

**City of Maple Ridge  
Audit & Finance Committee**

**June 13, 2016  
11:30 AM  
Blaney Room**

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**Chairperson:** Councillor Masse

**Committee Members:** Mayor Read; Councillors C. Bell; K. Duncan; G. Robson; T. Shymkiw;  
C. Speirs

<b>Staff:</b>	Chief Administrative Officer:	T. Swabey
	GM – Corporate & Financial Svc:	P. Gill
	GM – Public Works & Development	F. Quinn
	GM – Community Dev. Park & Rec	K. Swift
	Manager of Accounting:	C. Nolan
	Manager of Financial Planning	T. Thompson
	Manager Sustainability & Corporate Planning	L. Benson

**Recording Secretary:** Amanda Gaunt

**AGENDA**

- 1. *Approval of agenda***
- 2. *Approval of minutes of May 2, 2016***
- 3. *Business Planning Guidelines 2017-2021***

“Original signed by C. Nolan”  
Agenda submitted by: C. Nolan, CPA, CGA  
Manager of Accounting

City of Maple Ridge

Audit & Finance Committee Meeting Minutes

May 2, 2016

The Minutes of the Audit and Finance Committee Meeting held in the Blaney Room of the Municipal Hall, 11995 Haney Place, Maple Ridge, BC on Monday, May 2, 2016 at 9:00 a.m.

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**PRESENT**

**Committee Members**

Councillor Masse, Chair  
Mayor Read  
Councillor Shymkiw  
Councillor Speirs  
Councillor Bell  
Councillor Duncan

**Municipal Staff**

T. Swabey, Chief Administrative Officer  
P. Gill, General Manager Corporate & Financial Services  
K. Swift, General Manager Community Services, Parks & Rec  
C. Nolan, Manager of Accounting  
T. Thompson, Manager of Financial Planning  
L. Benson, Manager of Sustainability & Corporate Planning

**Absent**

Councillor Robson

**Guest**

B. Cox, BDO (External Auditor)

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The meeting was called to order at 9:05 a.m.

1. **Approval of agenda**

**MOVED** by Councillor Speirs and **SECONDED** by Councillor Bell that the agenda be approved as submitted.

CARRIED

2. **Approval of minutes of April 18, 2016**

**MOVED** by Councillor Bell and **SECONDED** by Councillor Speirs that the minutes of the Audit & Finance Committee meeting of April 18, 2016 be approved.

CARRIED

Note: Councillor Shymkiw joined the meeting at 9:07 a.m.

3. **2015 Audit Update**

Bill Cox from BDO Canada LLP, the City's external auditor, reviewed the Audit Results Report with the committee. The discussion touched on the concept of materiality and reviewed the auditors work around key areas such as fraud investigation. The key messages delivered were that the audit went well, no evidence of fraud was found and a clean audit opinion was issued.

4. ***Private Committee Meeting with Auditor***  
Staff left the meeting at 9:38

***Adjournment***

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B. Masse, Chair



## City of Maple Ridge

**TO:** Her Worship Mayor Nicole Read and Members of Council      **MEETING DATE:** June 13, 2016  
**FROM:** Chief Administrative Officer      **MEETING:** Audit & Finance Committee  
**SUBJECT:** 2017-2021 Business & Financial Planning Guidelines

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### EXECUTIVE SUMMARY:

Attached is a draft report we are working on for an upcoming Council meeting. The report relates to Council parameters for developing the 2017-2021 business and financial plans.

Staff would appreciate a discussion with the Audit and Finance Committee on the financial and business planning aspects of this report.

### RECOMMENDATION:

**That Appendix C of the draft report attached to the June 13, 2016 report entitled “2017-2021 Business & Financial Planning Guidelines” be endorsed in principle, forwarded for consideration by Council, and then circulated for public input.**

*Original signed by “Laura Benson”*

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**Prepared by:** Laura Benson, CPA, CMA  
Manager of Sustainability and Corporate Planning

*Original signed by “Paul Gill”*

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**Approved by:** Paul Gill, BBA, CPA, CGA  
General Manager, Corporate and Financial Services

*Original signed by “E.C. Swabey”*

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**Concurrence:** **E.C. Swabey**  
**Chief Administrative Officer**

**Attachment:** **DRAFT report** “2017-2021 Business & Financial Planning Guidelines” with the following appendices:  
A – Property Tax and User Fee Increases  
B – Timelines for the Business Planning 2017-2021 Process  
C – Business and Financial Planning Guidelines, 2017-2021  
D – Council Workplan Matrix 2016-06-06



## City of Maple Ridge

**TO:** Her Worship Mayor Nicole Read and Members of Council      **MEETING DATE:** June 20, 2016  
**FROM:** Chief Administrative Officer      **MEETING:** TBD  
**SUBJECT:** 2017-2021 Business & Financial Planning Guidelines

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### EXECUTIVE SUMMARY:

Over the coming months, staff will be preparing the 2017-2021 Business Plan and Financial Plan for Council's consideration in December. The purpose of this report is to:

- i) Set timelines leading up to the budget deliberations in December;
- ii) Have Council review and endorse the Business & Financial Planning Guidelines for the 2017-2021 period, subject to feedback received throughout the summer and at a public information session to be held on June 21, 2016; and
- iii) Review and approve the Council workplan schedule for the balance of 2016.

A significant amount of work on the business and financial plans is done over the summer months and into the early Fall. Consideration of these recommendations at this time will allow staff to develop plans that are in alignment with this direction.

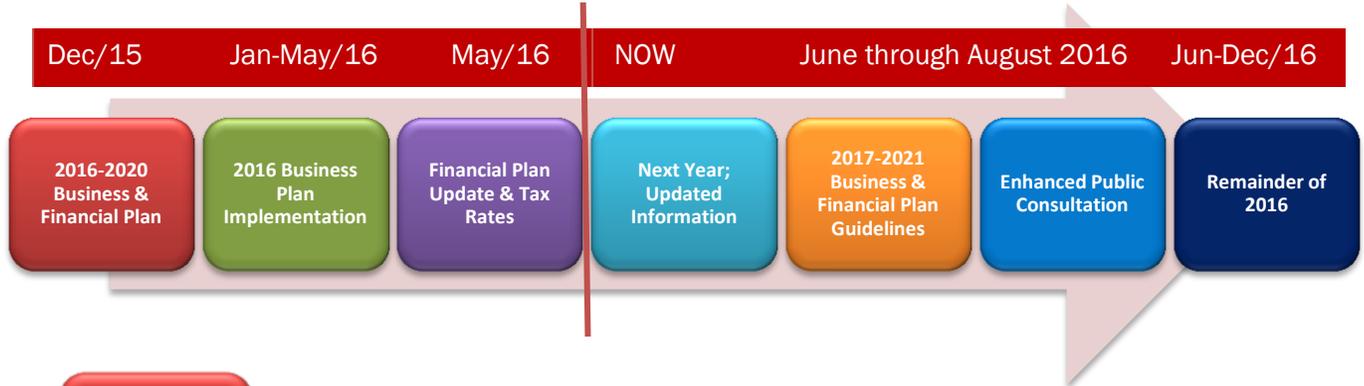
### RECOMMENDATIONS:

That the following information included in the staff report dated June 20, 2016 entitled "2017-2021 Business Planning and Financial Plan Guidelines" be considered as noted:

1. Business Planning timelines as outlined in Appendix B be approved;
2. Council Workplan as outlined in Appendix D be approved;
3. Guidelines as outlined in Appendix C be endorsed;
4. A public Question and Answer session be held on June 21, 2016; and
5. A public feedback initiative to seek input be launched and the information be brought back to Council for consideration on August 29, 2016.

## DISCUSSION:

This report has been structured chronologically, to cover the following topics:



### 2016-2020 Business & Financial Plan

#### 2016-2020 Business & Financial Plan

On December 1, 2, and 3, 2015, Council was presented with the proposed Business and Financial Plans for the years 2016-2020 at meetings that were open to the public. The meetings were live-streamed and the video recordings are available on our website.

At 6 pm on December 3, 2015, a live-streamed budget question and answer session was held in our Council Chambers. The public was invited to participate, either in-person, via telephone, through email or through social media. The questions asked and the responses given are also available on our website. Following the public input session, Council allowed a further three week period of time seeking additional input. The 2016-2020 Financial Plan Bylaw received final approval on January 26, 2016.

### 2016 Business Plan Implementation

#### 2016 Business Plan Implementation

Since that time, staff and Council have been working on the workplan items included in the Business Plan and emerging priorities. Here are some examples:

- The Tree Protection and Management Bylaw was adopted and implemented;
- Public consultation has been undertaken relating to new community amenity investments (a community centre in the Albion area, for example);
- Parks, recreation and cultural infrastructure bundling;
- Governance relating to the airport;
- Dissolution of the Joint Parks & Leisure Services Agreement;
- Temporary homeless shelter and supportive housing;
- Council committees review, followed by the formation of new committees; and
- A new community-wide Community Amenity Charge Bylaw was implemented.

### Financial Plan Update & Tax Rates

#### Financial Plan Update & Tax Rates

As is our normal practice, the Financial Plan was recently fine-tuned and updated prior to the setting of the 2016 tax rates. The amendment addressed emerging issues approved by Council since the plan was approved. It also included a reduction in the property tax increase for Business and Light Industrial classes. The increase to these classes was reduced to 1.85% from 3.15%, in line with Council's commitment to support local businesses. (Appendix A)



Next Year;  
Updated  
Information

### Next Year; Updated Information

As we approach the midpoint of 2016, we need to turn our mind to the 2017-2021 Business and Financial Planning timelines (Appendix B). Staff spend much of the summer months and early Fall preparing the plans so that Council deliberations can take place in December. While the existing financial plan projects our revenue requirements including tax increases for each year, it is important for Council to consider this direction and make appropriate adjustments. In considering such adjustments, Council should be aware of the following:

- i) Most collective agreements in our region expired at the end of 2015 and settlement patterns are starting to emerge. Settlement costs are in line with the projections included in our financial plan. This is important to note as a significant portion of our costs are labour related;
- ii) RCMP wage increases have fallen behind their comparators. This, coupled with the Supreme Court of Canada decision directing the implementation of a new labour regime for RCMP members, will put additional cost pressure on our budget;
- iii) The recent federal budget includes provisions for grant funding for local governments. Program details and eligibility criteria are expected to be announced in the coming months and our own capital program will be reviewed to align with these programs. In addition, grant programs require contributions from local governments;
- iv) Significant capital investments by the City, including those for matching grant programs, will require public support. A strategy on gauging this support will be necessary;
- v) Council has implemented a community-wide amenity program that will assist in funding amenities and this revenue stream as well as the associated projects will need to be incorporated into the plan.



2017-2021  
Business &  
Financial Plan  
Guidelines

### 2017-2021 Business & Financial Plan Guidelines

The proposed Business and Financial Planning Guidelines for 2017-2021 are attached (Appendix C) and there are a number of advantages for early consideration of these:

- provide an open and transparent overview of the underlying assumptions that are proposed for the financial plan;
- provide the community with an early indication of forecasted property taxes and fee increases;
- inform the community of proposed changes to services, service levels and capital investments;
- allow for a lengthy public input period before staff begin preparing a corporate business plan that will address services and Council priorities; and
- provide clear guidance to staff in beginning to develop a business plan and financial plan that fits within Council's endorsed parameters.



### Enhanced Public Consultation

In recent years, we have had a budget question and answer session as part of the December deliberations. In addition to this session, we recommend that a question and answer session be held on June 21 to allow the public to provide early input too. This change aligns with a recommendation from the Open Government Task Force.



### Remainder of 2016

While planning for the coming years will commence shortly, staff will continue to move forward on the existing workplan items that were endorsed last December as well as the additional priorities directed by Council since that time. The Council Workplan Matrix (Appendix D) highlights some of those items for the remainder of 2016. The schedule will be amended as required in the coming months, in accordance with normal practice. As well, in the Council working session held earlier this year, Council prioritized transportation, housing, economic development and recreation infrastructure as matters that will be incorporated into future workplans.

## **CONCLUSION:**

A significant amount of work on the business plans is done over the summer months and into the early Fall. The recommendations outlined in this report will allow staff to develop plans aligned to this direction.

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*Prepared by:* Laura Benson, CPA, CMA  
Manager of Sustainability and Corporate Planning

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*Approved by:* Paul Gill, BBA, CPA, CGA  
General Manager, Corporate and Financial Services

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*Concurrence:* **E.C. Swabey**  
**Chief Administrative Officer**

Attachments      A – Property Tax and User Fee Increases  
                          B – Timelines for the Business Planning 2017-2021 Process  
                          C – Business and Financial Planning Guidelines, 2017-2021  
                          D – Council Workplan Matrix 2016-06-06

## Appendix A – Property Tax and User Fee Increases

<b>Property Tax Increases</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
2012 - 2016 Adopted Budget <b>(2012 Actual)</b>	<b>4.89%</b>	5.17%	4.80%	4.80%	4.80%					
2013 - 2017 Adopted Budget <b>(2013 Actual)</b>		<b>3.51%</b>	4.05%	4.55%	4.55%	4.55%				
2014 - 2018 Council Adopted Guidelines			3.30%	3.65%	3.65%	3.85%	3.85%			
2014 - 2018 Budget Adopted January 2014			3.25%	3.25%	3.25%	3.25%	3.25%			
2014 - 2018 Adopted Budget <b>(2014 Actual)</b>			<b>2.95%</b>	2.97%	3.25%	3.25%	3.25%			
2015 - 2019 Adopted Budget <b>(2015 Actual)</b>				<b>2.97%</b>	3.25%	3.25%	3.25%	3.25%		
2016 - 2020 Adopted Budget <b>(2016 Actual)</b>					<b>*3.15%</b>	3.15%	3.15%	3.25%	3.25%	3.25%

\* In 2016 the Commercial and Business property tax increase was reduced to an increase of 1.85%

<b>Composite Home \$400,000 Value</b>	<b>Actual</b>					<b>Proposed</b>				
	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
<b>Property Tax Increases:</b>										
General Purpose	3.00%	2.25%	1.90%	1.92%	2.10%	1.90%	1.90%	2.00%	2.00%	2.00%
Infrastructure Replacement	1.00%	0.50%	0.50%	0.50%	0.50%	0.70%	0.70%	0.70%	0.70%	0.70%
Fire Service Improvement	0.89%	0.33%	—	—	—	—	—	—	—	—
Parks & Recreation	—	0.13%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%
Drainage	—	0.30%	0.30%	0.30%	0.30%	0.30%	0.30%	0.30%	0.30%	0.30%
<b>Total Property Tax Increase</b>	<b>4.89%</b>	<b>3.51%</b>	<b>2.95%</b>	<b>2.97%</b>	<b>3.15%</b>	<b>3.15%</b>	<b>3.15%</b>	<b>3.25%</b>	<b>3.25%</b>	<b>3.25%</b>
<b>User Fee Increases</b>										
Water	9.00%	5.50%	5.50%	5.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%
Sewer (levy increases plus \$35 fixed parcel charge)	4.39%	4.05%	4.07%	4.10%	3.22%	3.24%	3.25%	3.25%	3.27%	3.27%
Recycling	6.00%	3.00%	0.00%	0.00%	0.00%	2.75%	2.75%	2.75%	2.75%	2.75%
<b>Total Property Taxes and User Fees Increase</b>	<b>5.57%</b>	<b>3.91%</b>	<b>3.46%</b>	<b>3.49%</b>	<b>3.33%</b>	<b>3.41%</b>	<b>3.41%</b>	<b>3.48%</b>	<b>3.48%</b>	<b>3.48%</b>

## Appendix B – Timelines for the Business Planning 2017-2021 Process

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Time Period	Step in the Process	Status
Spring 2016	Council to establish priorities	Complete
June 20, 2016	Business and Financial Planning Guidelines and Business Planning dates introduced	In Progress (this report)
June 21, 2016	Live-streamed Budget Q&A Session	Not Started
June-July-August	Public Consultation Period #1	Begins today; ends Aug 15
Aug 29, 2016	Staff brings back results of public consultation	Not Started
Sept 6, 2016	Council approves Business and Financial Planning Guidelines, revising if required	Not Started
Sept-Nov	Staff prepare Business Plan and Financial Plan	Not Started
Week of Nov.28	Public presentation of Business Plan and Financial Plan to Council	Not Started
Dec 2016-Jan 2017	Public Consultation Period #2 Council adopts the Financial Plan 2017-2021, revising if required	Not Started
Throughout 2017	Performance measurement and reporting, including: <ul style="list-style-type: none"> <li>• Council/public feedback;</li> <li>• Performance scorecards;</li> <li>• Financial statements comparing to financial plan;</li> <li>• Departmental reports and capital project wrap-up reports;</li> <li>• Status report on 2017-2021 commitments in Dec 2017.</li> </ul>	Not Started

**1. Guidelines for Financial Planning:**

- 1.1. General Purposes Property Tax Increase – 1.90% in 2017 and 2018, and 2.0% in 2019, 2020 and 2021.
- 1.2. Infrastructure Sustainability Property Tax Increase – 0.70% per year.
- 1.3. Parks, Recreation and Culture Property Tax Increase – 0.25% per year.
- 1.4. Storm Water Property Tax Increase – 0.30% per year.
- 1.5. Water Levy Increase – 4.50% per year.
- 1.6. Sewer Levy Increase – 3.60% per year.
- 1.7. Recycling Levy Increase – 2.75% per year.
- 1.8. Growth in Property Tax Revenue Assumption – 2.00% per year.
- 1.9. Provision for costs associated with growth, subject to available funding.
- 1.10. Allocation of growth revenue from incentive programs to fund Infrastructure Sustainability.
- 1.11. The Financial Plan will include a funding strategy to deliver on Council-identified priority community infrastructure. Various funding methods will be considered: debt financing, borrowing from internal reserves, amenity contributions, and other revenue sources.
- 1.12. Budgets include operating and capital components for a five-year period.
- 1.13. The Financial Plan must be in accordance with Council’s strategic Financial Sustainability Plan policies approved in October 2004.
- New\*** 1.14. Collective Agreements – the financial plan needs to include sufficient financial capacity to address collective agreement settlements or the emerging patterns.
- New\*** 1.15. Grants – Targeted grant funding sources should be reflected in the financial plan, along with the associated project costs.
- New\*** 1.16. Community Amenity Charges should be forecasted in the financial plan, along with the associated capital project costs.
- New\*** 1.17. Transition costs related to the Parks and Leisure Services Agreement dissolution should be built into in the financial plan.

**2. Guidelines for Business Planning:**

- 2.1. Council-raised issues are to be considered in developing workplans, respecting the criteria for establishing priorities and recognizing that capacity is needed for opportunities or issues that might be discovered throughout the year.
- 2.2. Property tax rates will be reviewed annually to ensure we are competitive with other lower mainland municipalities.
- 2.3. Utility Charges will be reviewed annually with a view towards using rate stabilization practices to smooth out large fluctuations in rates.
- 2.4. Public Consultation Plan developed and operationalized. Public consultation to gauge community support for major capital investments merits special consideration.

## Appendix C – Business and Financial Planning Guidelines, 2017-2021

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- 2.5. Evaluation of services to ensure alignment with Council direction.
- 2.6. Identify and measure outputs/outcomes. Performance measures will be published in the Annual Report and on the website.
- 2.7. Performance reports are to be presented to Council at open Council meetings, both in relation to Council priorities and departmental commitments.
- 2.8. Identify key processes to undergo formal process improvement reviews.
- 2.9. Identify potential new revenue sources (i.e. be creative). Increase revenue from existing sources by about 5.00%.
- 2.10. Reduction packages should reflect significant changes to an area's operation. The requirement is less about meeting a specific target reduction, and not about trimming costs around the edges, but rather should result in a fundamental shift in what or how services are delivered. Given the degree of cross-functional projects and service delivery, departments should consider collaborative reduction packages in partnership with other departments.
- 2.11. Incremental packages must include a business case to support new programs/projects/staff.
- 2.12. Organizational/structural change – is the current organization adequate to deliver the service? Are there better options? Contract for services, or bring services in-house, where and when it makes sense organizationally and financially.
- 2.13. Succession planning – review organization charts in relation to service delivery with a view to long-term planning. What positions do you see as potentially becoming vacant by retirement and what organizational options may be available as a result?
- 2.14. Vacant position review and management – all positions that become vacant are subject to a detailed review prior to being refilled.
- 2.15. Contracting/Consulting review – all consulting work should undergo a review at not only budget time, but also when services are being contracted to determine the best way to acquire services. This will involve potentially contracting out where it makes sense and contracting in where there are available staff resources.
- 2.16. Technology – review business applications and technology tools to identify upgrade or obsolescence issues. Ensure workplans, budgets and Information Services workplans/projects reflect the resources necessary to support the changes if required.
- 2.17. Workplans will identify short-term, medium and longer-term action items that Council may consider, as we work towards carbon neutrality.

## Appendix D – Council Workplan Matrix 2016-06-06

**NOT COMPLETE**

Item	Div	Meeting	Source	Explanation of Item Information to be Covered
Commercial Class Tax Multiple	CFS	Jul-04	Annual	Report for discussion
EMS Implementation – Soil Deposit Bylaw Review	PWDS	Jul-04	Business Plan 2016 Commitment	Scoping and process Report to discuss Soil Deposit Bylaw review.
MRRI - Social Service Research Project	CDPR	Jul-04		Update on Social Service Research Project
Community Dialogue on Homelessness	CDPR		2016 Council Prioritization	Develop Terms of Reference for a sub-committee of SPAC to develop a platform for a speaker series and community dialogue on homelessness
Records Storage Options	CFS	Jul-11	Dec. 4/15 Council-raised issues	Report for discussion
RCMP Contract Costs	CFS	Jul-11	Annual	Report for discussion
Utility Master Plans	PWDS	Jul-11	Business Plan 2016 Commitment	Council Endorsement of Sanitary and Water Master Plans
Suburban Residential / Estate Sub Discussion Paper	PWDS	Jul-11	2016 Found Milestone	Report to discuss options
Wildfire Development Permit Update	PWDS	Jul-11	Business Plan 2016 Commitment	Report
Alouette Heights	CDPR	Jul-25	2015 Council Prioritization	Report on history and operating agreement
Mayor's Open Government Task Force (July 25)	CDPR	Jul-25	2015 Council Prioritization	Report back on schedule and cost estimates
2017-2021 Business & Financial Plan Guidelines	ADMN /CFS	Aug-29	Annual	Discussion of public input
Customer Experience Program	CDPR	Sep-4	Business Plan 2016 Commitment	Update on Customer Service protocols and next steps

Appendix D – Council Workplan Matrix 2016-06-06

Item	Div	Meeting	Source	Explanation of Item Information to be Covered
Needle Distribution and Retrieval Program	CDPR	Sep-12	Business Plan 2016 Commitment	Presentation of terms of reference developed in collaboration with Fraser Health Authority. Report on services provided by Purpose Society for Youth and families and information on the City to develop a needle exchange program policy.
MRRI - Final Report	CDPR	Sep-12	2016 Council Prioritization	Final report on costs, accomplishments and recommendations
Branding review	ADMIN - B	Sep-19		Present final branding review to Council
Home Occupation Bylaw review	ADMIN - B PWDS	Sep-19		EDC Task Force, Planning, Permits
Rental Homes Policy	CFS	Sep-19	Dec.4/15 Council-raised items	Policy to determine med/long term goals for both acquisition and ongoing management
Ambulance Discussion	CFS	Sep-19	Other	Potential invitation to Linda Lapine, if still needed by Q3
Albion Industrial Area - Improved Access	PWDS	Sep-19	2015 Council Prioritization	Review of options, configuration, costs, land implications
Albion Flats Area Plan	PWDS	Sep-19	Business Plan 2016 Commitment	to present draft land use scenarios for Council consideration.
Sport Field Allocation Policy	CDPR	Sep-26	2016 Found Milestone	Amended policy regarding registration information
DCC Bylaw	CFS / PWDS	Oct-03		Report and discussion on major amendment
Development Sign Policy	PWDS	Oct-03	2016 Found Milestone	MOGTF - report to discuss Development Sign Policy
Cultural Plan and Policy	CDPR	Oct	Business Plan 2016 Commitment	Report on RFP to update the cultural plan and policy
Property Management	CFS	Oct-24		Options for alternate model

## Appendix D – Council Workplan Matrix 2016-06-06

Item	Div	Meeting	Source	Explanation of Item Information to be Covered
Insurance Purchasing	CFS	Oct-24	Dec.4/15 Council-raised items	Council report and MIA presentation
EMS Implementation	PWDS	Oct-24	Business Plan 2016 Commitment	To provide an update on Environmental Pilot Projects.
Creation of additional Recreation Infrastructure	CDPR	Oct/Nov	2016 Council Prioritization	Community consultation feedback to Council
Housing Action Plan Implementation – Triplex 4-plex zone	PWDS	Nov-07	Business Plan 2016 Commitment	Discussion Paper April 18/16. OCP, Zoning and DP amendments to be prepared.
Zoning Bylaw Review	PWDS	Nov-07	Business Plan 2016 Commitment	Update on Zoning Bylaw review
Joint Leisure Services Agreement	CDPR	Nov-07	2015 Council Prioritization	Update on final steps to conclude the agreement
Final decision on pool renovation vs. new construction	CDPR	Nov	2016 Council Prioritization	List recommended capital projects, property tax implications of both options, financing options
City Owned Parking Lots	CFS	Nov-08		Contract for management
Asset Management Strategy	PWDS	Nov-08	Business Plan 2016 Commitment	Development of policy and subsequent Strategy Framework for City infrastructure
2017-2021 Business Planning Presentation	M /CFS	Nov.28 to Dec.2 Week	Annual	
Review of Maple Ridge Dyking Agreement	PWDS	Dec-05	Business Plan 2016 Commitment	Review of existing agreement (1970s) and amendments for consideration.
Fraser River Escarpment	PWDS	Dec-05	Business Plan 2016 Commitment	Review of existing studies and current City policies and revise as necessary
Housing Action Plan Implementation – infill options report	PWDS	Dec-05	Business Plan 2016 Commitment	Options for promoting infill within the Urban Area Boundary.