

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

**November 14, 2017
5:00 PM
Blaney Room**

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

Staff:

Chief Administrative Officer:	P. Gill
GM – Public Works & Development	F. Quinn
GM – Community Dev. Park & Rec	K. Swift
Interim Director of Finance	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 Oct 3, 2017***
- 3. Introduction to Financial Plan***
- 4. Adjournment***

“Original signed by Catherine Nolan”

*Agenda submitted by: C. Nolan, CPA, CGA
Interim Director of Finance*

City of Maple Ridge

Audit & Finance Committee Meeting Minutes

October 3, 2017

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, October 3, 2017 at 5:00 p.m.

PRESENT

Committee Members

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

Municipal Staff

P. Gill, Chief Administrative Officer
F. Quinn, General Manager of Public Works & Development Services
K. Swift, General Manager Parks, Recreation & Culture
C. Nolan, Manager of Accounting
T. Thompson, Manager of Financial Planning

The meeting was called to order at 5:20 p.m.

1. ***Approval of the Agenda***

It was moved and seconded

That the agenda for the October 3, 2017 Audit & Finance Committee meeting be approved as circulated.

CARRIED

2. ***Approval of minutes of July 18, 2017***

It was moved and seconded

That the minutes of the Audit & Finance Committee of July 18, 2017 be adopted as circulated.

CARRIED

3. ***Financial Update***

The Manager of Accounting reviewed a report dated October 3, 2017 providing an update on financial activities to the end of August 2017.

4. ***Appointment of Auditors***

Staff report dated October 3, 2017 recommending the Audit & Finance Committee recommend that the contract for audit services be awarded to BDO Canada LLP.

It was moved and seconded

That the Audit & Finance Committee recommend to Council that the contract for audit services be awarded to BDO Canada LLP.

CARRIED

5. ***Adjournment*** – 5:40 p.m.

B. Masse, Chair

3. A research technician was partially paid for through a \$50,000 annual grant from BC Hydro which has been discontinued. Last year, funding this position from General Revenue and \$20,000 from growth monies on an ongoing basis was approved. The \$16,000 shown in the chart is the portion of the position that was paid for through temporary salary savings and now requires ongoing funding.
4. Employee assistance program costs have been increased to reflect actual experience.
5. Cost increases for liability insurance, postage, bank fees (related to increasing use of credit cards by our customers) and software are now reflected in the Financial Plan.
6. Street lighting operating costs have been increased to reflect current electricity costs.
7. Council approved an increase in subsidized ice time. The net impact of \$120,000 is now included in the Financial Plan.
8. Cost and revenue items in a number of other accounts have been updated with an aggregate impact of \$55,000 in 2018.

The final line of the chart shows the updated General Revenue Surplus before any incremental requests are considered for the 2018-2022 Financial Plan.

The Corporate Management Team (CMT) has met with all of the department heads and received their incremental requests for the upcoming Financial Plan. Those requests are attached to this report as Appendix 2. The recommended funding strategy for these requests would allow Council to provide for a number of workload pressures that are being experienced with minimal impact to the bottom line. The chart attached as Appendix 3 summarizes the requests and related funding. CMT is pleased that the recommended funding strategy for these requests has been accommodated within the Financial Planning Guidelines adopted in July. Those guidelines are attached for your reference as Appendix 4.

CONCLUSIONS:

This report serves as an initial introduction to the 2018-2022 Financial Plan that will be brought to Council for consideration at a future meeting. The information provided here highlights changes that have occurred since the Financial Plan was last amended in May, incremental requests that have been received as well as a recommended funding strategy to accommodate those requests within the Financial Planning Guidelines that were adopted in July.

Original Signed by:

**Prepared by: Catherine Nolan, CPA, CGA
Manager of Accounting**

Original Signed by:

**Approved by: Paul Gill, CPA, CGA
Chief Administrative Officer**

Appendix 1

(\$ in thousands)				2018	2019	2020	2021	2022
May Adopted Financial Plan 2017-2021								
General Revenue Fund (GRF) Surplus				73	12	477	1,029	n/a
Changes								
Property Tax Increase		Increase of 0.35% for 7 years	1	429	804	1,199	1,614	
Parks & Rec Infrastructure		Parks & Rec - Op. and Debt Servicing		130	(1,563)	(1,440)	(3,073)	
Reliance on Reserves		Parks & Rec - Op. and Debt Servicing		(559)	759	241	1,458	
City Wide		Rate Change Savings: Salaries & Benefits	2	380	395	476	509	
Administration	Sustainability	Research Technician	3	(16)	(14)	(15)	(16)	
	HR	Consulting / EA Program	4	(16)	(16)	(16)	(16)	
Corp. & Financial Services	Clerks	Liability Insurance	5	(52)	(52)	(52)	(52)	
	Clerks	Postage	5	(8)	(9)	(9)	(10)	
	Finance	Bank Fees	5	(15)	(16)	(18)	(19)	
	IT	Software Maintenance		(10)	(28)	(48)	(68)	
	Fiscal Serv.	Life Cycle Transfer					(75)	
Public Works & Dev.	Operations	Street Lights	6	(109)	(117)	(127)	(138)	
Parks, Rec & Culture	Arenas	Subsidized Ice Increase (Council Directed)	7	(200)	(200)	(200)	(200)	
	Arenas	Revenue		80	80	80	80	
All Other Adjustments			8	55	48	42	31	
				<hr/>	<hr/>	<hr/>	<hr/>	
GRF Surplus before Incremental Adjustments				161	83	590	1,055	1,936

Incremental Packages

2018-2022

Incremental Packages – Executive Summary

The following enhancements are recommended by the Corporate Management Team - *page numbers are reflected in brackets*:

Administration:

Human Resources: Health & Safety Associate (4)

Additional staff support is required in the area of health and safety. This work can improve workers' safety and reduce other costs, included WSBC related costs. \$75,000 is required for additional support and in the first two years of the financial plan, the costs can be covered by the WSBC premium rebates we have received.

Human Resources: External Consulting Support (5)

External consulting services are required to assist with the recruitment of difficult-to-fill-positions, (Engineering in particular). As well, due to a relatively small HR department, our ability to offer a more complete suite of human resources programs, services and supports that an organization of our size requires is constrained. Rather than adding staff to our Human Resources Department, we are recommending a phased approach to a consulting budget for this area: \$25,000 in 2018, increasing to \$50,000 for 2019 and future years. Existing growth funding from Corporate & Financial Services is being used to pay for this.

Human Resources: Employee Engagement (7)

Feedback from employees has highlighted the need for competency-building work placement opportunities. In order to do this, a budget needs to be established to fund, when required, replacement staff for those attending training. \$50,000 per year is recommended to support these initiatives; \$25,000 of which is contributed by growth funding from Public Works & Development Services.

Economic Development: Tourism Coordinator (9)

Economic Development is look for \$60,000 to carry out the Tourism Strategy. It is recommended that funding from an existing vacant position be directed towards this.

Corporate & Financial Services

RCMP & Security (12, 13, 14, 15)

Support services staff play a critical role in delivering the services provided by the RCMP. A Disclosure Coordinator is requested to deal with the new requirements of the courts. As well, the Superintendent is seeking support for an

Executive Assistant. Both of these resources will allow police officers to dedicate more time to policing, rather than to clerical/administrative matters. A ½ time Fleet Coordinator is requested to make the current role a full position. To manage costs, we recommend that this role start half way through the year. In the life of the existing financial plan, 6 additional police officers were planned over the ensuing 5 years. This is now being reduced to 5 additional officers to pay for this additional support. In recent years, we have provided an enhanced level of private security in the downtown area, funding for which was provided through the Protective Services Reserve. We recommend that ongoing funding be provided. The favourable adjustments in the RCMP contract budget allow us to accommodate this.

Fire Department (16)

It is important to ensure the complement of firefighters we have can provide the level of fire protection service needed in the community now and in to the future. We can start to build capacity in the Financial Plan by taking a long-term, phased approach to this important issue. The recommendation is to increase the budget for firefighters by \$130,000 per year starting in 2020.

Parks, Recreation & Culture

Parks: Operations Manager (17)

Over the past several years, additional parks have been added to our inventory. Some of the maintenance is done internally and some is contracted out. A Parks Operation Manager would help coordinate this work and this is being funded by reallocating \$142,000 from existing staff and growth funding.

Recreation: Community Investments (18, 20)

In 2017, we received \$25,000 in Canada 150 grants which went towards community festivals. We recommend that we include this amount in future budgets so that these festivals can continue. As well, \$25,000 is being requested to support the Seniors Network. These two requests can be funded through Gaming Revenues.

Public Works & Development Services (23, 24, 25, 26)

Over the years, the demand for our Chipping Program has continued to increase so an additional \$25,000 is required to keep up with this demand. We are also recommending \$8,000 per year for summer pest control in the downtown. This program is offered in partnership with the Business Improvement Area. As well, with the recent weather events, we have had to replace some boulevard trees and no budget is set aside for this activity. We recommend establishing an annual allotment of \$5,000 for this work. These three items totalling \$38,000 are recommended to be funded from General Revenue. In addition, we are responsible for the semi-annual maintenance of a number of intersections and crosswalks. The budget needs to be increased to reflect our actual costs. Funding from TransLink is available for this activity.

If all of these incremental requests are approved, the 2018 Surplus is reduced from \$161,000 to \$98,000. This is relatively small adjustment, given the number of items included in the list above. This accomplishment is the result of providing for items through a reallocation of resources.

In addition to the ongoing incrementals, the following requests for one time funding are recommended:

Communications: Social Media Consulting (27)

The work would provide an outside review our social media engagement and would be a one-time cost of \$10,000.

Economic Development: Innovation Week (28)

Funding of \$15,000 will support the hosting of an innovation week modelled on successful events in other communities.

Sustainability: EV Charger Installation (29)

Funding of \$30,000 will provide for the installation of additional electric vehicle charging stations.

Sustainability: Corporate Organics Collection and Disposal (31)

A number of years ago the City began a pilot composting program in civic facilities in the downtown area. Since the City's program was implemented, Metro Vancouver established an organics ban at all of its waste disposal facilities, requiring that organic material be removed from the regular waste stream.

In order to improve the City's current program and allow time to explore options to increase the effectiveness and efficiency of the initiative one time funding of \$25,000 is recommended.

Agricultural Committee: Golden Harvest (33)

2018 will be the 10-year anniversary of the popular Golden Harvest festival and we are recommending one time funding of \$6,000 to support this milestone celebration.

Heritage Committee: Conservation Master Plan (35)

A program to establish a conservation framework for all municipal heritage assets and identify a maintenance program intended to assist in short, medium, and long-term planning of maintenance needs. This would be a one-time cost of \$30,000.

Heritage Committee: Incentives Review (37)

There is a need within the heritage initiatives of the City to review our incentive program. This would be a one-time cost of \$20,000.

Environmental Advisory Committee: Communications Outreach Strategy (39)

Protection and responsible management of the natural environment has been recognized as a high level priority, as identified in every community survey. The EAC intends to develop a number of communications action items at a one-time cost of \$13,000.

Water Pump Station and Pressure Reducing Valve (41)

Performance measures include, high quality, safety and clean drinking water. Effective pressure management to reduce stress on the water system and private properties. Avoid premature failures by preventative maintenance schedules (plan vs. unplanned maintenance hours). Operator safety when working on the utility by insuring asset maintenance is preformed to minimize failures. This would be funded through the Water Utility in the amount of \$60,000.

These items, totaling \$149,000, can be funded from Accumulated Surplus.

Incremental Package Report 2018 Proposed Budget

Division: Administration
Department: Human Resources
Request For: Health and Safety Associate
Package: 1 of 3

Date: September 25, 2017
Submitted By: Frances King

Activities/Purpose:

In alignment with a number of our corporate value statements, Health and Safety is foremost, every day, for staff and across our diverse organization. Support of a strong safety culture means higher levels of engagement and commitment. A number of initiatives and programs have been implemented over the last few years including Critical Incident Defuse Peer Program, WSBC Pilot Program, Operations Auxiliary Training Program, Racking Inspection Program, Online Respectful Workplace, Investigation Reporting to WSBC and WHMIS 2015 to name a few.

Currently, the Manager of Learning and Development and Health and Safety (including disability management) role holds three functions. A portion of the position (0.33 FTE) is responsible for the Corporate Health and Safety portfolio for over 700 employees performing numerous types of work. With a ratio of .05 per 100 employees, we are currently ranked at the bottom of a recent survey published by BCMSA which showed the majority have a ratio 10 to 20 times our current support level. An additional role would allow us to pursue significant safety culture improvement initiatives as recommended by the WSBC partnership we had engaged in in early 2016. Additionally, this will enable the Manager position to focus greater time on value add strategic workplace initiatives.

Functions Performed/Degree of Service:

Reporting to the Manager of Learning and Development, Health and Safety, the Safety Associate will be accountable for providing support in the areas of the occupational health and safety, wellness and stay at work/return to work programs. The incumbent will be responsible for assisting in the on-going development, implementation, coordination and administration of the City's Occupational Health and Safety Program with an emphasis on employee training, testing and field inspections to ensure adherence with established safe working practices, corporate policy and procedures and legislative requirements. This role will be required to provide confidential support to the HR management team in the areas of training and development, labour relations, and other human resource functions as required.

Staff Position:

Exempt Position - Health and Safety Associate

Performance Measure:

Success will be assessed and measured through project completion, metrics and feedback from stakeholders including staff, supervisors, managers, contractors and relevant public bodies.

Alternatives Considered/Reasons for Not Recommending:

The City may elect to remain focused on core operational health and safety and reactive safety responses. In the absence of greater focus on cultural safety, the City may lose the partnership with WSBC and may face challenges with an increase in injuries and claims, resulting in the loss of the COR rebate.

Package:

	2017 Budget	2018 Onward Budget
Health and Safety Associate	\$ 0	\$75,000

Incremental Package Report 2018 Proposed Budget

Division: Administration
Department: Human Resources
Request For: External Consulting Support
Package: 3 of 3

Date: September 25, 2017
Submitted By: Frances King

Activities/Purpose:

The Human Resources department continually strives to meet the growing needs of the organization and remains committed to making every effort to fulfill workload demands and competing priorities in a timely manner.

As our workforce continues to age, the City must remain focused on creating and maintaining a workplace culture that will assist us in attracting, recruiting and retaining skilled and engaged employees. In today's highly competitive recruitment environment, we will continue to face challenges in having the right people, in the right jobs at the right time.

Additionally, engaged employees are the foundation for delivering a positive customer experience. As previously noted, the results of our 2017 Employee Engagement Survey clearly defined professional development as a top employee engagement driver.

Human Resources continues to advance work on employee engagement and optimizing employee and organizational capability through enhanced performance management and career development. However, greater focus is required on strategic human resources but due to the increasing workload demands in the operational and transactional areas, there is limited capacity to allocate HR resources to the more strategic organizational development initiatives.

While much of the work will be completed by existing HR resources, the support of externally contracted subject matter expertise will be required.

Functions Performed/Degree of Service:

Accountable to the Director of Human Resources, external consultant support will be retained to assist with recruitment of difficult-to-fill-positions. External consulting firms are positioned to assist the City with "head hunting" initiatives designed to decrease the "time to fill" critical positions. In 2017, we faced challenges in filling technical/professional vacancies (e.g. Engineering Technologists, Transportation Engineer, Buyer, IT positions).

In 2017, the City committed to reviewing the outcomes of our Employee Engagement survey to help us identify strengths and areas of improvement within the City. We further committed to developing and implementing action plans over the next year along with regular employee communication updates. External consulting support will be retained to support programming in areas identified as having the greatest potential of increasing employee engagement (e.g. mentorship, coaching culture enhancement, diversity and innovation).

Alternatives Considered/Reasons for Not Recommending:

A more costly alternative is to add an additional FTE with the required knowledge, skills and ability to support the initiatives identified above. This approach is not recommended as it will not provide the flexibility in acquiring the variable deep subject matter expertise as and when required.

Alternatives Considered/Reasons for Not Recommending – cont'd:

Alternatively, Human Resources, with its existing complement of staff, will continue to provide management support to the best of their capacity/capability which may delay the filling of our difficult-to-fill positions. The additional “time to hire” will delay meeting the operational resourcing needs of the respective departments, thereby impacting service to the public. The delay in filling vacancies may also result in increased overtime expenses.

Moreover, without the ability to retain expert consulting support, HR programs and initiatives may lack the quality and integrity required to drive positive change across the organization. Decreased employee engagement could be an unintended consequence of substandard HR programming; particularly in the area of professional growth and development which was identified by staff as having the greatest opportunity for increasing employee engagement.

Performance Measure:

Success will be assessed and measured through project completion, metrics and feedback from stakeholders including staff, supervisor and managers.

Package:

2018
Budget
\$50,000

Incremental Package Report 2018 Proposed Budget

Division: Administration
Department: Human Resources
Request For: Staffing Resource
Package: 2 of 3

Date: September 25, 2017
Submitted By: Frances King

Activities/Purpose:

Engaged employees are the foundation for delivering a positive customer experience. Based on the outcomes of our 2017 Employee Engagement Survey and resultant ‘professional development’ as top employee engagement driver, Human Resources will establish a platform to assist staff in the participation in competency-building work placement opportunities. Ongoing commitment will demonstrate support for our workforce and build capacity across the organization resulting in increased overall engagement.

Background:

The City of Maple Ridge engaged a 3rd party, Talent Map, to execute an Employee Engagement Survey. Funded through a 2015 Business Planning Incremental request, this survey was held over two weeks in February, 2017 and open to all staff. The return rate for the survey was 65% with approximately 400 responses from a potential employee pool of 632. Of the seventeen baseline engagement drivers, the emerging top three focus areas were, by descending weight, Professional Development, Diversity, Respect and Inclusion and Senior Leadership.

Subsequent to the survey a number of selected staff attended the JumpStart Employee Engagement Action Planning Workshop in early summer 2017 to review results and to collaborate on a high level action plan to address the three focus areas identified above. In the focus area of Professional Development a number of recommendations were forwarded that would enable staff to gain work experience through career planning, job secondment and job shadowing. In conjunction with a policy/program, it is recommended that an ongoing budget be established to fund this initiative to assist departments with the pressures associated with staff replacement.

Benefits and Considerations

Gain insight into the roles and responsibilities of other roles
Funding will assist departments who have little or no relief budget
Open to all staff
Shows the City is listening and is committed
Develops staff in their current role or as part of their career development into a different role.
Recruitment and retention
Increased engagement – staff tell us this is very important
See the bigger picture and understand more about how the City works
Less pressure on department, business processes and team
Develops coaching and mentoring skills
Networking opportunity
Walk in another’s shoes; increase in knowledge of how the work is done
Test out career options rather than posting in and deciding it wasn’t what they thought
Maximize flexibility; increase knowledge and competencies
Short or longer term (one day up to 3 months)
Available metrics
Post survey to participants

Functions Performed/Degree of Service:

Under the umbrella of the Manager of Human Resources, resources will be used to fund a number of staff assignment initiatives including job shadow opportunities and short term job rotations. In addition, a portion of the budget would be accessible to departments, through application, for clearly defined short-term projects and absences.

Staff Position:

To support this initiative, Human Resources will need to add funding for a mid-level FTE position to fund, when required, staff supplemental and/or replacement costs.

Performance Measure:

Success will be assessed and measured through metrics, feedback and post assignment surveys administered to both host department and participants.

Alternatives Considered/Reasons for Not Recommending:

Another option would be to incrementally phase to spread the cost for this initiative over time. The phased approach is not recommended as this may signal to the organization that senior management is not valuing employee feedback and recommendations. Professional growth and development opportunities as described above were identified as a critically important employee engagement driver.

Package:

	<u>2017 Budget</u>	<u>2018 Onward Budget</u>
Midrange position (PG 16)	\$0	\$80,000

Incremental Package Report

2018 Proposed Budget

Division: Administration
Department: Economic Development
Request For: Tourism Coordination
Package: 1 of 1

Date: October 20, 2017
Submitted By: Lino Siracusa

Activities/Purpose:

Maple Ridge has been funding a tourism program delivered by the Economic Development department, by the Admin Assistant, who dedicates 30% of her time to tourism marketing with a budget of \$35,000. This is sufficient for the delivery of a basic tourism information including: on-line tourism info, support for social-media tourism content and participation in regional tourism programs (e.g. Circle Farms and Scenic 7). These resources provide basic exposure, but are insufficient for a proactive tourism development and marketing program, which would enable Maple Ridge to compete with neighbouring communities.

In 2017 Council funded on a one-time basis \$60,000, to prepare a tourism strategy that meets the requirements for the introduction of the MRDT (hotel room tax), and coordination of sustaining tourism initiatives (e.g. tourism video, on-line and social media alignment and content, surveys and out-reach to the tourism industry).

The tourism strategy support overall liveability for residents, by providing action plans to develop / improve community amenities, which will serve to attract skilled professionals and entrepreneurs to move to Maple Ridge and tourists to visit. The marketing envisioned will also serve to build a sense of pride in Maple Ridge.

The Tourism Task Force has been working with consultants on the tourism strategy. A draft tourism strategy is being shared with both Katzie and Seyem Kwantlen and the local hotel operators for their review and input. The First Nations groups will require additional time to provide their input. The support of the Maple Ridge hotels is essential to implement the MRDT, which is a key recommended funding source for the tourism marketing program. At this point we believe that more time will be required to complete the consultations with neighbouring First Nations, and seek agreement of the local hotels.

Two potential outcomes are possible with the tourism strategy:

1. Should there be support from the hotels to move forward with the MRDT and implement the tourism strategy; this will include:
 - a. implementing the MRDT (which will generate about \$70,000 annually) which funds will be used for product development and marketing,
 - b. provide additional City funding to the tourism strategy in the amount of \$60,000 per year for each of the next 5 years commencing 2018 to 2022 to fund a contract for tourism coordinator to deliver the action plans,
 - c. additional funding in the amount of \$30,000 annually is anticipated from buy-in programs and Tourism BC grants, which the tourism coordinator will source.

2. Should there be no agreement among the hotels to implement the MRDT, the tourism strategy will still be relevant and can be adopted by Council, but an alternative funding model and implementation strategy will be required. In this case there are three options that Council may wish to consider:
 - 2.1 The City to continue to budget \$60,000 in 2018 for a contract tourism coordinator, whose role it will be to revise the scope of the tourism strategy, investigate alternative funding models (which may include funding it from: a surcharge to business licences, casino revenues, property taxes, AirBnB licencing, etc), and to coordinate specific tourism actions contained in the strategy. A tourism coordinator contractor will be required to undertake this work, with the support of the Tourism Task Force. This is the option preferred by the Tourism Task Force, as it will continue to build on the work which has been done to date.
 - 2.2 The City can continue with the existing basic tourism program described above, delivered with the budgeted \$35,000, and the Manager of Economic Development can build relations with the hotel operators to pursue an MRDT at a future date. Some actions contained in the strategy may be pursued on an individual basis by Economic Development or Parks, Recreation and Culture, where budgets permit. The role of the Tourism Task Force would have to be revisited.
 - 2.3 Council can of course choose to not do any tourism work and can re-profile the \$35,000 allocated to Economic Development for tourism marketing.

Functions Performed/Degree of Service:

The potential implementation of the Tourism Strategy, if adopted by Council, will require dedicated resources. In 2017 Council had allocated \$60,000 for a Tourism Coordinator. This allowed for the refinement of the tourism strategy, engagement with stakeholders and the public and delivery of some tourism programs. Should Council choose to approve and implement the Tourism Strategy, the role of the Coordinator will be to implement the strategies contained in the document. Should the hotels not support the MRDT, Council will need to determine how they wish to prioritize spending on tourism. Alternative funding models can include a range of funding from business licences surcharge, casino revenues, licencing shared economy accommodations, an additional tax allocation charged to residents for tourism services, etc.

Alternatives Considered/Reasons for Not Recommending:

1. The current Economic Development budget contains \$35,000 for tourism marketing. However there is no dedicated staff to support this work. Only a minimal amount of work can be undertaken by the Administrative Assistant whose priority is supporting other Economic Development work. As a result the impact of a tourism program under this scenario will be very minimal relating only to participating in activities such as Circle Farm and Scenic 7 programs, and maintenance of on-line tourism information. This does not allow Maple Ridge to compete on an equal footing with other communities which have MRDT and other funding in place allowing them to deliver a robust program.
2. Council may wish to redirect the \$35,000 currently allocated to tourism to other priorities civic priorities.

Staff Position:

- If the MRDT is supported and the tourism strategy is implemented, then a contract for a consultant to act as a tourism coordinator will be requested for 5 years in the amount of \$60,000 per year from 2018 to 2022 totalling \$300,000 over 5 years; or
- If the MRDT is not supported then a budget of \$60,000 will be requested for tourism coordination for 2018 only.

Performance Measure:

Should the tourism strategy be implemented, performance measures will be developed to assess the amount of visitors coming and spending in the community. Metrics are also available for on-line and social media interest.

Package:

**2018
Budget
\$60,000**

Incremental Package Report

2018 Proposed Budget

Division: Corporate & Financial Services
Department: Police Services

Date: October 2017
Submitted By: Supt. Hyland/
Maureen Jones

Request For: Executive Assistant
Package: 1 of 3

Activities/Purpose:

The Ridge Meadows RCMP Detachment currently has 127 police officers and just over 45 full time municipal staff members. Currently the Officer in Charge and the Operations Officer manage full time both their administrative and police operations.

Currently there is no designated assistant to address the significant amount of administrative and coordination work that is required of both the Officer in Charge of a detachment this size and the Operations Officer.

Functions Performed/Degree of Service:

A comparison of all other RCMP detachments in the area and municipal police forces reveals that all other forces with the same work load and responsibilities have from 1 to 3 positions to support the administration of the executive functions.

This support allows both the Officer In Charge and Operations Officer to focus on their core functions in the detachment, the community and in the larger policing environment.

Often times, senior RCMP management are part of working groups relating to their role in policing which further increases administrative work and commitments. Supt. Hyland is currently a member of the BC Association of Chiefs of Police and a member of the provincial working group regarding the Independent Investigations Office (IIO) of BC that is developing an updated MOU for all BC Police forces.

Alternatives Considered/Reasons for Not Recommending:

Alternative decision would be to keep status quo and have RCMP senior management roles continue to do work at a clerical/administrative level. This would be counter to our “effective and efficient policing” objective.

Staff Position:

It is respectfully requested that an exempt position be created for the purpose of being an executive assistant to both the Officer In Charge and Operations Officer.

Performance Measure:

- Ability of senior RCMP managers to focus on work reflective of their level of responsibility
- Increased effectiveness of the police operation

Package:

2018
Budget
\$ 95,000

Incremental Package Report

2018 Proposed Budget

Division: Corporate & Financial Services
Department: Police Services
Request For: Disclosure Coordinator
Package: 3 of 3

Date: October 2017
Submitted By: Supt. Jennifer Hyland/
Maureen Jones

Activities/Purpose:

As per the MOU on disclosure between the Provincial Prosecution Service and Police in BC, the onerous task of providing complete, thorough and indexed electronic disclosure packages to the Court is a legal requirement fundamental to the justice system. This work is currently being performed at our local detachment by police investigators. The work has now become cumbersome to complete and can ultimately lead to jeopardy of court cases if not performed within legislated timelines.

The increased use of judicial authorizations, lengthy strategic interviews, extensive witness and video canvassing bolstered by judicial requirements for police officers to maintain detailed records and notebook entries have added a significant cost in satisfying court disclosure requirements. Disclosure duties can be performed by a support staff role which would free up police officers' time to focus on the more complex level of work they are paid to perform. Most other police agencies have already converted this task to the support services side of the house as it is more cost effective and time efficient for a municipal employee to do.

Functions Performed/Degree of Service:

Modern criminal investigations now include large amounts of information, raw data and electronic media. As well, police investigations have become more complex and employ an array of techniques to gather evidence. Many of the tasks related to managing and disclosing major case management files can be taken from the police officer and assigned to a support service staff at a lower wage level.

The majority of disclosure tasks are becoming difficult for police officers to keep up with due to the fact that producing a final disclosure package is both time consuming and clerical in nature. The vast majority of cases disclosed are completed on the police system PRIME and the court system, JUSTIN. Re-allocation of these tasks to a municipal employee will help make sure that our detachment's legislative commitments are being met on time, without concern of losing a case due to inability to provide disclosure.

Alternatives Considered/Reasons for Not Recommending:

- Continue to have serious crime investigators perform this clerical/administrative work
- Hire "Reservists" to perform this work at a higher cost than that of a municipal employee

Staff Position:

1 FTE position

Performance Measure:

- Relieving administrative work from serious crime police officers

Package:

2018
Budget
\$ 69,616

Incremental Package Report

2018 Proposed Budget

Division: Corporate & Financial Services
Department: RCMP/Police Services
Request For: .5 FTE Fleet Coordinator
Package: 2 of 3

Date: October 2017
Submitted By: Supt. Jennifer Hyland/
Maureen Jones

Activities/Purpose:

To add .5 FTE to an existing Fleet Coordinator support service role to make this role a full-time position.

Currently we have one (1) position that is split between Exhibits and Fleet work and this package would allow the Fleet Coordinator role to become full-time and the .5 part of the current position to provide support to the full-time Exhibits Coordinator position. This position has been a split role since inception in 2007 (10 years).

Functions Performed/Degree of Service:

Fleet coordination has been done on a part-time basis and has grown to a level that requires full-time attention. The police fleet includes 56 vehicles and 2 motorcycles which require regular maintenance and repair. This position is responsible for monitoring repair needs and ordering services; preparing orders for replacement vehicles; preparing records of vehicle maintenance expenditures; performing simple maintenance tasks and scheduling vehicle repairs, as well as keeping equipment levels plentiful in police vehicles.

Alternatives Considered/Reasons for Not Recommending:

- If no addition is approved the effect of the tasks will have adverse effects on the maintenance of police vehicles
- If more time is taken from the shared Exhibit component of the role, then the Exhibits process may be in jeopardy.

Staff Position:

An addition of .5 FTE (Paygrade 17)

Performance Measure:

Ability to provide the appropriate level of support service to the RCMP operation.

Package:

2018
Budget
\$ 37,000

Incremental Package Report

2018 Proposed Budget

Division: Corporate & Financial Services
Department:
Request For: PRC - Community Services
Package:

Date: November 2017
Submitted By: Wendy McCormick

Activities/Purpose:

In recent years we have provided an enhanced level of private security in the down town area to address some of the lower level security or communication issues that may arise from time to time. Funding for this service has historically been provided through the protective services reserve and we recommend that ongoing funding be provided for this initiative.

Functions Performed/Degree of Service:

- Visible security presence in the Downtown Core
- Extended security coverage with random early morning patrols
- Provide support to business, service providers, local residents and identified hotspots in the Downtown Core.

Alternatives Considered/Reasons for Not Recommending:

- Utilization of RCMP police officers
- Do not offer this level of service
- Offer this level of service at a cost of \$40,000 with a review to see if problems persist.

Staff Position:

The Corporate Management Team respectfully recommends this position be approved as an ongoing role funded from the police reserve account.

Performance Measure:

Increased communication with business owners
Decrease calls for service in identified hotspot areas

Package:

2018
Budget
\$ 40,000

Incremental Package Report 2018 Proposed Budget

Division: Corporate and Financial Service
Department: Fire
Request For: Increase in Staffing by 4 firefighters.
Package: 1 of 1

Date: 10 August 2017
Submitted By: Howard R. Exner

Activities/Purpose:

As our collective agreement with the IAFF Firefighters matures, vacation entitlements increase to the point where they exceed the ability of the present pool employee's coverage. Unfortunately, as the workforce matures, we also seem to have higher than expected long term illness and injuries which creates more vacancies. The additional coverage is then transferred on to the back fill relief wage account. While presently we enjoy a straight time call in for this relief work, with expiration of the current collective agreement in December 2019, it is expected that the straight time coverage will not be agreeable to the IAFF and shall cease to be an option.

The administrative burden increases as the vacancies increase in that back fill has to be arranged for and approved.

To be proactive and ensure proper coverage, we should plan on hiring 1 more "float" firefighter per watch, (four in total), to cover the extending vacation allotments, sick time and loss of flexibilities currently in the collective agreement between now and January 2020.

Functions Performed/Degree of Service:

These positions would cover the vacancies at straight time.

Alternatives Considered/Reasons for Not Recommending:

At the end of the collective agreement, pay overtime rates for the minimum staffing model coverage into the future and thereby increase the work load on administration time and the back fill relief account will increase.

Staff Position:

Fund four (4) additional career firefighter positions.

Performance Measure:

We will realize a reduction in back fill hours and the relief wage account.

Package:

**2018 forward
Budget
\$544,182.12**

Incremental Package Report

2018 Proposed Budget

Division: Parks Recreation and Culture
Department: Parks and Facilities
Request For: Manager, Parks and Open Space Position
Package: 1 of 1

Date: 09 Nov 2017
Submitted By: D Boag

Activities/Purpose:

This request is to reintroduce the Manager, Parks and Open Space Position to oversee parks maintenance and operations. This position was eliminated as part of the Maple Ridge First initiative when Parks and Facilities budgets were re structured as part of the separation from the City of Pitt Meadows.

It was anticipated that in the short term, the duties of the Manager, Parks Planning and Design could be blended with the Manager, Park and Open Space position, however the work load and volume of Parks Planning, Parks Lifecycle, Parks Operations and Parks Infrastructure projects has resulted in a significantly reduced capacity to provide the necessary service levels expected of our department.

Functions Performed/Degree of Service:

The Manager, Parks and Open Space position is required to lead the Parks Operations section of Parks and Facilities, which includes budget administration of labour, equipment and materials required for the maintenance of a variety of parks and sport fields maintenance and repair functions as well as cemetery operations and administration.

The incumbent in this role works closely with sports clubs and associations, special interest groups and allocates resources to resolves customer requests and concerns. This position also administers the parks gift program, bear aware program and the noxious weed control program.

Alternatives Considered/Reasons for Not Recommending:

The anticipated effectiveness of the restructuring of parks resources (blending of two manager roles) has not materialised and has reduced our capacity to deliver parks maintenance services and parks planning and construction projects in a timely and efficient manner. Given the volume of anticipated capital projects and addition of new infrastructure projects that will need to be maintained, this position is required for the department to be able to maintain its current level of service to our customers.

Staff Position:

Manager, Parks and Open Space

Performance Measure:

Established service standards are maintained for park operations in addition to the timely delivery of new 2018 infrastructure projects.

Package:

2018
Budget
\$142,000

Incremental Package Report 2018 Proposed Budget

Division: Parks, Recreation & Culture
Department: Parks, Recreation and Culture
Decision Unit: Festival Funding
Package: 1 of ?

Date: October 30, 2017
Submitted By: Wendy McCormick

Activities/Purpose:

The City and community recognize the importance of festivals and special events in contributing towards an engaged and vibrant community that adds to quality of life and celebrates the local and increased sense of pride and belonging for residents and visitors. Under the Festivals Support Policy (4.22), two funding intake processes are available through which special event organizers and the City's civic events are eligible to apply for grants by demonstrating that their festivals or events meet the benefit criteria outlined in the Policy. The festivals support funding envelope is \$64,000 annually excluding in-kind allocations of staff time and resources towards 25 festivals and special events. Over the past few years, the two civic events presented by the City of Maple Ridge, Canada Day and Celebrate the Night, have grown in scale, complexity, attendance and public participation. Canada's 150th anniversary and the Government of Canada's support this year provided an opportunity to expand and enhance the quality of our civic events for residents and visitors and contribute towards greater positive recognition and economic impact for our community.

Functions Performed/Degree of Service:

In 2017, with Canada's national 150th anniversary, civic event activities were expanded and increased which drew in record numbers. The additional Federal one time funding and other support through sponsorships and donations have created an expectation and demand from the community to continue similar levels of engagement and services, but also demonstrated how special events help contribute to economic activity and greater awareness and promotion of Maple Ridge. The marketing and promotions coverage for the civic events was significant in our local newspaper, but also across social media and web platforms in Metro Vancouver and beyond. The civic events have become an umbrella for all community partners to actively engage in creating large public festivals including First Nations and ethnic communities. The public engagement comments received through the Tourism Strategy and Cultural Plan work recognize the value of festivals and special events to a growing community and the potential impact culturally, economically and promotionally. The requested amount reflects the rising hard costs associated with producing civic special events, primarily related to increasing equipment costs (e.g. stage, sound), entertainment fees and safety and legal requirements. Without the one time Federal anniversary funding, there will not be sufficient resources to fulfill the expectations of residents and visitors.

Alternatives Considered/Reasons for Not Recommending:

For civic special events to remain on a smaller scale with limitations to participation and to making our community an attractive place to live and experience for locals and visitors.

Staff Position:

There is no City staff position within the funding envelope.

Performance Measure:

Festivals and special events enhance citizens' quality of life, citizen engagement and tourism and help to celebrate our cultural identity. The public interest and appetite for bigger and diverse events continues to increase exponentially. Attendance numbers for the civic events increased approximately +30% from previous years to 25,000-30,000. Local businesses reported good attendance and audiences were very positive about their experience. The increase to the civic special events funding will assist in enhancing civic event services to the community and to position special events to support tourism, educational and cultural strategies and goals in addition to the community plan and Master Plan for Parks and Recreation. The experiences and benefits derived from festivals and events have significant value to citizens and visitors and are an important ingredient in our on-going development as active and vibrant city.

Package:

2018
Budget
\$25,000
\$25,000

Incremental Package Report 2018 Proposed Budget

Division: PRC
Department: Community Services
Decision Unit: The Seniors Network
Package: 1 of 2

Date: 2017-11-04
Submitted By: Wendy McCormick

Activities:

The Seniors Network (SN) is a grass roots planning table initially formed to respond to gaps in Senior's home services and the impact this has on seniors in our Community. Recently the City of Maple Ridge adopted the Age Friendly Strategy which also identifies the ongoing need of the Seniors Network to support seniors living in Maple Ridge.

The network originally operated on an annual budget of \$25,000 funded by the United Way. In March of 2015, the United Way eliminated the funding of Senior's Planning Tables in the Lower Mainland. Since then, the table has been operating through the support of project specific grants such as the Age Friendly Initiative and various grants applied for through Maple Ridge and Pitt Meadows Community Services (MRPMCS).

The SN is a joint model table that includes Pitt Meadows and Katzie. Requests will be made to seek appropriate resources from those areas, all monies received from CMR will be allocated to CMR.

Purpose:

1. The SN facilitates engagement of more the 30 service providers with a goal to fill gaps and identify trends that effect our seniors demographic. Outcomes include the delivery of a multitude of initiatives (listed below). Financial support will ensure the SN is able to secure a coordinator and administrative support
2. The coordinator position will ensure a strong lead organization is in place to steward the adopted Age Friendly Strategy.

Functions Performed/Degree of Service:

The Seniors Network has a strong record of working in collaboration with many service providers in our community. Since its inception in 2008, the SN has brought considerable additional funding to the community.

SN Grants	\$62,000	Funds applied for and received by the SN
Partnership grants	\$150,000	Funds applied for and received by the SN through community partners
In Kind	\$35,000	Support from local businesses and service providers

The Seniors Network leadership group also serves as the Advisory Committee for the Better at Home Program operated by Maple Ridge and Pitt Meadows Community Services. This program that has been adopted across 80 communities in BC spearheaded the drive to bring in a substantial amount of dollars for seniors home support services.

Examples of initiatives the Network has either been responsible for or participated in:

- Lead Contract for 2015 Age Friendly Communities Initiative
- Seniors Resource Guide (3 editions, over 15,000 copies printed and distributed)
- Grand Buddies Program (senior volunteers mentor at risk Elementary age students)
- Intergenerational Garden (partnership with CMR, SD42, RMSS)
- Seniors Task Groups on: Housing, Transportation, Health Care, Outreach represent local concerns at regional and provincial levels
- Aging Graceful Speaker Series (partnership with Fraser Valley Library, three years of education support seminars for seniors and their caregivers)
- Christmas Haven (free taxi service for seniors)
- Seniors Helping Santa project (Christmas Cheer gifts for low income seniors)
- Presentations by BC Ombudsperson and BC Seniors Advocate
- Participate in initiatives of Ridge Meadows Division of Family Practice
- Advisory Committee for Better at Home program
- Advisory Committee for Ridge Meadows Hospital Patient Information Centre
- Social Planning Advisory Committee member
- Supported Active Aging Symposium by Parks and Leisure Services
- Member of local Housing Planning Table
- Participate in Community Network
- Seniors Forum 2009 (over 200 participants)
- Seniors Workshops 2009

Alternatives Considered/Reasons for Not Recommending:

1. Seniors Network could continue to research funding for specific projects and contract the Network to carry out the work. This is not preferred as the essential functions of the Network as described above would not be attainable.
2. Create an Agency Membership Fee; with over 30 agencies registered as part of the network, an annual membership fee could be implemented. The unstable nature of the funding sources to these agencies does not lend itself to a firm commitment of sustainable funding.
3. Continue to petition the Province and other sources for funding opportunities; most grant opportunities are for new and time limited projects, although this is an avenue towards filling gaps it does not address the sustainability of the SN.

Staff Position:

N/A

Performance Measure:

1. Implementation of the Age Friendly Strategy.
2. Continued support to initiatives that support seniors in Maple Ridge.

Package:

**2018
Budget
\$ 25,000**

Incremental Package Report 2018 Proposed Budget

Division: Public Works & Development Service
Department: Recycling
Request For: Brush Chipping Program
Package: 8 of 8

Date: September 20, 2017
Submitted By: Kim Day

Activities/Purpose:

The Brush Chipping program started in 2004, with a goal to offer an alternative to burning.

The service is offered twice a year in April and October. In the beginning, the City Operations department hired part-time staff to administer and co-ordinate this program with the homeowners and the Chipping contractors. In 2009, Ridge Meadows Recycling Society partnered with the City to provide the administration, supervision and all statistical reporting on this program. In the past, the Brush Chipping program had an average participation of approximately 2,500 residents, with an annual budget of \$75,000

In 2015, the program became more widely used as Council approved and promoted the service to assist homeowners with cleanup resulting from a large wind storm. The Spring 2017 program reported 3,078 pickups, an increase of 911 pickups over the same time last year at a cost of \$66,000. The total expense for 2017 will far exceed previous year's participation and budget.

Functions Performed/Degree of Service:

The annual chipping program has been in place for 12 years and was introduced as an alternative to burning. The program is expensive based on the tonnage diverted and the number of residence participating in the program; however the people that use the program like the service. The 2016 Recycling Customer Satisfaction survey asked the question, "Are you aware of the City's Annual Brush Chipping Program?" 64% of responses were "yes."

Alternatives Considered/Reasons for Not Recommending:

- Implement a Large Item Pickup Program and include chipping in the program
- Public perception that comprehensive waste reduction is not a priority in Maple Ridge
- Non compliance with the Metro Vancouver Solid Waste Management Plan targets for organics
- Increased incident of illegal dumping as Metro Vancouver Tipping fees increase

Staff Position:

Not Applicable

Performance Measure:

- Number of home owners participating
- Tonnage collected

	2018
	<u>Budget</u>
Program Costs:	\$100,000
Less- Existing Budget	<u>\$75,000</u>
Total:	<u>\$25,000</u>

Incremental Package Report 2018 Proposed Budget

Division: Public Works & Development Service
Department: Operations
Request For: Pest Control Program
Package: 7 of 8

Date: September 20, 2017
Submitted By: James Storey

Activities/Purpose:

Operations Roads Division manages the expenses and charges to the account 1-68-03550-001-0000. In 2016, the City entered into a Pest Control partnership with the Downtown Maple Ridge Business Improvement Association (BIA) to reduce pest infestation in the downtown core.

Functions Performed/Degree of Service:

In 2016, a summer pest control program commenced, by hiring a contractor to perform pest control due to the increase of pest infestation in the downtown core. The cost of the program was shared, 50% paid by the City and the remaining 50% by BIA.

The summer program proved to be very successful, and to further reduce the pest infestation it has been recommended to run this program year round.

Alternatives Considered/Reasons for Not Recommending:

If the pest infestation isn't controlled it will continue to rapidly increase and become a public safety concern.

Staff Position:

Not Applicable

Performance Measure:

Status report from contractor measuring the progress of reducing pest infestation

**2018
Budget**

\$8,000

\$8,000

Incremental Package Report 2018 Proposed Budget

Division: Public Works and Development Services Date: September 8, 2017
Department: Operations Submitted By: James Storey
Decision Unit: Tree Replacement Program
Package: 5 of 8

Activities/Purpose:

To create an annual fund to facilitate replacement of trees removed on City land for mitigation of risks and hazards to public safety and public infrastructure.

The operations department is responsible for providing several key services to the public that relate to mitigation of risks and hazards. The three primary areas at issue are where trees have grown on dikes or in ditches, where trees have reached an age and have decayed to the point where they are a hazard to the public, and where trees obstruct sightlines for pedestrians and traffic creating a safety issue.

Operations assesses each of the above issues on a case by case basis and where appropriate engages the services of a certified arborist. Where deemed necessary to protect public infrastructure or public safety, the trees are removed. On average the City removes approximately 6 trees per year as a result of the above cases.

The Maple Ridge Tree Management Bylaw provides exemptions for the City to undertake these works on City lands for these specific reasons. However, there are many cases where the public perception is that the City is not following the rules of the bylaw. In order to support the intent of the bylaw, Staff recommends the implementation of this replacement fund.

Functions Performed/Degree of Service:

The City has been performing these functions for decades and the budgets have been established to provide this level of service, but are inadequate to facilitate the replacement of trees due to these activities. This fund will allow for the replacement of trees to be planted in selected areas that can be better managed and not result in a longer term risk to safety or infrastructure.

Performance Measure:

Number of trees removed compared to number of trees replaced

Alternatives Considered/Reasons for Not Recommending:

This is not a preferred option as the Tree Management Bylaw provides exemptions expressly for the purposes described above, and the public/developer perception that City is not following its own bylaws.

Package: Annual Tree Replacement Program

	2018 Budget
Program Costs:	\$5,000
Less- Existing Budget	<u>0</u>
	<u>\$5,000</u>

Incremental Package Report 2018 Proposed Budget

Division: Public Works & Development Services Date: August 10, 2017
Department: Electrical Mechanical Submitted By: James Storey
Request For: Increase to TransLink Traffic Intersection Budget
Package: 6 of 8

Activities/Purpose:

Operations manage the expenses (1-69-03359-000-0000) of 35 traffic controlled intersections on TransLink funded roadways.

Functions Performed/Degree of Service:

We are responsible for semi annual inspections of all sites and maintenance of traffic controlled intersection equipment consisting of, but not limited to; controllers, switch pack, conflict monitoring, video detection, UPS, pedestrian activated, signal heads wiring and cabinets. Our division responds to callouts during normal working hours and emergency callouts, 365 days a year. All data and inspection results are logged and recorded as historical information.

Alternatives Considered/Reasons for Not Recommending:

Over the past three years the costs have exceeded the budget on average by \$29,485. In 2017, the budget of \$74,000 is currently trending to be over spent by approximately \$60,000.

In addition, six intersection crosswalks have received Rectangular Rapid Flashing Beacons, which will increase workload. Each intersection has equipment that has been added through capital upgrades over the past 8 years, which increases maintenance costs as they age. Life span of a camera is 8-10 years, and UPS batteries 6-8 years. We are also experiencing an increase in labour costs, and BC hydro rates have increased by over 20%.

Staff Position:

Not Applicable

Performance Measure:

Actual costs are covered by the budgeted amount

Package:

2018
Budget
\$60,000
\$60,000

Incremental Package Report 2018 Proposed Budget

Division: Administration
Department: Communications
Request For: RFP for Social Media Consultant
Package: 1 of 1

Date: November 2017
Submitted By: Fred Armstrong

Activities/Purpose:

Establish a Request for Proposal to hire a social media consultant to review the City of Maple Ridge's social media community engagement and reach. Resulting recommendations would be implemented in the 2019-2023 Communications Business Plan.

Functions Performed/Degree of Service:

An outside review of the City of Maple Ridge's social media community engagement will examine our policy framework, operational methodology and reach to determine how we can deliver this growing part of our day-to-day work with the greatest efficiency and effectiveness to encourage citizen engagement.

Alternatives Considered/Reasons for Not Recommending:

We looked at doing an internal review; however the external review has the potential to bring new tools, methodology and outcome measurements to this work.

Staff Position:

None

Performance Measure:

The goal is to mitigate the growth in human resources to social media management by determining what channels to focus our efforts on, ensure that there are content curators for each channel and that content on each channel is tailored to the unique attributes of the delivery channel.

Package:

**2018
Budget
\$10,000**

Incremental Package Report 2018 Proposed Budget

Division:	Administration	Date:	Sept 22, 2017
Department:	Economic Development Committee	Submitted By:	Lino Siracusa
Request For:	Innovation Week		
Package:	1 of 1		

Activities/Purpose:

- The EDC would like to pursue together with the Economic Development Department, and other departments (IT, PPRC, Communications) an Innovations week event. The theme of the event will be “Innovation and Emerging Cities,” and will have three streams: business, education and government. This event will be modelled on the very successful Innovation Week event held in New Westminster, which use the event to highlight and seek media and government attention for all the exciting innovative activities occurring in their City. New Westminster have offered to partner and support a similar event in Maple Ridge. The Tech Task Force has discussed this initiative with our local MP, who is supportive in his role in the Federal Government, and is willing to lend support to the Tech Task Force.
- Seed funding in the amount of \$15,000 is required to rent the ACT, bring in speakers and to promote the initiative. It is anticipated that these funds can be leveraged through sponsorship to bring in a similar amount of funds from other sources.

Functions Performed/Degree of Service:

Events under consideration would include:

- A forum bringing together business, education and government with each group offering presentations of key innovations. Speakers can include Amazon, Microsoft and other leaders in the tech field. April 5th has been reserved at the ACT for this event.
- An invitation to other emerging cities to speak about their innovative ideas. Among those from Maple Ridge that might be included are: the Open Government portal and the new progressive Home Occupation By-law.
- A partnership with the school district to engage in an activity to engage youth at schools or at the Greg Moore Youth Centre.
- A hackathon where post-secondary students can become involved (eg New Westminster Hackathon, where students developed City aps from the City Open Government platform).
- Company tours etc.

The Tech Task Force is exploring ideas and a more detailed plan will be developed in 2017.

Alternatives Considered/Reasons for Not Recommending:

Council may wish to not pursue this event in 2018.

Staff Position:

This is consistent with the role of the Economic Development Department which will provide support and coordination for the event.

Performance Measure:

Delivery of a successful event.

Package: Innovation Week

**2018
Budget
\$15,000**

Incremental Package Report

2018 Proposed Budget

Division: Administration
Department: Sustainability & Corporate Planning
Request For:
Package: 5 of 5

Date: September 25, 2017
Submitted By: Laura Benson

Activities/Purpose:

The City of Maple Ridge installed its first electric vehicle (EV) charging station in 2013. Since that time, community and City use of charging amenities, measured in charging sessions, has increased by an average of 40% every year. Although the City has moved all of its passenger vehicles to hybrid or plug-in electric cars over this time, the majority of the increase in usage is community driven. This assertion is supported by year over year increases in community charging sessions of over 54%. In total, the implementation of six municipal EV chargers across the city has avoided over 51 tonnes of community greenhouse gas emissions in Maple Ridge.

As public adoption of EVs is forecasted to continue (see page 2), and due to advances in charging technology, BC Hydro, in partnership with its subsidiaries, recently held a Request for Expressions of Interest (REI) to test EV charging stations built with specific capacities to accommodate the challenges of multi-unit residential building implementation. The City was successful in its application to the program. In principal the agreement identifies that in exchange for testing the equipment, the City would receive two Level 2 charging stations for installation at locations of our preference. Estimated value for each unit is approximately \$60,000.

The proceeding incremental package requests \$30,000 for installation of both chargers, as required in the REI, in exchange for \$120,000 (est.) in charging equipment.

Functions Performed/Degree of Service:

Installation of two high-voltage utility-connected Level 2 charging stations. One will be located in the downtown area and another at a location to be determined.

Alternatives Considered/Reasons for Not Recommending:

Council could opt to not commit installation funding and continue to provide electric vehicle charging at the six current locations. The City would be forfeiting charging equipment valued at an estimated \$120,000.

Staff Position:

N/A

Performance Measure:

Number of charging sessions per EV charger
Tonnes of greenhouse gas emissions avoided

Package:

2018
Budget
\$30,000 (one-time)

Source: City of Richmond staff report excerpt

Currently, 26 models of plug-in electric vehicle (EV) are currently available in Canada. To date, over 6800 electric vehicles have been registered in BC and EVs comprise approximately 2% of car sales in the province, approximately 3/4 of which are located in the lower mainland. Since 2011, annual sales of EVs in BC have increased by an average 80+% year-over-year (see Figure 1). On average, EVs tend to spend less time at dealerships before selling, compared to combustion engine vehicles.

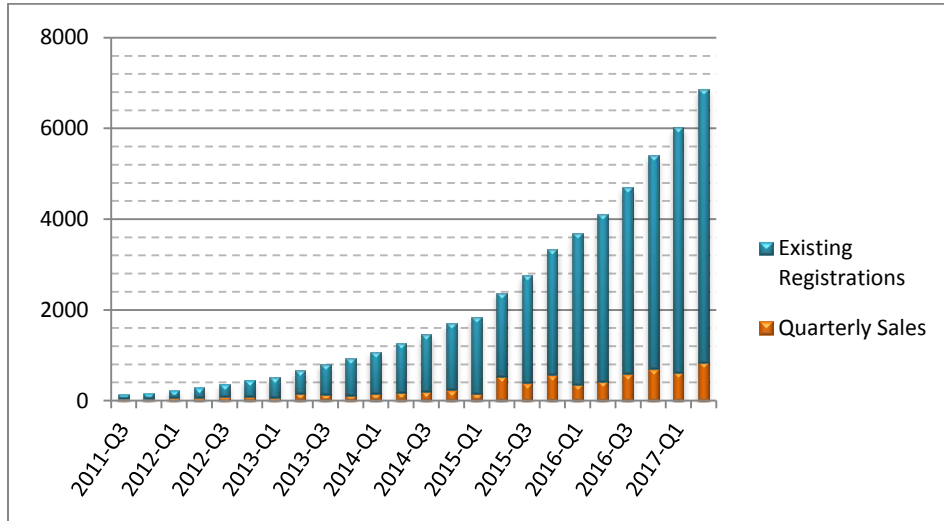


Figure 1: EV Registrations and Sales in BC

Automakers are increasingly electrifying their fleets, with significant investments being made to bring new electric models to market (see **Error! Reference source not found.**). Volvo plans to fully electrify its fleet by 2019, with Jaguar-Land Rover following by 2020, and Mazda by 2030. Daimler plans to offer electrified versions of all its vehicles by 2022, with Volkswagen planning the same by 2030. GM recently announced its goal to transition to entirely electric production (although without a target date). Correspondingly, planned lithium-ion EV battery production capacity is set to increase by 520% over 2016 levels by 2020, although Toyota and others are developing faster charging solid-state batteries aimed to roll out by 2022 or sooner.

Incremental Package Report

2018 Proposed Budget

Division: Administration **Date:** September 25, 2017
Department: Sustainability & Corporate Planning **Submitted By:** Laura Benson
Request For: Corporate Organics Collection and Disposal
Package: 2 of 4

Activities/Purpose:

A number of years ago at the urging of a group of employees, the City began a pilot composting program. The program includes collection of organic waste from lunchrooms, conducted by a paid staff member, in civic facilities in the downtown area. Composted material is then be used in the ornamental displays throughout the town centre by Parks staff.

Since that time, Metro Vancouver implemented an organics ban at all of its waste disposal facilities which requires that organic material be removed from the regular waste stream. .

Throughout the course of the pilot program, and through a 2016 corporate waste audit, several challenges and opportunities have been identified:

- Staff have determined that the number of containers required to allow for effective composting cannot be accommodated in the existing compost area.
- Disposal at Metro-Vancouver organics collection facilities is a more efficient and effective means of managing organic waste than current practice.
- Staff identified significant compostable organic matter reaching the waste stream, violating the regional organics ban.
- Paper towels, another organic material, also ends up in the waste stream, but could be composted through an organics program.
- The current waste hauler for the City is not dumping at a Metro Vancouver disposal facility where organics are banned, and therefore not subject to the Regional policy direction to remove organics from the waste stream.

As a member of the Metro Vancouver region, and to show leadership to the community, the issues identified above demonstrate an opportunity for the City to improve its waste practices, To increase the number of civic facilities serviced, and decrease the contamination of our waste stream and comply with the Regional organics ban, staff are proposing a corporate organics program.

Functions Performed/Degree of Service:

- Purchase of organics collection containers for lunchrooms and washrooms.
- Weekly pickup service of organic waste bins from lunchrooms and washrooms at City Hall, RCMP, Maple Ridge Public Library, Randy Herman Community Safety Building, Operations Centre, and Fire Hall #1.
- Weekly pickup and disposal of each facility's central collection container at an organics disposal facility.
- Organics collection from the Leisure Centre and Greg Moore Youth Centre areas will be conducted by Building Service staff.

Alternatives Considered/Reasons for Not Recommending:

- 1) Partner with the Ridge Meadows Association for Community Living to create a paid job for the weekly collection of organics from lunchrooms and washrooms in the civic area. Monthly cost for collection, \$350.
- 2) Partner with Warrington on the shared use of a central disposal container for civic area facilities.
- 3) Begin staff education in 2018, and look to leverage economies of scale by incorporating collection and disposal services into 2019 cleaning service and waste disposal contracts.

Staff Position:

N/A

Performance Measure:

Amount of organic material in waste stream measured during random monthly inspections.

Package:

**2018
Budget**
\$23,340 with \$22,740 ongoing

Monthly Service Costs

32 Gallon Tote removal	\$ 1,220
Pick up from staff areas	\$ 675
Monthly Total	\$ 1,895

Total Annual Service Cost	\$ 22,740
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One-time Supply costs

Large Bins	\$ 600
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Total Incremental Request	\$ 23,340
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Incremental Package Report 2018 Proposed Budget

Division:	Public Works and Development Services	Date:	October 13, 2017
Department:	Agricultural Advisory Committee	Submitted By:	Margaret Daskis
Request For:	Funding for 10th Annual Golden Harvest Celebration		
Package:	1 of 1		

Activities/Purpose:

Going in to its tenth year, Golden Harvest has become a popular event for local food enthusiasts to connect with local farmers and food producers and to promote some of the fantastic culinary talent that works in our community every day.

In celebrating local food while supporting local food businesses, the event pairs up local producers of agricultural products such as berries, vegetables, meats and cheeses with the culinary artists of some of our wonderful local restaurants. These professionals create distinctive dishes that reflect the offerings of their restaurant and the diversity of our community. Another great part of the event is the culinary arts programs from our local high schools and local community college programs prepare delicious delicacies. It's been a great way for students to learn and connect with the community.

Recognized as a vibrant component of Maple Ridge's character and local economy, our agricultural sector is highly diverse – both in the range of products produced but also in the size of local farming operations. The value of local agriculture north of the Fraser is being consistently recognized and supported within our community. Consumers are becoming more aware about issues relating to food quality, food security and sustainable agricultural practises. The Agricultural Advisory Committee strives to support projects aimed at encouraging and promoting public awareness of agricultural activities within our community.

The 10th Annual Celebration is a pivotal moment for the future of Golden Harvest. It is an opportunity to build on the growing interest and momentum in local food tourism, nurture the enthusiasm of our dedicated community members, and support local producers while strengthening people's connection to the place they live.

Functions Performed/Degree of Service:

The 10th Annual celebration of Golden Harvest would focus on:

- Strengthening relationships with local producers and distributors of agricultural products.
- Continuing to work with community partners (Haney Farmers Market, Maple Ridge Pitt Meadows Agricultural Association) to engage in activities that support agricultural sectors.
- Celebrating local culinary initiatives (up-and-coming culinary talents, local food businesses and restaurants).
- Growing the range of activities encapsulated by Golden Harvest (food related workshops, local artisanal silent auction, 10th year anniversary cookbook, local retailers and live music during the event).
- Engaging a broader public with a community event and celebration.

Alternatives Considered/Reasons for Not Recommending:

Following Golden Harvest 2017, future funding needs will likely need to be addressed annually through Incremental Packages. Should Golden Harvest 2018 not receive additional funding, it may result in the cessation of this community event.

Staff Position:

N/A

Performance Measure:

N/A

Package:

**2018
Budget**

Expenses

Venue	\$ 2,000
Food & Supplies	\$ 3,000
Promotion	\$ 2,500
Coordinator	\$ 3,000
Sub-Total	\$10,500

Revenues

Ticket Sales	(\$ 2,500)
AAC Contribution	(\$ 2,000)
Total Incremental Request	\$ 6,000

Incremental Package Report 2018 Proposed Budget

Division: Public Works & Development Services
Department: Community Heritage Commission
Request For: Heritage Conservation Master Plan
Package: 1 of 2

Date: September 25, 2017
Submitted By: CHC

Activities/Purpose:

The City of Maple Ridge stands out among BC communities that recognize the value of built and intangible heritage. However, in the absence of a coherent framework for the conservation and maintenance of even the city-owned assets, staff and contractors have been able to only perform routine maintenance without the advantage of an integrated pro-active maintenance program. Such a program would establish a conservation framework for all municipal heritage assets and identify a maintenance program intended to assist in short, medium, and long-term planning of maintenance needs.

CMR is commended for commissioning conservation plans for some city-owned heritage properties. Additional expert support is assembled on an ad-hoc basis. That approach does not represent the best or even basic measures that these sites require for continued security and function.

To create a comprehensive planning and management framework to ensure the conservation and development of Maple Ridge heritage assets.

Functions Performed/Degree of Service:

The Scope

This over-arching plan will support the informed ongoing rehabilitation and functionality that has already begun on St. Andrews Heritage Church and Haney House. A consultant will be hired to work with the CHC and other stakeholders through this project and prepare the Master Plan.

Phase I

Develop an overview of the scope of work, assess existing assets and prepare conservation work plans.

Phase II

Consolidate and build comprehensive conservation, development and emergency plans for municipally owned heritage assets.

Phase III

Extend the master plan and its process to support the whole community, including conservation incentives and area plans.

Outcomes

The Heritage Conservation Master Plan Project will integrate the conservation plans for the CMR sites as well as Spencer Milk House and the Brickyard Buildings with more detailed work done by the conservation specialist. The master plan will perform the functions and development of programming possibilities for public and private heritage assets.

Notes:

Existing model for this heritage tool: City of Richmond BC Museum and Heritage Plan 2007

Alternatives Considered/Reasons for Not Recommending:

Staff Position:

Performance Measure:

- Production of the framework document including consultation with the CHC, city officials, property managers and curators. This will include conservation approaches that encompass current best practices in British Columbia and references to national conservation standards and building codes.
- Improved conservation and programming of heritage assets in Maple Ridge
- Improved local and tourist awareness of heritage assets and increased uptake of heritage programming

Package:

**2018
Budget
\$30,000**

Incremental Package Report

2018 Proposed Budget

Division: Public Works & Development Services
Department: Community Heritage Commission
Request For: Heritage Incentives Review
Package: 2 of 2

Date: September 25, 2017
Submitted By: CHC

Activities/Purpose:

The 2013 Heritage Plan for Maple Ridge provided a summary of the assistance available through incentives by the City of Maple Ridge for the owners of recognized heritage property. Key points that were addressed at that time were:

- The focus of Maple Ridges' heritage policies (2013) is to use incentives rather than regulations.
- Incentives are determined on a site-by-site basis and are subject to Council's approval.
- Possible incentives could include Building Code equivalencies, negotiated agreements for use or extra density, and time-limited tax exemptions.

An overview statement within the 2013 Heritage Plan on incentives outlined the policy that the City does not currently offer direct financial incentives for the restoration or maintenance of heritage properties.

The 2013 Heritage Plan also provided information on Federal and Provincial incentives or other types of assistance that might be available for heritage conservation.

In studying issues confronting the heritage conservation activities in 2013 in Maple Ridge the Heritage Plan provided comments on the following matters:

- Heritage incentives were seen to be minimal and not resulting in significant uptake in Maple Ridge.
- There are no incentives for the maintenance of heritage sites.

During the past five years with the support of the CMR there has been much progress in undertaking a more comprehensive heritage program. Steps have been taken by the CHC to undertake action on the "Current Challenges and Opportunities" outlined in the 2013 Heritage Plan. With the support of the CMR many of the earlier issues were rectified, such as the update of the heritage inventory, maintaining the heritage plaques and undertaking a robust program to educate and value the community's heritage resources.

However as outlined in the submission of this Incremental Package # 2, there is a need within the heritage initiatives of the CMR to pursue an enhanced incentive program. Current literature in the heritage field indicates that many municipalities across Canada have moved to establish heritage incentives that may provide financial assistance to owners of heritage properties. The range of projects eligible for assistance usually covers conservation and maintenance. Also in the area of financial assistance for heritage conservation, in 2017 the Federal Government has put forward a legislative bill (C-323) that will consider support for amendments to the Income Tax Act. The proposed legislation is designed to assist in the conservation of listed heritage buildings in Canada.

A consultant will be hired to work with the CHC and other stakeholders and:

- Assess current needs of the owners of the recognized heritage assets in Maple Ridge in undertaking their heritage conservation work.
- Study the current best practices for conserving privately owned heritage properties in Canadian cities.
- Provide information on any federal and provincial heritage conservation incentives available.
- Provide information on municipal heritage conservation tools that may be considered for Maple Ridge.

- Develop a plan to apply this information by updating the CMR’s approach to heritage incentives including consideration of a program of financial assistance to owners of heritage properties.

Functions Performed/Degree of Service:

- Specialist consultations with owners regarding their needs in conserving their heritage assets in Maple Ridge.
- Determine current best practices in Canada that results in the conservation of heritage assets with specific reference to the type and use of incentives.
- Report the current needs of property owners and recommendations on new approaches to provide incentives for the conservation of private heritage property in Maple Ridge.

Alternatives Considered/Reasons for Not Recommending:

Staff Position:

N/A

Performance Measure:

- A report outlining the impediments faced by heritage asset owners in Maple Ridge as they undertake conservation measures.
- Overview of current best practices in Canada including incentives that are bringing about the successful conservation of privately owned heritage assets.
- Recommendations for the CMR concerning enhanced assistance to the owners of recognized heritage assets
- Identify opportunities to advocate for provincial, federal, and private incentives

Package:

2018
Budget
\$20,000

Incremental Package Report

2018 Proposed Budget

Division:	Public Works and Development Services	Date:	September 25, 2017
Department:	Environmental Advisory Committee	Submitted By:	Leanne Koehne
Request For:	Funding for EAC Communications Outreach Strategy		
Package:	1 of 1		

Activities/Purpose:

Pride in the natural environment has been a long standing value shared by generations of citizens within Maple Ridge. Protection and responsible management of the natural environment has been recognized as a high level priority over the past couple of decades as identified in every community survey.

Residents are becoming more aware about global and local issues related to environmental matters, but the community shared the sentiment that is not really clear what the City of Maple Ridge is doing to help plan for, protect, and manage its natural environment. How is it going to protect its environmentally sensitive areas, build resiliency and adapt to these challenges over time in a sustainable manner? How are we dealing with risks, impacts, and costs associated with climate change impacts? How are we planning for liveable, safe, and greener urban spaces? What kinds of lessons, benefits and successes has the City of Maple Ridge achieved over the past decade with its environmental strategies and tools that currently exist and what kinds of new initiatives are underway?

Raising awareness about municipal environmental programs, strategies, and review processes has been identified by the general community through the Environmental Management Strategy (EMS) consultation process as a high priority. Given the rate of growth and various kinds of direct and indirect impacts on the natural environment that can happen over time, it was identified that an environmental communications strategy was a high priority short term actionable item.

The Environmental Advisory Committee intends to develop a number of communications action items including the following:

- Creating a display and outreach booth for public events that can help provide a presence and opportunity to raise awareness about the function and initiatives of the EAC, to help support awareness of ongoing municipal & community based environmental initiatives, and to connect with other community stakeholders as well as environmental advocates from around the region;
- Developing a social media and web based environmental awareness campaign with the assistance of youth volunteers that can assist the City by providing technologically innovative tools and mediums for providing easy access and interesting subject matter about municipal environmental programs.
- The communications initiative also will focus on providing greater clarity around existing environmental review processes, strategies, requirements and best management practices including a rationale as to why we have them and how they benefit the community;
- Celebrating significance of natural assets and green infrastructure programs throughout the community. Why is it important to work with the natural environment and support pro-active municipal green infrastructure initiatives to help build resiliency toward climate change impacts, promote liveable & sustainable urban centres, and reduce costs for taxpayers;
- Reaching out to community members who have not traditionally been involved in municipal environmental management programs and strategy initiatives such as new residents, youth, First Nations members, seniors, and new investors/developers and consultants.

The communications and outreach strategy is an opportunity to build on the growing interest from the local community and continue to invest in the progressive environmental programs that have helped us become one of the environmental leaders in the Lower Mainland and in B.C. This incremental package will help support the EAC Communications Sub-committee members to reinforce people’s natural connection to the place they live, work and play.

Functions Performed/Degree of Service:

The Communications and Outreach Strategy would focus on:

- Building and strengthening relationships with local community members, development and business stakeholders, stewardship organizations, and people of all ages that are interested in being involved with municipal environmental affairs, programs, stewardship opportunities, & successes.
- Continuing to work with community partners (Non-government organizations, stewardship organizations, First Nations, educational institutions, and residents) to engage in activities that support environmental protection, best management practices, and improvements.
- Celebrating local environmental events, successful initiatives, and acknowledging key stakeholders.
- Expanding awareness & knowledge about environmental issues and opportunities with guest speakers, support for leveraging grant monies & volunteer work provided by educational institutions, and supporting opportunities for further environmental educational/training in the community.
- Engaging a broader public through participation in public community events and celebrations.

Alternatives Considered/Reasons for Not Recommending:

Should EAC Communications Sub-Committee not receive additional incremental funding, it may result in the cessation of this endeavor.

Staff Position:

N/A

Performance Measure:

N/A

Environmental Advisory Committee Incremental Package:

	<u>2018 Budget</u>
Display materials & logistics (booth, logos, posters)	\$ 4,000
Web design fees, social media & videography	\$ 1,000
Event Promotion, Speakers, & Coordination (Honorariums, refreshments, speaker fees)	\$ 3,000
Signage design & production fees	<u>\$ 5,000</u>
Total Costs:	\$13,000

Incremental Package Report

2018 Proposed Budget

Division: Public Works & Development Services **Date:** Aug 10, 2017
Department: Electrical Mechanical / Water Works **Submitted By:** James Storey
Request For: Water Pump Station and Pressure Reducing Valve Maintenance Budget
and Staffing Increment
Package: 4 of 8

Activities/Purpose:

Operations Electrical Mechanical and Water Works Departments manages the expenses and charge to the account 1-91-03890-000-0000. Expenses are from operating and maintenance of;

Electrical Mechanical

- 8 City owned potable water pumping stations consisting of containing 20 pumps, 6 CL2 onsite generation/injection sites, 6 Pressure Reducing Valves, 8 air valves, 17 Flow Meters, 8 Check Valves, 13 Control valves, 12 full SCADA sites, 8 generators, 8 water analyzers, and 50 Pressure Transmitters system wide.

Water Works

- 32 PRV chamber sites totalling 54 Pressure Reducing Valves. Proposed 7 new PRV chamber locations, with additional 7 Pressure valves (minimum) from 5 year Capital Plan with full SCADA and water sampling / analyzers.
- 8 Flow Meter monitoring chambers
- 143 Air Valves
- 9 Check Valves
- 2 Bulkfill Stations

As our community grows, the water system continues to expand at a rapid rate adding additional critical infrastructure, through Development and Capital projects. Projects completed and planned will add multiple reservoirs, pump stations, pressure reducing valves, chlorination units and other system components required to service our challenging topography. Our water system continues to become more complex which requires continuous inspections, maintenance and technically trained personal.

All assets are equipped with full sampling capabilities and SCADA, increased stand by generator size and increased hydro rates, further pushing the operating and maintenance costs into the red.

The new infrastructure added to the yearly maintenance programs has grown disproportionately and requires immediate funding for proactive maintenance and technically trained staff.

Functions Performed/Degree of Service:

Pump Stations

Monitoring 24/7 through SCADA (telemetry) of Pumps and PRV flow rates, system wide zone pressure management, water quality sampling, logging/trending data, sharing flow and pressure data with Engineering for system wide management and future growth analysis. Maintaining of SCADA communications network, HMI (developed interactive computer screen) and recording equipment.

Perform weekly cleaning and maintenance of station sites. Includes maintenance of the grounds, buildings, chambers, valves, analyzers, video surveillance equipment, generators, and onsite chlorine generation/injection equipment.

Pressure Reducing Valves and Bulkfill Stations

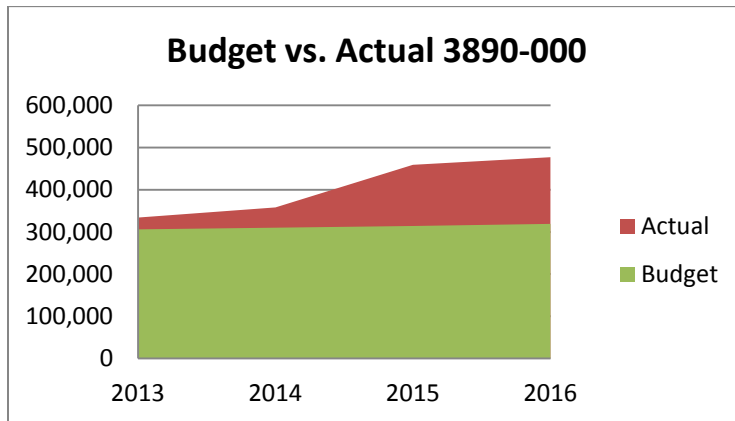
Pressure reducing valves and bulk-fill stations require monthly inspections, quarterly maintenance, and annual cleaning. Cleaning has not been performed previously, and was added to the 2017 schedule. Once the unit reaches five to seven years of operation a complete teardown is required. This function has also not historically been performed and was added in 2017.

Yearly inspections and cleaning of all flow meters and air valves including replacement of worn parts as necessary and verify accuracy. Regular calibration also completed.

Historically check valves and air valves have not had any previous maintenance. 2017 inspections located 69 previously unidentified valves within the system.

Additional services to the infrastructure include record keeping and 24/7 callout 365 days a year.

Alternatives Considered/Reasons for Not Recommending:



Alternative considerations have not been outlined as maintenance frequency insures the water system is operating efficiently and safely.

Staff Position:

Recommendation is to add two new technical positions to the Water Works division over a two year period; 2018 and 2019. New positions proposed are Water/Sewer system mechanics (new position to the City of Maple Ridge organizational chart).

Both positions will be funded by the Water Utility and partially by the Sewer Utility as these positions will be working with in Water Works and Electrical Mechanical.

Performance Measure:

Performance measures include, high quality, safety and clean drinking water. Effective pressure management to reduce stress on the water system and private properties. Avoid premature failures by preventative maintenance schedules (plan vs. unplanned maintenance hours). Operator safety when working on the utility by insuring asset maintenance is preformed to minimize failures.

Package:

2018

Budget increase of \$150,000. This will provide the required maintenance funding for additional infrastructure added to system from pervious development and capital projects

Allocate growth incremental carry forward and growth contingency allocated to the Water Utility for staffing increment.

2019

Budget for second position through partial growth funding and budget increase to fund second position.

Continue to discuss during project planning stages to acquire proper funding to maintain infrastructure added through development and capital projects.

	2018 <u>Budget</u>
	\$150,000
Funded in 2017 Financial Plan	<u>(90,000)</u>
	<u>\$ 60,000</u>

Appendix 3

Item (\$ in thousands)	2018	2019	2020	2021	2022
General Revenue Surplus	161	83	590	1,055	1,931
Incremental Adjustments to be funded from Accumulated Surplus					
Proposed Ongoing Incremental Operating Items					
Administration					
Human Resources					
Health & Safety Associate	(75)	(75)	(75)	(75)	(75)
WCB Rebate Previously Received	75	75			
Consulting - Recruitment	(25)	(50)	(50)	(50)	(50)
CFS Existing Growth Funding	25	50	50	50	50
Employee Engagement	(50)	(50)	(50)	(50)	(50)
PWDS Existing Growth Funding	25	25	25	25	25
Economic Development					
Tourism Coordination	(60)	(60)	(60)	(60)	(60)
Existing Staff Funding - Communications Support	60	60	60	60	60
Corporate & Financial Services					
Police Services					
Executive Assistant (Shareable)	(95)	(95)	(95)	(95)	(95)
Disclosure Coordinator (Shareable)	(70)	(70)	(70)	(70)	(70)
Fleet Coordinator Part Time (Shareable)	(22)	(38)	(38)	(38)	(38)
Pitt Meadows Cost-share	36	39	39	39	39
Security (Non-shareable)	(40)	(40)	(40)	(40)	(40)
RCMP Officer & Contract Adjustments	191	204	204	204	204
Fire Department					
Additional Fire Fighter			(132)	(264)	(396)
Parks, Recreation & Culture					
Parks Operation Manager	(142)	(142)	(142)	(142)	(142)
CDPR Existing Growth Funding	92	92	92	92	92
PRC - Existing Staffing Funding	50	50	50	50	50
Festivals - Family	(25)	(25)	(25)	(25)	(25)
Seniors Network	(25)	(25)	(25)	(25)	(25)
Gaming Revenues	50	50	50	50	50
Public Works & Development Services					
Recycling - Brush Chipping Pickup Program	(25)	(25)	(25)	(25)	(25)
Operations - Pest Control Program	(8)	(8)	(8)	(8)	(8)
Operations - Tree Replacement Program	(5)	(5)	(5)	(5)	(5)
TransLink Traffic Intersection	(60)	(60)	(60)	(60)	(60)
TransLink Maintenance Funding	60	60	60	60	60
Subtotal General Revenue Surplus	98	20	320	653	1,397
Proposed One Time Operating Items funded by Accumulated Surplus					
Communications - Social Media Consultant	(10)				
Economic Dev. Committee - Innovation Week	(15)				
Sustainability - EV Charger Installation	(30)				
Sustainability - Corp. Organics Collection & Disposal	(25)				
Planning					
Committee - 10th Annual Golden Harvest Celebration	(6)				
Committee - Heritage Incentives Review	(20)				
Committee - Heritage Conservation Master Plan	(30)				
Committee - EAC Communications Outreach Strategy	(13)				
Transfer From Accumulated Surplus	149	-	-	-	-
General Revenue Surplus	98	20	320	653	1,397

Item (\$ in thousands)	2018	2019	2020	2021	2022
Proposed Ongoing Operating Items funded by Water Revenue Fund					
Water Pump Station Maintenance	(60)	(60)	(60)	(60)	(60)
Total Funded by Water Revenue Fund	(60)	(60)	(60)	(60)	(60)

Municipal Property Tax & User Fee Increases

	Actual						Proposed				
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Property Tax Increases:											
General Purpose	3.00%	2.25%	1.90%	1.92%	2.10%	1.90%	1.90%	2.00%	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%	0.70%
Fire Service Improvement	0.89%	0.33%	-	-	-	-	-	-	-	-	-
Parks & Recreation	-	0.13%	0.25%	0.25%	0.25%	0.25%	0.60%	0.60%	0.60%	0.60%	0.60%
Drainage	-	0.30%	0.30%	0.30%	0.30%	0.30%	0.30%	0.30%	0.30%	0.30%	0.30%
Total Property Tax Increase	4.89%	3.51%	2.95%	2.97%	3.15%	3.15%	3.50%	3.60%	3.60%	3.60%	3.60%
User Fee Increases:											
Recycling	6.00%	3.00%	0.00%	0.00%	0.00%	1.67%	1.67%	2.76%	2.75%	2.75%	2.74%
Water	9.00%	5.50%	5.50%	5.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%
Sewer	4.39%	4.05%	4.07%	4.10%	3.22%	3.24%	3.25%	3.25%	3.27%	3.28%	3.29%
Total Property Tax and User Fee Increases **	5.57%	3.91%	3.46%	3.49%	3.33%	3.39%	3.62%	3.72%	3.72%	3.72%	3.72%