

City of Maple Ridge

COUNCIL WORKSHOP AGENDA

July 16, 2019

3:00 p.m.

Blaney Room, 1st Floor, City Hall

The purpose of the Council Workshop is to review and discuss policies and other items of interest to Council. Although resolutions may be passed at this meeting, the intent is to make a consensus decision to send an item to Council for debate and vote or refer the item back to staff for more information or clarification. The meeting is live streamed and recorded by the City of Maple Ridge.

REMINDERS

July 16, 2019

Committee of the Whole Meeting

1:30 p.m.

Public Hearing

7:00 p.m.

1. **APPROVAL OF THE AGENDA**
2. **ADOPTION OF MINUTES – Nil**
3. **PRESENTATIONS AT THE REQUEST OF COUNCIL**
4. **UNFINISHED AND NEW BUSINESS**

Note: Items 4.1 to 4.3 were deferred from the July 9, 2019 Council Workshop Meeting

4.1 **Maple Ridge Town Centre Business Walk**

Staff report dated July 9, 2019 providing information on a Business Walk in the Town Centre scheduled for September 2019.

4.2 **Contracting Practices**

Presentation by the Acting Municipal Engineer

Staff report dated July 9, 2019 providing information on project delivery models used by the City of Maple Ridge to expedite and deliver on Capital Works projects.

4.3 Lougheed Transit Corridor Study: Process Review and Next Steps

Staff report dated July 9, 2019 recommending that the established Lougheed Transit Corridor Study process be reaffirmed.

4.4 Advisory Committee Review Recommendations

Staff report dated July 16, 2019 recommending that “*Policy 3.11 Committees of Council*” and associated bylaws and terms of reference be revised and that the Advisory Committee Review Task Force undertake a review of Advisory Committee subcommittees and task forces for consideration in the Fall of 2019.

4.5 Reserves

Staff report dated July 16, 2019 providing an overview of the City of Maple Ridge’s financial resources.

5. CORRESPONDENCE

The following correspondence has been received and requires a response. Staff is seeking direction from Council on each item. Options that Council may consider include:

- a) Acknowledge receipt of correspondence and advise that no further action will be taken.*
- b) Direct staff to prepare a report and recommendation regarding the subject matter.*
- c) Forward the correspondence to a regular Council meeting for further discussion.*
- d) Other.*

Once direction is given the appropriate response will be sent.

5.1 Upcoming Events

By Invitation to Mayor and Council

July 18, 2019 6:30 pm to 8:30 pm	Fire Hall No.4 Meet & Greet, 238 Street between 112-113 Avenue, Maple Ridge Organizer: City of Maple Ridge/Fire Department
July 19, 2019 12:00 pm to 12:30 pm	Ridge Meadows Minor Softball U114A Provincial Championships, Albion Sports Complex, 23778 104 Avenue, Maple Ridge Organizer: Ridge Meadows Minor Softball


General Community Events

July 16, 2019 7:30 pm to 10:00 pm	Music on the Wharf, Port Haney Wharf, 22300 River Road, Maple Ridge Organizer: Maple Ridge Historical Society
July 16, 2019 7:30 pm to 9:30 pm	Twilight Tuesdays, Memorial Peace Park, Maple Ridge Organizer: Maple Ridge Concert Band
July 17, 2019 6:30 pm to 8:00 pm	Play Nights in the Park, Memorial Peace Park, Maple Ridge Organizer: Maple Ridge Parks Recreation & Culture
July 18, 2019 6:30 pm to 8:30 pm	Thursday Music in the Park, Memorial Peace Park, Maple Ridge Organizer: Variété D'Arts Society
July 18, 2019 5:00 pm to 9:00 pm	Rotary World Drumming Circle with Cultural Themes, Memorial Peace Park, Maple Ridge Organizer: Haney Rotary Club
July 20, 2019 9:00 am to 2:00 pm	Haney Farmers Market, Memorial Peace Park, Maple Ridge Organizer: Haney Farmers Market
July 13, 2019	Movies in the Park, Memorial Peace Park, Maple Ridge Organizer: Youth Services, Maple Ridge Parks, Recreation & Culture

6. **BRIEFING ON OTHER ITEMS OF INTEREST/QUESTIONS FROM COUNCIL**

7. **MATTERS DEEMED EXPEDIENT**

8. **ADJOURNMENT**

Approved by: 
Date: July 12/19

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Checked by: <u>[Signature]</u> Date: <u>July 12, 2019</u>	Checked by: <u>[Signature]</u> Date: <u>July 12, 2019</u>

TO: His Worship Mayor Michael Morden
and Members of Council
MEETING DATE: July 9, 2019
FILE NO: 2226314
FROM: Chief Administrative Officer
MEETING: Council Workshop
SUBJECT: Maple Ridge Town Centre Business Walk

EXECUTIVE SUMMARY:

The Economic Development and Civic Property Department (EDCP) is planning partnering with the Maple Ridge-Pitt Meadows Chamber of Commerce (Chamber) and the Downtown Maple Ridge Business Improvement Association (DMRBIA) to conduct a Business Walk in the Town Centre on Wednesday, September 11, 2019.

The goal of the Business Walk is to gain insight into the current business climate, opportunities and challenges for businesses in the Town Centre, and to determine how the City, Chamber and DMRBIA can more effectively work together to help support and maintain a vibrant Town Centre.

The Business Walk will require approximately 20-25 volunteers to administer and collect a short questionnaire to the 750 businesses in the Town Centre with a goal of collecting at least 200 completed questionnaires. The volunteers will be formed into teams that could include Mayor and Council, City staff, Chamber executives and members, DMRBIA executives and members, the local MP and MLAs, and representatives from Small Business BC, Business Development Canada (BDC), Women's Enterprise Centre, Futurpreneur, the Rotary Club and other local businesses.

RECOMMENDATION:

For information only. No motion required.

DISCUSSION:

a) Background Context:

Business Walks are a widely used business retention and expansion tool designed to quickly gauge the economic climate of businesses in a specified area. They have been used by a number of communities throughout the Province including larger communities such as Kelowna and Abbotsford, and smaller communities such as Quesnel and Pemberton.

Successful Business Walk programs typically involve a partnership between the Mayor and Council, City Staff, Chamber of Commerce, Business Improvement Association and other business service providers in the area. These programs use teams of volunteer "walkers" who visit businesses to administer a short questionnaire on the status of individual businesses and the local environment in which they operate. The Province of British Columbia and the British Columbia Economic Development Association promote and support the use of business walks as an economic development tool.

Business Walk questionnaires are typically structured to be brief and conversational. Staff are currently developing a questionnaire that will focus on the general business climate, opportunities and challenges facing local businesses, and safety and security in the Town Centre. Any businesses that require additional assistance can also be identified for follow up visits to provide one-on-one support.

The proposed Business Walk will focus on businesses in the DMRBIA's catchment area (see Appendix A.) This area has approximately 750 businesses representing a wide variety of sectors including retail, food and beverage service, business service, medical and dental offices, professional services, personal service, technology, automobile service, government and social service agencies, and technology companies.

Business Walk teams are typically made up of two volunteers who are assigned a specific walking route that can be completed in about three hours. The volunteer groups will meet at City Hall on the morning of the Business Walk for a brief training session and to receive their assigned walking routes. The teams will return to City Hall to return the completed questionnaires and provide any feedback they received from the businesses on their routes.

Given the large number of businesses in the Town Centre and the amount of area to be covered, staff are recommend using a two-step process:

1. On September 4, one week prior to the Business Walk, staff from the EDCP and DMRBIA will distribute the questionnaires to businesses in the Town Centre.
2. On September 11, the day of the Business Walk, the volunteer teams will be assigned their "walking routes" to pick-up completed questionnaires, ask for additional comments, and complete any questionnaires as necessary.

Economic Development and Civic Property staff will work with the Information Technology Department to develop an on-line version of the questionnaire as well.

b) Desired Outcome:

The primary objectives of the proposed Business Walk are to:

- identify and understand opportunities and challenges for local business,
- increase the awareness of existing business support services and agencies,
- allow the Chamber, MRBIA and other service providers to identify opportunities to develop new programs and services for local businesses
- assist identified businesses with follow-up support and assistance
- demonstrate the Mayor and Council's support for the business community.

c) Strategic Alignment:

The proposed Business Walk has strong alignment with a number of Council's strategic priorities.

1. Growth and Community Pride & Spirit

- a. Connects local businesses with existing programs and services offered by the City, DMRBIA, Chamber and other business support agencies
- b. Helps identify opportunities to create new programs and services to support growth of local businesses
- c. Helps identify opportunities to develop new and improved festivals and events in the Town Centre.

2. Community Safety

The Business Walk questionnaire will include specific questions to help identify potential areas of concern with safety and security, and provides an opportunity to connect businesses with Westridge Security and the RCMP.

3. Inter-Governmental Relations

City staff will connect with the offices of the local Member of Parliament and both local Members of the Legislative Assembly to encourage their participation in the Business Walk. The Business Walk also provides an opportunity to connect with provincial and federal business support organizations such as Small Business BC, BDC, Women's Enterprise Centre and Futurpreneur.

d) Citizen/Customer Implications:

Information gathered during the Business Walk will be used to help support a safer, more vibrant Town Centre for businesses, residents and visitors.

e) Interdepartmental Implications:

The Business Walk will require a limited amount of interdepartmental support from Information Technology to create an online questionnaire, and from Communications to promote the event. The Business Walk will also need City staff, including CMT, to volunteer for the "walking teams".

f) Business Plan/Financial Implications:

The proposed Business Walk is consistent with the EDCP's business plan goal of creating a more vibrant Town Centre and can be accommodated within the department's current budget allocation.

CONCLUSION:

Business Walks are a proven business retention and expansion tool used by communities throughout the Province to gain an insight into the local business climate. They offer a great opportunity to strengthen relationships with the Chamber of Commerce and DMRBIA, to connect local businesses with existing support programs, and to identify new opportunities to help businesses in Town Centre grow and thrive.


Prepared by: **Bruce Livingstone, BBA**
Business Retention and Expansion Officer

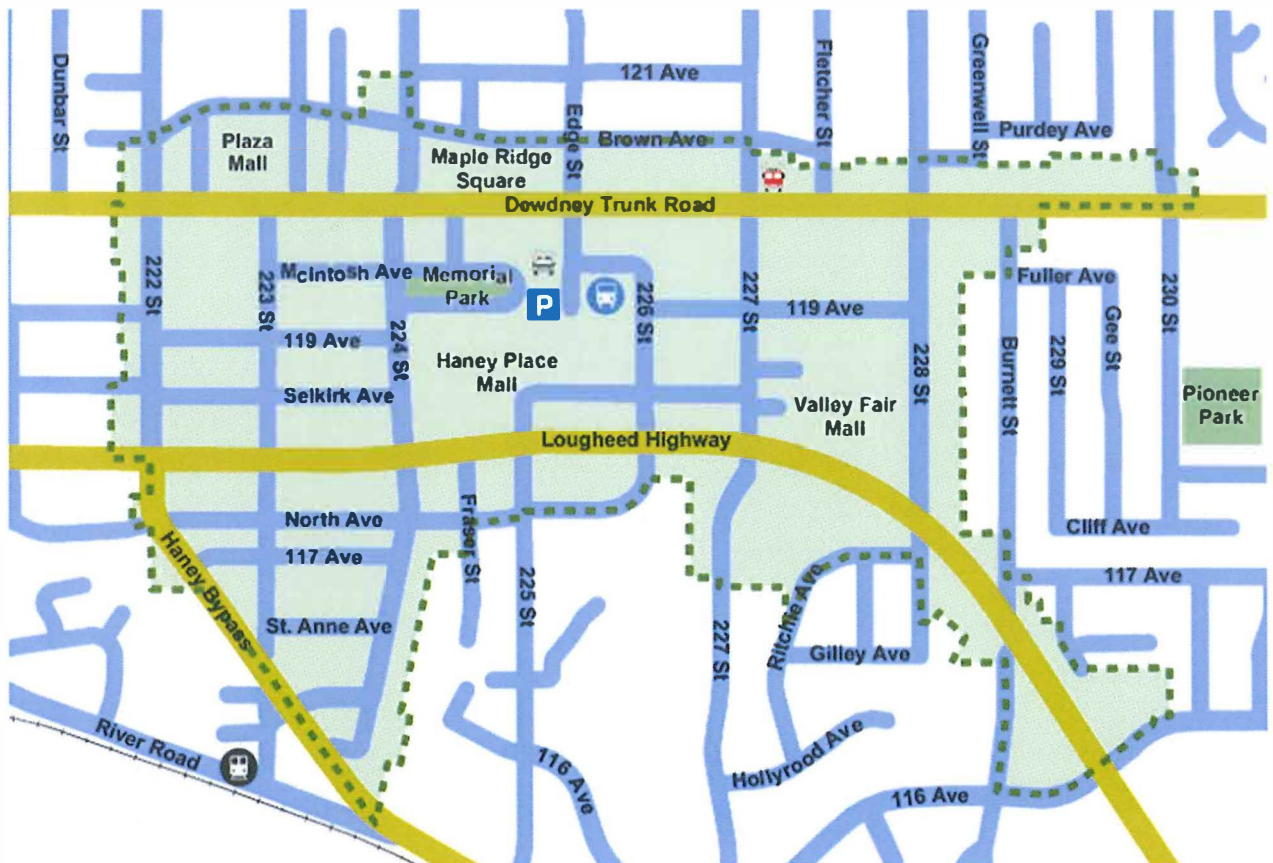

Reviewed by: **Darrell Denton, MBA**
Acting Director of Economic Development and Civic Property


Approved by: **Christine Carter, M.PL, MCIP, RPP**
General Manager Planning and Development


Concurrence: **Kelly Swift, MBA**
Acting Chief Administrative Officer

Appendix A: DMRBIA Catchment Area Map

Appendix A: DMRBIA Catchment Area Map



City of Maple Ridge

TO: His Worship Mayor Michael Morden
and Members of Council
FROM: Chief Administrative Officer
SUBJECT: Contracting Practices

MEETING DATE: July 9, 2019
FILE NO: 11-5240-01
MEETING: Workshop

EXECUTIVE SUMMARY:

The City has considered and used several different project delivery methodologies to expedite and deliver on Capital Works projects, from partial or full road closures to extended work hours. Since 2017, the City has participated in a regional taskforce comprised of representatives from other municipalities, consultants and contractors, to review potential options to streamline and advance projects efficiently while minimizing the impacts on the public.

Across the industry there are four widely accepted methodologies considered when seeking to expedite construction project delivery. These include permitting construction 24 hours per day, 7 days a week (24/7), overnight work only, extended day hours, and/or road closures.

In 2015, the City of Toronto ran a pilot test of the four methodologies for 11 projects to assess the effectiveness of extended construction working hours. Subsequent to that, the City of Surrey conducted a Contractor Survey in fall 2018 where 25 contractors were surveyed across various sizes of projects from \$1 million to in excess of \$10 million. Both approaches produced similar results.

Both municipalities identified similar concerns in that working 24/7 or over night revealed weakness in the supply chain – both materials and labour. Extended work days were generally found to reduce the contract duration but resulted in cost premiums for labourers of 15-20%. Road closures were found to be effective in reducing contract duration but result in impacts on the public. Contractors noted that flexibility in construction start dates would likely result in lower costs as it allows them to schedule limited resources. Ultimately, contractors shared that successful project delivery was all about risk allocation. The more the risk could be shared across all parties, the more effectively the project could be delivered.

RECOMMENDATION:

This report is submitted for information.

DISCUSSION:

a) Background Context:

The City has considered and used several different project delivery methodologies to expedite and deliver on Capital Works projects, from partial or full road closures to extended work hours. Since 2017, the City has participated in a regional taskforce comprised of representatives from other municipalities, consultants and contractors, to review potential options to streamline and advance projects efficiently while minimizing the impacts on the public.

Both the City of Vancouver and Burnaby were keenly interested to participate due to the small number of contractors bidding on their project (sometimes only one or two bidders).

The City routinely gets five bidders on most projects of our tenders unless it is specialized work such as pipe bursting. Also, the City strives to tender early in the year to get better pricing and secure contractor availability.

Across the industry there are four widely accepted methodologies considered when seeking to expedite construction project delivery. These include permitting construction 24 hours per day, 7 days a week (24/7), overnight work only, extended day hours, and or road closures, with the pros and cons as follows:

Work Model	Pros	Cons
24/7	<ul style="list-style-type: none"> • Reduced time in work duration • Potential for cost savings 	<ul style="list-style-type: none"> • Greatest amount of traffic disruption, noise and light pollution impacts on local residents • Difficulties in maintaining oversight • Supply chain is not robust enough to support this model. Difficult to get materials when needed. Pay a premium for night paving, etc.
Overnight Work Only	<ul style="list-style-type: none"> • Lessen work impacts during the day • Less disruptive to public 	<ul style="list-style-type: none"> • Pay a premium for labour and mobilization and demobilization costs • Supply chain issues as noted above • Longer work schedule
Extended Day Working Hours	<ul style="list-style-type: none"> • Reduced work duration (most contractors did not an work extended day) 	<ul style="list-style-type: none"> • Pay a premium for labour from 15-20% • Supply chain issues as noted above
Road Closures	<ul style="list-style-type: none"> • Reduced work duration • Potential for cost savings 	<ul style="list-style-type: none"> • Impact on Public (short term pain for long term gain)

It is important to note that the City is a member of the Regional Engineer's Advisory Committee (REAC) that is comprised of senior engineers from all municipalities in the Metro Vancouver Region. In fall 2017, REAC formed a sub-committee to work specifically with Construction Industry Representatives (Contractor's, BC Road Builder's Association, and the City of Vancouver, Burnaby and Maple Ridge) to review current practices and consider options to improve municipal construction practices throughout the Region. The sub-committee discussed a variety of issues such as how to improve contract documents, building a stronger contracting industry, quality assurance and quality control, improving project delivery and traffic management and safety.

The sub-committee held two workshops in December 2018 to better educate contractors and municipalities, and the City was co-chair with the City of Burnaby, of panel discussions at the workshops. After which in January 2019 a formal Construction Procurement Task Force was struck with the goal of creating "an environment where contractors want to bid and municipalities get good value".

The two meetings of the Construction Procurement Task Force were held on January 31, 2019 and April 11, 2019. The were well attended with representatives from the Cities of Vancouver, Burnaby, Maple Ridge, Surrey, District of North Vancouver, Port Moody, Richmond, New Westminster, Coquitlam and the Township of Langley, and representation from consultants and contractors.

At the April meeting, the City of Surrey presented its findings from the Contractors Survey. Also, there was discussion on the task force objectives of owner/municipality, contractors and consultants so that all parties had a clear understanding moving forward. The next meeting priorities are the contractor evaluations, lessons learned and feedback on road closures. Throughout this process, contractors and consultants have always commented on the City's proactive approach and strong presence.

b) Desired Outcome:

To provide an update on contracting practices in the City to improve project delivery and insure fair value for works tendered.

c) Strategic Alignment:

In line with corporate direction to deliver projects in a timely and cost effective manner.

d) Citizen/Customer Implications:

By considering different project delivery methodologies, the City seeks to reduce the impact on the public during the construction period.

e) Interdepartmental Implications:

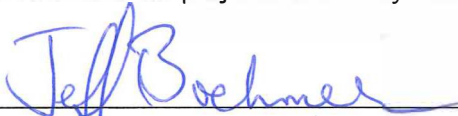
The Engineering Department will continue to work with the Operations and Finance Department in the planning and design of the new capital infrastructure projects.

f) Business Plan/Financial Implications:

Using the correct model can lessen impacts on the public and reduce costs, however selection of the correct methodology is very much project dependent and requires careful consideration.

CONCLUSIONS:

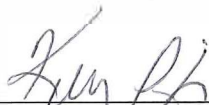
The City has considered and used several different project delivery models to expedite and deliver on Capital Works projects, partial or full road closures provide the best opportunity to improve on project delivery. The City will continue to review on a case by case basis, options for project delivery. The City will also continue working other municipalities, consultants and contractors to find ways to streamline and advance projects efficiently while minimizing the impacts on the public.



Prepared by: Jeff Boehmer, PEng.
Acting Municipal Engineer



Approved by: David Pollock, PEng.
General Manager Engineering Services



Concurrence: Kelly Swift, MBA
Acting Chief Administrative Officer

TO: His Worship Michael Morden
and Members of Council

FROM: Chief Administrative Officer

MEETING DATE: July 9, 2019

FILE REFERENCE: 2019-032-CP

MEETING: Workshop

SUBJECT: Lougheed Transit Corridor Study: Process Review and Next Steps

EXECUTIVE SUMMARY:

At the June 25, 2019 Council Workshop staff reported out on Phase 2 and 3 of the Lougheed Transit Corridor Study. During the meeting, Council raised the following questions and concerns:

- Length of time and staff resources utilized thus far and needed to complete the study; and
- Current development applications on hold pending study outcomes.

This report addresses the above listed topics and provides an opportunity to adjust the Lougheed Transit Corridor Study process with an alternative recommendation, should Council see fit.

RECOMMENDATION:

That the established Lougheed Transit Corridor Study process be reaffirmed.

BACKGROUND:

Lougheed Transit Corridor Study Process

In September 2018, Council endorsed a planning process for the Lougheed Transit Corridor Study with an anticipated timeline of one year. Initially, staff proposed to undertake the study in two parts: the first stage encompassing land west of the Maple Ridge Cemetery and Ridge Meadows Hospital, and the second stage including lands east of the cemetery and hospital to the Town Centre boundary. At Council's direction, the two stages were joined together to cover the entire corridor at the same time. Further, the Town Centre and its Area Plan were not included in the overall process, but were to be reconsidered once the Lougheed Transit Corridor Study process concluded.

The first phase of the study involved participating in a regional study with Metro Vancouver, which was delayed in its completion.

At the February 26, 2019 Council Workshop, staff reported out on Phase 1 of the study, and provided a more detailed process diagram, as shown below.

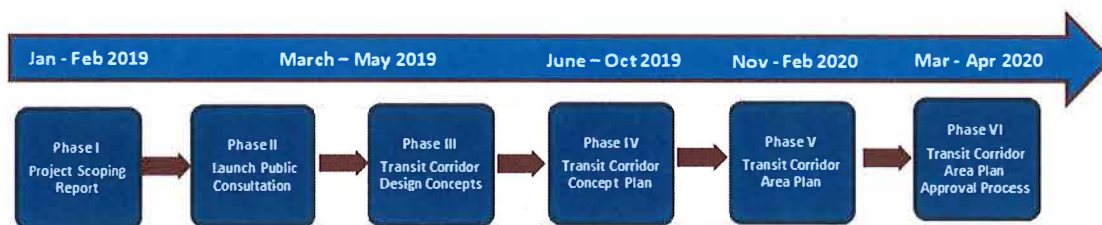


Figure 1: Lougheed Transit Corridor Study Process

DISCUSSION:

Draft Concept Plan:

Over the summer, staff will be preparing a high-level land use concept plan for the study area using emerging concepts from public feedback. This concept plan will focus on the block level and identify general opportunities for mixed-use building types, broadening housing choices, improved pedestrian and cycling movements, and supporting the creation of more employment floor spaces. Under the current process, shown in Figure 1 above, it is proposed that a draft Concept Plan be brought before Council for endorsement in September 2019.

For the draft Concept Plan, it is anticipated that some existing land uses will remain the same, while new land uses will also be proposed. It is also anticipated that the creation of new zones will be needed to support land use changes within the Loughheed Transit Corridor, aimed at shaping more urban, diverse, and pedestrian-oriented re-development. The draft concept plan will contain the following components:

- Generalized land uses
- Future road and trail networks
- Proposed road cross sections
- Guiding Principles for future development

At the June 25th workshop, Council expressed an interest in expediting the remaining phases of the Loughheed Transit Corridor Study process. While an endorsement of the land use Concept Plan would allow development applications in the study area to move forward based on the land uses identified in the Concept Plan, Council indicated that staff resources might be needed to address other priorities of Council. Staff raise for Council two possible limitations to abbreviating the Loughheed Transit Corridor Study process: 1) the shortened opportunity for public engagement would be inconsistent with public expectations for the planning of the corridor area; and 2) an absence of possible zoning work needed to implement the Loughheed Transit Corridor Concept Plan.

Noting such limitations, staff recommend that the next steps involve preparation of an Area Plan document (Phase 5), which will include:

- Parcel level land use plan refined from the draft concept plan
- Area plan goals, objectives and policies
- Road standard cross sections
- Proposed transportation network
- A zoning matrix aligning the land use designations with the permitted zones

Additionally, staff will work to create new zoning to support the new Plan, and a consultant will be hired to prepare Development Permit Guidelines. Once adopted by Council, the Area Plan and Development Permit Guidelines will form part of the Official Community Plan. Both of these documents will require four readings from Council and a Public Hearing (Phase 6).

Alternative Recommendation:

Should Council wish to alter the Loughheed Transit Corridor Study process, the following alternative is included:

1. That a draft Loughheed Transit Corridor Concept Plan be brought to Council in September 2019 for endorsement and at that point end the Loughheed Transit Corridor Study.

If Council has identified higher priority land use planning work through the Strategic Plan, this option would create a shortened timeline to free up staff time for other work. In-stream and new applications would be reviewed in the context of the endorsed concept plan.

In-stream Development Applications:

Council expressed a desire to move in-stream development applications in the study area forward. Specifically, at the June 25, 2019 Council Workshop Council directed the following:

That staff be directed to allow applications within the Loughheed Transit Corridor Study Area to proceed, providing they meet the intent of the OCP and current ongoing planning work.

Presently, three rezoning applications have come before Council for consideration prior to or during the Loughheed Transit Corridor Study. Due to prior Council directions, one application has been held in abeyance until completion of the study, while the other two have received first reading were not permitted to proceed prior to endorsement of a Concept Plan.

Based on the above Council direction, each of these development applications will be reviewed as the draft Concept Plan is being prepared over the summer. An update on these rezoning applications will be provided to Council when the draft Concept Plan is brought forward in September 2019.

CONCLUSION:

At the June 25, 2019 Council Workshop, Council raised some concerns about the Lougheed Transit Corridor Study in terms of timeline, Council priorities, and in-stream applications. This report has outlined additional information on the draft concept plan elements and outstanding study work. It is recommended that Council re-affirm the established Lougheed Transit Corridor Study process; however, an alternative recommendation is also included for Council's consideration.


Prepared by:  Amelia Bowden, M.Urb, MCIP, RPP
Planner 1


Reviewed by: Charles R. Goddard, BA, MA
Director of Planning


Approved by:  Christine Carter, M.PL, MCIP, RPP
GM: Planning and Development Services


Concurrence: Kelly Swift, MBA
Acting Chief Administrative Officer

TO: His Worship Mayor Michael Morden
and Members of Council
FROM: Chief Administrative Officer
SUBJECT: Advisory Committee Review Recommendations

MEETING DATE: July 16, 2019
FILE NO: 2251982
MEETING: Council Workshop

EXECUTIVE SUMMARY:

Council's Strategic Plan directed that a review be conducted of Council's advisory committees. Following work undertaken by a task force formed for that purpose, an initial review and suggestions are provided for Council consideration. A second phase review is recommended for the Fall of 2019, involving staff liaisons to the committees to acquire a deeper understanding of the work of subcommittees and task forces that support the committees.

RECOMMENDATION:

That staff be directed to revise "Policy 3.11 Committees of Council" and associated bylaws and terms of reference based on Council feedback received at the July 16, 2019 Council Workshop, and further

That the Advisory Committee Review Task Force be directed to undertake a review of Advisory Committee subcommittees and task forces and bring back recommendations for Council consideration in the Fall of 2019.

DISCUSSION:

a) Background Context:

Council's Strategic Plan directed that a review be conducted on Council's advisory committees. A staff report dated May 28, 2019 provided information on policies, committee terms of reference, budgets and business plans as background information for a Council Workshop discussion held that day. As a result, Council directed that staff work with Councillors Dueck and Yousef to perform a review and bring recommendations back to Council. The Director of Corporate Administration supported the work of the two Council members, collectively referred to as the "Advisory Committee Review Task Force." The Task Force established the following process and timelines for the review:

Milestone	Schedule
Establish Process & Timelines	June 3
Discussion on AAC, ATAC, CHC and Finalize Survey	June 10
Launch Member Survey	June 11
Discussion on EAC, EDC, MACAI, PASC, SPAC	June 17
Review Survey Results; Discuss Options; Review Policy	June 24
Develop Recommendations; Draft Report	July 8
Council Discussion and Feedback (Workshop)	July 16
Council Approval (Council Meeting)	July 23

Council Policy 3.11 Committees of Council was a key document reviewed during this process. Other documents reviewed were the bylaws governing the committees and their terms of reference. Inconsistencies and multiple layers of policy have been found to be problematic. The Council Procedure Bylaw establishes the procedures for committees as well as Council meetings. Tracked changes shown on Attachment 1 seek to eliminate duplication and establishing a consistent terms of reference format within Policy 3.11.

The Advisory Committee Review Task Force also conducted a survey of committee members to understand whether the committees have the resources they need to carry out their mandates, and how closely their mandates align with Council's strategic priorities. Attachment B highlights the results of the survey.

Upon review of committee meeting attendance statistics, it was evident that many members, and in particular non-voting members, do not attend regularly. Furthermore, it was considered that a decreased number of members for some committees may encourage more frequent attendance, as each member's attendance would be that much more important.

It is understood that non-voting members and representatives from various groups and agencies are often over-committed and do not have the time to attend. Their "membership" indicated the importance of having them at the table, without the expectation that they would be able to attend often or at all. It is recommended that rather than "non-voting members", an alternate title be used to acknowledge Council's desire for their participation. Suggested changes for consideration are contained within Attachment C.

Appendix D highlights some of the elements in the Council Procedure Bylaw that apply to advisory committees and therefore do not need repeating in committee bylaws or terms of reference.

Attachment E summarizes terms of reference content, or in some cases extracts from the bylaws. Potential membership changes have been marked up on the pages for Council discussion.

Audit and Finance Committee

Council also directed that the Audit and Finance Committee be considered as part of this review. In past Council terms, this committee was a subset of Council that, in addition to receiving reports and presentations throughout the year about financial and budgeting matters, was able to pursue a level of detail that may have been problematic and cost-prohibitive in a full Council setting. The summary level overviews and financial planning decision-making was generally forwarded to a Council meeting as well, to ensure public transparency.

Currently, all members of Council sit on this committee, and therefore it calls into question the need to have this separate form of meeting, for the following reasons:

- Stopping one meeting and starting another requires a 15-minute break for video recording finalization/initialization.
- It is difficult to estimate the length of time workshop meetings will take. Since workshop meetings precede the committee, and since providing the public with a definite meeting starting time is best practice, a time gap can occur, which creates a further inefficient use of Council and staff time.

- It has become difficult for the public to find and follow issues of interest. They currently must check Committee of the Whole, Council Workshop, and Regular Council Meeting agendas, minutes and videos to be fully informed and ensure they have not missed information on their topics of interest. Having some agenda items come to Audit and Finance Committee creates another layer of complexity.

Council may want to consider utilizing Audit and Finance Committee for discussions with the City's external auditor, while sending other financial items to Workshop or Committee of the Whole, depending on the level of complexity, as we now do with any other topic area.

b) Desired Outcome:

The desired outcome of this review is to ensure the City's committees are designed to effectively serve the needs of Council and the community.

c) Policy Implications:

Legislation requires that when Council delegates its authority, it must do so by bylaw. A bylaw is required to allow the Advisory Design Panel to function as it does. However, for all other committees, Council has not delegated authority, but is seeking advice. In addition, there is the problematic layers mentioned above, and for these reasons it is recommended that the unnecessary bylaws be rescinded and replaced with consistent terms of reference for each committee, supported by the amended Policy 3.11. Further procedural guidance comes from the Council Procedure Bylaw, which will be before Council for amendment in the Fall of 2019.

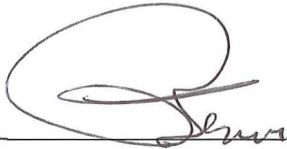
d) Alternatives:

Council may wish to leave the committees as-is. Alternatively, Council may consider the need for a new committee(s) to support the priorities of the current Council term. Funding that new work could be sourced by reallocating resources from committee(s) that are less aligned with current priorities.

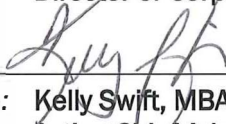
CONCLUSION:

Council requested that a review be undertaken, to ensure advisory committees are aligned with Council priorities. Furthermore, Council's main priority for this term is Community Safety, and this will require a draw upon citizens, community groups, various agencies and staff. These resources come at a cost to both the City and others. Council is mindful of this cost and the need to balance resource allocations to priority initiatives.

This report provides information on the functioning and guiding documents relating to advisory committees. It is intended to support a discussion among Council to garner feedback so that further action can be undertaken. A subsequent review to engage with staff liaisons and review subcommittees and task forces will occur in the Fall of 2019.



Prepared by: **Laura Benson, CPA, CMA**
Director of Corporate Administration



Concurrence: **Kelly Swift, MBA**
Acting Chief Administrative Officer

Attachments:

- (A) Committees of Council Policy 3.11
- (B) Advisory Committee Survey Results
- (C) Committees of Council Membership Composition
- (D) Council Procedure Bylaw Highlights
- (E) Terms of Reference Summary

Policy 3.11 Committees of Council

See also Council and Staff Liaison Roles Policy No. 3.10

Policy Statement:

Advisory committees/commissions/panels, and task forces provide opportunities for citizens to become more actively involved in their community, and for issues to be considered in depth. The Council of the City of Maple Ridge will appoint advisory committees/commissions/ panels and task forces to:

- Provide information and advice to Council and staff on issues of concern to the public and the ~~District City~~ which Council will consider in its decision making
- Educate and raise the awareness of Council and staff; and
- Provide recommendations for consideration by Council and staff.

Unless authority to make decisions has been delegated by Council to a Committee or Commission by bylaw, it is not the role of these bodies to establish policy, but to act in an advisory capacity to Council. The decision-making responsibility and authority remains with Council.

Purpose:

To establish guidelines for the formation and operation of Committees of Council.

Definitions:

Committees – Advisory committees, commissions and panels that provide on-going advice of a policy nature. ~~Committees may also include Task Forces that have responsibility to consider issues within a bounded time period. Once finished their work, through resolution of Council, task forces cease to exist.~~

Selection Committee – A committee comprised of the Mayor and/or the applicable committee Council appointee(s) and staff liaison(s), if appointed, that reviews applications for committee positions, interviews selected applicants and makes recommendations to Council on appointed positions.

Subcommittee – a subset of committee members formed by Council resolution to perform an ongoing role in supporting a committee.

Task force – a subset of committee members or non-committee members formed by Council resolution to perform a specific task. When the task is completed, the task force dissolves.

KEY AREAS OF RESPONSIBILITY:

1. Functions

The functions of the committees of Council are to:

- a) respond to issues referred by Council and staff;
- b) listen to and report on the community's views;
- c) gather necessary facts, information, and opinions;
- d) educate and raise the awareness of Council and staff;
- e) in the case of advisory committees/commissions/panels, offer longer term visions of the community;

- f) provide advice and recommendations to Council, staff and the public;
- g) raise issues to Council and staff that need to be addressed further.

2. Council Expectations

Committees are expected to:

- a) respond to the issues referred by Council and by staff;
- b) within their mandates, raise issues to Council and staff that committee members believe need to be addressed;
- c) give well-considered and timely responses to Council's need for advice;
- d) work within the strategic directions as outlined in Council's annual business plan;
- e) prepare an annual business plan (excluding task forces);
- f) carry out their work effectively, efficiently, and creatively;
- f)g) channel any media enquiries to the Mayor's office.

3. Committee Expectations

Committees can expect from Council and staff:

- a) Sufficient information on the issues being addressed;
- b) consistent and effective staff support (where provided), within the budgetary limits of the ~~district~~City;
- c) orientation and training;
- d) prompt feedback on the outcomes of their advice and recommendation;
- e) a commitment from Council to refer issues for committee consideration as they arise.

4. Committee Opportunities

Committees can expect opportunities to:

- a) learn more about their community, and the issues that need to be addressed;
- b) engage with other people in dialogue and debate about the community and its issues;
- c) create broad visions of the community over the longer term;
- d) make recommendations to Council and staff.

Council acknowledges that it is vital that committee members feel that they are making a real difference in the life of their community.

5. Governing Legislation

Committees will be governed by the bylaw (if any) of the particular committee, the Council Procedure Bylaw and applicable provincial and federal legislation.

6. New Committee Formation and Committee Review

In considering a new committee, Council will ask:

- a) What work needs to be done, or what issues need to be considered by the committee?
- b) Is the work on-going, or of a more time limited nature? What are the timelines?
- c) Is there a need for public involvement? Why? Who needs to be involved?
- d) Are there existing groups within the ~~District~~City or the community who could undertake the work or consider the issues?
- e) What is the capacity for funding the committee and providing staff support?
 - a. In addition, Council will give consideration to the make up of the committee in terms of skills, expertise, and the diversity of interests required.

Committees will be reviewed at least once per Council term and when considering adding a new committee, and the same questions will be considered.

7. Membership

Membership of committees of Council will be diverse, and broadly reflective of the community (for example: age, gender, cultural background, occupation, and neighbourhood, where appropriate).

Membership of some committees will also reflect the desired experience, knowledge and expertise.

~~Unless otherwise specified in a Committee's bylaws or terms of reference, members at large must reside or be employed in the District and m~~Membership will be limited to no more than ~~three two consecutive~~ terms to permit others the opportunity to contribute. The member may serve again after a period of one year.

8. Appointment of Members at Large

Opportunities for citizen participation on the committees of Council will be advertised in a local newspaper, on the ~~District-City~~ web site, on any other media deemed appropriate by the Selection Committee and through community associations, where appropriate, so that any citizen who is interested can apply.

Unless otherwise specified in a Committee's bylaw or terms of reference, members at large must reside in the City.

Candidates will be requested to submit an email or letter of application providing information on their qualifications for the position.

Even when a sitting member's term is up and they have indicated a willingness to continue their participation, others should be given the opportunity to apply and be considered alongside the sitting member. ~~This is the only time that Committee/Commission members are evaluated in terms of their involvement and Council should have the opportunity to determine if other citizens should be appointed because their background and skill set is more suitable to the upcoming work of the Committee/Commission.~~

Members of Council may nominate individuals whom they know are interested in serving on a respective committee. Such nominees are to be advised that they will be required to follow the same application procedures as others and will be assessed against other candidates who have responded to the advertisings.

The Clerk's Department will prepare an alphabetical list of applicants that will specify where an individual is a sitting member of another Committee. If an individual applies for more than one Committee, the Clerk's Department will identify with the applicant the most appropriate Committee.

Applications will be reviewed by the Selection Committee to determine if an interview process is required and who will be interviewed. Generally an interview will be required even if there is only one candidate to ensure the candidate is suitable for the position. Interviews should also be conducted if a sitting member has reapplied and others have applied so that fair consideration can be given to all candidates. The Clerk's Department will arrange the interviews.

Following the interviews, the Selection Committee will forward a report to a Closed meeting of Council with their recommendations for appointment to the Committee. The report is to be accompanied by resumes of the candidates under consideration. Council will vote to appoint members to the committee and announce the results at a subsequent Regular Council

meeting. The term of the appointment will be specified in the resolution. A full orientation will be provided to new committee members.

Council may remove a member at any time.

In general, it is the policy of Council not to appoint any individual to serve on more than one committee simultaneously. It is the intent of Council to afford the opportunity for as many interested citizens as possible to serve on Committees.

9. Conflict of Interest

A conflict of interest exists where:

- a) a committee member is a director, member or employee of an organization seeking a benefit from the ~~District City~~ of Maple Ridge upon which the committee will make a recommendation;
- b) the committee member has a direct or indirect pecuniary interest in the outcome of committee deliberations.

A conflict of interest does not exist if:

- a) the pecuniary interest of the member is a pecuniary interest in common with members of the municipality generally, or
- b) the pecuniary interest is so remote or insignificant that it cannot reasonably be regarded as likely to influence the member in relation to the matter.

Where a conflict of interest exists, committee members:

- a) are not entitled to participate in the discussion of the matter or to vote on a question in respect of the matter;
- b) must declare to the committee that a conflict exists; and
- c) must absent themselves from the meeting during consideration of the issue to which the conflict relates.

The member's declaration of a conflict and their exit from and return to the meeting shall be noted in the minutes.

Where a perceived conflict of interest might exist, the member may note that a perception of conflict might exist but need not declare a conflict and exit the meeting if in the member's view there is no actual conflict of interest.

Where in the opinion of a committee a member is in a conflict of interest and has not so declared, the committee may ask for a review of the matter by the Corporate Officer. The matter, if unresolved, may then be referred for Council review.

10. Council Appointee

Council will appoint ~~at least~~ one Council member and ~~an one~~ alternate to the Committee. The role of the appointee includes:

- a) ensuring that Council is adequately briefed as to the development of issues;
- b) communicating Council's position and policy;
- c) facilitating a clear and open dialogue between Council and the community committee;

- d) clarifying when they are stating their personal opinions.

The alternate is encouraged to attend any and all meetings attended by the primary appointee; however, the alternate would be attending as a member of the public, to observe from the gallery and not participate.

See also Council and Staff Liaison Roles Policy No. 3.10

11. Staff Liaison

The Chief Administrative Officer may provide staff support on a case-by-case basis. The role of staff in supporting committees of Council includes:

- a) providing information and professional advice;
- b) supporting the chairperson in developing agendas, arranging meetings, and promoting effective committee functioning;
- c) assisting with the preparation reports to Council;
- d) assisting with the creation of the annual Business Plan;
- e) providing an annual orientation to Committee members on the work of the committee, the structure of the ~~District~~City, and Council's annual Business Plan and budgeting process.

12. Reporting

The committees of Council are appointed by and report directly to Council.

- a) They are consultative groups.
- b) Council has the responsibility for making final decisions.
- c) Committee members will not misrepresent themselves as having any authority beyond that delegated by Council.

13. Reporting to Council

When responding to an issue that was referred by Council, committees will submit reports directly to Council. Committees will report to Council on their activities at least ~~twice~~once a year ~~either in writing or~~ by appearing as a delegation at a meeting of Council.

14. Annual Business Reports

The committees of Council, with the exception of Task Forces, will annually submit a Business Plan to Council that is in alignment with Council's strategic directions. The format of the plan and timelines for submissions will be provided to the committees.

15. Minutes

Committee minutes, which record the decisions made at meetings, will be submitted to the Clerk's Department. Council and the Chief Administrative Officer will consider providing clerical support on a case-by-case basis.

16. Subcommittees and Task Forces

Committee membership composition and members are selected by Council deliberately to achieve balanced advice. Since subcommittees and task forces change this balance, the formation of these groups is to be by Council resolution only. Similarly, a committee that is not well attended by its full membership on a regular basis may require a review to consider whether it is able to achieve Council's need for balanced and diverse advice. As subcommittees and task forces may increase demand on staff support, a consideration of that cost will form part of Council's decision.

Advisory Committee Survey Results

Survey Process

Background

On May 28, 2019, Council directed that a review of the advisory committees of Council be undertaken by a task force comprised of Judy Dueck (Councillor), Ahmed Yousef (Councillor) and Laura Benson (staff).

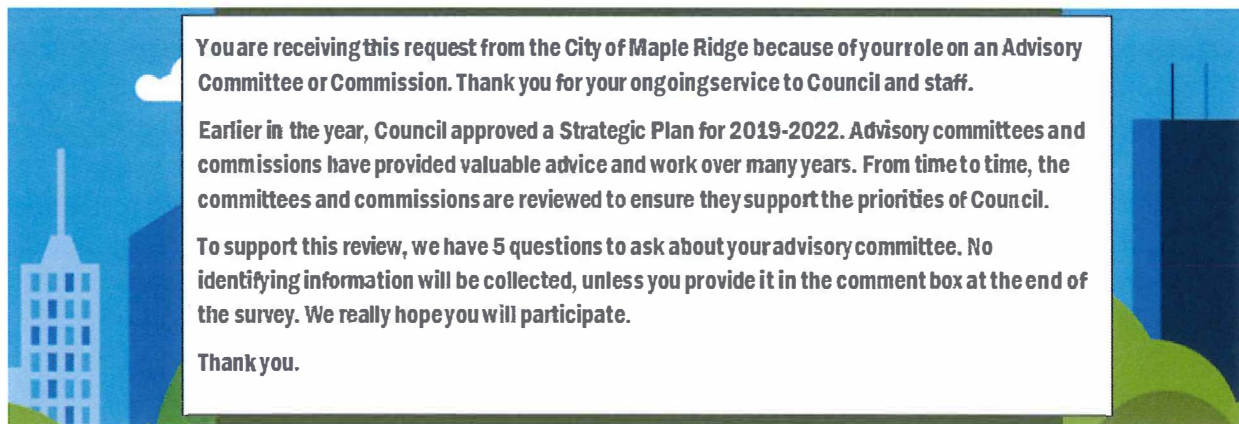
The task force determined that recommendations to Council would be generated through a process that included:

- i. A review of the bylaws and terms of reference for each committee, and
- ii. A survey of the committee members, excluding Council.

The Survey

The survey questions were developed by the task force and were intended to understand whether the committees had the resources they needed to carry out their mandate, and how closely their mandate aligned with Council's recently adopted Strategic Plan and priorities.

The survey invitation was distributed via email in the same manner as committee agendas. In addition, paper copies were offered. Of the 79 people invited, 29 responded. Although the response rate appears low, a significant number of the 79 members do not regularly attend meetings.



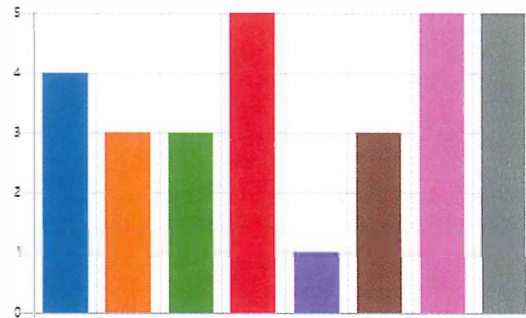
Survey Results at a Glance

Question 1

1. Please select the Committee of Council you represent:

[More Details](#)

● Agricultural Advisory Committ...	4
● Active Transportation Advisor...	3
● Community Heritage Commis...	3
● Environmental Advisory Com...	5
● Economic Development Com...	1
● Municipal Advisory Committe...	3
● Public Art Steering Committee	5
● Social Planning Advisory Com...	5

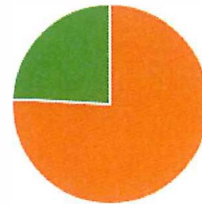


Question 2

2. Please complete the following statement: My committee holds...

[More Details](#)

● Too many meetings	0
● An adequate number of meeti...	22
● Not enough meetings	7



Question 3

3

How strongly do you agree with the following statement: Committee members have the collective skill and experience to fulfill the committee's mandate? *

Mandate:

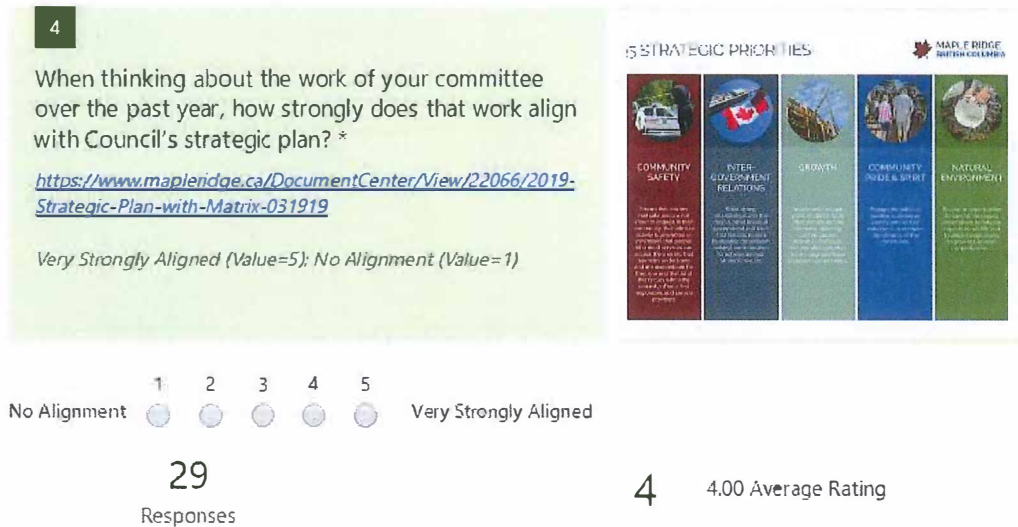
- * Provide information and advice to Council and staff on issues of concern to the public and the City which Council will consider in its decision-making;
- * Educate and raise the awareness of Council and staff; and
- * Provide recommendations for consideration by Council and staff.

Strongly Disagree 1 2 3 4 5 Strongly Agree

29
Responses

4.41 4.41 Average Rating

Question 4



Question 5

Do you have any further comments/suggestions that would help either your committee and/or other committees of Council?

1. [EAC] Great survey!
2. [SPAC] I believe it is very important for Council to take input from and work with the community in between elections.
3. [PASC] I think we are functioning quite well, although personally I am finding it difficult to attend/focus due to my own current work load.
4. [MACAI] I feel MACAI's work aligns with community pride, growth & safety. As our population ages this is even more salient. I think collaboration within committees will forge a path to ensure the realization of the overall strategic plan. Proud to be a small part in a large vision.
5. [SPAC] As I am new to this committee I am in the process of learning and basically figuring it out so I do not have any suggestions at this time.
6. [EDC] "The committee and its members along with city staff are excellent, creative, diligent and responsible. The same cannot be said of several council members who appear to be ill-informed, biased and uninterested in the work of the committees. The adage, "lead, follow, or get out of the way" applies here. Since council members have demonstrated to be most lacking in leadership, they should consider to either follow or get out of the way. PS. This is also a unscientific and biased survey that leads to anecdotal information; the resultant information being not valid, nor reliable."

7. [AAC] The perception is that Maple Ridge council and by extension its staff really has no interest in doing anything to substantially to support small scale agriculture.
8. [AAC] "It is difficult to be a member on a committee on a topic for which our city, Mayor and council seem to have no interest in including in the strategic plan, I speak of agriculture. Maple ridge used to be a huge farming community, and there are still many small scale farmers and a few large ones here and we have some amazing lands fore which food can be and are grown on. We also have people in the community interested in sustaina bility and agriculture. At the ""let's get farming event"" which we organized and hosted earlier this year, we learned that there is only about three days worth of food in our food chanel on any given day. We heard repeatedly about the need to use ever share inch of land available to grow food and for us to become more self sufficient. Regardless of how individual council and mayor feel personally about farming, agriculture and becoming more self reliant, experts tell us that we simply must provide more for ourselves. In this day and age cities should be doing everything them can to encourage people to be more self reliant, encourage people to provide for them selves and encourage our youth to learn about agriculture as our farmers are aging. I "
9. [EAC] Climate change has become a huge concern and the Environmental Advisory Committee gives Maple Ridge a head start in understanding and working to mitigate and abate its effects. Understanding environmental issues from a municipal viewpoint has also helped each member organization grow and become more effective in its work.
10. [PASC] Public Art has a multitude of benefits for residents - community & civic pride, unexpected moments of magic, learning more about their community, and helping them envision and contribute to a more vibrant, engaging future for Maple Ridge. I am so excited to see how the next Artists-in-Residence help our community grow!
11. [EAC] Look forward to having Council, Mayor or other committees reach out to the EAC for input/information to support action plans stemming from this strategic plan.
12. [CHC] Committee needs a few more members either community or related group members to carry out some of the tasks required. Shorter agendas that are not crowded.
13. [ATAC] I feel there should be more consistency in meetings. Meetings are often cancelled, due to no quorum.....
14. [CHC] I would like to see a more active way of issues presented to council. The value of having a committee which suppose to give the disable and seniours a more independent life should be heard and noted. I am a senior, a blind senior and find many times the voice of the blind is not heard or presented properly to those whom present information to our meetings and then acted on it. Nothing about us without us, is how we should be heard and for this reason invite us to the table with the right information to handle what comes our way! serving in committees which ignored the voice of the disable to a certain degree, is wrong and is waisting my time and the time of others.
15. [EAC] I think especially in light of the environment committee that staff has done a good job of making sure that the committee members have good balance of experience , knowledge and opposing views. I think it is important to have this balance to ensure that special interest groups cant control the agenda

16. [SPAC] "Not enough consistency in meetings at present. In particular this committee, I think, needs to meet monthly to have an effective impact. The Committee would be more effective if there were ""task force"" sub-committees"
17. [MACAI] I feel the committee should be asked for more input BEFORE design plans are finalized.
18. [CHC] We need more committee members.
19. [SPAC] "It would be beneficial to broaden the membership of the SPAC to enhance the voice, experience and collective skills at the table and to better align with Council mandate. Those missing from the bylaws include: community social service providers (such as Community Services, the Child Development Centre, Fraser River Indigenous Society, etc), Division of Family Practice, provincial government ministries such as MCFD, SD42 staff, more than one FH representative, more than one representative from the Seniors Network or accessibility committee, representatives from other community committees (ie. the Youth Planning Table and the Local Immigration Partnership, fire, libraries and others. Over the past year, quorum has often not been met. Expanding the membership and considering changing the time of the meeting to either daytime or afternoon may help avoid this problem in the future. A broader membership would also allow for more collective action to address key social issues within the community."
20. [SPAC] "Review of the mandatory membership of the group and how to improve attendance of those members. It appears community safety is part of this committees focus, however there is minimal membership who can address or speak to this issue."
21. [AAC] I think it's important to stay within the mandate of the Council and focus on achievable, relevant goals. Our committee has some excellent members who clearly have a wealth of knowledge and a commitment to agriculture and a valuable dedication to this town, and others who may be too focused on a single issue that is important to them personally.
22. [MACAI] MACAI has done a lot of great work ensuring the community is Accessible and Inclusive of all ages and abilities.
23. [ATAC] The committee has just had a turn over of members, and the vision of the committee is one which supports improving the overall health of the community and social connectedness of the residents. I am eager to see how the ATAC can create a change of behaviour from a carcentric community into one that focuses more on transit, walking/rolling or cycling.
24. [PASC] "PASC is a strong contributor towards building community pride and spirit and also helps community safety with more welcoming public spaces & placemaking and intergovernmental relations. Upcoming projects include working with Kwantlen and Katzie and Urban Indigenous artists such as Gerry Sheena and Manuel Strain. The mission of PASC is to strengthen community identity and culture by developing ""spirit of place"" through the commissioning, collecting, and incorporation of unique works of art, and in my time on the Committee we have moved forward very effectively in achieving our mandate. This includes the development of supportive policies, strategic directions and undertaking successful public art projects."

25. [ATAC] The council's strategic plan is very broad and I didn't see the mention of active transportation in it. I think if our council shared with us, how the council envisions active transportation as part of their 5 strategic priorities, we would have a better idea of how committed they are to this.
26. [PASC] While it is evident that public art and culture enhance and reflect the essence of the city, one needs to remember it also has significant economic (business activity and investment), and social (physical and mental health) impacts on Maple Ridge.
27. [EAC] Was great working with everyone this year.
28. [PASC] Our committee is very open and dynamic so that any suggestions are usually considered within the framework of our regular meetings.

Appendix C
Committees of Council Membership Composition

Council Committee	Current Membership	Recommended Membership
Active Transportation Advisory Committee	11	7
Advisory Design Panel	5	5
Agricultural Advisory Committee	14	7
Community Heritage Commission	Not less than 7	7
Economic Development Committee	9	7
Environmental Advisory Committee	11	7
Municipal Advisory Committee on Accessibility and Inclusiveness	17	9
Public Art Steering Committee	7	7
Social Policy Advisory Committee	12	9
Audit & Finance Committee	7	7

Council Procedure Bylaw Highlights

Excerpt from Part 20 of the Council Procedure Bylaw 7411-2017 pertaining to Committees

Calling Committee Meetings

- If a standing or select committee has established a regular schedule of committee meetings, a copy of that schedule must be provided to each member of the committee, by email or other manner that the member has directed that notices be sent.
- If a special meeting of a standing or select committee has been called or if there is a change to a regular meeting, the meeting may not be held unless at least 24 hours advance notice of that meeting has been sent to each committee member, by email or other manner that the member has directed that notices be sent.
- Notice of a committee meeting may be waived by unanimous consent of all the members of that committee.

Public Notice of Committee Meetings

- For Committee of the Whole and any other committee that has established a regular schedule of committee meetings, the chairperson of the committee must give public notice of the schedule, including the times, dates and places of the committee meetings, by posting a copy of the schedule at the Public Notice Posting Place.
- If a special meeting of a committee has been called or if there is a change to a regularly scheduled committee meeting, the chairperson is responsible to give at least 24 hours - 14 - advance public notice, including the time, date, place and general purpose in the case of a special meeting by posting at the Public Notice Posting Place.
- Public notice of a committee meeting may be waived by unanimous consent of all the members of that committee.

Electronic Attendance at Committee Meetings

- A special Council meeting may be conducted by means of electronic or other communication facilities in compliance with the statutory requirements for that meeting and notice of that meeting.
- One or more members of Council who are unable to attend a Council meeting may participate in the meeting by means of electronic or other communication facilities in compliance with the statutory requirements for that meeting, but the member presiding at that Council meeting must not participate electronically.

Voting Rules for Committee Meetings

- A motion on a resolution, or on any other question before a committee, is decided by a majority of the committee members present at the meeting.
- Each committee member has one vote on any question.
- Each committee member present at the time of a vote must vote on the matter.

- If a committee member does not indicate how he or she votes, the member is deemed to have voted in the affirmative.
- If the votes of the members present at a committee meeting at the time of the vote are equal for and against a motion, the motion is defeated.
- Council members attending a meeting of a committee of which they are not a member must not vote on a question unless the Council member is an alternate to a committee member.

Reconsideration

- Committees are not limited in their ability to reconsider resolutions or other proceedings

Minutes of Committee Meetings to be Maintained and Available to Public

- The provisions of this Bylaw respecting minutes of a Council meeting apply to minutes of the proceedings of a Committee, except that minutes of a Committee meeting must be certified and signed by the person who chaired that meeting.

Quorum

The quorum for a committee is a majority of all of its members unless otherwise stated in the bylaw establishing the committee.

Conduct and Debate

The rules of the Council procedure must be observed during committee meetings, so far as is possible and unless as otherwise provided in this Bylaw or in the bylaw establishing the committee.

Active Transportation Advisory Committee

Membership Composition

- ~~11-7~~ voting members
 - One Council liaison ~~(or alternate), one alternate~~ Council liaison)
 - One member from the Municipal Advisory Committee on Accessibility Issues
 - One member from School District No. 42
 - ~~Three-Four~~ members from the community-at-large
 - ~~One member at large with a cycling interest~~
 - ~~One member representing the business community~~
 - ~~One member representing the seniors' community~~
 - ~~One youth representative (aged 25 years or under)~~
 - ~~One member from Ridge Meadows RCMP~~

Quorum

- Majority of voting members ~~present~~(4)

Meeting Frequency

- Quarterly

Meeting Dates Per Year

- Meetings are held on the final Wednesday of the month at 7:00 pm in the Blaney Room, City Hall, 11995 Haney Place

Mandate

The Active Transportation Advisory Committee is appointed for the purpose of advising Council on strategic priorities, planning, policies and mobility issues relating to transportation in Maple Ridge, using the Active Transportation Plan as a guide. ~~The Committee shall work towards creating, promoting and improving an efficient, affordable and safe transportation network that supports a variety of transportation choices.~~

Advisory Design Panel

Membership Composition

- 5 voting members
 - 3 architects, nominated by the Architectural Institute of British Columbia (AIBC)
 - 2 landscape architects nominated by the British Columbia Society of Landscape Architects (BCSLA)

Alternates

- No provisions made

Quorum

- 3

Meeting Frequency

- Monthly or bi-weekly as needed

Meeting Dates Per Year

- 3rd Wednesday of the month, unless otherwise required

Mandate

- to review and to make recommendations to Council on all new developments (see note 1) and significant additions (see note 2) to multi-family, commercial, industrial or institutional projects prior to consideration of a development permit by Council (see note 3);
- to encourage quality design in the community through education, award programs for design and landscaping, and the review of projects;
- to recommend to Council actions to improve the appearance of Maple Ridge;
- to advise Council on any matter referred to it by Council; and
- to make recommendations to Council on the formulation of design policy and criteria

Notes: Also renovations to building exteriors that require a development permit.

Occasionally, the Panel may be asked to comment on Institutional and Heritage Conservation projects.

The Architects are required to prepare plans and to attend and to present all developments to the Panel that are in the Major Occupancy categories cited in AIBC Bulletin 31 Buildings Requiring the Services of an Architect.

Agricultural Advisory Committee

Membership Composition

- ~~11-7~~ Voting Members:
 - a) ~~Two members from Council~~ One Council liaison (or alternate);
 - b) One member nominated by the Haney Farmer's Market;
 - c) One member nominated by the Agricultural Fair Board;
 - d) ~~Five-Four~~ members actively ~~involved farming in Maple Ridge~~ in the agricultural sector appointed by Council;
 - ~~e) A maximum of 4 members at large appointed by Council with priority given to those who reside in Maple Ridge and are knowledgeable about agriculture;~~
 - ~~f) One member nominated from the Maple Ridge Economic Advisory Commission.~~
- ~~Non-Voting Members~~ Invited Advisors:
 - g) One member from the Agricultural Land Commission who shall serve as a liaison and attend when available to do so;
 - h) One member from the Ministry of Agriculture, Food, and Fisheries who shall serve as a liaison and attend when available to do so;
 - i) Council may choose to appoint members in a different configuration than that listed here if an applicant meeting the specific membership description cannot be found to fill a vacancy and an application is received from an alternate applicant without the specific membership description but who would be an asset to the Committee.
- ~~The Agricultural Advisory Committee consists of between 13 and 16 members. Eight of these~~ Members are appointed by Council for a two year term.
- ~~The remaining~~ Other representatives are nominated and appointed by their respective agencies, organizations and governments and include the Ministry of Agriculture, the Agricultural Land Commission, the Haney Farmers Market, and the Agricultural Fair Board.

Quorum

- ~~50% +1 of voting members~~ Majority

Meeting Frequency

- ~~Monthly~~ Minimum Quarterly

Meeting Dates Per Year

- The AAC typically meets the fourth Thursday of the month at 7:00 pm in the Blaney Room, City Hall, 11995 Haney Place

Mandate

From the Bylaw

- To advise the Council in respect of agricultural matters and to undertake and support activities in the District City that promote farming and assist in the protection of agricultural lands.

From "About the Committee" on the Website

- The Agricultural Advisory Committee (AAC) is involved in and supports projects aimed at promoting public awareness and protecting agricultural activities. The Committee is actively involved in the implementation of the Agricultural Plan (PDF) to support agriculture in the future.
- The Agricultural Advisory Committee, established in June 2007, has been set up to advise Council on agricultural issues and to engage in activities to support the agricultural sector. The Committee works in collaboration with related agencies and organizations involved in the

promotion of agriculture, the protection of farmland and the recognition of the need for food security.

|

Community Heritage Commission

Membership Composition

From the Bylaw

The Commission shall be comprised of the following voting members:

- One Council liaison, one alternate Council liaison
- Two members nominated by the Maple Ridge Historical Society
- Four members from the community at large appointed by Council, with a goal of representation from youth, seniors and the business community
- ~~As many other members from persons selected by Council, nominated by citizens or organizations as Council may choose to appoint with priority given to one youth member~~
- Council may choose to appoint members in a different configuration than that listed here if an applicant meeting the specific membership description cannot be found to fill a vacancy and an application is received from an alternate applicant without the specific membership description but who would be an asset to the Committee.

From the Website

- The Commission is made up of one member from Council, two members from the Maple Ridge Historical Society and members from the community-at-large (appointed by Council).

Quorum

- Majority of voting members (4)

Meeting Frequency

- Quarterly or as needed

Meeting Dates Per Year

- CHC typically meets the second Thursday of each month from September to June at 7:00 pm in the Blaney Room at City Hall, 11995 Haney Place, Maple Ridge

Mandate

From the Bylaw

- To advise the Council in respect of heritage conservation and to undertake and support activities that promote and assist in the conservation of the heritage of the District City.

From "About the Commission" on the Website

- The Community Heritage Commission (CHC) advises Council on matters relating to heritage conservation. Past and current projects include:
 - Heritage Community Networking Conference
 - Heritage Plaque Program
 - Youth History Club

Economic Development Committee

Membership Composition

- ~~9-7~~ voting members
 - One Council liaison, one alternate Council liaison
 - ~~Eight-six~~ community at large members appointed by Council

Quorum

- Majority of voting members ~~present~~(4)

Meeting Frequency

- ~~Quarterly or as needed~~ Minimum Quarterly

Meeting Dates Per Year

- Meetings are held at City Hall, 11995 Haney Place, Maple Ridge. Please see specific dates for meeting room location.

Mandate

From the Bylaw

- To advise Council on matters relating to the long term economic health of the community

From "About the Committee" on the Website

- The Economic Development Committee (EDC) advises Council on matters relating to the economic well being of Maple Ridge and makes recommendations to Council relating to the economic development of Maple Ridge.
- The EDC is focused on the retention and expansion of existing business and attracting new industrial and commercial investment to create high value, local jobs. In coordination with the Economic Development Office the EDC may:
 - advise Council on matters related to strengthening our economy
 - provide strategic input for consideration of Council
 - contribute to annual business plan and performance measures
 - act as an ambassador profiling economic opportunities in Maple Ridge

Environmental Advisory Committee

Membership Composition

Voting Members (11)

- One Council liaison (or, ~~one~~ alternate Council liaison)
- ~~Two~~ One environmental professionals appointed by Council
- ~~One member nominated by the Alouette River Management Society~~
- ~~One member nominated by the Kanaka Education and Environmental Partnership Society~~
- ~~One member nominated by the Community Education on Environment and Development Centre~~
- ~~One member nominated by the Thornhill Aquifer Protection Study group~~
- ~~One member nominated by the Ridge Meadows Recycling Society~~
- ~~Three members from the community at large including at least one youth representative (aged 25 or under) appointed by Council~~
- Five members, with at least one youth, one senior, one representing environmental interests and one representing the development community

Non-Voting Members (6+) Standing Invitations

- Member(s) of Parliament representing Maple Ridge
- Member(s) of the Legislative Assembly of British Columbia representing Maple Ridge
- One member nominated by Metro Vancouver
- One member nominated by the Katzie First Nation
- One member nominated by the Kwantlen First Nation
- One member nominated by the BC Conservation Officer Service

Quorum

- Majority of voting members (4)

Meeting Frequency

- Quarterly or as needed as a minimum

Meeting Dates Per Year

- Meetings are held on the second Wednesday of the month at 7:00 pm in the Blaney Room, City Hall, 11995 Haney Place

Mandate

- To help provide local perspective and advice to Council with respect to achieving the City's goals, environmental objectives, and accompanying strategic recommendations and directions taken from the current Maple Ridge Official Community Plan and Environmental Management Strategy report, 2014.

Municipal Advisory Committee on Accessibility and Inclusiveness

Membership Composition

- ~~17~~ Nine voting members

The Committee is made up of representation from:

- City of Maple Ridge Council
- City of Pitt Meadows Council
- School District No. 42
- Ministry of Children and Family Development
- Ridge Meadows Association for Community Living
- Maple Ridge and Pitt Meadows Family Education and Support Centre
- Service Provider - Poverty Reduction
- Maximum Eight Members at Large from Maple Ridge and Pitt Meadows
- Fraser Health
- Ministry of Social Development and Innovation
- Maple Ridge and Pitt Meadows Community Services
- BC Special Olympics
- Ridge Meadows Seniors Society
- LGBTQ2S Community
- Youth Members from Maple Ridge and Pitt Meadows

Quorum

- Majority of voting members (5)

Meeting Frequency

- Bi-monthly, or as needed. No meetings in July or August

Meeting Dates Per Year

- MACAI typically meets on the third Thursday every second month at 4:00 pm in the Blaney Room, Maple Ridge City Hall.

Mandate

From the Bylaw

To advise Council on the enhancement of accessibility and inclusivity for present and future citizens of Maple Ridge and Pitt Meadows.

From "About the Committee" on the Website

- The Municipal Advisory Committee on Accessibility and Inclusiveness (MACAI) advises Council on the enhancement of accessibility and inclusivity for present and future citizens. MACAI strives to remove the social, physical and psychological barriers that prevent people from fully participating in all aspects of community life. The committee's focus is to create equal access in the areas of employment, education, housing, transportation and recreation. Projects include sensitivity training for municipal staff and residents to create a greater awareness regarding accessibility issues, public facility design consultations and an annual award program.

Public Art Steering Committee

Membership Composition

- 7 voting members

The Committee shall be comprised of the following voting members:

- two artists
- an Arts Council staff member with the appropriate technical expertise to be appointed by the Arts Council Board
- one Landscape Architect, Architect or Municipal Planner familiar with public art programs
- one developer of residential or commercial properties who is active in the Municipality
- 7200-2016
- one Council liaison, one alternate Council liaison
- one community member
- Council may choose to appoint members in a different configuration than that listed here if an applicant meeting the specific membership description cannot be found to fill a vacancy and an application is received from an alternate applicant without the specific membership description but who would be an asset to the Committee.

Quorum

~~No mention online or in the bylaw~~ Majority of members (4)

Meeting Frequency

- Quarterly, or as needed

Meeting Dates Per Year

- The PASC typically meets the first Thursday of every second month at 4:00 pm in the Coho Room, City Hall, 11995 Haney Place

Mandate

The Committee shall:

- recommend criteria for the commission of public art installations to Maple Ridge Council
- have authority for entering into agreements and contractual obligations within the limitations of approved budgets for the commission of public art installations which meet the criteria noted above;
- have authority to spend money within an annual budget approved by the Maple Ridge Council.
- submit an annual report to Maple Ridge Council by the end of May each year describing the activities of the previous year.

Social Policy Advisory Committee

Membership Composition

- ~~12~~ Nine voting members

The committee is made up of representation from:

- City Council
- School District No. 42
- Fraser Health
- Maple Ridge Pitt Meadows Katzie Community Network
- Maple Ridge Pitt Meadows Katzie Seniors Network
- Ridge Meadows RCMP
- A representative of the business community
- Three Community-at-Large members
- One Youth (19-25 years) Community-at-Large member

Quorum

- Majority of voting members ~~present~~ (5)

Meeting Frequency

- Bi-monthly meetings, or as needed. No meetings in July or August.

Meeting Dates Per Year

- First Wednesday of every second month at 7:00 pm in the Blaney Room, City Hall, 11995 Haney Place

Mandate

From the Bylaw

To have a Social Policy Advisory Committee to advise Council on the enhancement of the social well-being of present and future citizens of Maple Ridge.

From "About the Committee" on the Website

The Social Policy Advisory Committee (SPAC) advises Council on matters relating to social planning and the social needs, social well-being and social development of the community. How we plan our cities and neighbourhoods affects the health and well-being of individuals and community in the following ways:

- Our ability to get around
- Where and in what type of housing we live
- What food we have access to
- Access to income
- How much and what kind of green space we can play and rest in
- How safe, connected and included we feel in our neighbourhoods
- Engagement and sense of belonging

TO: His Worship Mayor Mike Morden
and Members of Council
FROM: Chief Administrative Officer
SUBJECT: Reserves

MEETING DATE: July 16, 2019
FILE NO:
MEETING: Workshop

EXECUTIVE SUMMARY:

This report provides an overview of the City's financial resources, grouped into the following categories:

1. Accumulated surplus in the revenue funds,
2. Reserve funds,
3. Reserve accounts
4. Restricted revenues

The amounts on Schedule "A" detail the balances in each of these categories. At the end of 2018 the balance of accumulated surplus in the revenue funds, reserve funds and reserve accounts totaled \$137.7 million and we had a further \$36.0 million in restricted revenues.

RECOMMENDATION(S): None required, for information only.

DISCUSSION:

The City of Maple Ridge has financial resources that have been summarized in four broad categories on the attached Schedule "A". Some of these resources are subject to legislation in the *Community Charter* while others are not. The following provides detailed information on each category of resource.

1. Accumulated surplus in the revenue funds

The City's business is comprised of three primary cost centres: General Revenue, the Sewer Utility and the Water Utility. At the end of each year, any excess of revenues over expenses and net transfers to reserves for each cost centre flows to the respective accumulated surplus balance. It is important to keep in mind that the balances shown for each cost centre are cumulative, not the result of one year of operations. The combined accumulated surplus balance in the revenue funds at the end of 2018 is \$33.4 million, an increase of \$1.6 million from 2017.

The 2018 General Revenue annual surplus was \$1.1 million as noted in the 2018 Year-end update provided to the Audit & Finance Committee on April 16, 2019. The General Revenue fund has an accumulated surplus amount of \$11.1 million and, in line with Council's Financial Sustainability Plan, this amount is available to fund extraordinary one-time items.

The Sewer and Water Utilities are self-funded business units that manage the collection and distribution of water and liquid waste as well as the related infrastructure. A large portion of the costs in the utilities are driven by the Regional District and in order to manage variations in the costs passed on to the City, Council has used a rate stabilization policy for a number of years. Under this policy, accumulated surplus amounts are deliberately built over a period of time in order to provide for variations in both our annual infrastructure investment and our commitment towards larger regional projects. This practice allows Council to smooth the impact of variations in annual spending levels on our rate payers.

At the end of 2018, the Sewer Utility had an accumulated surplus balance of \$8.5 million. This reduction of \$423,230 from the balance at the end of 2017 was expected and we expect a further reductions through 2023 as the region deals with the cost impacts of new waste water regulations.

The Water Utility ended 2018 with an accumulated surplus balance of \$13.8 million, an increase of \$959,248 over 2017 and this balance is expected to continue building through 2023.

2. Reserve Funds

Reserve funds are established by bylaw and hold financial resources for specific purposes, typically for capital investment. Once a reserve fund has been established, the funds in it can only be used for the purposes noted in the establishing bylaw and any use of the funds must be authorized in the Financial Plan Bylaw. As part of our long-term financial planning strategy it is not unusual to build the balance in a reserve over time in order to provide for larger planned expenditures in the future. This practice allows us to smooth the impact of planned variations in annual spending.

The following provides a brief summary of the City's reserve funds:

i). Local Improvement

The balance in this fund is comprised mainly of monies returned to us by the Municipal Finance Authority (MFA) when debt was retired for which sinking fund monies had been held. These funds are intended to be used for local capital improvement projects where a community benefit is realized and a municipal contribution is needed.

ii). Equipment Replacement

This reserve provides for the replacement of our municipal fleet and fire department vehicles, as well as our computers and photocopiers. Each year, we transfer monies to this reserve in recognition of the fact that the equipment in use today will need to be replaced in the future. The useful life of equipment and fleet vehicles the City uses in its day-to-day business ranges from 3 years for some of our technology equipment and up to 25 years for some of our fire protection vehicles. In order to provide for the replacement of this wide variety of equipment it is not unusual for the balance in this reserve to build for a period of time as we accumulate the monies we will need to expend when we replace some of our more expensive equipment. In 2018, this reserve was used to fund the replacement of City fleet vehicles, fire vehicles and information technology equipment. Over the next 5 years the reserve will provide approximately \$15 million in funding to replace fleet, fire vehicles, and technology assets as they reach the end of their useful life.

iii). Capital Works

The capital works reserve provides funding for future capital investment. Each year, 1% of general taxation is credited to the reserve along with fixed transfer amounts of approximately \$200,000. Additionally, 75% of the proceeds from any land sales are transferred to this reserve unless Council directs otherwise. An example of this can be seen in the agreement Council entered into in 2015 for the phased sale of the town centre lands from 2017 to 2020. The full proceeds from that sale will be transferred to this reserve to be invested in community assets. Some key projects with funding from the Capital Works Reserve include the Leisure Centre renovation currently underway as well as the recently completed Karina LeBlanc synthetic field. Our practice is to retain a minimum balance of 10% of the prior year's taxation in order to have some funds available in the event of an emergency. In recent years we have planned to draw from this reserved balance in order to facilitate the construction of community assets and then rebuild it in future years. To alleviate this pressure, \$2.3 million was transferred to the Capital Works Reserve at the end of 2018.

iv). **Fire Department Capital**

Each year 2% of general taxation is transferred to the reserve to build the financial resources we need to increase the City's fire protection capacity as the community grows. In the past, the balance in this reserve was deliberately built up to provide for the renovation and expansion of Fire Hall #1; it was subsequently drawn down between 2007 and 2010 to fund that project. Work on Fire Hall #4 is now underway and this reserve will be the funding source for that project and any related borrowing.

v). **Sanitary Sewer**

This fund resulted from surpluses on sanitary sewer projects in previous years and is available for use on current and future sanitary sewer projects.

vi). **Land**

This reserve receives 25% of the proceeds from land sales, unless Council directs otherwise, and is used for land acquisitions. In 2009, the fund received an infusion of \$1.5 million as part of the year-end process to provide funding for land acquisitions of importance to Council where there was no other identifiable source of funding. In 2010, Council was able to use this reserve to assist with the purchase of strategic lands in the town centre. Those lands are now being sold as part of a phased agreement and the proceeds will be directed to the Capital Works Reserve as a funding source for community assets.

3. **Reserve Accounts**

Reserve accounts are appropriations of surplus established to meet business needs. They can be established or dissolved as Council directs to ensure that identified business needs are met and risks are managed appropriately. At the end of 2018, there was a total of \$65.0 million in the City's reserve accounts, an increase of \$9.0 million over 2017, most of which is driven by increases in the reserves for committed projects, infrastructure sustainability, facility maintenance and police services. Additionally, \$1.6 million in funding was set aside in a new reserve account to support Council's strategic Community Safety Plan.

The following provides a brief summary of the City's reserve accounts:

i). **Committed Projects (capital and operating)**

These represent items approved by Council in prior years that were not completed at the end of our fiscal year, and are ongoing work items. Many of the studies and projects in the financial plan take more than one year to complete, or may be deferred as immediate priorities shift. Examples include implementation of the commercial and industrial study and various studies in the Albion area. In some instances, the timing of expenditures is uncertain, such as those related to Council's incentive programs. In that example expenditures are dependent on development activity in the community. A number of the capital projects that will receive funding from this reserve are reliant on third party funding and/or awaiting the outcome of property acquisition negotiations.

ii). **Self-Insurance**

In order to control insurance premium costs, we have relatively high deductibles and have chosen to self-insure many events. This reserve provides funding for insurance deductibles and self-insured claims.

iii). **Police Services**

This reserve was established to fund one-time police services initiatives. As per Council practice, a portion of any savings from the RCMP contract are transferred into this reserve each year. The reserve is used as a funding source for RCMP related projects and allows us

to smooth the impact of any retroactive contract issues and capital improvements at the detachment.

iv). **Core Reserve**

This reserve was established at the outset of the project that saw the construction of our downtown facilities. It provided a mechanism to build our capacity to finance the project over time while smoothing the impact to taxpayers. Today, it assists in managing the cash flows related to the commercial component of the project and is also available to assist with capital improvements to the downtown facilities. In 2019, funds from this reserve will form part of the funding envelope for the Leisure Centre renovation currently underway.

v). **Recycling Reserve**

The Recycling Reserve retains the balance of recycling levies and MMBC revenues in excess of contract costs as well as the City's share of the Recycling Society's profits. The reserve is used to provide funding for recycling related projects, such equipment purchases.

vi). **Community Safety Initiatives**

During Council's strategic planning session, a community safety plan was identified as a high priority item. While details of what this will involve and cost are in progress, it is important to ensure there is some funding set aside to support the plan. \$1.6 million has been set aside in this reserve to facilitate this.

vii). **Building Inspections**

This reserve is designed to allow us to deal with the impact of an unexpected reduction in building permit revenues. The amount of revenue realized from building permits varies from year to year in relation to development activity. In the past five years revenues have missed financial plan targets once. When revenues exceed budgeted targets, a portion of the favourable variance is transferred to this reserve. In years when building permit revenues fall short of financial plan targets, we can mitigate the impact by transferring monies from the reserve, providing us with some capacity to sustain service levels in the short-term. In 2018 building permit revenues exceeded financial plan targets however we did not make a transfer to the reserve as the amount in the reserve exceeds budgeted targets. In 2019, the reserve will assist with the funding required for additional development services resources approved by Council.

viii). **Gravel**

Soil removal fees are credited to this account each year. It is intended to assist with minor infrastructure repair that may be required as a result of soil removal activities. In 2011, this reserve provided the funding needed to resurface a portion of Dewdney Trunk Road that sees a lot of traffic from gravel trucks.

ix). **Community Works (gas tax)**

In 2014, Council entered into an agreement with the Union of BC Municipalities to receive a share of federal gas tax monies under the Community Works Fund. Monies received under this agreement are transferred to the reserve and will be used to fund projects in accordance with a list of eligible project and expenditure categories set out in the agreement. The monies received to date have been used to fund works along 128 Avenue. In 2019, monies received will be used to fund works along 232 Street and the Albion Sports Complex.

x). **Facility Maintenance**

Not all facility maintenance is required on an annual basis and this reserve was established to smooth the impact of annual fluctuations in required maintenance costs.

xi). **Snow Removal**

This reserve is intended to ensure that the City has the financial capacity to respond to higher than normal costs for snow and ice control without the need to curtail other services. Our annual budget for this activity in 2018 was \$325,829, with actual costs at \$435,599. Annual costs fluctuate in relation to the severity of weather experienced in any given year and it has not been unusual to see costs in excess of budget. The reserve was established in 1999 with a balance of \$200,000; in each of 2007 and 2008, in recognition of inflationary pressures and the increased costs associated with changing weather patterns, the targeted balance in the reserve was increased to \$700,000. In 2016, costs exceeded budgeted general revenue amounts by \$213,000 and this amount was transferred from the reserve to offset the impact to the bottom line. In 2017, recognizing the need to be prepared to address the impact of changing weather patterns and the reserve balance was increased by \$377,000 to provide additional capacity.

xii). **Parks & Recreation Improvements**

Monies generated from the Parks & Recreation Master Plan levy are transferred to this reserve to be used as a funding source for infrastructure improvements and operating costs for parks and recreation.

xiii). **Cemetery Maintenance**

When revenues are greater than expenses in the cemetery cost centre the excess is transferred to this reserve at year-end. The account is used as a funding source to maintain the cemetery function, both the facility and related technology and is intended to provide the funding for the debt entered into for cemetery expansion. Our experience over the past number of years is suggesting that we will need to look to general revenue to assist with debt servicing costs as revenue projections are not being realized. The perpetual care fund is a separate entity and is managed as a trust.

xiv). **Infrastructure Sustainability**

In 2007, the first infrastructure sustainability account was established in recognition of the need to build the City's capacity to maintain our growing infrastructure. The replacement cost of which exceeds \$1.6 billion. The level of annual maintenance and rehabilitation spending required to maintain our infrastructure to appropriate standards is estimated at approximately \$30.0 million. Our annual expenditures are significantly less than this. Beginning in 2008, we began to dedicate a 1% tax increase to address the gap between required and actual spending. In 2013, this was reduced to a 0.5% increase per year through 2016. Starting in 2017 the rate was increased to 0.7% per year. For the years 2019 through 2021 the rate is proposed to remain at 0.7%, increasing to 0.9% for 2022 and 2023 and to 1% starting in 2024.

xv). **Drainage Improvements**

This reserve was established in 2013 concurrently with Council's drainage levy. Monies generated from the levy are transferred to this reserve and will be used as a funding source for improvements to the City's drainage system. The 2019 financial plan provides for almost \$2.0 million from this reserve to support projects improving the City's storm water system.

xvi). **Critical Building Infrastructure**

This reserve was established in 2006 in recognition of the need to provide for emergency or irregular items associated with facility maintenance. Facilities, such as the RCMP building, Municipal Hall and the Leisure Centre were constructed at approximately the same time; consequently, it is likely that some of the building infrastructure will need to be replaced at similar times. Such infrastructure is costly to replace and our existing lifecycle budget does not have the capacity to provide the necessary funding. The reserve is intended to provide

that capacity without having to defer other planned facility infrastructure maintenance. In 2019, this reserve will be used to support the Leisure Centre renovation.

xvii). Gaming Revenues

In 2010, Council entered into an agreement with the Province that resulted in the City receiving a portion of the net revenues from gaming at the Maple Ridge Community Gaming Centre. Monies received under this agreement are to be used to benefit the community. In 2018, gaming revenues are one of the funding sources for the artificial turf project at Arthur Peake School. In June of 2011, Council adopted a policy framework to guide the use of gaming monies in the community (Policy 5.55). Under this policy, gaming revenues will be targeted to fund non-recurring items, in particular, capital improvements that cannot be funded through development charges.

4. Restricted Revenues

Restricted revenues are monies collected from others for which we are obligated to provide specific works. Due to the restrictions on their use, these monies are reported as a liability until the specific works are undertaken.

The following provides an overview of the City's restricted revenues:

i). Development Cost Charges

These funds are collected from the development community and are used to assist in funding specific infrastructure requirements resulting from development. DCC's are the largest source of funding for the City's capital program with planned new investment in infrastructure exceeding \$65.0 million over the next 5 years. Actual construction schedules are dependent on development.

ii). Parkland Acquisition (ESA)

The Parkland Acquisition Reserve consists of monies paid by the development community in lieu of providing parkland that are subsequently used to acquire environmentally sensitive areas, such as land required for watercourse protection. Funding from the Parkland Acquisition Reserve assists with the ongoing Greenbelt acquisitions.

iii). Albion Amenities

This reserve was established in 2013 for monies collected from developments in the Albion Area where an amenity contribution was required. Any monies collected will be credited to this reserve and will help to fund future amenities in the Albion area. As at the end of 2018 the balance in this fund was \$460,193.

iv). Community Amenities

This reserve was established in 2016 for contributions from qualifying development in the community. Monies collected will contribute to eligible amenities as identified by Council policy. At the end of 2018, the balance in this fund was \$3.0 million with a further \$7.6 million in potential collections related to ongoing development projects. The timing and certainty of any collections is tied to the development process.

v). Downtown Parking Facilities

Funds credited to this account are collected from developers in lieu of providing parking spaces and are to be used for the provision of parking in the downtown area. In 2017, we saw higher than normal collections related to a reduction in parking requirements for a development in the town centre. In 2018 the balance in this fund was \$730,205, up \$30,000 from 2017.

vi). Developer Specified Projects

Charges collected from the development community to assist with the provision of certain infrastructure works.

CONCLUSIONS:

The above information and attached schedule are intended to provide an overview of the City's financial resources. At the end of 2018 our accumulated surplus in the revenue funds, reserve funds and accounts total \$137.7 million and we have a further \$36.0 million in restricted revenues. Much of this amount is held for capital investment in the community. Not included in these amounts are non-financial resources, such as our land holdings in Silver Valley.

The City has a sound business planning framework which includes a series of financial sustainability policies. The resources outlined in this report were established over many years and assist Council in managing the City's finances.

"Original signed by Catherine Nolan"

Prepared by: Catherine Nolan, CPA, CGA
Corporate Controller

"Original signed by Kelly Swift"

Concurrence: Kelly Swift, MBA
Acting Chief Administrative Officer

	2018	2017	2016	2015	2014		
ACCUMULATED SURPLUS (REVENUE FUNDS)							
General Revenue	\$ 11,111,456	\$ 10,011,883	\$ 9,285,688	\$ 9,859,165	\$ 7,522,666	Note 14	
Sewer Revenue	8,512,633	8,935,863	8,144,538	6,413,897	4,662,448		
Water Revenue	13,799,283	12,840,035	11,296,039	8,354,639	6,737,009		
	33,423,372	31,787,781	28,726,265	24,627,701	18,922,123		
RESERVE FUNDS							
Local Improvement	2,609,053	2,583,882	2,565,270	2,550,517	2,538,017	Schedule 6	
Equipment Replacement	15,943,167	15,955,119	15,143,197	13,093,289	11,986,081		
Capital Works	8,793,102	11,286,555	10,727,978	11,623,295	11,405,241		
Fire Department Capital Acquisition	10,385,423	9,848,750	8,404,264	7,054,422	5,585,277		
Sanitary Sewer	1,526,779	1,657,981	1,636,239	1,614,769	1,591,334		
Land	312,626	307,113	278,896	275,235	271,887		
	39,570,150	41,639,400	38,755,844	36,211,527	33,377,837		
RESERVE ACCOUNTS							
Specific projects - capital	11,697,246	10,931,004	8,327,760	6,143,821	4,583,648		Schedule 6
Specific projects - operating	6,017,409	7,966,840	7,834,360	8,397,216	7,887,243		
Self insurance	883,464	876,550	848,971	830,351	832,090		
Police services	9,544,606	7,514,809	7,299,090	6,735,888	6,023,054		
Core development	2,007,045	1,983,902	1,780,335	1,720,419	1,511,459		
Recycling	2,961,575	2,570,239	2,148,985	1,513,787	1,179,983		
Community Safety Initiatives	1,600,000	-	-	-	-		
Community development	-	-	-	1,349	1,330		
Building inspections	3,393,078	3,333,243	3,119,544	2,494,848	1,951,137		
Gravel extraction	810,026	797,586	762,288	727,831	661,008		
Community Works (Gas Tax)	401,522	257,440	-	-	271,332		
Facility maintenance	1,841,927	2,883,354	2,441,898	1,840,198	1,392,917		
Snow removal	850,061	850,061	473,061	686,015	686,015		
Parks & Rec Improvements	1,943,482	-	-	-	-		
Cemetery maintenance	211,890	243,487	117,606	30,781	84,810		
Infrastructure Sustainability (town centre bldgs)	493,820	475,738	373,206	329,415	223,188		
Infrastructure Sustainability (road network)	2,961,695	2,570,379	1,673,167	1,710,679	1,527,202		
Infrastructure Sustainability (drainage)	1,644,023	1,491,014	1,311,875	-	372,431		
Drainage Improvements	1,663,015	1,135,222	807,108	1,522,548	491,678		
Critical infrastructure reserve	131,071	195,928	203,511	200,923	208,672		
Infrastructure grants contribution	-	3,557	3,557	3,557	3,557		
Gaming revenues	2,135,048	2,042,881	1,336,791	779,954	453,492		
	53,192,003	48,123,234	40,863,113	35,669,580	30,346,246		
WATER AND SEWER RESERVE ACCOUNTS							
Self Insurance - Sewer	154,385	147,881	141,377	134,873	128,373	Schedule 6	
Specific projects - Sewer	5,187,320	3,079,750	2,319,380	2,155,690	2,204,628		
Self Insurance - Water	132,740	126,236	119,732	113,228	106,728		
Specific projects - water	5,997,452	4,539,091	2,441,288	2,746,632	2,579,794		
	11,471,897	7,892,958	5,021,777	5,150,423	5,019,523		
TOTAL RESERVES							
	\$ 104,234,050	\$ 97,655,592	\$ 84,640,734	\$ 77,031,530	\$ 68,743,606		
TOTAL RESERVES AND REVENUE ACCUMULATED SURPLUS							
	\$ 137,657,422	\$ 129,443,373	\$ 113,366,999	\$ 101,659,231	\$ 87,665,729		
RESTRICTED REVENUES							
Development cost charges	\$ 23,825,079	\$ 29,546,673	\$ 26,019,029	\$ 33,971,866	\$ 37,155,173	Note 9	
Parkland acquisition	1,519,696	1,163,953	412,029	1,203,400	1,028,090		
Albion Amenities	460,193	430,498	278,568	211,160	-		
Community Amenities	3,011,964	1,158,156	230,169	-	-		
Downtown parking facilities	730,205	700,656	327,128	310,717	291,467		
Developer specified projects	6,449,020	6,633,718	6,134,991	5,988,904	5,720,704		
	\$ 35,996,158	\$ 39,633,654	\$ 33,401,914	\$ 41,686,047	\$ 44,195,434		