



# Council Report

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**Date:** November 4, 2025  
**To:** Anthony Haddad, City Manager  
**From:** Blake Laven, General Manager of Development Services  
**Address:** 616 Okanagan Avenue East and 2088 Dartmouth Road

**File No:**

**Subject: Temporary Use Permit PL2025-10079**

## Staff Recommendation

THAT Council approve "Temporary Use Permit PL2025-10079", a permit to allow the use "emergency shelter and homelessness services" to support temporary, transitional housing units as part of the provincial HEART and HEARTH, encampment response program for Lot 9 District Lot 3821S Similkameen Division Yale District Plan 15261 Except Plans 16174, 17792, KAP73659, KAP91519 and EPP38614 and Lot A District Lot 3821S Similkameen Division Yale District Plan 17792 Except Plan KAP70186, located at 616 Okanagan Avenue East and 2088 Dartmouth Road, for a period of 3-years and expiring on November 4, 2028, with the following condition:

- Operation of temporary, transitional housing and other services is subject to a safety and security plan being in place 24 hours a day, 7 days a week;

AND THAT Council direct staff to issue "Temporary Use Permit PL2025-10079".

AND THAT Council authorize the City Manager to execute the documents required for the City's participation in the HEART and HEARTH program and license to use agreements for the use of 616 Okanagan Avenue / 2088 Dartmouth Avenue.

## Strategic Priority Objective

**Mission:** Penticton will serve its residents, businesses and visitors through organizational excellence, partnership and the provision of effective and community focused services.

**Safe & Resilient:** The City of Penticton will enhance and protect the safety of all residents and visitors to Penticton.

**Livable & Accessible:** The City of Penticton will proactively plan for deliberate growth, focusing on creating an inclusive, healthy, and vibrant community.

## **Executive Summary**

*The City of Penticton is proposing a Temporary Use Permit (TUP) to allow up to 50 tiny homes as temporary, transitional housing units on City-owned lands at 616 Okanagan Avenue and 2088 Dartmouth Drive for a three-year period, as part of the provincial HEART and HEARTH encampment response program. The initiative is in response to the Fairview/Channel Parkway encampment but also aims to address urgent transitional housing needs in the community while permanent solutions are developed.*

*The site was identified through a comprehensive review of over 60 potential locations and meets all provincial and municipal criteria, including proximity to services, serviceability, size, availability and alignment with the City's Shelter and Supportive Housing Siting Guidelines. While the site is zoned for industrial use and earmarked for future City operations, its temporary use for housing aligns with both provincial goals and the City's broader housing strategy – and a specific solution to support the Province in their solutions to the Fairview encampment. In consideration of the feedback received from the community and the need to provide more fulsome information to the residents and business around the proposed location, an information session will be held.*

## **Proposal**

This application proposes to allow 'temporary, transitional housing units' as part of the provincial HEART and HEARTH program, as a permitted use on the subject lands (616 Okanagan Avenue and 2088 Dartmouth Drive) for a 3 year period, with the condition that a safety and security plan be in place 24 hours a day, 7 days a week. The maximum 50-bed temporary housing (HEARTH) would be in the form of tiny homes.

A Temporary Use Permit (TUP) allows a use not normally allowed on a site for up to 3 years, with the option for renewal for a further 3 years. Council is the decision-maker on any potential extension to the initial 3-year TUP.

## **Background**

In response to the encampments at Sage Mesa and Channel Parkway/Fairview, the City of Penticton and the Penticton Indian Band (PIB) initiated collaboration with the Province to address encampment-related challenges in the community. Recognizing the overlapping jurisdictions, City, PIB, and Provincial, staff identified HEART & HEARTH as a strategic opportunity to align local needs with available Provincial programming.

HEART and HEARTH is the province's encampment response initiative which includes:

- Homeless Encampment Action Response Team (*HEART*), a cross-sectoral working group that develops and implements decampment plans and encampment prevention efforts, and
- Homeless Encampment Action Temporary Housing (*HEARTH*), funding for temporary housing to increase supply short-term to support encampment response while permanent housing is built.

Through a series of engagements with Provincial officials, including a meeting with the Minister of Housing, Hon. Ravi Kahlon, in April, his visit to Penticton in June, and multiple public communications beginning in January urging Provincial action, the City and the Penticton Indian Band (PIB) have worked to elevate the urgency of the local encampment situation. These efforts have led to the following key points:

- Escalating encampment pressures in Penticton, specific to the Channel Parkway / Fairview Encampment located on Provincial land, have surpassed what the municipality can manage through Bylaw enforcement and policing alone. The impacts include environmental degradation, public safety concerns, and cultural sensitivities.
- Emergency shelter spaces in the city are increasingly being used for long-term stays due to a lack of transitional housing options.
- Homelessness and housing are core Provincial responsibilities, and while local governments play a supporting role, sustained Provincial leadership and investment are essential.

These efforts led to Penticton being identified as a priority community for participation in the HEART & HEARTH program. This was followed by a formal announcement confirming the program’s arrival in Penticton, contingent on Council’s land use decision.

The program requirements outline roles for both the provincial government and local government, a simplified description of the roles is as follows:

<b>City Role</b>	<b>Provincial Role</b>
<ul style="list-style-type: none"> <li>• Identification of land for 3-5 year term</li> <li>• Expedite HEARTH site land use approvals</li> <li>• Participate in HEART table</li> </ul>	<ul style="list-style-type: none"> <li>• Developing and funding the encampment response (clean up, remediation, plans for individuals)</li> <li>• Capital and operational funding for HEART table and HEARTH site(s)</li> <li>• Participate in HEART table including provision of resources to connect people to services that promote housing (outreach staff, rent supplements, storage, etc).</li> </ul>

It is also important to recognize the role our community plays in this process, specific to any legislative approvals required for land use approval, ensuring that the community are involved in the decision-making process.

*Site selection process*

As part of its responsibility to identify land for use as a HEARTH site, the City collaborated closely with the province to develop criteria for acceptable sites. The criteria included:

- Availability of land suitable for quick development (vacant, servicing, water, etc.)
- Size (adequate for the 50 units required for participation in the program)
- Proximity to services (health, food, employment, programs, transportation etc.)
- Overall suitability, including alignment with the City’s Shelter and Supportive Housing Siting Guidelines
- Land Use

As part of the site review process, the City assessed a wide range of potential locations for temporary housing, including lands owned by the City, the Province, the Penticton Indian Band (PIB), and privately held sites available for lease. This included:

- Over 30 municipally owned sites

- Approximately two dozen provincially owned sites
- Numerous private properties

Most of the reviewed sites were ultimately deemed unsuitable due to one or more of the following factors: inadequate size, inappropriate location, lack of availability within the program’s timeframe, or existing designation for other housing priorities. In particular, there was a strong desire to avoid compromising progress on permanent housing solutions in order to accommodate temporary housing needs.

Through that process, a site that is part of the City Works Yards (616 Okanagan Avenue and 2088 Dartmouth Drive), currently used as an off-leash dog park, was determined by the City and the province as the most appropriate site for the use (Figure 1).

This site offered a unique opportunity to meet urgent needs without impacting long-term housing plans, was of appropriate size for the scale of this project and generally aligned with the Shelter and Supportive Housing Siting Guidelines (Attachment A).

Surrounding uses are primarily industrial in nature, with City Yards facilities located on the larger property, with the nearest residential area ~ 600 m away up the Dartmouth Drive hill to the southeast.

The property is currently zoned M1 (General Industrial) and is designated Industrial by the Official Community Plan (OCP). Because of this Industrial OCP designation and zoning, a temporary use permit is required to use the site, which is the subject of this report.

Long-term plans for this portion of the City Yards property include meeting future operational needs, such as accommodating a new building. This requirement has been identified within a medium-term horizon of 5 to 10 years, which aligns well with the HEART & HEARTH program’s stated program length of 3 to 5 years.



Figure 1 - Proposed temporary housing location (red)

Recognizing the temporary nature of HEART & HEARTH, the City will continue to work closely with BC Housing to advance permanent housing initiatives. An orderly transition plan will be developed and implemented as the Temporary Use Permit (TUP) approaches its expiry, ensuring continuity and minimizing disruption to both City operations and housing efforts.

*Dog park considerations*

While the current use of the lands is a dog park, plans were already in place to decommission this dog park to support other use of the land for City operational needs. The use of the lands as temporary transitional housing are expediting the dog park closure. The City has made efforts in the past couple of years to add

more leash optional areas in the community, and to upgrade existing off-leash dog parks. Staff are also exploring other opportunities to further support off-leash areas in the community.

### **Proposed Operational and Land Use Conditions (Safety and Security)**

The HEART & HEARTH program itself includes several built-in safety and accountability measures that will support the surrounding community and the residents of the facility, including security provisions, transitional housing tenant agreements, data sharing and rent payments. The Province and the City are aligning on these operational standards to promote transparency, safety, and community confidence in the project. These operational commitments will be reflected in a license-to-use agreement or similar instrument, should Council approve the temporary use permit for the site.

#### *Safety and Security Plan*

The temporary transition housing site will operate under a comprehensive 24/7 safety and security plan. This will be a requirement of the Temporary Use Permit.

The HEARTH program offers a higher staffing model than traditional shelters and supportive housing, ensuring consistent oversight and support for residents. There will be a requirement that the operator have a dedicated staff member responsible to liaise with community and emergency services 24/7 and that the operator perform key security functions like access control, surveillance and monitoring, patrols and presence, incident response, safety planning and coordination, reporting and documentation.

If approved, the site will also be subject to built-in environmental safety features such as screen fencing, access control, lighting, and security cameras. Similar HEARTH sites in communities like Campbell River and Kelowna have demonstrated good outcomes using this model.

Additional safety and community measures include:

- Daily neighbourhood patrols by RCMP and Bylaw
- Ongoing clean up efforts by site staff and the City's Clean Team
- Bi-weekly partner meetings to address emerging issues
- Ongoing Neighbourhood engagement sessions for community hosted by 100 More Homes
- Data collection and monitoring by all partners
- Regular communication and updates to the surrounding neighbourhood, with business representatives from the Penticton Industrial Association and Chamber of Commerce

The operational plan will be finalized in collaboration with all partners, pending Council decision of the land use.

Key collaborators who have indicated commitment to the plan already include RCMP, Penticton Fire Department, City staff, Bylaw Services, 100 More Homes, the operator, Penticton and Wine Country Chamber of Commerce, Downtown Penticton Business Association and BC Housing. Penticton Industrial Development Association has been consulted through October and the City anticipates hearing more from them imminently. This plan would include ongoing neighborhood information sessions and clear information on who to contact if residents have questions or concerns.

### *Program Details and Participation Requirements*

This proposed site is not a shelter; it is temporary, transitional housing, the step after shelter. Emergency shelters are meant to provide short-term relief, not long-term housing. When individuals remain in shelters for extended periods, it limits access for others in urgent need and strains the system's ability to respond. That's why movement through the shelter system is essential. This housing will allow those individuals who are stable and ready for more permanent housing to move out of the shelter systems. For context, the permanent shelter currently houses:

- 3 individuals that have been in the shelter for over 600 days
- 2 for 500–600 days
- 6 for 300–400 days
- 14 for 200–300 days
- 16 for 100–200 days

The proposed temporary housing site will be intentionally populated by shelter residents to support progression through the shelter system. Participants will be selected through a community-based assessment process that considers individual needs and readiness for case planning and program engagement. This targeted approach helps free up emergency shelter space for those currently unhoused, including individuals in the Channel Parkway/Fairview encampment.

As temporary housing is not subject to the *Residential Tenancy Act*, continued residence depends on adherence to program agreements. Individuals who do not meet expectations may lose their housing. Participants will be expected to uphold responsibilities that demonstrate housing readiness, such as paying rent and engaging in agreements that promote accountability, personal growth, and life skill development. Programming will connect residents to services addressing mental health, substance use, and overall wellbeing.

While harm reduction supports are integral to the HEART and HEARTH Program, residents must engage respectfully with staff, neighbours, and the broader community, and continue working toward personal goals. This is a structured environment designed to support stabilization, healing, and forward movement. On-site harm reduction services will help reduce public drug use and prevent overdose deaths, consistent with the model used at all three Heart & Hearth sites in Kelowna. In short, while sobriety is not a requirement for participation, residents are expected to maintain behaviors that support their housing stability.

Building on the success of the Temporary Winter Shelter—which has helped transition individuals into treatment and permanent housing—the City and Province are exploring Arts, Culture, and Employment programming, including skill development and partnerships to deliver future services.

The province has confirmed it will not support dry sites for HEART & HEARTH. With only 5% of unhoused individuals reporting no substance use in the 2025 Point-in-Time Count, such restrictions would exclude the majority of those currently in shelters or encampments.

### *Coordinated Advocacy*

Council continues to champion a comprehensive approach to addressing homelessness, mental health, and substance use challenges in the community. This includes the HEART & HEARTH program, alongside ongoing advocacy for more structured care options where appropriate.

The HEART & HEARTH initiative is designed to support individuals who are semi-independent but still require consistent assistance to remain housed and stable. In parallel, Council is actively exploring opportunities to expand recovery and detox-focused resources to meet a broader spectrum of needs.

A key area of advocacy has been the proposed introduction of compassionate, mandatory care at the Okanagan Correctional Centre in Oliver. This model would offer treatment and support in a secure environment for individuals who have exhausted voluntary care options. It has garnered support from communities across the Okanagan Valley, and the City is working closely with the Province to advance this conversation.

Through the City's land review process for HEART & HEARTH, other privately held sites were identified as promising locations for future housing with integrated health supports. This site could accommodate recovery-focused or complex care services, complementing the HEART & HEARTH program by serving individuals who require more intensive, health-integrated housing solutions.

As the housing continuum continues to evolve, each of these initiatives represents a component of the City's response to homelessness and encampments.

#### *Data collection and sharing commitments*

To support a commitment about transparency, BC Housing through the HEART Table will provide regular situational reports to the City outlining specific data points related to the tenancing process, including:

- Total number of individuals at the encampment;
- Number of individuals housed from shelter settings;
- Number of individuals housed from encampment/outdoor settings (and where);
- Number of individuals who have moved on from HEART & HEARTH to supportive, subsidized, or market housing; and
- Number of individuals who have been evicted from the HEART & HEARTH site.

#### *Summary of operational considerations*

All of the conditions and program requirements outlined above have been carefully designed to minimize any negative impacts on the broader community while ensuring that residents of the site are supported in taking positive steps toward stability and success.

These conditions will be formally established through the Temporary Use Permit (TUP), the license-to-use agreement between the City and the Province for the use of the land, and any other agreements related to the City's participation in the HEART & HEARTH program. Although the Province will not directly operate the site, the selected operator, chosen through a provincially managed Request for Proposals (RFP) process, will be fully bound by all established conditions.

#### **Financial Implication**

There is no anticipated additional cost associated with the temporary use of this parcel of land.

The City is contributing the land for the HEART & HEARTH program, creating an opportunity to pair municipal assets with provincial funding and resources. This approach reflects a responsible and collaborative use of public lands and investments across both levels of government. The province is

covering all site remediation and development costs, including the manufacturing and installation of temporary housing units and amenity buildings and outdoor amenity infrastructure. Additionally, the Province is funding all operational expenses, which will be managed by an operator selected by BC Housing to deliver services on-site.

The City regularly provides land to support a wide range of community services, including the Seniors' Centre, the Rise on Nanaimo, Art Gallery, Daycare, Search and Rescue, Safety Village, Curling Club, Lawn Bowling, ALERT and others, demonstrating its ongoing commitment to leveraging municipal assets for public benefit.

## **Analysis**

This temporary use permit application is required because temporary transitional housing is not currently a permitted use listed in the zoning bylaw in the M1 (General Industrial) zone, to which the property is zoned.

When considering a temporary use permit application, staff encourages Council to consider how it aligns with the Official Community Plan criteria for temporary use permits as well as other relevant policies. The OCP outlines the following five criteria for TUP applications. The criteria and staff's comments is as follows:

### *Compatibility with land use designation:*

- The larger property (18 acres) remains in use for Industrial purposes (i.e. City Yards operations).
- This application follows the temporary use permit issued for the temporary winter shelter at 441 Dawson Avenue for a similar "emergency housing" purpose.
- The site is not near any residential uses.
- According to BC Housing and staff's research, emergency shelters in industrial settings are seen in other communities

### *Minimizing conflict with adjacent land uses:*

- Surrounding land uses are industrial in nature. Operational partnerships leading to the success of the Dawson Avenue temporary winter shelter will be adapted to this location to mitigate impacts on surrounding businesses.
- Physical screening and buffers will mitigate community impact and enhance privacy for temporary housing residents.
- The nearest residential uses are approximately 600m away and physically separated by the Dartmouth Road hill, limiting impact on residential neighbourhoods.

### *Avoiding impacts on environmentally sensitive areas:*

- There are no environmentally sensitive areas in this location.

### *Not creating a significant increase in the level of demand for services:*

- 50-bed temporary housing has a minimal impact on service demands.
- The orderly management of the City's unhoused population has been seen to make more efficient use of Bylaw, Fire and RCMP services, reducing the demand for those services

### *Not permanently altering the site where it is located:*

- The temporary housing is designed to be removed when permanent housing is complete elsewhere.
- Some grading and site preparation will occur to safely install the temporary housing and to buffer the site to provide aesthetic appeal and privacy for residents.

In addition to meeting with the 5 criteria listed above, the following OCP policies align with the proposed temporary, transitional housing use:

- Policy 4.1.2.1 Where the need is demonstrated, collaborate and partner with senior governments, Interior Health, the non-profit housing sector and the development community to facilitate the retention, development and operation of projects across the housing spectrum including shelters, transitional housing, complex care, supportive housing, non-market housing, co-op housing and affordable rental and ownership housing for singles, families, youth and seniors, with the goal of expanding the amount of non-market units in the city.
- Policy 4.1.2.3 Recognize that while senior governments play the primary role in fostering, funding and delivering affordable housing, the City will provide support through technical assistance, supportive regulations, partnerships, community consultation, project facilitation, and implementing policies that encourage new housing development across Penticton.
- Policy 4.1.2.4 Support innovative models of affordable housing, such as modular housing and adaptive re-use of buildings, through technical and regulatory support, using pilot projects or housing demonstration projects.
- Policy 4.1.4.2 Ensure that housing – both owner-occupied and rental – is well-managed and meets community expectations for standards of maintenance, upkeep and cleanliness

#### *Alignment with Shelter and Supportive Housing Guidelines*

In 2021, the City, in consultation with the Safety and Security Advisory Committee, adopted its Shelter and Supportive Housing Location Selection Guidelines, which help identify locations for shelters and supportive housing with the goal that the facilities minimize conflicts with other nearby land uses. The guidelines set out 150 m buffers from K-12 schools, certain parks, and major corridors identified in the guidelines. The proposed location is not located within these protected buffer areas and generally complies with the guidelines (Attachment 'A'). The guidelines further encourage new proposed shelter and supportive housing facilities to be approved through a temporary use permit, rather than permanent rezoning of the land, which this application aligns with.

#### *Feedback from the 2024 Public Safety Questionnaire*

In November 2024, a Public Safety Survey was initiated to gather residents' perceptions of their neighborhood safety and to identify any types of crime or social nuisance issues that they may have encountered. The survey assessed residents' awareness of emergency preparedness and related programs/initiatives and sought their input on priorities for future investments to enhance public safety. The survey received a total of 1,840 responses.

Respondents were then asked to provide their top three concerns for their own neighbourhood. The Top 3 concerns for City as a whole that emerged from this survey are property crime (76.1%), illicit drug use (65%), homelessness/encampments (64.1%), lack of police presence (27.6%), traffic safety (23.5%), and a lack of Bylaw presence.

Respondents were also asked where they would like to see future investments to support a Safe and Resilient community – they were asked to choose their top three priorities. An increase in police presence came in at the top (64.5%), with treatment and recovery options (48.3%), and increased bylaw presence (46.4%) rounding out the top three priorities. It is worth noting that the fourth highest priority has a

difference of 0.2% - Affordable housing is a priority for 42% of respondents, and housing/shelter options for those unhoused is 41.8%. This project would support affordable housing options for the unhoused and take meaningful steps to addressing homelessness and encampments in Penticton. Furthermore, this temporary, transitional housing will reduce the unhoused population in the City, leading to more efficient use of Bylaw, Fire and RCMP resources to address higher level issues – directly responding to the top responses in the survey.

## **Consultation and Public Feedback**

### *Feedback from the Business Community*

The impacts of homelessness are felt across the community, but are particularly pronounced in commercial and industrial areas. Businesses in these zones frequently contend with challenges such as survival fires during winter months, year-round vandalism, individuals sleeping in doorways and loading docks, harassment, shoplifting, and other disruptions. As a result, business advocacy organizations have been vocal in their support for the City's efforts to address homelessness.

City staff have engaged in consultations with these groups on this proposal, including the Penticton Industrial Development Association (PIDA), the Penticton Chamber of Commerce, the Downtown Penticton Business Improvement Association (DPBIA), and Travel Penticton. These groups were informed of the proposed HEARTH site and the initial operational, safety, and security measures. Their feedback has been incorporated into discussions with the province regarding site management and safety protocols. Overall, these organizations have expressed general support for the initiative and the selected location as a meaningful step toward addressing homelessness in the community.

### *Community Consultation*

Since issuing public notifications regarding Council's consideration of the Temporary Use Permit (TUP), the City has received a substantial volume of correspondence and feedback from the community, with many residents requesting additional consultation and information. Support for the proposal has also been received from a number of individuals and organizations in the community. In response to the significant interest and feedback received and in order to ensure all the facts are provided to the community, an information session will be held.

Should Council support the recommendation, staff will schedule a public information session and work with BC Housing to support community understanding of the project. The community have many questions with regards to this proposal and the intent of the information session would be to hear those questions and provide answers so that the community are informed about the details of the proposal.

## **Summary and Recommendations**

This proposed Temporary Use Permit will allow for temporary, transitional housing, as part of the provincial HEART and HEARTH encampment response program on the subject property for a three-year period. In addition to addressing the Channel Parkway/Fairview encampment, the proposal also adds much needed transitional housing to the housing spectrum, currently an identified gap. While it is only for a temporary period it provides basic shelter while longer-term solutions are being planned.

While funding has been earmarked for Penticton, the Province has advised that the Treasury Board approvals are subject to defined fiscal timelines. A delay in municipal approval of the temporary use of land may affect the province's ability to deliver HEART & HEARTH services in Penticton. This is a reflection of the procedural and budgetary constraints that guide provincial funding.

Proceeding now would help ensure that Penticton remains aligned with provincial processes and timelines, and demonstrates the City's continued commitment to collaborative, solutions-oriented approaches to housing and homelessness.

The proposal aligns with several OCP policies for temporary use permit consideration as noted above. While the business community is generally in support of this important interim step in providing for the housing needs of residents in the community, the general public has expressed a desire for more information.

If Council supports the Temporary Use Permit, staff will collaborate closely with the province to advance the housing project as efficiently as possible, with the goal of having units in place by Spring 2026. Key steps toward this goal include: finalizing agreements related to the HEART & HEARTH program, negotiating the license-to-use agreement, decommissioning the existing dog park, assembling modular housing units and amenity buildings on-site, installing fencing, selecting a site operator through a provincial RFP process, and implementing the project.

### **Alternate Recommendation 1**

The Ministry has indicated that while funding has been earmarked for Penticton, final budget approvals are tied to strict fiscal timelines. A delay in municipal approval of the temporary land use could result in the loss of provincial funding for the HEART & HEARTH initiative in Penticton. This reflects the procedural and budgetary constraints that govern provincial funding.

Should Council, mindful of the possible loss of provincial funding, determine that they want to delay consideration of the Temporary Use Permit, the following alternate recommendation is provided.

THAT Council postpone consideration of "Temporary Use Permit PL2025-10079" until the December 2, 2025 Regular Meeting of Council;

AND THAT Council refer the proposed location of the HEARTH site (616 Okanagan Avenue/2088 Dartmouth Drive) to the Public Safety Advisory Committee meeting, scheduled for November 12, 2025;

AND THAT Council direct staff to hold a public information session in collaboration with BC Housing to allow the community to learn more about the HEART and HEARTH initiative prior to the December 2 Council meeting.

### **Alternate Recommendation 2**

Should Council determine that they cannot support the proposed Temporary Use Permit, Council should deny the application. Should this occur, staff will inform the province, and the provincial government will be responsible for looking at alternative solutions to the Channel Parkway / Fairview encampment.

THAT Council deny "Temporary Use Permit PL2025-10079".

**Attachments**

Attachment A – Shelter and Supportive Housing Guidelines Map

Attachment B – Temporary Use Permit PL2025-10079

Attachment C – Received Submissions

Respectfully submitted,

Blake Laven,  
General Manager of Development Services  
Concurrence

Manager, Intergovernmental Relations  <i>CH</i>	General Manager of Corporate Services  <i>AMC</i>	General Manager of Community Services  <i>KJ</i>	General Manager of Public Safety and Partnerships  JC	General Manager of Infrastructure and Deputy City Manager  <i>KD</i>	City Manager  AH
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