.32%
006 -- Information Systems -- GIS	35,118	35,118	0	120
PARCEL TAX				
Lakeview Trunk Sewer	15,100	15,109	(9)	159

REGIONAL DISTRICT OF CENTRAL OKANAGAN

Completed Roll

RESIDENTIAL TAX RATES
2020 REQUISITION BY FUNCTION

Note: The tax rates shown are actual rates, and the services are categorized by jurisdiction, based on average assessed value of a home, for the main purpose of illustrating the individual service's estimated tax impact on an average home.

	Max Rate	2020			2019			Tax Impact on a home assessed at			Budget Section Page #
		RESIDENTIAL TAX RATE	RESIDENTIAL TAX RATE	Difference	\$734,500 in 2020 vs. \$741,000 in 2019						
					2020	2019	Difference				
001 -- Regional District Board		0.0103	0.0094	0.0009	7.57	6.94	0.63			106	
011 -- Regional Grants in Aid		varies	varies	varies	varies	varies	varies			108	
030 -- Regional Rescue Service		0.0385	0.0385	(0.0000)	28.28	28.56	(0.28)			89	
031 -- 911 Emergency Telephone Service		0.0057	0.0057	0.0000	4.22	4.24	(0.02)			98	
040 -- Crime Stoppers		0.0052	0.0051	0.0002	3.83	3.74	0.09			100	
041 -- Victims / Witness Assistance Program		0.0067	0.0066	0.0000	4.89	4.92	(0.03)			102	
042 -- Regional Crime Prevention	0.0315	0.0081	0.0083	(0.0002)	5.94	6.14	(0.19)			104	
046 -- Dog Control		0.0136	0.0114	0.0022	9.96	8.44	1.52			17	
047 -- Mosquito Control (Improvements only)		0.0072	0.0070	0.0002	2.58	5.16	(2.59)			31	
049 -- Prohibited Animal Control		0.000004	0.000004	(0.0000)	0.00	0.00	(0.00)			19	
050 -- Transportation Demand Management		0.0055	0.0071	(0.0016)	4.03	5.24	(1.21)			128	
091 -- Effluent Disposal		0.0000	0.0000	0.0000	0.00	0.00	0.00			35	
101 -- Okanagan Basin Water Board		0.0355	0.0364	(0.0009)	26.10	27.01	(0.91)			145	
102 -- Air Quality Monitoring		0.0026	0.0026	(0.0000)	1.91	1.96	(0.05)			132	
110 -- Regional Planning		0.0069	0.0068	0.0001	5.08	5.04	0.05			94	
111 -- Electoral Area Planning		varies	varies	varies	varies	varies	varies			96	
115 -- Noxious Insect Control		0.0003	0.0003	(0.0000)	0.22	0.23	(0.01)			25	
116 -- Weed Control		0.0016	0.0017	(0.0001)	1.20	1.26	(0.06)			27	
117 -- Sterile Insect Release Program		0.0279	0.0292	(0.0013)	20.52	21.64	(1.13)			134	
118 -- Starling Control		0.0004	0.0004	(0.0000)	0.270	0.28	(0.01)			114	
120 -- Economic Development Commission		0.0181	0.0166	0.0015	13.30	12.29	1.01			15	
131 -- Winfield Letters Patent		0.0001	0.0001	(0.0000)	0.10	0.10	(0.00)			151	
142 -- Regional Parks		0.1364	0.1338	0.0026	100.16	99.16	1.01			7	

Services within EA Central Okanagan East	Max Rate	2020			2019			Tax Impact on a home assessed at			Budget Section Page #
		RESIDENTIAL TAX RATE	RESIDENTIAL TAX RATE	Difference	\$752,000 in 2020 vs. \$741,000 in 2019						
					2020	2019	Difference				
009 -- Electoral Area - Central Okanagan East		0.0229	0.0189	0.0039	17.18	14.02	3.16			126	
013 -- Central Okanagan East Electoral Area Grants in Aid		0.0007	0.0007	0.0001	0.55	0.49	0.06			112	
144 -- Eastside Community Parks	0.3700	0.0961	0.0961	0.0001	72.27	71.17	1.10			13	

Ellison Area	Max Rate	2020			2019			Tax Impact on a home assessed at			Budget Section Page #
		RESIDENTIAL TAX RATE	RESIDENTIAL TAX RATE	Difference	\$761,000 in 2020 vs. \$741,000 in 2019						
					2020	2019	Difference				
021 -- Ellison Fire Department	1.9500	0.7052	0.7246	(0.0193)	536.68	536.91	(0.23)			75	
058 -- Scotty Heights Street Lights		0.0758	0.0814	(0.0055)	57.71	60.29	(2.58)			33	
085 -- Ellison Transit	0.2400	0.0388	0.0383	0.0005	29.51	28.35	1.16			130	
121 -- Ellison Community Heritage Hall	0.5300	0.1635	0.1639	(0.0005)	124.40	121.47	2.93			1	

Other:	Max Rate	2020			2019			Tax Impact on a home assessed at			Budget Section Page #
		RESIDENTIAL TAX RATE	RESIDENTIAL TAX RATE	Difference	\$760,000 in 2020 vs. \$741,000 in 2019						
					2020	2019	Difference				
020 -- Lakeshore Road Fire Protection	1.5000	0.5329	0.5436	(0.0107)	405.56	402.83	2.73	**		73	
028 -- June Springs Fire Protection	1.5000	0.5408	0.5408	(0.0000)	411.56	400.75	10.81			83	

** Small service area - any reduction in a property value can affect other homeowners in the area.

Joe Rich Area	Max Rate	2020			2019			Tax Impact on a home assessed at			Budget Section Page #
		RESIDENTIAL TAX RATE	RESIDENTIAL TAX RATE	Difference	\$7600.00 in 2020 vs. \$741,000 in 2019						
					2020	2019	Difference				
022 -- Joe Rich Fire Department	2.5000	1.5917	1.4490	0.1427	1,209.70	1,073.72	135.98			77	
123 -- Joe Rich Community Hall	0.2082	0.1736	0.1522	0.0214	131.91	112.77	19.14			3	

Services within EA Central Okanagan West	Max Rate	2020			2019			Tax Impact on a home assessed at			Budget Section Page #
		RESIDENTIAL TAX RATE	RESIDENTIAL TAX RATE	Difference	\$748,000 in 2020 vs. \$741,000 in 2019						
					2020	2019	Difference				
008 -- Electoral Area - Central Okanagan West		0.0199	0.0142	0.0057	14.90	10.55	4.35			124	
012 -- Electoral Area Central Okanagan West Grants in Aid		0.0056	0.0043	0.0013	4.16	3.18	0.98			110	
023 -- North Westside Road Fire Department	1.3500	0.7671	0.7682	(0.0011)	573.82	569.24	4.58			79	
024 -- Wilson's Landing Fire Department	2.8500	0.7896	0.7823	0.0073	590.60	579.65	10.95			81	
029 -- Brent Road Fire Protection	0.8000	0.6170	0.6136	0.0034	461.53	454.67	6.86	**		85	
*124 -- Westside Municipal Recreation		0.1475	0.1301	0.0174	110.33	96.40	13.93			147	
*125 -- Johnson Bentley Aquatic Centre		0.0938	0.0876	0.0062	70.16	64.91	5.25			149	
126 -- Killiney Community Hall	0.0500	0.0343	0.0347	(0.0004)	25.68	25.72	(0.04)			5	
143 -- Westside Community Parks	0.5700	0.1723	0.1674	0.0048	128.86	124.07	4.79			11	

** Small service area - any reduction in a property value can affect other homeowners in the area.

Electoral Area only Services	Max Rate	2020			2019			Tax Impact on a home assessed at			Budget Section Page #
		RESIDENTIAL TAX RATE	RESIDENTIAL TAX RATE	Difference	\$750,000 in 2020 vs. \$741,000 in 2019						
					2020	2019	Difference				
007 -- Electoral Areas Only		0.0164	0.0163	0.0001	12.28	12.07	0.21				
019 -- Electoral Area Fire Prevention	0.1500	0.0321	0.0294	0.0027	24.11	21.82	2.29				
044 -- Building Inspection & Bylaw Enforcement		0.0211	0.0210	0.0001	15.81	15.56	0.25				
105 -- Noise Abatement		0.0045	0.0047	(0.0002)	3.37	3.46	(0.10)				
106 -- Untidy Premises		0.0066	0.0069	(0.0003)	4.96	5.09	(0.13)				
171 -- Okanagan Regional Library		0.1268	0.1286	(0.0019)	95.08	95.33	(0.24)				
SWM Parcel Tax					49.38	34.29	15.09				

* Note that the West Kelowna is providing this service. This rate reflects an estimate of what a small local service area in the Electoral Area will pay to the Municipality.

12-Mar-20

BUDGET BINDER UPDATES:

REPLACE NEXT PAGES IN SECTION

TAB 5 -- "BUDGET AND FINANCIAL PLANS"

REMOVE & REPLACE:

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REGIONAL DISTRICT OF CENTRAL OKANAGAN

2020 PROGRAM BUDGET AND 2020 - 2024 FIVE YEAR FINANCIAL PLAN CONTENTS

USAGE TIPS:

In this section, for each program service you will find:

2020 Program Budget Sheet which contains

- 2019 Budget and Actuals, 2020 Budget for Operating, Capital, Tax Rates, and Reserves.
- Notes regarding budget increases.
- Remember, if there is a tax requisition, you want to look at the tax requisition increase/decrease. (For example, it is possible for a budget's expenditures to increase, but the requisition to go down if there is a surplus from the previous year. Or budgeted expenditures could go down, but if there was a deficit from the prior year, the requisition could go up.)

2020 - 2024 Five Year Program Budget Projection Sheet which contains:

- 5 year Projected Budgets for Operating and Capital, Projected Tax Rates and Reserves.

One of the objectives with the 5 year plans is often planning how much to set aside each year for reserves to reduce the need for financing for future capital purchases, which reduces costs for taxpayer in the long run.

REGIONAL DISTRICT OF CENTRAL OKANAGAN

2020 PROGRAM BUDGET AND 2020 - 2024 FIVE YEAR FINANCIAL PLAN CONTENTS

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REGIONAL DISTRICT OF CENTRAL OKANAGAN

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**REGIONAL DISTRICT OF CENTRAL OKANAGAN
2020 PROGRAM BUDGET**

Program: 120 -- Economic Development Commission

Department: Economic Development Commission

General Revenue Fund Budget

	2019 Budget	2019 Actual	Variance 2019 Act. vs. Bud.	2020 Budget	Variance: 2020 vs. 2019 Budget
Revenue:					
WFn Service Agreement	(33,945)	(34,018)	(73)	(39,543)	(5,598)
Tax Requisition - Kelowna	(654,120)	(654,177)	(57)	(734,704)	(80,584)
Tax Requisition - Peachland	(28,624)	(28,667)	(43)	(31,552)	(2,928)
Tax Requisition - Lake Country	(71,435)	(71,328)	107	(81,569)	(10,134)
Tax Requisition - West Kelowna	(159,905)	(159,968)	(63)	(176,878)	(16,973)
Tax Req - EA Cent Ok. West	(20,405)	(20,402)	3	(22,790)	(2,385)
Tax Req - EA Cent Ok East	(18,605)	(18,480)	125	(20,996)	(2,391)
Grants & Partnerships	(57,500)	(60,999)	(3,499)	(90,000)	(32,500) b
Previous Year's Surplus/Deficit	(3,636)	(3,636)	(0)	(12,867)	(9,231) a
Administration OH	109,984	109,984	0	134,730	24,746
Total Revenue	(938,191)	(941,691)	(3,501)	(1,076,169)	(137,978)
Expenses:					
Operations	808,991	799,623	(9,368)	929,169	120,178 c
Transfer to Equip Reserves	9,200	9,200	0	7,000	(2,200) d
Film Commission	120,000	120,000	0	140,000	20,000 e
Total Expenses	938,191	928,823	(9,368)	1,076,169	137,978
(Surplus) / Deficit	0	(12,867) a	(12,869)	(0)	(0)
FTE's	4.04			4.64 f	0.60 f
Tax Levy:					
Tax Requisition	(953,094)			(1,068,489)	(115,395)
Residential Tax Rate (per \$1000 of assessment)	0.0166			0.0181	0.0015

General Capital Fund Budget

	2019 Budget	2019 Actual	Variance 2019 Act. vs. Bud.	2020 Budget	Variance: 2020 vs. 2019 Budget
Revenue					
Transfer From Equip Reserves	(17,925)	(17,357)	568	(5,075)	12,850
Total Revenue	(17,925)	(17,357)	568	(5,075)	12,850
Expenses					
Equipment	1,200	1,194	(6)	0	(1,200)
Web Server Refresh	15,225	14,657	(569)	5,075	(10,150)
Computer	1,500	1,507	(7)	0	(1,507)
Total Expenses	17,925	17,358	(567)	5,075	(11,350)
(Surplus) / Deficit	0	0	(7)	0	1,500
Equip Reserve Fund Balance at Y/E		(6,895)		(8,838) c	
Operating Reserve Balance at Y/E		(20,911)		(21,120)	

2020 Budget Notes:

- Surplus due to higher than anticipated Funding Partnerships/Grants and under expenditures in advertising & promotion, data processing and various line items. Over expenditures for payroll and equipment repairs & maintenance.
- Funding Partnerships/Grants re: \$10k Young Entrepreneurs, \$10k Arts & Culture, CanExport \$45k, AO Partnership \$25k.
- Increases: Payroll \$65k, Travel \$3.8k, Training \$2k, Advertising & Promotion \$65k, Insurance \$2k, Memberships \$3k, Special Projects - Workforce \$15k, AGR Field Service Prog \$5k, Export Development \$2.5k, Equipment \$3k.
Decreases: Special Projects \$45k.
- Build reserves for website refreshes and other capital.
- Okanagan Film Commission \$20k increase.
- FTE increase 0.6. Staffing changes approved by Board in 2019.

**REGIONAL DISTRICT OF CENTRAL OKANAGAN
2020 - 2024 Five Year Program Budget Projections**

Program: 120 -- Economic Development Commission

Department: Economic Development Commission

General Revenue Fund Budgets

	2020 Budget	2021 Projected Budget	2022 Projected Budget	2023 Projected Budget	2024 Projected Budget
Revenue:					
WFN Service Agreement	(39,543)	(41,857)	(42,604)	(43,365)	(44,142)
Tax Requisition - Kelowna	(734,704)	(777,420)	(791,284)	(805,425)	(819,850)
Tax Requisition - Peachland	(31,552)	(33,386)	(33,982)	(34,589)	(35,209)
Tax Requisition - Lake Country	(81,569)	(86,311)	(87,851)	(89,421)	(91,022)
Tax Requisition - West Kelowna	(176,878)	(187,161)	(190,499)	(193,904)	(197,376)
Tax Req - EA Cent Ok. West	(22,790)	(24,115)	(24,545)	(24,984)	(25,431)
Tax Req - EA Cent Ok East	(20,996)	(22,217)	(22,613)	(23,017)	(23,429)
Grants & Partnerships	(90,000) b	(20,000) g	(20,000)	(20,000)	(20,000)
Previous Year's Surplus/Deficit	(12,867) a	(0)	0	0	(0)
Administration OH	134,730	132,395	135,043	137,744	140,499
Total Revenue	(1,076,169)	(1,060,072)	(1,078,334)	(1,096,961)	(1,115,959)
Expenses:					
Operations	929,169 c	913,072 g	931,334	949,961 d	968,960 d
Transfer to Equip Reserves	7,000 d	7,000 d	7,000 d	7,000 d	7,000 d
Film Commission	140,000 e	140,000	140,000	140,000	140,000
Total Expenses	1,076,169	1,060,072	1,078,334	1,096,961	1,115,960
(Surplus) / Deficit	(0)	0	0	(0)	0
FTE's	4.64 f	4.64	4.64	4.64	4.64
Tax Levy:					
Tax Requisition	(1,068,489)	(1,130,610)	(1,150,774)	(1,171,340)	(1,192,317)
Residential Tax Rate (per \$1000 of assessment)	0.0181	0.0190	0.0191	0.0193	0.0194

General Capital Fund Budgets

	2020 Budget	2021 Projected Budget	2022 Projected Budget	2023 Projected Budget	2024 Projected Budget
Revenue					
Transfer From Equip Reserves	(5,075)	(5,075)	(5,075)	(5,075)	(5,075)
Total Revenue	(5,075)	(5,075)	(5,075)	(5,075)	(5,075)
Expenses					
Equipment	0	0	0	0	0
Web Server Refresh	5,075	5,075	5,075	5,075	5,075
Computer	0	0	0	0	0
Total Expenses	5,075	5,075	5,075	5,075	5,075
(Surplus) / Deficit	0	0	0	0	0
Equip. Reserve Balance at Y/E	(8,838) d	(10,801) d	(12,783) d	(14,785) d	(16,807) d
Operating Reserve Bal at Y/E	(21,120)	(21,331)	(21,545)	(21,760)	(21,978)

Notes

- Surplus due to higher than anticipated Funding Partnerships/Grants and under expenditures in advertising & promotion, data processing and various line items. Over expenditures for payroll and equipment repairs & maintenance.
- Funding Partnerships/Grants re: \$10k Young Entrepreneurs, \$10k Arts & Culture, CanExport \$45k, AO Partnership \$25k.
- Increases: Payroll \$65k, Travel \$3.8k, Training \$2k, Advertising & Promotion \$65k, Insurance \$2k, Memberships \$3k, Special Projects - Workforce \$15k, AGR Field Service Prog \$5k, Export Development \$2.5k, Equipment \$3k.
Decreases: Special Projects \$45k.
- Build reserves for website refreshes and other capital.
- Okanagan Film Commission \$20k increase.
- FTE increase 0.6. Staffing changes approved by Board in 2019.
- Remove CanExport \$45k and AO Partnership \$25k and related expenses.

**REGIONAL DISTRICT OF CENTRAL OKANAGAN
2020 PROGRAM BUDGET**

Program: 094 --SWM: Waste Reduction & Recycling Program a

Department: Engineering Services (Solid Waste Management)

General Revenue Fund Budget

	2019 Budget	2019 Actual	Variance 2019 Act. vs. Bud.	2020 Budget	Variance: 2020 vs. 2019 Budget
Revenue:					
Services - Kelowna	(871,368)	(686,933)	ab 184,435	(905,683)	ab (34,315)
Services - Peachland	(37,131)	(29,273)	ab 7,858	(38,594)	ab (1,463)
Services - Lake Country	(88,395)	(69,691)	ab 18,705	(91,877)	ab (3,482)
Services - West Kelowna	(223,383)	(176,104)	ab 47,279	(232,180)	ab (8,797)
Parcel Tax	(34,652)	(34,652)	ab 0	(32,873)	ab 1,779
Grants	0	(3,881)	(3,881)	0	0
Previous Year's Surplus/Deficit	(5,058)	(5,058)	0	(8,400)	a (3,343)
Administration OH	171,357	171,357	0	192,566	21,209
Multi Material BC (MMBC)	(161,000)	(228,335)	(67,335)	(180,000)	(19,000)
Misc. Revenue	0	(400)	(400)	(385,000)	c,e (385,000)
Back Yard Composters	(22,000)	(25,661)	(3,661)	(23,000)	(1,000)
Total Revenue	(1,271,630)	(1,088,630)	183,000	(1,705,041)	(433,412)
Expenses:					
Operations	1,264,630	1,073,230	(191,400)	1,328,041	d,e 63,411 d,e
Group Garbage Cart Purchase	0	0	0	370,000	c 370,000
Transfer to Reserves	7,000	7,000	0	7,000	0
Total Expenses	1,271,630	1,080,230	(191,400)	1,705,041	433,412
(Surplus) / Deficit	0	(8,400)	a (8,401)	(0)	(0)
FTE's	4.81			4.76	(0.05)
Tax Levy:					
Parcel Tax	(34,652)			(32,873)	1,779

General Capital Fund Budget

	2019 Budget	2019 Actual	Variance 2019 Act. vs. Bud.	2020 Budget	Variance: 2020 vs. 2019 Budget
Revenue					
Transfer From Reserves	0	0	0	(5,820)	(5,820)
Total Revenue	0	0	0	(5,820)	(5,820)
Expenses					
Computer	0	0	0	5,820	5,820
Total Expenses	0	0	0	5,820	5,820
(Surplus) / Deficit	0	0	0	0	0
Reserve Fund Balance at Y/E		(56,610)		(58,298)	

2020 Budget Notes:

- This is part of the overall SWM service. Costs are split out into this cost centre for tracking and billing purposes. Municipalities are invoiced based on actual costs incurred as the year progresses. The EA's are taxed via SWM parcel tax. The surplus/deficit shown relates only to the EA's and is used in calculating the following year's tax. Former cost centre 096 has been amalgamated with this cost centre after program changes in 2014/2015 (MMBC, etc.)
- Allocation is done using population counts. 2016 Census numbers used.
- Garbage Cart Group Purchase is under operating \$370k. Costs will be invoiced to all partners.
- Increases: Waste Composition study \$35k, Recycling (Comm. Educ. Prog.) \$6k, Commercial/Const. Waste (Comm.Educ. Prog) \$5k, Communication Education Prog. \$3k, Illegal Dumping Operations \$2.5k, insurance \$1.6k, Composting Education Garden (Comm.Educ.Prog) \$1k, Freight & Postage \$1k, Telephone \$1k, and misc. \$1.1k.
Decreases: Software & licenses \$5.7k, and payroll \$1.2k.
- Additional \$15k re: BioWaste Inventory and related funding.

**REGIONAL DISTRICT OF CENTRAL OKANAGAN
2020 - 2024 Five Year Program Budget Projections**

Program: 094 --SWM: Waste Reduction & Recycling Program a

Department: Engineering Services (Solid Waste Management)

General Revenue Fund Budgets

	2020 Budget		2021 Projected Budget		2022 Projected Budget		2023 Projected Budget		2024 Projected Budget
Revenue:									
Services - Kelowna	(905,683)	ab	(916,245)		(940,361)		(959,281)		(978,578)
Services - Peachland	(38,594)	ab	(39,044)		(40,072)		(40,878)		(41,700)
Services - Lake Country	(91,877)	ab	(92,948)		(95,395)		(97,314)		(99,272)
Services - West Kelowna	(232,180)	ab	(234,888)		(241,070)		(245,920)		(250,867)
Parcel Tax	(32,873)	ab	(33,256)		(34,132)		(34,818)		(35,519)
Previous Year's Surplus/Deficit	(8,400)		(0)		(0)		(0)		(0)
Administration OH	192,566		191,980		195,820		199,736		203,731
Multi Material BC (MMBC)	(180,000)		(183,600)		(187,272)		(191,017)		(194,838)
Misc. Revenue	(385,000)	c,f	0		0		0		0
Backyard Composters	(23,000)		(23,000)		(15,000)		(15,000)		(15,000)
Total Revenue	(1,705,041)		(1,331,002)		(1,357,482)		(1,384,493)		(1,412,043)
Expenses:									
Operations	1,328,041	d,f	1,324,002	e	1,350,482		1,377,492		1,405,042
Group Garbage Cart Purchase	370,000	c	0		0		0		0
Transfer to Reserves	7,000		7,000		7,000		7,000		7,000
Total Expenses	1,705,041		1,331,002		1,357,482		1,384,492		1,412,042
(Surplus) / Deficit	(0)		(0)		(0)		(0)		(0)
FTE's	4.76		4.76		4.76		4.76		4.76
Tax Levy:									
Parcel Tax	(32,873)		(33,256)		(34,132)		(34,818)		(35,519)
Reserve Fund Balance at Y/E	(58,298)		(65,881)		(73,540)		(81,275)		(89,088)

Notes

- a. This is part of the overall SWM service. Costs are split out into this cost centre for tracking and billing purposes.
Municipalities are invoiced based on actual costs incurred as the year progresses. The EA's are taxed via SWM parcel tax.
The surplus/deficit shown relates only to the EA's and is used in calculating the following year's tax.
Former cost centre 096 has been amalgamated with this cost centre after program changes in 2014/2015 (MMBC, etc.)
- b. Allocation is done using population counts. 2016 Census numbers used.
- c. Garbage Cart Group Purchase is under operating \$370k. Costs will be invoiced to all partners.
- d. Increases: Waste Composition study \$35k, Recycling (Comm. Educ. Prog.) \$6k, Commercial/Const. Waste (Comm.Educ. Prog) \$5k, Communication Education Prog. \$3k, Illegal Dumping Operations \$2.5k, insurance \$1.6k, Composting Education Garden (Comm.Educ.Prog) \$1k, Freight & Postage \$1k, Telephone \$1k, and misc. \$1.1k.
Decreases: Software & licenses \$5.7k, and payroll \$1.2k.
- e. Remove \$30k for Waste Composition Study.
- f. Additional \$15k re: BioWaste Inventory and related funding.

**REGIONAL DISTRICT OF CENTRAL OKANAGAN
2020 PROGRAM BUDGET**

Program: 021 -- Ellison Fire Department

Department: Engineering Services (Fire Services)

General Revenue Fund Budget

	2019 Budget	2019 Actual	Variance 2019 Act. vs. Bud.	2020 Budget	Variance: 2020 vs. 2019 Budget
Revenue:					
Services - Kelowna	(45,500)	(46,839)	(1,339)	(45,500) b	0
Tax Req - EA Cent Ok East	(470,600)	(470,600)	0	(488,469)	(17,869)
Previous Year's Surplus/Deficit	(25,201)	(25,201)	0	(45,113) a,b	(19,912)
Administration OH	35,816	35,816	0	38,263	2,447
Total Revenue	(505,485)	(506,824)	(1,339)	(540,819)	(35,334)
Expenses:					
Operations	396,485	352,711	(43,774)	395,819 c	(666)
Transfer to Cap. Fac. Reserve	100,000	100,000	0	115,000 d	15,000
Transfer to Operating Reserve	9,000	9,000	0	30,000 b	21,000
Total Expenses	505,485	461,711	(43,774)	540,819	35,334
(Surplus) / Deficit	(0)	(45,113) a	(45,113)	0	0
FTE's	0.2428			0.2530 e	0.0102

Tax Levy:

Tax Requisition	(470,600)	(488,469)	(17,869)
Residential Tax Rate (per \$1000 of assessment)	0.7213	0.7052	(0.0161)
Maximum Tax Rate		1.9500	

General Capital Fund Budget

	2019 Budget	2019 Actual	Variance 2019 Act. vs. Bud.	2020 Budget	Variance: 2020 vs. 2019 Budget
Revenue					
Grant	0	0	0	(25,000) g	(25,000)
Trnsfr From Cap Fac Reserve	(98,662)	(31,383)	67,279	(158,178) g	(59,516)
Total Revenue	(98,662)	(31,383)	67,279	(183,178)	(84,516)
Expenses					
Turn Out Gear	19,563	18,461	(1,102)	10,308	(9,255)
Pagers and Radios	4,010	4,186	176	4,341	331
Equipment	8,681	8,736	55	8,681	0
Hall Improvements	0	0	0	20,521	20,521
SCBA	66,408	0	(66,408)	139,327 f,g	72,919
Total Expenses	98,662	31,383	(67,279)	183,178	84,516
(Surplus) / Deficit	0	0	0	0	0
Equip. Reserve Balance at Y/E		(15,481)		(15,636)	
Cap. Fac. Reserve Balance at Y/E		(585,884)		(548,565) d,g	
Operating Reserve Balance at Y/E		(140,142)		(171,543) b	

2020 Budget Notes:

- Surplus due to underspending in payroll, responses, vehicle ops & misc.
- Payment from City of Kelowna re: Country Rhodes. Once City of Kelowna staffs the Glenmore hall, estimated to be in 2021, they will take over fire protection and this revenue will disappear. Continuing to transfer a portion of 2019 surplus carried forward to increase operating reserve to ease this transition. Any excess funds could still be used to transfer to capital in the future as well.
- Increases: Payroll \$7k, Training \$3k, Turn Out Gear Cleaning \$3.5k, Electricity \$1.5k, FMR Equipment \$3k.
Decreases: Safety supplies \$5k, Hydrant Fees \$2k, Equipment \$3k, Vehicle Ops \$8k, Telephone \$1k.
- Revised Upcoming Major Capital \$1.785 million (previously \$1.55m), includes timing changes. \$304.5k Truck Bay in 2022, \$480k Truck Replacement in 2023, \$220k truck in 2026, \$600k in 2035 and \$100k in 2037, SCBA \$80k in 2039. Capital reserves to be rebuilt in anticipation of these replacements. BCAA information shows higher growth in Ellison which reduces any tax requisition impact. Increasing transfers to reserves in 2021 - 2023 by \$15k annually in order to fund increased costs of capital needs. Current long term plan will allow cash payment for replacements.
- Fire Services Manager and support staff.
- SCBA System including compressor.
- Possible Grant Funding for SCBA system reduces reserve usage.

**REGIONAL DISTRICT OF CENTRAL OKANAGAN
2020 - 2024 Five Year Program Budget Projections**

Program: 021 -- Ellison Fire Department

Department: Engineering Services (Fire Services)

General Revenue Fund Budgets

	2020 Budget		2021 Projected Budget		2022 Projected Budget		2023 Projected Budget		2024 Projected Budget
Revenue:									
Services - Kelowna	(45,500)	b	0	b	0		0		0
Tax Req - EA Cent Ok East	(488,469)		(512,777)		(547,429)		(581,477)		(610,421)
Previous Year's Surplus/Deficit	(45,113)	a,b	0		0		0		0
Administration OH	38,263		39,041		40,618		41,431		42,259
Transfer from Operating Reserve	0		(60,000)	b	(50,000)	b	(40,000)	b	(25,286)
Total Revenue	(540,819)		(533,735)		(556,810)		(580,046)		(593,447)
Expenses:									
Operations	395,819	c	403,735		411,810		420,046		428,447
Transfer to Cap. Fac. Reserve	115,000	d	130,000	d	145,000	d	160,000	d	165,000
Transfer to Operating Reserve	30,000	b	0		0		0		0
Total Expenses	540,819		533,735		556,810		580,046		593,447
(Surplus) / Deficit	0		0		0		0		0
FTE's	0.2530	e	0.2530		0.2530		0.2530		0.2530

Tax Levy:

Tax Requisition	(488,469)	(512,777)	(547,429)	(581,477)	(610,421)
Residential Tax Rate	0.7052	0.7330	0.7748	0.8148	0.8469

(per \$1000 of assessment)

Maximum Tax Rate 1.9500

General Capital Fund Budgets

	2020 Budget		2021 Projected Budget		2022 Projected Budget		2023 Projected Budget		2024 Projected Budget
Revenue									
Grant	(25,000)	g	0		0		0		0
Transfer From Equip Reserve	0		0		0		(15,950)		0
Trnsfr From Cap Fac Reserve	(158,178)	g	(54,096)		(338,973)		(537,334)		(35,866)
Total Revenue	(183,178)		(54,096)		(338,973)		(553,284)		(35,866)
Expenses									
Trucks	0		0		0		480,000	d	0
Turn Out Gear	10,308		10,514		10,725		10,939		11,158
Radios & Pagers	4,341		4,427		4,516		4,606		4,699
Equipment	8,681		8,855		9,032		9,212		9,397
Hall Improvements	20,521		20,300		0		38,123		0
SCBA	139,327	f,g	10,000		10,200		10,404		10,612
New Truck Bay	0		0		304,500		0		0
Total Expenses	183,178		54,096		338,973		553,284		35,866
(Surplus) / Deficit	0		0		0		0		0
Equip Reserve Balance at Y/E	(15,636)		(15,792)		(15,950)		(0)		(0)
Cap. Fac. Reserve Balance at Y/E	(548,565)	d,g	(629,954)	d	(442,281)	d	(69,370)	d	(199,198)
Operating Reserve Balance at Y/E	(171,543)	b	(113,259)	b	(64,391)	b	(25,035)	b	0

Notes

- a. Surplus due to underspending in payroll, responses, vehicle ops & misc.
- b. Payment from City of Kelowna re: Country Rhodes. Once City of Kelowna staffs the Glenmore hall, estimated to be in 2021, they will take over fire protection and this revenue will disappear. Continuing to transfer a portion of 2019 surplus carried forward to increase operating reserve to ease this transition. Any excess funds could still be used to transfer to capital in the future as well.
- c. Increases: Payroll \$7k, Training \$3k, Turn Out Gear Cleaning \$3.5k, Electricity \$1.5k, FMR Equipment \$3k.
Decreases: Safety supplies \$5k, Hydrant Fees \$2k, Equipment \$3k, Vehicle Ops \$8k, Telephone \$1k.
- d. Revised Upcoming Major Capital \$1.785 million (previously \$1.55m), includes timing changes. \$304.5k Truck Bay in 2022, \$480k Truck Replacement in 2023, \$220k truck in 2026, \$600k in 2035 and \$100k in 2037, SCBA \$80k in 2039. Capital reserves to be rebuilt in anticipation of these replacements. BCAA information shows higher growth in Ellison which reduces any tax requisition impact. Increasing transfers to reserves in 2021 - 2023 by \$15k annually in order to fund increased costs of capital needs. Current long term plan will allow cash payment for replacements.
- e. Fire Services Manager and support staff.
- f. SCBA System including compressor.
- g. Possible Grant Funding for SCBA system reduces reserve usage.

**REGIONAL DISTRICT OF CENTRAL OKANAGAN
2020 PROGRAM BUDGET**

Program: 022 -- Joe Rich Fire Department

Department: Engineering Services (Fire Services)

General Revenue Fund Budget

	2019 Budget	2019 Actual	Variance 2019 Act. vs. Bud.	2020 Budget	Variance: 2020 vs. 2019 Budget
Revenue:					
PEP Comp., Misc Rev, & Sundry Sales	0	(17,363)	b (17,363) b	0	0
Tax Req - EA Cent Ok East	(461,700)	(461,700)	0	(503,927)	(42,227)
Previous Year's Surplus/Deficit	(625)	(625)	0	25,030	ab 25,655 ab
Administration OH	30,018	30,018	0	32,517	2,499
Total Revenue	(432,307)	(449,669)	(17,363)	(446,380)	(14,073)
Expenses:					
Operations	332,307	374,700	42,393 a	336,380	c 4,073 c
Transfer to Capital Facility Reserve	100,000	100,000	b 0 b	110,000	bd 10,000 bd
Total Expenses	432,307	474,700	42,393	446,380	14,073
(Surplus) / Deficit	0	25,030	ab 25,031	0	0
FTE's	0.2428			0.2530	e 0.0102 e
Tax Levy:					
Tax Requisition	(461,700)			(503,927)	a (42,227) a
Residential Tax Rate	1.4433			1.5917	0.1484
(per \$1000 of assessment)					
Maximum Tax Rate				2.5000	

General Capital Fund Budget

	2019 Budget	2019 Actual	Variance 2019 Act. vs. Bud.	2020 Budget	Variance: 2020 vs. 2019 Budget
Revenue					
Grant	0	0	0	(25,000)	i (25,000)
Transfer From CWF Cap Fac. Res.	(30,000)	(746)	29,254	(29,254)	f 746
Transfer from Cap Fac Reserve	(57,330)	(30,268)	27,062	(100,170)	i (42,840)
Transfer From Revenue Fund	0	0	0	0	0
Total Revenue	(87,330)	(31,014)	56,316	(154,424)	(67,094)
Expenses					
SCBA	8,500	8,000	(500)	10,025	i 1,525
Water Supply / Cisterns	30,900	768	(30,132)	30,900	f 0
Pagers & Radios	7,597	5,265	(2,332)	7,597	0
Trucks	2,000	0	(2,000)	0	(2,000)
Turnout Gear	10,430	9,230	(1,200)	10,308	(122)
Hall Renovations	20,903	5,897	(15,006)	80,844	g 59,941
Equipment	7,000	1,854	(5,146)	14,750	f 7,750
Total Expenses	87,330	31,014	(56,316)	154,424	67,094
(Surplus) / Deficit	0	0	0	0	0
Equip. Reserve Fund Balance at Y/E		(25,212)		(25,464)	
Capital Fac. Reserve Balance at Y/E		(394,521)		(407,295)	d,i
Joe Rich Water System Cap Fac Bal		(10,080)		(15,181)	h

2020 Budget Notes:

- Major deficit due to overspending. Must be recovered in 2020 requisition. Over expenditures include Payroll \$25.8k, Training \$6k Building Repairs & Mtce \$5k, Equipment Repairs & Mtce \$6k, Uniforms \$1.5k, Supplies & Cleaning \$14k. Vehicle Operations allocations were under \$10.5k, & various line items under by \$5k in total.
- Normal Board practice is to transfer any response revenues net of expenses to reserves. This did not occur because of the large deficit. Additional unbudgeted revenue of \$17.3k used to offset deficit instead.
- Increases: Payroll \$5k, Training \$2k, Insurance \$1k, Turn Out Gear Cleaning \$3.5k, FMR Equipment \$3k, Equip Rep & Mtce \$1k, Various Minor \$2k.
Decreases: Electricity \$4.5k, Equipment \$1k, Vehicle Ops \$8k.
- Reserves **must** continue to be built to a much higher level. Trucks totalling \$2.135 million are scheduled to be replaced in 2022 (\$550k), 2025 (\$200k), 2029 (\$520k), 2030 (\$215k) plus \$650k beyond that. In the past, the tolerance for rate increases and reserve transfers has been low for this service.
There are two firehalls that must be staffed, equipped and maintained, and the assessment tax base is very low.
Improvements for 2 Halls over 20 years are expected to be \$745k.
- Fire Services Manager and support staff.
- Community Works Fund Gas Tax funding approved May 30th, 2016. Carryover of \$30,000 from 2018.
- Includes Roof, hot water heater, water treatment system, lighting fixtures.
- Joe Rich Water System Asset resides here. 022 - Joe Rich Fire, 144 - Eastside Parks, and 123 - Joe Rich Hall each contribute 1/3 share of operating costs which includes annual contribution to reserves of \$5k.
- Possible Grant Funding for SCBA and equipment reduces reserve usage.

**REGIONAL DISTRICT OF CENTRAL OKANAGAN
2020 - 2024 Five Year Program Budget Projections**

Program: 022 -- Joe Rich Fire Department

Department: Engineering Services (Fire Services)

General Revenue Fund Budgets

	2020 Budget	2021 Projected Budget	2022 Projected Budget	2023 Projected Budget	2024 Projected Budget
Revenue:					
Tax Req - EA Cent Ok East	(503,927)	(506,286)	(523,812)	(541,488)	(559,318)
Previous Year's Surplus/Deficit	25,030	0	0	0	0
Administration OH	32,517	33,179	33,842	34,519	35,209
Total Revenue	(446,380)	(473,108)	(489,970)	(506,969)	(524,109)
Expenses:					
Operations	336,380	343,108	349,970	356,969	364,109
Transfer to Capital Facility Reserve	110,000	130,000	140,000	150,000	160,000
Total Expenses	446,380	473,108	489,970	506,969	524,109
(Surplus) / Deficit	0	0	0	0	0
FTE's	0.2530	0.2530	0.2530	0.2530	0.2530
Tax Levy:					
Tax Requisition	(503,927)	(506,286)	(523,812)	(541,488)	(559,318)
Residential Tax Rate (per \$1000 of assessment)	1.5917	1.5833	1.6219	1.6600	1.6977
Maximum Tax Rate	2.5000				

General Capital Fund Budgets

	2020 Budget	2021 Projected Budget	2022 Projected Budget	2023 Projected Budget	2024 Projected Budget
Revenue					
Sale of Asset / Internal Transfer	0	0	(25,000)	0	0
Grant	(25,000)	k	0	0	0
Transfer From Equip. Reserves	0		(25,719)	0	0
Trsr From CWF Cap Fac. Rsrv	(29,254)	f	0	0	0
Transfer from Cap Fac Reserve	(100,170)	k	(49,569)	(77,442)	(73,292)
Total Revenue	(154,424)	(49,569)	(638,703)	(77,442)	(73,292)
Expenses					
SCBA	10,025	k	8,058	8,384	8,551
Water Supply / Cisterns	30,900	f	0	0	0
Radios & Pagers	7,597		7,904	8,026	8,267
Trucks	0		550,000	0	0
Turnout Gear	10,308		11,290	11,516	11,746
Hall Renovations	80,844	g	50,000	38,000	32,982
Equipment	14,750	k	11,068	11,516	11,746
Total Expenses	154,424	49,569	638,703	77,442	73,292
(Surplus) / Deficit	0	0	0	0	0
Equip Reserve Balance at Y/E	(25,464)	(25,719)	0	0	0
Capital Facilities Reserve Bal. at Y/E	(407,295)	d,k	(491,303)	d	(114,559)
Joe Rich Water Cap Fac Bal	(15,181)	j	(20,333)	(25,536)	(30,791)
				(36,099)	

Notes

- Major deficit due to overspending. Must be recovered in 2020 requisition. Over expenditures include Payroll \$25.8k, Training \$6k Building Repairs & Mtce \$5k, Equipment Repairs & Mtce \$6k, Uniforms \$1.5k, Supplies & Cleaning \$14k. Vehicle Operations allocations were under \$10.5k, & various line items under by \$5k in total.
- Normal Board practice is to transfer any response revenues net of expenses to reserves. This did not occur because of the large deficit. Additional unbudgeted revenue of \$17.3k used to offset deficit instead.
- Increases: Payroll \$5k, Training \$2k, Insurance \$1k, Turn Out Gear Cleaning \$3.5k, FMR Equipment \$3k, Equip Rep & Mtce \$1k, Various Minor \$2k.
Decreases: Electricity \$4.5k, Equipment \$1k, Vehicle Ops \$8k.
- Reserves **must** continue to be built to a much higher level. Trucks totalling \$2.135 million are scheduled to be replaced in 2022 (\$550k), 2025 (\$200k), 2029 (\$520k), 2030 (\$215k) plus \$650k beyond that. In the past, the tolerance for rate increases and reserve transfers has been low for this service.
There are two firehalls that must be staffed, equipped and maintained, and the assessment tax base is very low. Improvements for 2 Halls over 20 years are expected to be \$745k.
- Fire Services Manager and support staff.
- Community Works Fund Gas Tax funding approved May 30th, 2016. Carryover of \$30,000 from 2018.
- Includes Roof, hot water heater, water treatment system, lighting fixtures.
- Thermostat, water treatment system, electrical upgrade.
- Lighting fixtures, exhaust ventilation system, and various.
- Joe Rich Water System Asset resides here. 022 - Joe Rich Fire, 144 - Eastside Parks, and 123 - Joe Rich Hall each contribute 1/3 share of operating costs which includes annual contribution to reserves of \$5k.
- Possible Grant Funding for SCBA and equipment reduces reserve usage.

**REGIONAL DISTRICT OF CENTRAL OKANAGAN
2020 PROGRAM BUDGET**

Program: 023 -- North Westside Rd Fire Rescue Department

Department: Engineering Services (Fire Services)

General Revenue Fund Budget

	2019 Budget	2019 Actual	Variance 2019 Act. vs. Bud.	2020 Budget	Variance: 2020 vs. 2019 Budget
Revenue:					
PEP Comp. & Sundry Sales,					
Donations	0	(207)	(207)	0	0
Tax Req - EA Cent Ok. West	(561,816)	(561,816)	0	(572,815)	(10,999)
Previous Year's Surplus/Deficit	(869)	(869)	(0)	(37,104)	(36,234) a
Administration OH	37,670	37,670	0	39,473	1,803
Total Revenue	(525,015)	(525,222)	(207)	(570,446)	(45,431)
Expenses:					
Operations	417,015	380,118	(36,897) a	408,342 b	(8,673) b
Transfer to Capital Fac. Reserve	108,000	108,000	0	162,104 a,b,c,	54,104 a,b,c
Total Expenses	525,015	488,118	(36,897)	570,446	45,431
(Surplus) / Deficit	(0)	(37,104) a	(37,103)	0	(0)
FTE's	0.2428			0.2530 e	0.0102 e
Tax Levy:					
Tax Requisition	(561,816)			(572,815)	(10,999)
Residential Tax Rate	0.7666			0.7671	0.0005
(per \$1000 of assessment)					
Maximum Tax Rate				1.3500	

General Capital Fund Budget

	2019 Budget	2019 Actual	Variance 2019 Act. vs. Bud.	2020 Budget	Variance: 2020 vs. 2019 Budget
Revenue					
Disaster Financial Assistance/Ins	(11,000)	(16,337)	(5,337)	0	11,000
Proceeds of Sale/Disposition	(2,000)	0	2,000	0	2,000
Grant	0	0	0	(25,000) h	(25,000)
Transfer from Cap. Fac. Reserve	(154,260)	(102,892)	51,368	(88,741) h	65,519
Transfer From Equip. Reserves	(174,485)	(174,485)	0	(1,047)	173,438
Total Revenue	(341,745)	(293,714)	48,031	(114,788)	226,957
Expenses					
Trucks	190,000	186,776 d	(3,224)	0	(190,000)
SCBA	5,000	0	(5,000)	31,280 h	26,280
Equipment	46,000	19,649	(26,351)	40,000 f	(6,000)
Pagers & Radios	5,500	6,180	680	5,500	0
Stn 102 Improvements	40,000	38,643	(1,357)	0	(40,000)
Stn 101 - Paving	25,220	25,724	504	0	(25,220)
Firehall Renovations	0	0	0	24,000 g	24,000
Turn Out Gear	18,025	15,384	(2,641)	10,308	(7,717)
Boathouse	12,000	1,357	(10,643)	3,700	(8,300)
Total Expenses	341,745	293,714	(48,031)	114,788	(226,957)
(Surplus) / Deficit	0	0	0	0	0
Equip. Reserve Fund Balance at Y/E		(1,037)		(0)	
Capital Facility Reserve Bal. at Y/E		(421,378)		(498,955) a,c,h	

2020 Budget Notes:

- Surplus due to under expenditures for payroll, training, uniforms, equipment rep & mtce, vehicle ops, security, responses, and various line items. Transfer difference between annual surpluses of \$36k to reserves.
- Net reduction to Operating expenses budgeted. Transfer excess \$6.9k to reserves.
Increases: Payroll \$6.7k, Insurance \$1.5k, Turn Out Gear Cleaning \$3.5k, Bldg Rep & Mtce \$1k, FMR Equipment \$3k.
Decreases: Training \$10k, Telephone \$1k, Uniforms \$2k, Supplies \$3k, Electricity \$1k, Equipment \$1k, Vehicle Ops \$5k, Misc. \$1k.
- It is highly recommended that the entire surplus and reduction to operating expenses be transferred to reserves in addition to annually increasing regular reserve transfers by \$11k. In addition to regular capital needs, after 2020, the following truck replacements totalling \$3.356 million are coming up: 2024 (\$480k), 2028 (\$200k), 2029 (\$501k), 2031 (\$75k), 2032 (\$600k), 2033 (\$100k), 2036 (\$1.4m). There are also 2 halls which are estimated to need \$465k in improvements over 20 years.
- Bush/Rescue Truck 102.
- Fire Services Manager and support staff.
- Industrial Washing Machine, High Flow Quickee Fans.
- Hot Water Heater and eavestroughs.
- Possible Grant Funding for SCBA. Remainder comes from reserves.

**REGIONAL DISTRICT OF CENTRAL OKANAGAN
2020 - 2024 Five Year Program Budget Projections**

Program: 023 -- North Westside Rd Fire Rescue Department

Department: Engineering Services (Fire Services)

General Revenue Fund Budgets

	2020 Budget	2021 Projected Budget	2022 Projected Budget	2023 Projected Budget	2024 Projected Budget
Revenue:					
Tax Req - EA Cent Ok. West	(572,815)	(586,785)	(607,743)	(628,077)	(648,599)
Previous Year's Surplus/Deficit	(37,104) a	0	0	0	0
Administration OH	39,473	40,276	41,904	42,742	43,596
Total Revenue	(570,446)	(546,509)	(565,839)	(585,336)	(605,003)
Expenses:					
Operations	408,342 b	416,509	424,839	433,336	442,003
Transfer to Capital Fac. Reserve	162,104 abc	130,000	141,000	152,000	163,000
Total Expenses	570,446	546,509	565,839	585,336	605,003
(Surplus) / Deficit	0	0	0	0	0
FTE's	0.2530 d	0.2530	0.2530	0.2530	0.2530

Tax Levy:

Tax Requisition	(572,815)	(586,785)	(607,743)	(628,077)	(648,599)
Residential Tax Rate (per \$1000 of assessment)	0.7671	0.7781	0.7979	0.8164	0.8347
Maximum Tax Rate	1.3500				

General Capital Fund Budgets

	2020 Budget	2021 Projected Budget	2022 Projected Budget	2023 Projected Budget	2024 Projected Budget
Revenue					
Grant	(25,000) h	0	0	0	0
Transfer from Cap Fac Reserve	(88,741) h	(30,342)	(85,746)	(156,262)	(526,787)
Transfer From Equip. Reserves	(1,047)	0	0	0	0
Total Revenue	(114,788)	(30,342)	(85,746)	(156,262)	(526,787)
Expenses					
Trucks	0	0	0	0	480,000
SCBA	31,280 h	5,100	60,000 g	130,000 g	0
Equipment	40,000 e	9,118	9,300	9,486	9,676
Pagers & Radios	5,500	5,610	5,722	5,837	5,953
Firehall Renovations	24,000 f	0	0	0	20,000
Turn Out Gear	10,308	10,514	10,724	10,939	11,158
Boathouse	3,700	0	0	0	0
Total Expenses	114,788	30,342	85,746	156,262	526,787
(Surplus) / Deficit	0	0	0	0	0
Equip. Reserve Fund Bal. at Y/E	(0)	(0)	(0)	(0)	(0)
Capital Facility Reserve Bal. at Y/E	(498,955) ach	(603,602)	(664,892)	(667,279)	(310,165)

Notes

- Surplus due to under expenditures for payroll, training, uniforms, equipment rep & mtce, vehicle ops, security, responses, and various line items. Transfer difference between annual surpluses of \$36k to reserves.
- Net reduction to Operating expenses budgeted. Transfer excess \$6.9k to reserves.
Increases: Payroll \$6.7k, Insurance \$1.5k, Turn Out Gear Cleaning \$3.5k, Bldg Rep & Mtce \$1k, FMR Equipment \$3k.
Decreases: Training \$10k, Telephone \$1k, Uniforms \$2k, Supplies \$3k, Electricity \$1k, Equipment \$1k, Vehicle Ops \$5k, Misc. \$1k.
- It is highly recommended that the entire surplus and reduction to operating expenses be transferred to reserves in addition to annually increasing regular reserve transfers by \$11k. In addition to regular capital needs, after 2020, the following truck replacements totalling \$3.356 million are coming up: 2024 (\$480k), 2028 (\$200K), 2029 (\$501k), 2031 (\$75k), 2032 (\$600k), 2033 (\$100k), 2036 (\$1.4m). There are also 2 halls which are estimated to need \$465k in improvements.
- Fire Services Manager and support staff.
- Industrial Washing Machine, High Flow Quickees Fans.
- Hot Water Heater and eavestroughs.
- SCBA System.
- Possible Grant Funding for SCBA. Remainder comes from reserves.

**REGIONAL DISTRICT OF CENTRAL OKANAGAN
2020 PROGRAM BUDGET**

Program: 024 -- Wilson's Landing Fire Department

Department: Engineering Services (Fire Services)

General Revenue Fund Budget

	2019 Budget	2019 Actual	Variance 2019 Act. vs. Bud.	2020 Budget	Variance: 2020 vs. 2019 Budget
Revenue:					
Tax Req - EA Cent Ok. West	(269,174)	(269,174)	0	(278,111)	(8,937)
Previous Year's Surplus/Deficit	(628)	(628)	(0)	(27,467)	(26,840)
Administration OH	19,453	19,453	0	23,145	3,692
Total Revenue	(250,349)	(250,349)	(0)	(282,433)	(32,084)
Expenses:					
Operations	215,349	187,882	(27,467)	239,433	24,084
Transfer to Cap. Fac. Reserve	35,000	35,000	0	43,000	8,000
Total Expenses	250,349	222,882	(27,467)	282,433	32,084
(Surplus) / Deficit	0	(27,467)	(27,467)	0	(0)

FTE's: 0.2428 (2019 Budget) vs. 0.2530 (2020 Budget) d

Tax Levy:

Tax Requisition	(269,174)	(278,111)	(8,937)
Residential Tax Rate (per \$1000 of assessment)	0.7805	0.7896	0.0091
Maximum Tax Rate		2.8500	

General Capital Fund Budget

	2019 Budget	2019 Actual	Variance 2019 Act. vs. Bud.	2020 Budget	Variance: 2020 vs. 2019 Budget
Revenue					
Grant	0	0	0	(25,000)	(25,000)
Transfer From Equip. Reserves	(38,430)	(29,823)	8,607	(60,888)	(22,458)
Transfer from Cap. Fac. Reserve	(31,674)	(20,930)	10,744	(31,532)	142
Total Revenue	(70,104)	(50,753)	19,351	(117,420)	(47,316)
Expenses					
Pagers and Radios	4,500	3,499	(1,001)	4,500	0
Computer/Network Equipment	700	0	(700)	0	(700)
SCBA	5,000	0	(5,000)	12,960	7,960
Equipment	16,200	7,863	(8,337)	43,782	27,582
Hall Improvements	19,644	20,930	1,286	45,870	26,226
Turnout Gear	24,060	18,461	(5,599)	10,308	(13,752)
Total Expenses	70,104	50,753	(19,351)	117,420	47,316
(Surplus) / Deficit	0	0	0	0	0

Equip. Reserve Balance at Y/E: (79,631) (2019 Actual) vs. (19,539) (2020 Budget) f
 Capital Facility Reserve Bal. at Y/E: (144,294) (2019 Actual) vs. (157,205) (2020 Budget) c

2020 Budget Notes:

- Due to a \$60k requisition increase in 2019 the budgeted reserve transfer for 2019 was reduced from the planned level of \$45k to \$35k.
- Increases: Payroll \$5k, Training \$2.8k, Uniforms \$3k, Turn Out Gear Cleaning \$3.5k, Supplies \$1k, FMR Equipment \$1k, Equipment \$8k, Misc. \$1k. Decreases: Telephone \$1k.
- In future, in order to avoid debt financing, the revised \$35k planned reserve transfer would now need to be increased by \$8k in 2020, then \$10k annually, order to be able to fund \$1.54 million in future truck purchases from reserves: 2031 (\$700k), 2035 (\$570k), & 2038 (\$270k). Estimates for hall improvements over 20 years are \$383k.
- Fire Services Manager and support staff.
- AV system, baseboard heaters, hot water heater, chain link fence, etc.
- Possible Grant Funding for SCBA, Equipment and Hall. Remainder comes from reserves.

**REGIONAL DISTRICT OF CENTRAL OKANAGAN
2020 - 2024 Five Year Program Budget Projections**

Program: 024 -- Wilson's Landing Fire Department

Department: Engineering Services (Fire Services)

General Revenue Fund Budgets

	2020 Budget	2021 Projected Budget	2022 Projected Budget	2023 Projected Budget	2024 Projected Budget
Revenue:					
Tax Req - EA Cent Ok. West	(278,111)	(320,838)	(336,676)	(352,150)	(367,733)
Previous Year's Surplus/Deficit	(27,467)	0	0	0	0
Administration OH	23,145	23,616	24,570	25,062	25,563
Total Revenue	(282,433)	(297,222)	(312,106)	(327,088)	(342,170)
Expenses:					
Operations	239,433	244,222	249,106	254,088	259,170
Transfer to Cap. Fac. Reserve	43,000	53,000	63,000	73,000	83,000
Total Expenses	282,433	297,222	312,106	327,088	342,170
(Surplus) / Deficit	0	0	0	0	0
FTE's	0.2530	0.2530	0.2530	0.2530	0.2530
Tax Levy:					
Tax Requisition	(278,111)	(320,838)	(336,676)	(352,150)	(367,733)
Residential Tax Rate	0.7896	0.9019	0.9370	0.9704	1.0033
(per \$1000 of assessment)					
Maximum Tax Rate	2.8500				

General Capital Fund Budgets

	2020 Budget	2021 Projected Budget	2022 Projected Budget	2023 Projected Budget	2024 Projected Budget
Revenue					
Grants	(25,000)	0	0	0	0
Transfer From Equip. Reserves	(60,888)	(19,539)	0	0	0
Transfer from Cap. Fac. Reserve	(31,532)	(21,899)	(31,812)	(37,241)	(77,818)
Total Revenue	(117,420)	(41,438)	(31,812)	(37,241)	(77,818)
Expenses					
Pagers and Radios	4,500	4,559	4,650	4,743	4,838
SCBA	12,960	5,698	5,812	5,928	6,048
Equipment	43,782	9,118	9,300	9,456	9,676
Hall Improvements	45,870	15,225	5,075	10,000	50,000
Turnout Gear	10,308	6,838	6,975	7,114	7,256
Total Expenses	117,420	41,438	31,812	37,241	77,818
(Surplus) / Deficit	0	0	0	0	0
Equip. Reserve Balance at Y/E	(19,539)	(0)	(0)	(0)	(0)
Capital Facility Reserve Bal. at Y/E	(157,205)	(189,878)	(222,965)	(260,953)	(268,745)

Notes

- Due to a \$60k requisition increase in 2019 the budgeted reserve transfer for 2019 was reduced from the planned level of \$45k to \$35k.
- Increases: Payroll \$5k, Training \$2.8k, Uniforms \$3k, Turn Out Gear Cleaning \$3.5k, Supplies \$1k, FMR Equipment \$1k, Equipment \$8k, Misc. \$1k. Decreases: Telephone \$1k.
- In future, in order to avoid debt financing, the revised \$35k planned reserve transfer would now need to be increased by \$8k in 2020, then \$10k annually, order to be able to fund \$1.54 million in future truck purchases from reserves: 2031 (\$700k), 2035 (\$570k), & 2038 (\$270k). Estimates for hall improvements over 20 years are \$383k.
- Fire Services Manager and support staff.
- AV system, baseboard heaters, hot water heater, chain link fence, etc.
- Possible Grant Funding for SCBA, Equipment and Hall. Remainder comes from reserves.

**REGIONAL DISTRICT OF CENTRAL OKANAGAN
2020 PROGRAM BUDGET**

Program: 117 -- Sterile Insect Release Program

Department: Corporate Services

General Revenue Fund Budget

	2019 Budget	2019 Actual	Variance 2019 Act. vs. Bud.	2020 Budget	Variance: 2020 vs. 2019 Budget
Revenue:					
Tax Requisition - Kelowna	(743,941)	(744,305)	(364)	(747,578) d	(3,637) d
Tax Requisition - Peachland	(28,181)	(28,142)	39	(27,066) d	1,115 d
Tax Requisition - Lake Country	(67,832)	(67,534)	298	(66,653) d	1,179 d
Tax Requisition - West Kelowna	(143,697)	(143,966)	(269)	(143,209) d	488 d
Tax Req - EA Cent Ok. West	(19,338)	(19,261)	77	(18,885) d	453 d
Tax Req - EA Cent Ok East	(14,037)	(13,818)	219	(13,635) d	402 d
Parcel Tax	(474,501) a	(474,501) b	0	(445,976) c,e	28,525
Previous Year's Surplus/Deficit	(0)	(0)	0	(1)	(0)
Administration OH	15,000	15,000	0	15,000	0
Total Revenue	(1,476,527)	(1,476,527)	0	(1,448,002)	28,525
Expenses:					
Transfer to S.I.R.	1,476,527	1,476,527	(0)	1,448,002 d	(28,525)
Total Expenses	1,476,527	1,476,527	(0)	1,448,002	(28,525)
(Surplus) / Deficit	(0)	(1)	(0)	(0)	(0)

Tax Levy:

Tax Requisition	(1,017,026)	(1,017,026) d	0 d
Residential Tax Rate (per \$1000 of assessment) (*Based on Land Values Only)	0.0292	0.02790	(0.0013)
Parcel Tax	(474,501)	(see Budget Notes)	(445,976) c
			28,525

2020 Budget Notes:

Parcel Taxes:	a.	b.	Variance	c.	Variance
Electoral Area West	(4,579)	(4,579)	0	(3,466)	(1,113)
Electoral Area East	(51,324)	(51,324)	0	(47,209)	(4,115)
Kelowna	(307,121)	(307,121)	0	(292,855)	(14,266)
Peachland	(794)	(794)	0	(795)	1
Lake Country	(97,424)	(97,424)	0	(91,311)	(6,113)
West Kelowna	(13,259)	(13,259)	0	(10,339)	(2,920)
Total Parcel Tax	(474,501)	(474,501)	0	(445,975)	(28,526)

d. Tax requisition stays the same, but there are shifts in requisitions between areas due to property assessments.

**REGIONAL DISTRICT OF CENTRAL OKANAGAN
2020 - 2024 Five Year Program Budget Projections**

Program: 117 -- Sterile Insect Release Program

Department: Corporate Services

General Revenue Fund Budgets

	2020 Budget	2021 Projected Budget	2022 Projected Budget	2023 Projected Budget	2024 Projected Budget
Revenue:					
Tax Requisition - Kelowna	(747,578) a	(747,578)	(747,579)	(747,578)	(747,578)
Tax Requisition - Peachland	(27,066) a	(27,066)	(27,066)	(27,066)	(27,066)
Tax Requisition - Lake Country	(66,653) a	(66,653)	(66,653)	(66,653)	(66,653)
Tax Requisition - West Kelowna	(143,209) a	(143,209)	(143,209)	(143,209)	(143,209)
Tax Req - EA Cent Ok. West	(18,885) a	(18,885)	(18,885)	(18,885)	(18,885)
Tax Req - EA Cent Ok East	(13,635) a	(13,635)	(13,635)	(13,635)	(13,635)
Parcel Tax	(445,976) b	(445,976) c	(445,976) c	(445,976) c	(445,976) c
Previous Year's Surplus/Deficit	(1)	(0)	0	0	0
Administration OH	15,000	15,000	15,000	15,000	15,000
Total Revenue	(1,448,002)	(1,448,002)	(1,448,002)	(1,448,002)	(1,448,002)
Expenses:					
Transfer to SIR	1,448,002	1,448,002	1,448,002	1,448,002	1,448,002
Total Expenses	1,448,002	1,448,002	1,448,002	1,448,002	1,448,002
(Surplus) / Deficit	(0)	0	0	0	0

Tax Levy:					
Tax Requisition	(1,017,026) a	(1,017,026)	(1,017,027)	(1,017,026)	(1,017,026)
Residential Tax Rate	0.0279	0.0277	0.0274	0.0271	0.0268
(per \$1000 of assessment)					
(*Based on Land Values Only)					
Parcel Tax	(445,976) b	(445,976)	(445,976)	(445,976)	(445,976)

Notes

Parcel Tax Rate: \$139.26

a. Tax requisition stays the same, but there are shifts in requisitions between areas due to property assessments.

b. Parcel Taxes:

Electoral Area West	(3,466)
Electoral Area East	(47,209)
Kelowna	(292,855)
Peachland	(795)
Lake Country	(91,311)
West Kelowna	(10,339)
Total Parcel Tax	(445,975)

REGIONAL DISTRICT OF CENTRAL OKANAGAN
2020 PROGRAM BUDGET

Program: 124 -- Westside Municipal Recreation - Mt Boucherie Complex, Sr & Youth Centres and Youth Rec.

Department: Parks & Recreation

General Revenue Fund Budget

	2019 Budget	2019 Actual	Variance 2019 Act. vs. Bud.	2020 Budget	Variance: 2020 vs. 2019 Budget
Revenue:					
Tax Req - EA Cent Ok. West	(31,208)	(31,198)	10	(36,326)	a,b (5,118)
Total Revenue	(31,208)	(31,198)	10	(36,326)	(5,118)
Expenses:					
Transfer to West Kelowna	31,208	31,198	(10)	36,326	a,b 5,118
Total Expenses	31,208	31,198	(10)	36,326	5,118
(Surplus) / Deficit	0	0	0	0	0

Tax Levy:

Tax Requisition	(31,208)	(36,326)	a,b (5,118)
Residential Tax Rate (per \$1000 of assessment)	0.1301	0.1475	0.0174
Maximum Tax Rate			

2020 Budget Notes:

- a. For Electoral Area Central Okanagan West properties within the service area. Contributions to Mt. Boucherie Arenas, Sr. Centre, Westside Youth Centre and Westside Recreation. Note: Since the Mt. Boucherie Community Hall is being used by West Kelowna as a municipal office, the costs of operating the hall are not included. Tax rates provided by City of West Kelowna.
- b. Final budget will vary based on Revised Roll.

REGIONAL DISTRICT OF CENTRAL OKANAGAN
2020 - 2024 Five Year Program Budget Projections

Program: 124 -- Westside Municipal Recreation - Mt Boucherie Complex, Sr & Youth Centres and Youth Rec.

Department: Parks & Recreation

General Revenue Fund Budgets

	2020 Budget	2021 Projected Budget	2022 Projected Budget	2023 Projected Budget	2024 Projected Budget
Revenue:					
Tax Req - EA Cent Ok. West	(36,326) a,b	(37,053)	(37,794)	(38,549)	(39,320)
Previous Year's Surplus/Deficit	0	0	0	0	0
Total Revenue	(36,326)	(37,053)	(37,794)	(38,549)	(39,320)
Expenses:					
Transfer to West Kelowna	36,326 a,b	37,053	37,794	38,549	39,320
Total Expenses	36,326	37,053	37,794	38,549	39,320
(Surplus) / Deficit	0	0	0	0	0
Tax Levy:					
Tax Requisition	(36,326) a,b	(37,053)	(37,794)	(38,549)	(39,320)
Residential Tax Rate (per \$1000 of assessment)	0.1475	0.1490	0.1504	0.1519	0.1534

Notes

- a. For Electoral Area Central Okanagan West properties within the service area. Contributions to Mt. Boucherie Arenas, Sr. Centre, Westside Youth Centre and Westside Recreation. Note: Since the Mt. Boucherie Community Hall is being used by West Kelowna as a municipal office, the costs of operating the hall are not included. Tax rates provided by City of West Kelowna.
- b. Final budget will vary based on Revised Roll.



Governance & Services Committee

TO: Governance and Services Committee

FROM: Brian Reardon
CAO

DATE: February 27, 2020

SUBJECT: UBCM 9-1-1 Call Answer Levy Review

Purpose: To inform the Board about recent developments pertaining to the UBCM 9-1-1 Call Answer Levy Review

RECOMMENDATION:

THAT the Governance & Services Committee receive the 911 Call Answer Levy report for information;

AND THAT it is recommended that the Regional Board agree to advocate for the establishment of a province-wide 911 call answer levy on cell phones and the consistent application of 911 service standards that are aligned with the federal network of public safety answering points across Canada;

AND FURTHER THAT Chair Given send a letter to the Honourable David Eby, Minister of Public Safety and Solicitor General in support of this matter and cc'd to all regional districts in British Columbia.

911 Wireless Call Answer Levy Initiative

Governance and Services Committee Meeting

March 12th,
2020

1450 K.L.O. Road
Kelowna, BC, V1W
3Z4
rdco.com



Introduction

- What is a 911 call answer levy?
- Why do we need a wireless 911 call answer levy?

Background

- UBCM Resolutions calling for a Provincial 911 call answer levy date back more than 30 years:
 - 1987 Resolution from Nanaimo RD called for a Provincial approach to 911
 - 1992 Resolution from Qualicum Beach called for a Provincial approach
 - 1995 Resolution from Merit called for a Provincial approach
 - 2004 Resolution from UBCM Executive supported a Provincial call answer levy
 - 2011 Resolution from the Cariboo RD called for a Provincial call answer levy based on an “equitable system” other than assessed values.

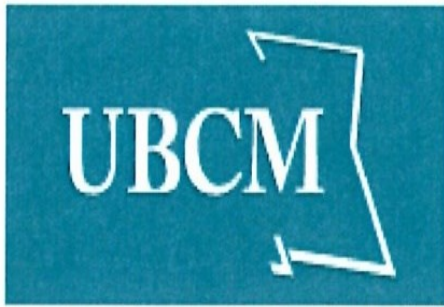
Background Work

- In 2012 UBCM retained a consultant and formed a Steering Committee comprised of local government, UBCM & Provincial representatives;
- A background paper capturing the Steering Committee's work was published in July, 2013:
 - Examined how 911 services were being delivered
 - Reviewed call answer legislation in other jurisdictions
 - Set out a framework of the options and issues facing the introduction of a wireless call answer levy in BC



9-1-1 Services in British Columbia:
Background Review in Relation to a
Province-Wide Call Answer Levy

Dave Mitchell & Associates Ltd.
12 July 2013

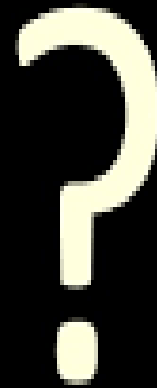


911 Levy No Longer Under Consideration

May 28, 2014

A UBCM working group looking into the potential for a province-wide levy on all wireless devices that connect to 911 services has concluded that there is not sufficient support for this initiative among BC local governments.

- “not sufficient support” explained ...



WHY ARE WE HERE TODAY?

Provincial Call to Action

- In 2015 the Province undertook a consultation process seeking input from key stakeholders to better inform future decisions dealing with emergency communications in BC.
- In July 2016 UBCM issued a letter to the Ministry of Public Safety and Solicitor General in support of provincial intervention to implement a wireless call answer levy with third party administration of funds.

EMERGENCY COMMUNICATIONS SERVICE DELIVERY IN BRITISH COLUMBIA

Police Communication Centres and 911 PSAP

STRATEGIC VISION
DISCUSSION PAPER

MARCH 2015



CRTC Direction

- In June 2017 CRTC issued the following direction:
 - “...the lack of provincial legislation and leadership in Ontario and British Columbia, two very populous provinces, ...[is] of significant concern. [The] variations in NG911 deployment across the country could not only create an inconsistent user experience but could also be dangerous for Canadians.”
 - “(CRTC) recommends that provinces and territories that do not currently have 911 legislation...enact...legislation to address issues [of]...coordination, funding, PSAP standards, ...public education, [and]... to assist their PSAPs in preparing for NG911.”
 - CRTC mandates networks to be ready for NG911 by December 31, 2020.

NG 911 – Window of Opportunity



- The Province has been seriously relooking at its role regarding 911 services:
 - Shift to Wireless Call Answer Levy
 - Implement National Service Standards
 - Address Gaps in System
 - Create Strategic Governance Body
- All legacy 911 PSAP systems to be decommissioned by June 30, 2023.

National Context

- Most other Provinces already have a financial framework and public safety answering point (PSAP) guidelines to ensure 911 service delivery is consistent:

Province	Phone # Levy / Month
Alberta	\$0.44
Saskatchewan	\$0.94
Quebec	\$0.46
New Brunswick	\$0.53
Prince Edward Island	\$0.70
Nova Scotia	\$0.43
Newfoundland & Labrador	\$0.75

Current State in British Columbia

- No mandatory standards.
- No singular mechanism to assess adherence to standards.
- Inconsistent and voluntary adherence to national standards.
- No geographic data for mapping.
- Current state may stall NG 911 implementation or create tenuous situation for citizens expecting the same service throughout BC.

What's Happening Now?

- In October 2018 the Ministry of Public Safety and Solicitor General notified UBCM that its Ministry was reinvigorating work related to 911 emergency communications service delivery in BC,
- Mr. David Guscott was engaged to assist with this work,
- In 2019 a new 911 Steering Committee was established comprised of:

Representatives From	Representatives From
Local Governments	Telus
Indigenous Organizations	E-Comm 911
RCMP	National/Provincial 911 Working Groups
Fire	Provincial Government
Ambulance	

911 Steering Committee

- Tasked with providing advice to the Province regarding the UBCM recommendation for the potential establishment of a province-wide 911 call answer levy on cell phones and 911 standards.
- The initiative seeks to address:
 - 911 service gaps in BC
 - The reduction of traditional funding sources with shift away from landlines towards cell phones
 - The CRTC timeline for the implementation of NG 911 by the end of 2020.
- The intent is to enhance the safety of BC citizens.

911 Steering Committee

- This initiative is a work in progress.
- Committee meets on a quarterly basis.
- The Province recognizes the advantages of a 911 call answer levy on cellphones alongside provincial standards.
- *Committee members recently reviewed and discussed a draft Bill that would implement these recommendations.*
- The Bill is progressing however the completion date and whether the Bill will be introduced or not remains to be determined.

In Conclusion

- The 911 Steering Committee is nearing the completion of its mandate and has been permitted to share some information publicly;
- Work continues at the Provincial level;
- The Province recognizes this is a significant public safety issue needing a Province wide approach;
- Local Governments and the Province of BC can't afford to get this wrong or further delay implementation of a provincial approach that is aligned with the federal network of public safety answering points;
- Is this an issue the Committee wishes to advocate for?

Recommendation

THAT the Governance & Services Committee receive this report for information;

AND THAT the Governance & Services Committee recommend the Regional Board agree to advocate for the establishment of a province-wide 911 call answer levy on cell phones and the consistent application of 911 service standards that are aligned with the federal network of public safety answering points across Canada;

AND FURTHER THAT Chair Given send a letter to the Honourable David Eby, Minister of Public Safety and Solicitor General in support of this matter and cc'd to all Regional Districts in British Columbia.



Thank you.

Executive Summary

In January 2013, a Steering Committee was formed comprising representatives of local government, the Union of British Columbia Municipalities and the Province, to examine the issues surrounding the introduction of a uniform, province-wide Call Answer Levy to support and improve 9-1-1 services in British Columbia. This background paper was commissioned by the UBCM in support of the Steering Committee's work. The paper examines how 9-1-1 services currently are delivered in the province, reviews call answer levy legislation and the operation of 9-1-1 services in other jurisdictions, and sets out a framework of the options and issues facing the introduction of a call answer levy in British Columbia.

9-1-1 services are an integral part of the province's emergency communications system. They are a front-end gating mechanism which connects the public to the correct emergency service dispatch agency. There are 12 Public Safety Answering Points which operate under local government authority and provide 9-1-1 services to most of the province.

The operation of 9-1-1 services, indeed, of all aspects of the emergency dispatch and communications system, is time-impacted and often life-critical. The system itself is inter-dependent and may be viewed as a continuum commencing from when a member of the public places a call to 9-1-1, where the call is assessed by the 9-1-1 operator and transferred to the relevant emergency dispatch agency, to the dispatch of emergency services and the operation of those services at the incident itself. A failure or delay at any point in this continuum will potentially affect how the entire system operates. Such failures or delays may increase the risk to life of both the public and emergency responders, or result in increased damage to property. Consequently, the entire system, from 9-1-1 services through to dispatch and the emergency radio system, needs to be resilient. It must operate to recognized standards, be adequately housed and staffed with properly trained personnel, and supported by carefully considered programs and processes for quality assurance/quality improvement, centre back-up and business continuity.

Research was conducted on the operation of the existing 9-1-1 system in British Columbia, and on the operation of similar systems in other jurisdictions, with a focus on Canadian provinces where provincial Call Answer Levies have been introduced. The B.C. research included two surveys: one for local governments which were responsible for providing 9-1-1 services; and the other to the 12 Public Safety Answering Points which actually operate the service. In addition, follow up telephone interviews and email exchanges were conducted with local government, RCMP and PSAP¹ personnel, all of whom willingly and generously assisted in providing data, information and insight.

9-1-1 Services in British Columbia

The existing 9-1-1 system has developed organically since its inception in the 1980s. Responsibility for the service lies with local government. Typically, this responsibility is met at

¹ A list of acronyms used is set out in Appendix A. Capitalized terms and acronyms used in the Executive Summary are defined in the body of the paper when they are first used.

the regional district level, though a number of municipalities either contract for, or directly provide the service as well. As technology has developed and improved, a number of local governments have banded together to coordinate the delivery of the service through a single centre. With current technologies, 9-1-1 services can be provided safely and effectively from distant locations.

9-1-1 services are available in most areas of the province, but there are still some unserved areas and some coverage gaps. Two regional districts – the Northern Rockies Regional Municipality and Central Coast Regional District – and one provincially governed region (the Stikine Region), lack any 9-1-1 service. Additionally, there is no 9-1-1 service in Skeena-Queen Charlotte Regional District outside of the City of Prince Rupert and District of Port Edward. Seven other regional districts reported coverage gaps, either in some electoral areas or on some First Nations reserves. As part of the move to a uniform, province-wide Call Answer Levy, it will be necessary to address the 9-1-1 service coverage gaps, which may involve some financial assistance for the unserved areas. More detailed investigation of coverage gaps also will be required, to assess the cost of service expansion and confirm the areas which still lack service.

The existing 9-1-1 system manages between 1.5 and 1.6 million calls annually. The cost of operating the existing system is in the range of \$12-13 million per year. All of the PSAPs have sought to address business continuity issues: every PSAP has back up and alternate power supplies for critical systems; 11 of 12 have designated fail-over centres and most of the PSAPs have back-up sites for their operations. Only half of the PSAPs, however, were able to confirm that their infrastructure was built to current post-disaster standards.

The 9-1-1 system faces various challenges. In addition to the coverage gaps noted above, the system is also struggling to deal with “Abandoned Calls”. These calls, which almost exclusively come from mobile phones, place significant strain on PSAP, dispatcher and police resources. In some jurisdictions, nearly a quarter of the calls for service for police involve follow-up on abandoned 9-1-1 calls. A formal study of the issue needs to be undertaken and a province-wide policy adopted on how such calls are treated, from PSAP through to police response. The issue also highlights the need for an effective, province-wide educational program aimed at the public, to reduce the number of “pocket dials” received by PSAPs.

The most significant development for 9-1-1 and dispatch services is the imminent advent of Next Generation 9-1-1. NG911 will involve moving PSAPs and Secondary Safety Answering Points to internet-protocol based systems. It will allow emergency communication centres to accept a broader range of connections and data sources – including text, video and pictures. Moving to NG911 will involve a substantive transformation of the existing systems used by emergency communication centres in the province, and will entail technological, operational, economic and institutional change. The system and equipment architecture for NG911 are still being developed, debated and reviewed. However, transitioning to the new systems will be a costly undertaking, in terms of capital investment as well as staffing and training issues. A “precursor” to NG911 is already on the horizon as the CRTC has mandated that carriers must

enable text connections to 9-1-1 services for the deaf, hard of hearing and speech impaired, by 2014.

The review showed that larger PSAPs tended to be more cost-efficient when measured on a “per-call” or per capita basis. Larger centres enjoy economies of scale which are significant. Cost efficient operation of the emergency communications system is important, to ensure that limited budgets are well invested. This reality, however, should not be viewed as a criticism of the existing system, given that it developed organically over the past 30 or so years. Indeed, local governments have worked hard to combine the delivery of the services in most areas of the province, as the technology enabling them to do so has become available. British Columbia compares well to most Canadian jurisdictions: given its geographic size and population, it already has a reasonably efficient PSAP footprint. On a *per capita* basis, Québec has nearly 60% more PSAPs, while Alberta has more than twice the number of that in British Columbia. The numbers are even more significant when compared to the Maritime Provinces and Ontario.² Improved efficiencies should still be encouraged, however, as it ensures that monies can be invested in improving the operation and resilience of the system, and enhancing service to the public.

9-1-1 Services and Call Answer Levies in Other Jurisdictions

A significant part of this review involved research into the operation of 9-1-1 systems and Call Answer Levy regimes in other Canadian provinces. Six other Canadian provinces have established, or are introducing, a province-wide CAL: Alberta, Saskatchewan, Québec, New Brunswick, Prince Edward Island and Nova Scotia. In five of those provinces, the CAL applies to all devices which can connect to 9-1-1 services; only Alberta has introduced a CAL which is limited to wireless devices. Each Canadian jurisdiction which has introduced a CAL has also either established procedures, guidelines and operational requirements for PSAPs, or has created a process for establishing them. Four of the six provinces also have introduced liability exemptions covering the operation of PSAPs.

The Maritime Provinces and Saskatchewan fundamentally approach 9-1-1 services as a provincial responsibility (even though service delivery everywhere but Prince Edward Island generally remains with local governments). In Québec and Alberta, 9-1-1 service delivery remains the responsibility of local governments – though Québec has taken the step of requiring that local governments make the service available (either directly or by contract) in most areas of the province.

In the Québec system, the provincial government set detailed requirements for PSAPs, ranging from location and infrastructure, to operational requirements, procedures and quality assurance processes. The allocation of funding from the CAL, however, rests with an agency which is operated by local government. That same agency is responsible for reviewing PSAP operations. In essence, though the province established the requirements, it gave control and

² The number of PSAPs in Ontario is not reported. An email from Inspector Paulo DaSilva of the York Regional Police, who responded to an information request placed to the Ontario 9-1-1 Advisory Board, indicated that there are “over 100” PSAPs in Ontario. Email from Insp. P. DaSilva, 8 July 2013.

oversight of the system to local government, which remains responsible for actual service delivery. An interesting feature of the Québec system, moreover, is that it strictly limits the amount of the funding available for “administration”: a maximum of 3% of the CAL funds can be spent by the responsible agency for its administrative overheads.

Other provinces (notably Saskatchewan, New Brunswick and Nova Scotia) have established committees comprising various stakeholders, including representatives of local government and PSAPs, and emergency services personnel, to develop and implement consistent policies, procedures and standards for their 9-1-1 services. In Alberta, which is in the process of introducing a new CAL and attendant standardized requirements for PSAPs, the principal responsibility lies with the Alberta Emergency Management Agency. The AEMA is seeking to coordinate policy development with local governments and PSAPs.

In four of the six Canadian jurisdictions, the permitted use of CAL funds is broader than a narrowly conceived view of 9-1-1 services. Nova Scotia, among other things, funds its poison control centre using CAL monies. New Brunswick recently broadened its definition of allowable expenditures to include the “coordination of emergency services” in the province, while Saskatchewan uses about half of the CAL funding to subsidize the connection of local government and provincial agencies (including fire departments and municipal workers) to the province’s emergency radio network. Québec utilizes a set allocation formula for distributing CAL funds to (or at the direction of) local governments. It does not actually limit or prescribe how those funds must be spent, though in practice, 96% of the funds are distributed directly to PSAPs.

Two other jurisdictions also were examined: Manitoba and the State of Kentucky. Manitoba has not introduced a provincial CAL. However, it has adopted a centralized approach to the establishment of standards governing PSAP operations and established a wide-ranging liability exemption for PSAP operations. The State of Kentucky, conversely, epitomizes the decentralized approach. With an area only one-third that of British Columbia and a smaller population, Kentucky supports 109 certified PSAPs, and more than 80 uncertified PSAPs, which are not tracked by any state agency. PSAP operation is a local government responsibility and is principally funded through a combination of landline CALs and property taxes. The state also has established a wireless CAL, which it uses to subsidize certified PSAPs and to regulate how those PSAPs manage wireless 9-1-1 calls. It is probably not surprising that the system suffers from significant efficiency issues and many local governments are struggling with funding problems.

Issues and Options for a Province-wide CAL in British Columbia

As a starting point it should be noted that this background paper assumes that a CAL will be imposed on all devices which connect to 9-1-1 services (including landline, wireless and Voice over IP). The CAL will be set at a uniform level and will be province-wide. The principal function of the CAL will be to fund 9-1-1 services, though the introduction of the new system should not result in any local government losing any amount of existing revenue which it currently raises from a landline (or, in the case of Prince Rupert, landline and wireless) CAL. In

other words, the CAL should provide at least the same existing level of funding to such jurisdictions.

Establishment of a CAL and related structures and processes, will involve senior legislation and related regulations. The legislation and regulations will need to address a range of issues, which are set out in greater detail in the body of the paper (including the scope of the CAL, liability issues, collection issues, processes etc.). In general, however, the three principal, interrelated issues which need to be addressed are: the allowable scope of expenditure of funds raised from the CAL; the method or process by which those funds will be managed and allocated; and the extent to which (and process by which) common standards and requirements for PSAP operations will be developed and implemented.

The paper does not seek to prejudge the appropriate scope for the application of CAL funds. That is a policy issue for local governments and the province, though a range of matters are identified which could be included as “in scope”, on both a narrow conception of 9-1-1 services and a broader approach to the use of the funds. Simply put, however, the broader the scope of the CAL – the more elements of the emergency communications system that will be funded, in whole or in part, by this levy – the more complex the allocation process and the more complex the oversight and management of the system will become.

Certain issues or principles did emerge from discussion both with stakeholders during the research process, and through the review of an initial draft of the paper with the Steering Committee:

1. The CAL funding should only be applied to specific, agreed purposes, which should be clearly defined in the senior legislation;
2. The principle use of the funding will be “9-1-1 services”;
3. Control over the allocation of CAL funding should remain with local governments;
4. The allocation process will likely involve both a metrics-driven formula and some form of grants process;
5. The allocation process will need to take into account existing funding and cost structures of local governments;
6. Any administration costs related to the oversight of the system (i.e., to manage the allocation process and any similar functions) should be strictly limited; and
7. Any standards or procedures which are established should be created through a consensus process involving relevant stakeholders – the costs of developing, implementing and meeting those standards must be factored into the CAL funding formula.

Finally, the legislation will also need to address the quantum of the administration fee which telecommunication companies will be permitted to charge for collecting and remitting the CAL. As a matter of principle, this fee should be set at a rate that is no more than the actual cost of collection. With a uniform levy across all devices, and a single point of remittance for CAL funds, the administration fee should be nominal, and certainly far less than the \$0.07 currently charged for the collection of landline CALs.

EMERGENCY COMMUNICATIONS SERVICE DELIVERY IN BRITISH COLUMBIA

Police Communication Centres and 911 PSAP

STRATEGIC VISION DISCUSSION PAPER

MARCH 2015



Ministry of
Justice

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INTRODUCTION

The Ministry of Justice (the Ministry) is seeking input from key stakeholders in order to inform the future of emergency communications across the province. This Discussion Paper outlines the background, challenges, and strategic vision for emergency communications service delivery involving 911 PSAP (Public Safety Answering Point). Specifically, the vision includes a consolidated 911 PSAP and police communications service delivery model, with enhanced support from a provincial call answer levy on wireless devices.

911 PSAP is the initial service a caller, requiring immediate emergency services, reaches when dialling 911. The PSAP creates an immediate link between individuals in crisis and their local emergency response agencies (police, fire, ambulance). 911 operators function in a crisis environment where incoming calls must be handled promptly and information conveyed in an accurate and timely manner. In this context, 911 PSAP is an integral component of the overall emergency communications system, and plays a significant role in public safety.

911 PSAP is a local government responsibility in British Columbia and is optional. Local governments have worked to manage and improve service since the 911 system was implemented in the late 1980s, when the technology was predominantly wireline telephone services (landlines). Three decades later, the system faces new and distinct challenges related to:

- Migration of households from wireline services to mobile wireless service;
- Implementation of Next Generation 911 (NG911) technologies;
- Gaps in the provision of 911 service;
- Ensuring resiliency of the 911 system amid major catastrophic events.

Given these challenges, there is a need – indeed, an opportunity – to revisit and renew the overall approach to 911 service delivery in British Columbia. By modernizing the current approach to a more streamlined, equitable and resilient system, the emergency communications system will be better positioned to enhance service province-wide.

BACKGROUND

There are currently ten 911 PSAPs in British Columbia under local government authority, with a patchwork of different service providers. Local governments voluntarily contract with the RCMP Provincial Police Service, deliver the service through E-Comm (Emergency Communications for BC, Inc), or provide the 911 service themselves.

1. E-Comm
2. Nanaimo (RCMP)
3. West Shore (RCMP)
4. Chilliwack (RCMP)
5. Prince George (RCMP)
6. Victoria Police
7. Saanich Police
8. Nelson Police
9. Abbotsford Police
10. Prince Rupert Fire Rescue

E-Comm is governed by the *Emergency Communications Corporation Act*, and has integrated emergency communications in much of the Lower Mainland. E-Comm handles 80% of the 1.5 million 911 calls in the province each year.

Many PSAPs are co-located with police dispatch services. There are currently seventeen police communication centres across the province, and similar to 911 PSAPs, is a patchwork of RCMP, E-Comm and independent municipal police departments. Funding of the two functions (911 PSAP and police dispatch) is separate. There are two general funding sources available to local governments for 911 PSAP: a call answer levy (CAL) on wireline telephone services and a levy charged on residential property taxes.

In the past the Union of British Columbia Municipalities (UBCM) endorsed a number of resolutions calling for the Province to introduce legislation that would allow the implementation of a province-wide 911 CAL on wireless devices. In July 2013, UBCM released a report on the issue and requested that local governments provide further input on the provincial call answer levy issue. In May 2014, UBCM advised there was not sufficient support for the CAL among local governments.

The Ministry would like to acknowledge the work of UBCM on this issue and the July 12, 2013 report by Dave Mitchell and Associates Ltd. "911 Services in British Columbia: Background Review in Relation to a Province-Wide Call Answer Levy". The report is an invaluable resource on issues related to 911 PSAPs and can be found at:

<http://www.ubcm.ca/assets/Resolutions~and~Policy/Policy/Community~Safety/911%20Services%20in%20BC.pdf>

CHALLENGES

When the 911 system was implemented several decades ago it reflected the organizational and technical realities of the day. For example, in the 1980s physical landlines served as the primary means of telephone communication, and mobile/cellular devices with embedded functionality (e.g., global positioning systems) were merely nascent technologies. Moreover, our awareness and readiness for natural and human-based threats to public safety – earthquakes, tsunamis, and terrorism, for example – was comparatively unrefined.

Now, some 30 years later, the pace of technological change has placed increasing and inevitable pressure on 911 PSAPs – not only in terms of how services are delivered, but also how the system and its constituent parts interact and function. In this context, several distinct challenges to the 911 PSAP status quo have emerged.

Changing landscape – wirelines to wireless

The number of wireline (landline) telephones is declining as more people migrate from wireline to wireless services. This declining number means reduced revenue collected by local governments to support PSAPs in British Columbia. It also means that more and more calls to 911 are generated from cell phones – in fact 67% of 911 calls are from cell phones.

The wave of Next Generation 911 (NG911) technology

“NG911” broadly refers to ongoing efforts to improve the capacity of PSAPs to leverage increasingly powerful internet protocol (IP) based systems, sensors and devices in a manner that enhances 911 services and emergency response. Examples of NG911 functionality include text messaging, integrated photo/video, and Global Positioning Systems (GPS) to assist in conveying critical situational details from the location of an emergency directly to a 911 PSAP and first responders.

Despite the potential they offer, harnessing NG911 capacities remains a challenge as it involves considerable investments to upgrade and/or replace legacy infrastructure and associated business processes (e.g., staffing, training). Nonetheless, citizens are increasingly information-oriented and dependent on personal mobile devices, and with that transformation come reasonable expectations that public safety mechanisms such as 911 will be appropriately aligned to emergent technologies. As such, there is value in emphasizing the imperative to embrace and enable NG911.

Gaps in the provision of 911 service

In some areas of the province there are gaps in 911 services. These gaps include areas where no landline or wireless connectivity is available, however the focus of this discussion is on areas where 911 services are not provided (regardless of whether connectivity exists). These areas include the Stikine Region, Central Coast Regional District, Northern Rockies Regional Municipality, and the Skeena-Queen Charlotte Regional District (outside the City of Prince Rupert).

Although much of the territory within these jurisdictions is vast, isolated and inaccessible, it nonetheless encompasses numerous, long-standing communities with typical emergency service needs. Moreover, their local economies are increasingly premised on burgeoning industries such as energy and tourism, which not only elevate demands on existing services but also create unique service pressures.

Ensuring resiliency of the 911 system amid major catastrophic events

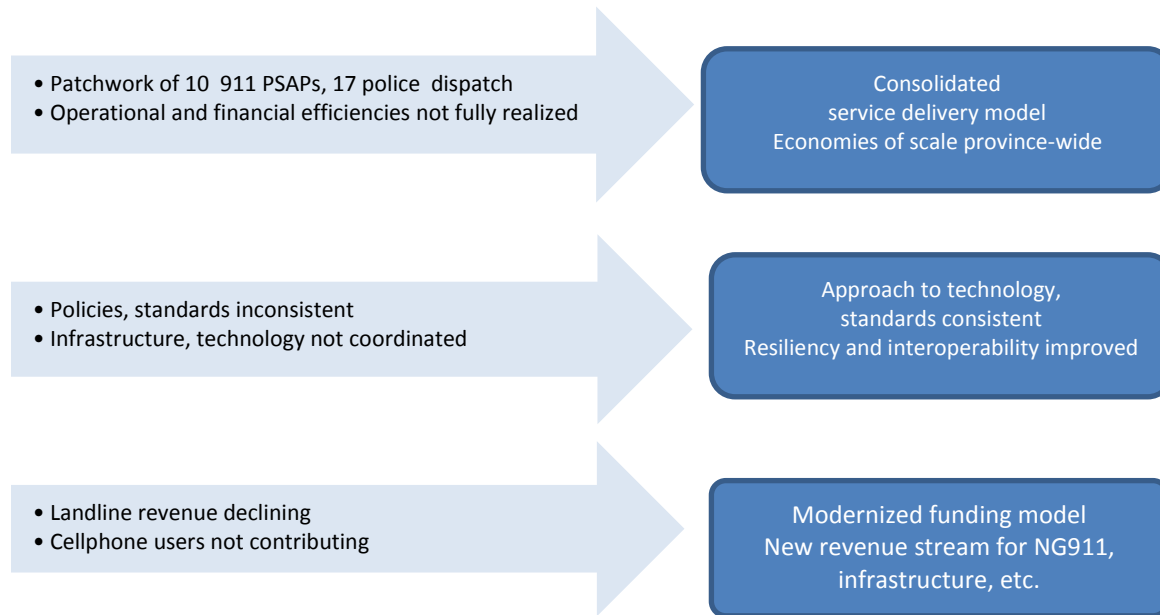
The inherent critical nature of emergency situations necessitate that the supporting 911 system must be robust and resilient across the entire service continuum, fully capable of functioning amid wide-scale and severe emergency events. A system that falls short of these fundamental business continuity requirements threatens public safety, jeopardizes the lives and safety of citizens and emergency responders, and endangers private property and strategic assets.

Achieving the required measure of resiliency for 911 services, however, is an ongoing and costly pressure, and involves a number of aspects including human resources (e.g., appropriate staffing levels, training); information technology (e.g., capacity, redundancy, back-up systems); physical infrastructure (e.g., structural integrity of buildings, communications systems, powers connections); organizational preparedness (e.g., procedural, planning and response functions); and business continuity (e.g., work-flow maintenance).

STRATEGIC VISION

The following sections outline what is needed on a provincial level to address the challenges described above. The proposed approach is for discussion, and represents the strategic vision that the Ministry of Justice is currently considering. The Ministry welcomes comments and input on the discussion questions provided in the following sections.

Strategic Vision



1. Consolidated 911 PSAP and police dispatch service delivery model

As described earlier, British Columbia has 10 PSAPs under local government authority, and 17 police communication centres across the province. From both a public interest and public safety perspective, the Ministry is interested in exploring options to develop a more streamlined service delivery model. Benefits of consolidation include economies of scale, and operational and financial efficiencies (for example, improved communication, reduced duplication, financial savings, volume purchasing, uniform policies and procedures, etc.).

There are a number of guiding principles to inform the vision:

- Enhanced public safety
- Improvements to resiliency, interoperability and capacity building
- Leverage existing efficiencies and economies of scale
- Equitable funding
- Cost-recovery for consolidation
- Consistency province-wide: approach to NG911, policies, standards etc.
- Accountability for performance

Discussion Questions:

Vision

- Is the current service delivery model as efficient as it could be?

Service Delivery

- What are the key factors to consider in consolidating 911 PSAP and police communications across the province?

Funding

- How does local government in your community currently fund 911 PSAP?
- Will local governments be able to fund these and enhanced services such as NG911 in the future?
- What funding model options exist and would be successful? Why or why not?
- With respect to existing funding for emergency communications, what works well, needs improvement, or could be done differently?

Next Generation 911

- What is the most appropriate response to infrastructure and technological pressures related to Next Generation 911?

Resiliency

- How can resiliency of emergency communications best be addressed (e.g., appropriate back-up, redundancies)?

Governance

- What is an appropriate method for emergency communications governance and regulation in British Columbia?
- Would standardization be of benefit to emergency communications? If so, in what areas (e.g., policies, procedures, standards, education, other)?

2. Modernized funding model

Local governments currently rely on a wireline call answer levy (CAL) and property taxes to fund 911 PSAP services. This varies by local government. With the proliferation of cell phones, and with 67% of 911 calls from cell phones, the Ministry is of the view that it would be reasonable for cell phone users to contribute to funding the emergency communications system. In fact, seven other provinces already have provincial CAL legislation in place.

As described earlier, UBCM had looked at a provincial CAL on all wireless devices that connect to 911 services, and the Ministry was part of a working group exploring the issue. Although UBCM withdrew the proposal, the Ministry considers there is still merit in considering a CAL on wireless devices.

Discussion Questions:

CAL Scope

- What scope of services would be appropriate to be funded by a provincial CAL? Emergency communications only or broader services? If broader services, what else should be included?

CAL Administration

- What would be the most effective process for administering the CAL?
- How should the revenue be managed?

CAL Amount

- What would be the most appropriate way to determine the amount of the CAL?

Thank you in advance for your time and consideration of these important issues. Please provide written feedback via email to the following email address: SGPSPB@gov.bc.ca

All input is requested by May 15, 2015.

NEXT STEPS

In addition to seeking feedback on this paper, the Ministry of Justice is meeting with select key stakeholders such as UBCM, local governments and police agencies. A summary of information received will be provided to those who submit feedback. The Ministry will consider the results of this targeted stakeholder engagement as part of the analysis of the strategic vision. Thank you for your feedback.

October 2, 2019

Honourable Mike Farnworth
Minister of Public Safety and Solicitor General
PO Box 9010 Stn. Prov Govt
Victoria, BC V8W 9E2

RE: 911 Call Answer Levy on Cellular Devices

Dear Minister Farnworth,

On behalf of the Union of B.C. Municipalities (UBCM), I write to advise you that the UBCM Executive has endorsed a motion to approve, in principle, enabling provincial legislation to create a new call answer levy (CAL) for cellular devices. This approval in principle came at the September 22, 2019 UBCM Executive meeting.

A key element of UBCM's support is an understanding that revenue derived through a 911 CAL will not be directed to general provincial revenue. Rather, a governance entity will be created to oversee revenue administration. This is consistent with past UBCM policy seeking the establishment of an independent body for 911 CAL revenue administration.

UBCM looks forward to continued engagement regarding the implementation of a 911 CAL, and the development of a new provincial 911 framework.

Yours truly,



Maja Tait
UBCM President

cc: *The Honourable Selina Robinson, Minister of Municipal Affairs and Housing*
The Honourable Adrian Dix, Minister of Health
The Honourable Jinny Sims, Minister of Citizens' Services



Bhar Sihota
Union of BC Municipalities
Suite 60-10551 Shellbridge Way Richmond, BC
V6X 2W9

Dear Bhar Sihota:

I am writing to inform you that the Ministry of Public Safety and Solicitor General is reinvigorating work related to 911 emergency communications service delivery in BC, and has engaged Mr. David Guscott to assist with this work. Mr. Guscott brings over a decade of experience in emergency communications and was a former President and CEO of E-Comm, Emergency Communications for British Columbia Incorporated.

The Ministry is aware that challenges exist to the effective provision of 911 services remain, such as the reduction in traditional funding for 911 services with the shift away from landlines to cellular phones and the Canadian Radio-television Telecommunications Commission (CRTC) timelines for the implementation and provision of Next Generation 911. The CRTC mandates that network carriers be ready to provide 911 voice calls by June 2020 and text messaging over Internet-Protocol networks by the end of 2020.

To provide the Province with an up to date understanding of BC's readiness to respond to these challenges, the Ministry is seeking input from key groups, including local governments, police agencies, and entities that interface with the emergency communications system.

While Mr. Guscott undertakes his work, my Ministry will re engage with relevant areas of government including Emergency Management BC, Ministry of Attorney General, Ministry of Municipal Affairs & Housing, as well as Citizens' Services. We anticipate ongoing discussion as a balanced Next Generation 911 strategy develops.

Mr. Guscott will be initiating a targeted stakeholder engagement process, and as such will be in contact with you in the near future.

We look forward to hearing your input on this important initiative.

Mark Sieben
Deputy Solicitor General



911 Levy No Longer Under Consideration

May 28, 2014

A UBCM working group looking into the potential for a province-wide levy on all wireless devices that connect to 911 services has concluded that there is not sufficient support for this initiative among BC local governments.

The review into the delivery of 911 services was undertaken by the Union of BC Municipalities in partnership with the Province. The goal was to expand province-wide 911 service, improve public safety, and to look at ways that changes to the system might be funded through a province-wide levy on wireless devices. The funding formula was to be agreed to by the Province, local government and industry. To facilitate this process UBCM created a working group and hired a consultant to prepare a report on the issue, the report was considered at the 2013 UBCM Convention and endorsed.

A number of service gaps and technological changes in the delivery of 911 services were identified in the paper. The report pointed out that these changes would require new revenue sources to meet public demand due to the variety of platforms that BC residents now use for communication such as video streaming, photo sharing and text messaging.

Following the 2013 Convention, UBCM tested support for a province-wide levy on wireless devices. The Greater Vancouver Regional District (GVRD) Board considered the issue, but did not support the levy since it would likely increase the cost of the service to local taxpayers. Currently 911 services are funded in the GVRD through an assessment-based property tax at a cost of approximately \$4.00 per household.

After receiving feedback from members on the issue, UBCM consulted with the working group on the next steps in the process and it was agreed that there was no opportunity to move forward at this time. However, a number of the local governments involved in the process indicated that they might pursue the issue on a local basis and examine the introduction of a 911 levy on wireless devices at a regional level.

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