City of Kelowna
Regular Council Meeting
AGENDA

Monday, December 14, 2015

9:00 am

Knox Mountain Meeting Room (#4A)

City Hall, 1435 Water Street

Pages

1.   Call to Order

2.   Confirmation of Minutes   3 - 5

Regular AM Meeting - December 7

3.   Reports

3.1   Heritage Review Update – Phase 2   45 m   6 - 30

To provide Council with an update on Phase 2 of the Heritage Review, to receive Council direction to proceed with Phase 3 of the Heritage Review, and to consider approval of the Terms of Reference for an Heritage Advisory Committee.

3.2   Budget Deliberation Process Review   30 m

To provide Council with a verbal overview of the Budget Deliberation Process.

3.3   Dark Fibre Phase 2 Financing   10 m   31 - 32

To provide a funding mechanism to finance the Phase 2 – North Leg extension of the City's Dark Fibre plant.

4.   Resolution Closing the Meeting to the Public

THAT this meeting be closed to the public pursuant to Section 90(1) (a) and (k) of the Community Charter for Council to deal with matters relating to the following:

• Position Appointment; and
• Proposed Municipal Service

5.   Adjourn to Closed Session

6.   Reconvene to Open Session

7. Issues Arising from Correspondence & Community Concerns

      7.1   Mayor Basran, re: Issues Arising from Correspondence   30 m

8. Termination

City of Kelowna
Regular Council Meeting
Minutes

Date: Monday, December 7, 2015
Location: Knox Mountain Meeting Room (#4A)
                    City Hall, 1435 Water Street

Members Present   Mayor Colin Basran, Councillors Maxine DeHart, Ryan Donn, Gail Given*, Tracy Gray, Charlie Hodge, Brad Sieben, Mohini Singh, and Luke Stack*

Staff Present   City Manager, Ron Mattiussi; City Clerk, Stephen Fleming; Divisional Director, Active Living & Culture Division, Jim Gabriel*; Divisional Director, Infrastructure, Alan Newcombe*; Urban Planning Manager, Terry Barton*; Parks & Building Planning Manager, Robert Parlane*; Grants & Partnerships Manager, Lorna Gunn*; Building Services Manager, Martin Johansen*; Recreation & Business Services Manager, Lori Angus*; Corporate Communications Supervisor, Tom Wilson*; Sport & Event Services Manager, Doug Nicholas*; Park & Landscape Planner, Barbara Davidson*; Council Recording Secretary, Arlene McClelland*

(* Denotes partial attendance)

1. **Call to Order**

    Mayor Basran called the meeting to order at 9:02 a.m.

2. **Confirmation of Minutes**

Moved By Councillor Hodge/Seconded By Councillor Gray

    R947/15/12/07   THAT the Minutes of the AM Meeting of November 30, 2015 be confirmed as circulated.

                                                                    Carried

Councillor Given joined the meeting at 9:03 a.m.

3. **Reports**

    3.1   Future Parkinson Recreation Centre – Feasibility Study

Staff:
-   Introduced the project team and Consultant John Frittenburg, President, The JF Group.

Councillor Stack joined the meeting at 9:04 a.m.

John Frittenburg, President
- Displayed a PowerPoint Presentation summarizing the advantages and risks for each of the four options to redevelop the future Parkinson Recreation Centre.
- Compared Capital costs for each of the four options.
- Compared new revenue opportunities and cost metrics for each of the four options.
- Recommended Option 4 to construct a new facility as it meets the specific needs of Kelowna and allows significant revenue generation.
- Responded to questions from Council.

Moved By Councillor Hodge/Seconded By Councillor Given

R948/15/12/07   THAT Council receive for information the Report of the Urban Planning Manager dated December 2, 2015 regarding the Future Parkinson Recreation Centre – Feasibility Study;

THAT Council endorse in principal 'Option 4' as the preferred direction for the future Parkinson Recreation Centre;

AND THAT Council support the further development of 'Option 4' to test the feasibility of a joint-use Recreation Centre and High School as one integrated building with School District 23 and for Staff to report back to Council with the findings.

Carried

Convened for a break at 11:07 a.m.

Reconvened the meeting at 11:17 a.m.

4.   Resolution Closing the Meeting to the Public

Moved By Councillor Stack/Seconded By Councillor Hodge

R949/15/12/07   THAT this meeting be closed to the public pursuant to Section 90(1)(c) of the Community Charter for Council to deal with matters relating to the following:

        (c) labour relations/employee relations.

Carried

5.   Adjourn to Closed Session

The meeting adjourned to a closed session at 11:18 a.m.

6.   Reconvene to Open Session

The meeting reconvened to an open session at 3:23 p.m.

7.   Reports (Time Permitting after PM Council Meeting)

        7.1   Glenmore Recreation Park Master Plan Council Workshop

Staff:
- Displayed a PowerPoint Presentation summarizing the phasing and funding of Glenmore Recreation Park and responded to questions from Council.

Moved By Councillor Hodge/Seconded By Councillor Stack

> **R950/15/12/07**   THAT Council receives, for information, the report from the Parks Planner dated November 24, 2015, regarding the Glenmore Recreation Park Master Plan Council Workshop.

<div align="right"><u>Carried</u></div>

8. **Issues Arising from Correspondence & Community Concerns**

   8.1   **Mayor Basran, re: Issues Arising from Correspondence**

Mayor Basran had no issues to bring forward at this time.

9. **Termination**

   The meeting was declared terminated at 3:58 p.m.

_____   _____
Mayor   City Clerk

/acm

Report to Council

City of **Kelowna**

Date: December 14, 2015

File: 0615-20

To: City Manager

From: J. Moore, Long Range Policy Planning Manager

Subject: Heritage Review Update – Phase 2

Report Prepared by: L. Bentley

Recommendation:

THAT Council receives, for information, the Report from the Policy and Planning Department dated December 14, 2015, with respect to Phase 2 of the Heritage Review;

AND THAT Council directs staff to proceed with Phase 3 of the Heritage Review as outlined in the December 14, 2015 Report from the Policy and Planning Department;

AND THAT Council directs staff to reinstate the Heritage Advisory Committee;

AND THAT Council approves the Heritage Review Advisory Committee Terms of Reference as outlined in the December 14, 2015 report from the Policy and Planning Department;

AND FURTHER THAT Council directs staff to report back with a Terms of Reference with respect to the scope and role of the Heritage Council Steering Committee.

Purpose:

To provide Council with an update on Phase 2 of the Heritage Review, to receive Council direction to proceed with Phase 3 of the Heritage Review, and to consider approval of the Terms of Reference for an Heritage Advisory Committee.

Background:

On March 2, 2015, Council supported staff's recommendation to move forward with a Heritage Review to ensure that heritage management in Kelowna is being undertaken in an efficient, effective and coordinated manner between all heritage groups and organizations involved. The need to examine the mandates, roles and responsibilities, governance and funding of organizations involved in heritage was identified to address overlap and ambiguity in the way heritage is currently managed. Improved partnerships and clearly defined roles contribute to stronger heritage management and planning across the city. To accomplish this, Phase 1 of

the Heritage Review involved the formation of a Heritage Review Advisory Committee (HRAC) to understand the governance challenges of Kelowna's existing heritage model and to reach consensus on a general direction that would address those challenges. Phase 2 of the process looked more closely at heritage organizations and related stakeholders as they relate to the new governance model agreed upon in Phase 1, and evaluated the role of the Community Heritage Committee. Phase 3 is proposed to establish a Steering Committee to guide the creation of the Heritage Council.

An overview of the Heritage Review process is shown in Appendix A – Heritage Review Timeline. The details of each phase are described below.

Phase 1 – Heritage Review Advisory Committee (HRAC)

The HRAC consisted of nine key stakeholders, including representatives from heritage organizations, a First Nation, Tourism Kelowna, and three members of the public at large with relevant professional expertise. In May and June 2015, three HRAC meetings were led by City staff with the assistance of an independent facilitator. Through discussion of the governance challenges related to delivering heritage management activities and consideration of possible alternative governance models, the HRAC agreed on a long-term vision for a Heritage Council governance model. Under this structure, all of the independent heritage organizations still exist, but funding and strategic planning support would be through the not-for-profit organization at arm's length from the City.

The Heritage Council will connect heritage stakeholders and give the heritage community a unified voice. It may be involved in public education and heritage advocacy programs, as well as administering and distributing grants. The Heritage Council will work within an overarching Contract for Service with the City of Kelowna that provides a framework for reporting and accountability. Under this model, the Heritage Council maintains independence while ensuring accountability through some staff oversight and a requirement to report back to City Council about its operations. This is similar to other organizations that currently receive funding from the City of Kelowna. Details of the Contract for Service will be determined in Phase 3 of the Heritage Review.

A general structure of the Heritage Council is shown below, with details and membership to be determined through Phase 3 of the Heritage Review.
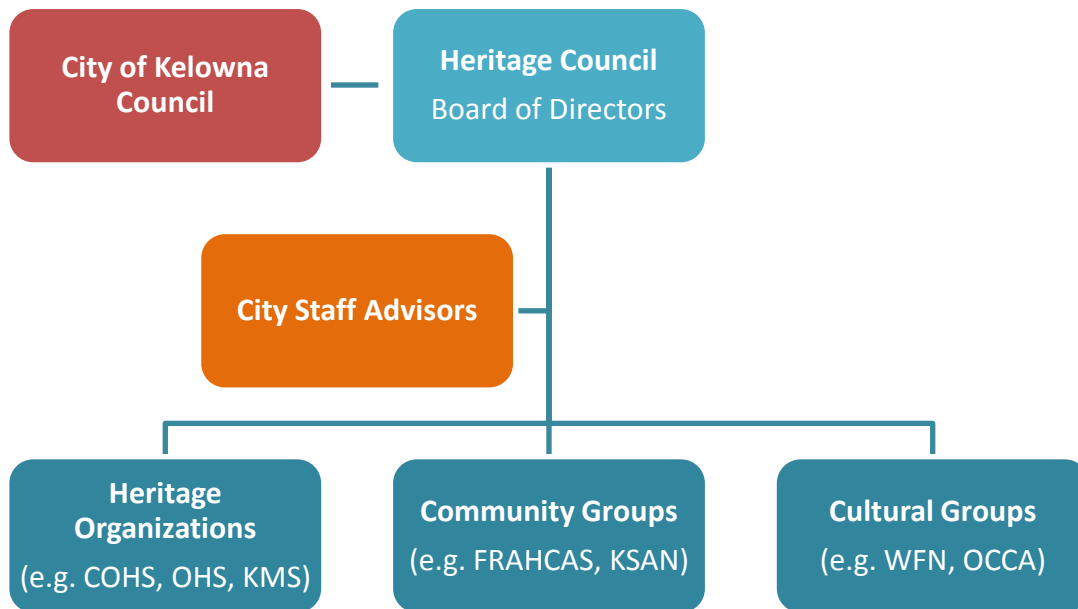
On August 10, 2015, Council supported staff's recommendation to move forward with Phase 2 of the Heritage Review. The purpose of this phase was to better define the roles of heritage stakeholders in relation to the Heritage Council model and to create a framework for a Steering Committee to guide Phase 3 of the Heritage Review. In addition, staff were directed to review the scope of the Community Heritage Committee and prepare a revised Terms of Reference.

Phase 2 – Understanding Roles and Responsibilities

In fall 2015, staff met with several heritage and community organizations to discuss the proposed Heritage Council model and to better understand the roles and responsibilities of groups that are connected to heritage matters in Kelowna. Conversations took place with representatives from the Central Okanagan Heritage Society (COHS), West Bank First Nation, Tourism Kelowna, the former Community Heritage Committee, Kelowna Museums Society (KMS), Friends and Residents of the Abbott Street Heritage Conservation Area Society (FRAHCAS), Kelowna South-Central Association of Neighbourhoods (KSAN) and the Okanagan Chinese Canadian Association (OCCA). Staff also contacted, but were unable to arrange meetings with, the Okanagan Historical Society (OHS) and French Cultural Centre.

Staff gained a more complete understanding of the mandates and objectives of these organizations as they relate to heritage, as well as some of the strengths and weaknesses in how they currently operate. Some of the organizations have heritage conservation and preservation as their primary function, while others are involved in heritage matters in less direct ways. These organizations were generally supportive of the creation of a Heritage Council to provide stronger coordination and management of heritage efforts in Kelowna. They identified several benefits and potential challenges to operating with a Heritage Council, and this information will help to inform the strategic planning work in Phase 3 of the Heritage Review. Several organizations also indicated an interest in participating in the Steering Committee to lay the ground work for the Heritage Council.

Heritage Advisory Committee

Prior to undertaking the Heritage Review, the Community Heritage Committee advised Council and staff on development applications and enquiries, supported heritage management projects, and reviewed other matters related to the heritage significance of properties and buildings. The Committee functioned as an advisory committee of Council. On March 2, 2015, Council supported staff's recommendation to waive the requirement to forward applications to the Committee until its membership, mandate and responsibilities could be considered as part of the Heritage Review.

Staff recommend reinstating a modified Community Heritage Committee, under the new title Heritage Advisory Committee, with the primary role of reviewing and advising on major heritage-related development applications. A more focused mandate directs the efforts of the Committee on advising Council and staff on significant development applications that affect heritage property. To ensure the necessary expertise is represented, the Committee is proposed to consist of five members with technical and heritage expertise in design, planning, construction, restoration and historical information. The Committee's knowledge will be leveraged to inform direction and decisions on major heritage applications while allowing Community Planning staff to apply their professional expertise in processing smaller applications in a timely manner.

Committee meetings will be scheduled monthly, only occurring when there are applications to be considered, with staff from Community Planning, Policy & Planning and the Office of the City Clerk providing support. Staff anticipate the revised scope of work and makeup of the Committee will achieve the objectives of providing valuable input on major heritage-related development applications and allowing expedited consideration of smaller applications. The Committee's proposed scope and mandate are outlined in the Heritage Advisory Committee Terms of Reference, attached in Appendix B.

In conjunction with the proposed changes to the Heritage Advisory Committee's role, staff are preparing some amendments to Heritage Procedures Bylaw No. 7776 to align processes and procedures for heritage-related development applications. These amendments will be considered by Council in early 2016.

Phase 3 – Implementation of Heritage Council

Based on the work done in Phases 1 and 2, staff recommend moving forward with Phase 3 of the Heritage Review to work towards establishing a governance model for the Heritage Council. Phase 3 of the Heritage Review will be a two-step process, commencing in January 2016 and concluding in October 2016. The first part will be the formation of a Steering Committee to undertake a strategic planning exercise and to refine the mandate, roles and responsibilities for the Heritage Council. As part of this process, funding options for the Heritage Council will be considered and a funding strategy will be developed. The second part will involve the approvals and policy framework needed to implement the Heritage Council.

Steering Committee

The objective of the Steering Committee will be to establish a strategic plan, including a funding strategy, and transition plan for the Heritage Council. The Steering Committee will be made up of key stakeholders including representatives from heritage, cultural and resident organizations as well as members of the public at large. Several organizations noted their

interest in participating in this process through the interviews in Phase 2 of the Heritage Review.

Working with staff from the Policy & Planning Department, a consultant specializing in non-profit sector governance will lead the strategic planning exercise with the Steering Committee. Staff received a preliminary proposal outlining a process for this exercise, which generally involves developing an approach for the strategic planning process, holding strategic planning sessions, and documenting the results. The deliverables will include a strategic plan with a supporting funding strategy, and transition plan. The necessary resource allocations will be identified to establish and to provide ongoing support for the Heritage Council for consideration by Council.

Staff expect the Steering Committee to be active for approximately six months from January through June 2016, meeting over several half-day sessions to establish the mandate, strategic goals and transition plan for the Heritage Council.

Should Council endorse the recommendation to establish a Steering Committee for the Heritage Council, staff will report back to Council with a Terms of Reference for the Steering Committee in early 2016.

Policy Framework and Approvals

Following the development of a strategic plan and transition plan, staff will prepare the governing bylaws, policies and procedures for the Heritage Council. This will establish the operational structure of the Heritage Council. The strategic plan and financial planning work done by the Steering Committee will help to inform this process.

Phase 3, Part I Steering Committee	→	**Phase 3, Part II** Policy Framework and Approvals	→	**Heritage Council** Establish the Heritage Council

Next Steps

Heritage Review

Upon completion of Phase 3 of the Heritage Review, staff will report back to Council with the outcomes of the strategic planning exercise and the proposed guiding documents for the Heritage Council. Should Council endorse that direction, the Heritage Review will conclude with the establishment of the Heritage Council - a new model of governance for heritage management in Kelowna. The Heritage Council is expected to commence in 2017 with staff acting in an advisory role as the Heritage Council builds capacity.

The Heritage Review and the resulting Heritage Council will guide the City of Kelowna and heritage stakeholders to building a stronger heritage sector with more coordinated planning and management efforts.

Heritage Advisory Committee

Should Council endorse the recommendation to reinstate a Heritage Advisory Committee, the Committee will be formed in early 2016 and an initial orientation session held by March 2016. It will then meet on an as needed basis to review heritage-related development applications with support from staff.

Staff will prepare proposed amendments to Heritage Procedures Bylaw No. 7776 to clarify and align the procedures for reviewing and processing heritage-related development applications and present them to Council for consideration in January 2016.

Internal Circulation:
City Clerk
Cultural Services Manager
Active Living & Culture Divisional Director
Planner Specialist, Parks & Buildings Planning
Infrastructure Divisional Director
Community Planning Department Manager
Community Planning & Real Estate Divisional Director

Legal/Statutory Authority:
Community Charter, Section 142

Existing Policy:
Heritage Strategy 2007, Updated July 2015
Official Community Plan – 2030
    OCP Objective 9.2 – Policy 3 – Financial Support
    Continue to support the conservation, rehabilitation, interpretation, operation and
    maintenance of heritage assets through grants, incentives and other means.
2012-2017 Cultural Plan
    Goal 4 – Cultural Roots and Branches
    Integrate Heritage As Part of Cultural Vitality

Financial/Budgetary Considerations:
Budget needed to complete the proposed consulting work in Phase 3 has been included in the Policy & Planning Department 2016 operational budget.

Considerations not applicable to this report:
Legal/Statutory Procedural Requirements:
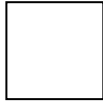Personnel Implications:
External Agency/Public Comments:
Communications Comments:
Alternate Recommendation:

Submitted by:

L. Bentley, Planner II, Policy & Planning

Approved for inclusion: [ ]   D. Noble-Brandt, Policy & Planning Department Manager

cc:
City Clerk
Cultural Services Manager
Active Living & Culture Divisional Director
Planner Specialist, Parks & Buildings Planning
Infrastructure Divisional Director
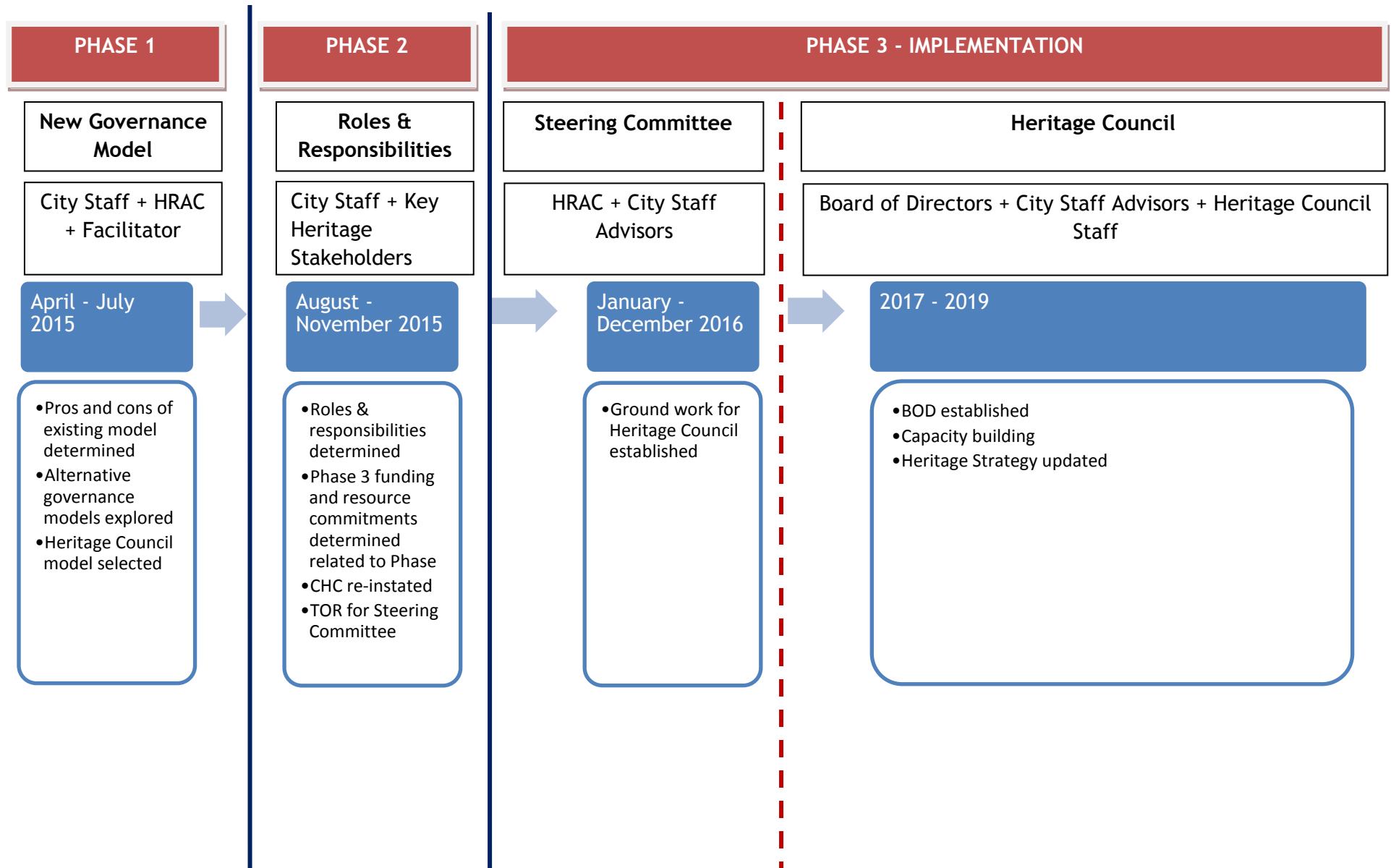Community Planning Department Manager
Community Planning & Real Estate Divisional Director

Attachments:
Appendix A – Heritage Review Flow Chart
Appendix B – Draft Heritage Advisory Committee Terms of Reference

HERITAGE REVIEW TIMELINE

PHASE 1	PHASE 2	PHASE 3 - IMPLEMENTATION	
New Governance Model	**Roles & Responsibilities**	**Steering Committee**	**Heritage Council**
City Staff + HRAC + Facilitator	City Staff + Key Heritage Stakeholders	HRAC + City Staff Advisors	Board of Directors + City Staff Advisors + Heritage Council Staff
April - July 2015	August - November 2015	January - December 2016	2017 - 2019
•Pros and cons of existing model determined •Alternative governance models explored •Heritage Council model selected	•Roles & responsibilities determined •Phase 3 funding and resource commitments determined related to Phase •CHC re-instated •TOR for Steering Committee	•Ground work for Heritage Council established	•BOD established •Capacity building •Heritage Strategy updated

*At each major milestone, a report will be brought back to Council to determine next steps.

Terms of Reference

City of Kelowna

HERITAGE ADVISORY COMMITTEE

INTRODUCTION

The Heritage Advisory Committee (HAC) advises Council and the Divisional Director of Community Planning & Real Estate on matters related to heritage protection and conservation. The Committee advises on development and conservation matters with respect to heritage property.

The HAC functions as an Advisory Committee of Council.

OBJECTIVE

The primary objective of the Committee is to advise Council on heritage-related development applications. The Committee may also advise on other matters related to the heritage significance of any building, structure or landscape feature located within City limits.

SCOPE OF WORK

The HAC may make recommendations to Council regarding applications that may have an impact upon a building, structure or landscape feature having possible heritage significance to the city. The following applications will be forwarded to the HAC for review prior to consideration by Council or the Divisional Director of Community Planning & Real Estate:

- Heritage Revitalization Agreements;
- Heritage Designation Bylaws;
- Heritage Conservation Covenants;
- Major Heritage Alteration Permits;
- Heritage Register requests;
- Official Community Plan Amendment and associated Rezoning applications within a Heritage Conservation Area; and
- Other applications at the discretion of Council or the Director of Community Planning & Real Estate.

Committee members are expected to be familiar with supporting plans, policies and guidelines to inform recommendations on applications and other matters. These will be provided in the orientation binder. Consideration will be given to the Heritage Conservation Area Guidelines in the City of Kelowna Official Community Plan and the Abbott Street & Marshall Street Heritage Conservation Areas Development Guidelines when reviewing Heritage Alteration Permits.

Major Heritage Alteration Permits will be processed by Community Planning staff and forwarded to the HAC for consideration. These are applications that propose:

- Subdivision with creation of a new lot;
- Demolition of 30 m^2 or more that is visible from a street;
- An addition of 30 m^2 or more that is visible from a street;
- A new structure that is visible from a street; or
- Other Heritage Alteration Permit applications at the discretion of Council or the Divisional Director of Community Planning & Real Estate.

Minor Heritage Alteration Permits will be processed by Community Planning staff and will not be forwarded to the HAC for consideration. These are applications that propose:

- Subdivision where no new lot is created;
- Demolition of less than 30 m^2 that is visible from a street;
- An addition of less than 30 m^2 that is visible from a street;
- Demolition, a new structure or an addition that is not visible from a street;
- Alterations that are generally consistent with the applicable guidelines; or
- Development of a carriage house.

The Committee shall advise Council on any matter referred to it by Council.

MEMBERSHIP

In order to provide the expertise required to advise on development applications, the membership of the Committee shall consist of five (5) voting members derived as follows:

- Three technical experts with professional expertise in the areas of design, planning or construction, where preference will be given to those with related heritage experience; and
- Two heritage experts with expertise in the areas of historical information or conservation.

Two alternates may be appointed to replace regular members unable to attend Committee meetings. Alternates will be chosen from the design and heritage communities at large.

Where insufficient members can be identified to represent the specific expertise identified above, additional members may be appointed from the community at large.

QUALIFICATIONS

The following are considered to be minimum qualifications to serve on the Committee:

- Preference will be given to residents of or business owners in the city of Kelowna;
- Available to attend most HAC meetings;
- Commitment to the HAC's objectives;
- Ability to objectively review complex applications and planning considerations;
- Understanding of the heritage planning framework including, but not limited to, Kelowna's Official Community Plan, Zoning Bylaw, Local Government Act; and
- Access to a computer and an email address to receive and respond to communications and information including meeting packages.

APPOINTMENT AND TERM

The Committee will run concurrent with the four year Council term with a mid-term review at the end of two years. Members shall be appointed by Council for a two year term.

Council may, at any time, remove any member of the Committee and any member of the Committee may resign at any time upon sending written notice to the Chairperson of the Committee. In the event of a vacancy occurring during a regular term of office, the vacancy may be filled for the remainder of that term upon resolution of Council.

Committee members who are absent for three consecutive meetings shall forfeit their appointment, unless such absence is authorized by motion of the Committee.

Members of the Committee shall serve without remuneration.

CHAIR

Unless appointed by Council the Committee shall elect the Chairperson and, if applicable, Vice Chair annually. In the absence of the Chairperson and Vice Chairperson, the Committee may elect an Acting Chairperson from those members present at that meeting.

The Chair may appoint sub-committees to deal with any special matters coming within the scope and jurisdiction of the Committee. Any sub-committee so created will report to the Committee.

The Chair and Vice Chair shall be provided a training session by the City on procedures for Committees of Council.

MEETING PROCEDURES

The Chairperson shall call meetings of the Committee on a monthly basis unless there are no items to be reviewed in a particular month. Generally, all meetings will be held on the third Thursday of each month in City Hall. Alternate dates may occur where special circumstances demand.

The Committee will recognize that each meeting can require a significant commitment of staff resources and meetings should therefore be held when there are clear items of business to address in accordance with the scope of work. Committee members are expected to be familiar with the relevant materials and come to meetings prepared to discuss the agenda items.

A special meeting may be called by the Chairperson, at the request of any three members of the Committee or the Divisional Director of Community Planning & Real Estate. Notice of the day, hour, and place of special meeting shall be given at least three days prior to the meeting, by providing a copy of the notice for each member of the Committee and the Office of the City Clerk for posting.

Unless otherwise authorized by the *Community Charter* or City of Kelowna Council Procedure Bylaw No. 9200, as amended or replaced from time to time, all meetings will be held in open session and in a location accessible to the public.

Unless otherwise authorized by the Committee, the public shall only address the Committee when they are a scheduled delegation on the Committee meeting agenda.

A majority of the Committee members, three, shall represent a quorum. A meeting shall not proceed if a quorum cannot be achieved. Members must make a reasonable effort to notify the staff liaison at least two working days before the meeting if they are unable to attend.

The order of business is to be set out in an agenda package to be provided to the Committee members in advance of the meeting date. Items for the agenda, including presentation materials, will be forwarded electronically to the Office of the City Clerk at least five complete working days prior to the meeting date for agenda preparation and posting for the public on the City's website.

Minutes of the meetings will be prepared by the Office of the City Clerk and signed by the Committee Chair or Acting Chair for the meeting for which the minutes pertain. Originals of the minutes will be forwarded to the City Clerk for safekeeping. Once adopted, minutes will be posted for public viewing on the City's website.

Conflict of Interest

Committee members must abide by the conflict of interest provisions of the *Community Charter* and City of Kelowna Council Procedure Bylaw No. 9200, as amended or replaced from time to time. Members who have a direct or indirect pecuniary interest in a matter under discussion are not permitted to participate in the discussion of the matter or to vote on a question in respect of the matter. They must declare their conflict and state the general nature of their conflict, and then leave the meeting or that part of the meeting where the matter is under discussion. The member's declaration must be recorded in the minutes, and the Committee member must not attempt in any

way, whether before, during or after the meeting to influence the voting on any question in respect of the matter.

Voting
Committee members have a responsibility to make decisions based on the best interests of the City at large.

All Committee members, including the Chair, vote on every motion unless they have declared a conflict and left the meeting. Members who do not indicate their vote, or have left the meeting without declaring a conflict, are counted as having voted in favour of the question. If the votes are equal for and against, the question is defeated.

Comments in Public or to the Media
When speaking in public or to the media on an issue, Committee members must distinguish whether they are speaking as a member of the Committee, a representative of another agency or community group, or as an individual. Committee members need to convey the public interest and remember that they represent the Corporation of the City of Kelowna.

REPORTING TO COUNCIL

Recommendations of the Committee must be adopted by a motion of the Committee prior to an application being considered by Council or the Divisional Director of Community Planning & Real Estate. The Committee will report its recommendations to the Community Planning Department or the Policy & Planning Department who shall forward the Committee recommendations to Council or the Divisional Director of Community Planning & Real Estate as part of a comprehensive report on the application.

The Committee will provide a status report to Council annually. This report should include a record of work conducted and an indication of the associated costs attached to the Committee's work including staff resources.

The Committee Chairperson will, accompanied by the staff liaison, report to Council on behalf of the Committee.

The Office of the City Clerk will ensure Committee Agendas and Minutes are forwarded electronically for circulation to all Council members.

BUDGET

The routine operations and any special initiatives of the Committee will be funded by allocations within the Community Planning & Real Estate Division budget.

STAFF SUPPORT

The Community Planning and Policy and Planning Departments shall provide support for the Committee to undertake work assigned by Council within the Committee's scope of work. Support functions may include the following:

- forwarding all agenda items to the Office of the City Clerk at least five working days prior to the meeting date for agenda preparation and posting as a public notice;
- including a standing agenda item to review the outcome of applications submitted to Council;
- limiting last minute agenda items by ensuring agenda packages are distributed ahead of time to adequately prepare members for the meeting;
- receiving all correspondence, and preparing correspondence and reports on behalf of the Committee;

- reviewing and returning draft minutes to the Office of the City Clerk to finalize prior to adoption by the Committee;
- reporting back to the Committee with status updates on applications the Committee has considered;
- maintaining a list of outstanding issues for Committee action (with support from the Office of the City Clerk) in accordance with the Committee's scope of work and Council's direction; and
- providing all members with a detailed orientation binder at the beginning of the term, including a 'cheat sheet' of planning terms. This binder is to be returned to staff at the end of the term.

The Office of the City Clerk shall provide secretarial support for the Committee. Support functions include the following:

- organizing and preparing the meeting agendas, in conjunction with the Chair and staff liaison;
- receiving and organizing all agenda-related presentation materials and/or hand-outs prior to the meeting date for inclusion in the agenda package;
- distributing the agenda packages electronically to Committee members;
- maintaining the records of the Committee, including posting and filing of minutes for the public record;
- taking and preparing draft minutes, and providing the final minutes to the City Clerk and staff liaison;
- forwarding the Committee's meeting agendas and minutes electronically for circulation to all Council members;
- providing an annual check-in with the Committee, including Chair training; and
- supplying the orientation binder for the newly elected Committee members.

The Office of the City Clerk, in conjunction with the staff liaison, shall initiate recommendations to Council for Committee appointments and maintain an updated list of appointees, including the date they were appointed.

Endorsed by Council: November 18, 2002
Revised & Endorsed by Council: October 19, 2009
Revised & Endorsed by Council: February 27, 2012
Revised & Endorsed by Council: December 14, 2015
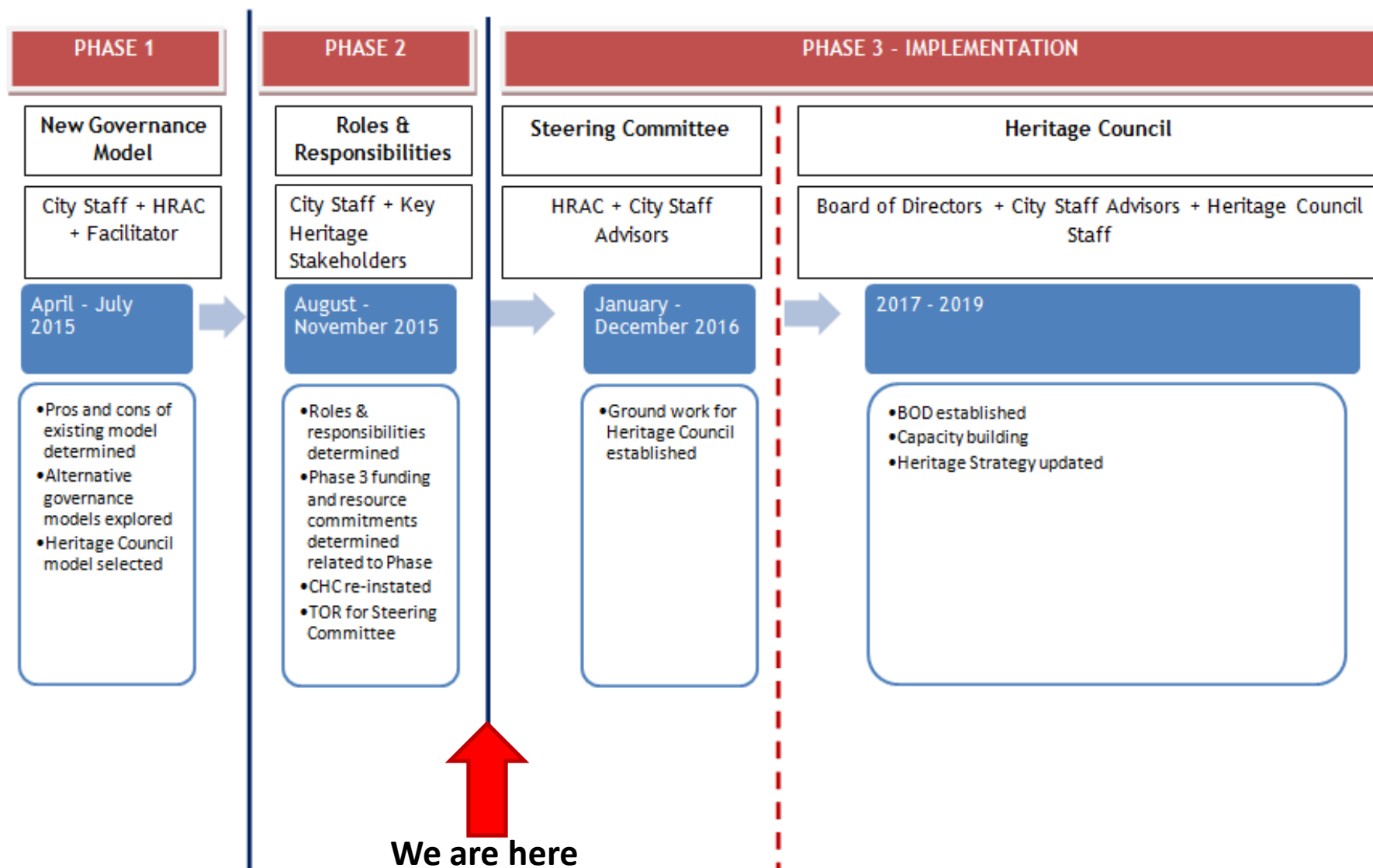
HERITAGE REVIEW

Phase 2

BACKGROUND

- ▶ Review of heritage management efforts
- ▶ Ensure an efficient, effective and coordinated approach between heritage organizations
- ▶ Address challenges to create a stronger heritage sector

HERITAGE REVIEW TIMELINE

PHASE 1	PHASE 2	PHASE 3 - IMPLEMENTATION	
New Governance Model	Roles & Responsibilities	Steering Committee	Heritage Council
City Staff + HRAC + Facilitator	City Staff + Key Heritage Stakeholders	HRAC + City Staff Advisors	Board of Directors + City Staff Advisors + Heritage Council Staff
April - July 2015	August - November 2015	January - December 2016	2017 - 2019
• Pros and cons of existing model determined • Alternative governance models explored • Heritage Council model selected	• Roles & responsibilities determined • Phase 3 funding and resource commitments determined related to Phase • CHC re-instated • TOR for Steering Committee	• Ground work for Heritage Council established	• BOD established • Capacity building • Heritage Strategy updated

We are here

*At each major milestone, a report will be brought back to Council to determine next steps.

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PHASE 1: HERITAGE REVIEW ADVISORY COMMITTEE (HRAC)

▶ Heritage Council governance model

▶ Arm's length not-for-profit organization

▶ Funding & strategic planning support

▶ Contract for Service for reporting and accountability

PHASE 2: UNDERSTANDING ROLES & RESPONSIBILITIES

▸ Meetings with groups connected to heritage matters

▸ General support for creation of a Heritage Council

PHASE 3: IMPLEMENTATION OF HERITAGE COUNCIL

Phase 3, Part I: Steering Committee

Strategic plan, funding strategy, transition plan

PHASE 3: IMPLEMENTATION OF HERITAGE COUNCIL

Phase 3, Part I: Steering Committee

Strategic plan, funding strategy, transition plan

→

Phase 3, Part II: Policy Framework & Approvals

Governing bylaws, policies and procedures

PHASE 3: IMPLEMENTATION OF HERITAGE COUNCIL

Phase 3, Part I: Steering Committee

Strategic plan, funding strategy, transition plan

→

Phase 3, Part II: Policy Framework & Approvals

Governing bylaws, policies and procedures

→

Heritage Council

Establish the Heritage Council

HERITAGE REVIEW NEXT STEPS

▶ Report to Council in early 2016 with Steering Committee Terms of Reference

▶ Begin Phase 3 with Steering Committee

HERITAGE ADVISORY COMMITTEE

- ▶ Advise on major heritage-related development applications

- ▶ Five members with technical and heritage expertise

- ▶ Revised Terms of Reference

HERITAGE ADVISORY COMMITTEE NEXT STEPS

▸ Appoint members

▸ Orientation session in early 2016

▸ Amendments to Heritage Procedures Bylaw No. 7776

SUMMARY

▶ Support from heritage groups to move towards Heritage Council model

▶ Set framework to build a stronger heritage sector and coordinate efforts

Report to Council

City of
Kelowna

Date: December 14, 2015

File: 0610-01

To: City Manager

From: Paul Macklem, Deputy City Manager

Subject: Dark Fibre Phase 2 Financing

Recommendation:

THAT Council consider, during 2016 Financial Plan deliberations on December 17, 2015, Phase 2 – North Leg of the dark fibre project be funded from Internal Borrowing through the sale of $2.4 million of the City's Fortis Inc. share holdings with repayment and repurchase of shares, including interest, for up to a 20 year period with annual surplus funds generated from the year's dark fibre revenues less expenditures.

AND THAT the interest rate be set quarterly at the City's current average investment for the period plus 1%.

Purpose:

To provide a funding mechanism to finance the Phase 2 – North Leg extension of the City's Dark Fibre plant.

Background:

The delivery of dark fibre to City facilities is important in providing a means to move large volumes of data at high speeds facilitating operational and program efficiency. Staff members have been working to identify customers and potential partners to help fund the capital cost of installing this phase of the City's dark fibre plant with a goal of financing the $2.4 million cost while mitigating taxation impacts. Internally borrowing the necessary funds through the sale of Fortis shares with repayment from lease agreements as modeled will yield the desired result of repayment within 20 years.

The financial model identifies 4 private sector and 4 public sector customers including the City's landfill and airport. The model also projects 1 new customer per year over 5 years with no additional customers beyond 2022.

This project is consistent with Council's goal of investing in strategic economic drivers while generating revenue that will service the debt from internal borrowing.

The following summarizes the current status of the City's original Fortis Inc. $55.0 million investment:

Current Shares Held	1,816,398
Price Paid Per Share	$32.164
Book Value	$58,422,625
Market Price Per Share (Dec 1/15)	$38.09
Market Value	$69,186,600*

* Note: Financial Services will be selling shares to generate $1.275 million prior to the end of 2015 to meet the general fund annual contribution of $1.65 million to reduce taxation.

The recommendation above does not directly address the future phases 3 – South Leg and 4 – Rutland anticipated to cost an additional $2.1 million. These phases are not likely to generate the same level of revenue as phase 2 and therefore may require a different strategy to complete and finance them over the next 2-3 years.

Internal Circulation:
    Divisional Director, Communications and Information Services
    Director of Financial Services
    Director of Business and Entrepreneurial Development
    Manager, Information Services

Financial/Budgetary Considerations:

Included in 2016 Financial Plan

Considerations not applicable to this report:
Legal/Statutory Authority:
Legal/Statutory Procedural Requirements:
Existing Policy:
Personnel Implications:
External Agency/Public Comments:
Communications Comments:
Alternate Recommendation:

Submitted by:

P. Macklem, Deputy City Manager

cc: Divisional Director, Communications and Information Services
    Director of Financial Services
    Director of Business and Entrepreneurial Development
    Manager of Information Services