

City of Maple Ridge

**SPECIAL COUNCIL MEETING AGENDA**

**Monday, November 18, 2019**

**1:00 p.m. to 6:15 p.m.**

***Council Chamber, 1<sup>ST</sup> Floor, City Hall***

**MEETING DECORUM**

Council would like to remind all people present that serious issues are decided at Council meetings which affect many people's lives. Therefore, we ask that you act with the appropriate decorum that a Council Meeting deserves. Commentary and conversations by the public are distracting. Should anyone disrupt the Council Meeting in any way, the meeting will be stopped and that person's behavior will be reprimanded. *The meeting is live streamed and recorded by the City of Maple Ridge.*

**1.0 CALL TO ORDER**

**2.0 ADOPTION OF THE AGENDA**

**3.0 2020-2024 BUSINESS PLAN REVIEW – Day 2**

**3.1 Introduction to Business and Financial Planning**

**3.2 RCMP/Police Services Department**

**3.3 Fire Department**

**3.4 Introduction to the Recreation and Community Engagement Division**

**3.4.1 Recreation and Community Engagement**

**3.4.2 Parks and Facilities**

**4.0 ADJOURNMENT**

City of Maple Ridge

**SPECIAL COUNCIL MEETING AGENDA**

**Tuesday, November 19, 2019**

**3:00 p.m. to 6:00 p.m.**

**Council Chamber, 1<sup>ST</sup> Floor, City Hall**

**MEETING DECORUM**

Council would like to remind all people present that serious issues are decided at Council meetings which affect many people's lives. Therefore, we ask that you act with the appropriate decorum that a Council Meeting deserves. Commentary and conversations by the public are distracting. Should anyone disrupt the Council Meeting in any way, the meeting will be stopped and that person's behavior will be reprimanded. *The meeting is live streamed and recorded by the City of Maple Ridge.*

**1.0 CALL TO ORDER**

**2.0 ADOPTION OF THE AGENDA**

**3.0 2020-2024 BUSINESS PLAN REVIEW – Day 3**

**3.1 Ridge Meadows Recycling Society**

**3.2 Economic Development and Civic Property Department**

**3.3 Finance Department**

**3.4 Human Resources Department**

**3.5 Information Technology Department**

**3.6 Corporate Support Department**

**4.0 ADJOURNMENT**

**SPECIAL COUNCIL MEETING AGENDA**

**Wednesday, November 20, 2019**

**11:00 a.m. to 4:00 p.m.**

**Council Chamber, 1<sup>ST</sup> Floor, City Hall**

**MEETING DECORUM**

Council would like to remind all people present that serious issues are decided at Council meetings which affect many people's lives. Therefore, we ask that you act with the appropriate decorum that a Council Meeting deserves. Commentary and conversations by the public are distracting. Should anyone disrupt the Council Meeting in any way, the meeting will be stopped and that person's behavior will be reprimanded. *The meeting is live streamed and recorded by the City of Maple Ridge.*

**1.0 CALL TO ORDER**

**2.0 ADOPTION OF THE AGENDA**

**3.0 2020-2024 BUSINESS PLAN REVIEW – Day 4**

**3.1 Introduction to the Engineering Services Division**

**3.1.1 Operations Department**

**3.1.2 Engineering Department**

**3.2 Introduction to the Planning and Development Division**

**3.2.1 Building Department**

**3.2.2 Planning Department**

**3.2.3 Licences and Bylaws Department**

**3.3 Community Social Safety Initiative**

**4.0 WRAP UP**

**5.0 ADJOURNMENT**

**TO:** His Worship Mayor Michael Morden and Members of Council  
**FROM:** Chief Administrative Officer  
**SUBJECT:** Chief Administrative Office - 2020-2024 Business Plan

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**Overview**

The City has a comprehensive Business Planning Process, which incorporates Council’s Financial Plan Guidelines. These parameters guide staff in the development of the five-year Financial Plan to fund City services and deliver on Council priorities. They also provide an opportunity for the public to become informed and provide feedback early in the process, well before the Financial Plan comes forward to Council and the property tax rates are set.

Once the Financial Plan is prepared and presented to Council and the public, typically in December, a bylaw will be presented to Council for formal consideration.

The 2020-2024 Business Plans will be presented to Council on November 18, 19 and 20, and aligns departmental work plans to the five strategic priorities of Maple Ridge’s Strategic Plan and reflects specific direction by Council. Much effort is being made to achieve greater community safety and community pride and spirit while effectively handling the growth of the community through building and managing the infrastructure to support it. Further reflected in the Plan is the regular business of providing excellent customer service to our citizens.

In reviewing each Department’s Business Plan, you will likely note the numerous ‘found milestones’ which represent additional work that departments absorb into their current day-to-day business.

**Organization Chart:**



**Full-Time Equivalent Staff: 3.5**  
 (Other staff shown on chart are budgeted to other areas)

**Strategic Alignment:**

The organization is looking forward to further aligning each departments’ work plan to deliver on Council’s strategic direction through the business planning process. This practice allows everyone involved to take a step back, reevaluate the delivery of services, collaborate and refine action plans. Even though we are in the early

days of developing implementation plans to deliver on Council's Strategic Plan, much progress has been made to date. A few examples of our coordinated efforts include the Social Housing Plan, Youth Strategy Implementation Plan and Community Social Safety Initiative.

**Business Perspective/Environmental Scan:**

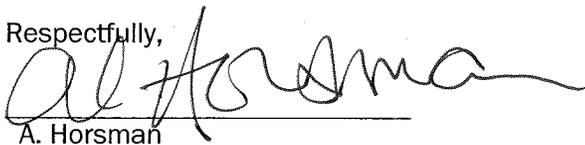
The Corporate Management Team is aware of and understands each Department's capacity and is committed to achieving Council's strategic goals while still being responsive to the immediate needs of the City. Listed below are just a few examples of current pressures affecting departments:

- There have been multiple requests for clerical, administrative or other support positions across the organization in order to deal more effectively with the workload. Significant staff and organizational changes have occurred recently and time will be needed to adjust and assess the areas that require support and where it is needed the most to ensure that the right type of support is added.
- A RCMP service review is well underway and a refresh of the Fire Department Master Plan has begun. The larger incremental requests included in the Police Department and the Fire Department should be considered once staff and Council are better informed of the department's short and long term strategic direction. Options to address pressures will be discussed as part of the business planning deliberations.
- The Community Social Safety Initiative is developing and will likely require some ongoing funding to implement. Council may want to discuss building the financial capacity to address some of these costs in advance of adopting an implementation plan.

Going forward, staff are also eager to tackle other key priorities identified in the 2019-2022 Strategic Plan related to economic growth and development. Discussions on these fronts will begin very shortly building on some of the initiatives already underway or recently completed such as: the review of availability of commercial and industrial lands and the densification in the Town Centre. This work will be incorporated into a more integrated and strategic organizational approach.

We hope that Council and our citizens find the business plans comprehensive and meet the direction provided by Council in the Business Plan and Financial Plan Guidelines. We look forward to reviewing Business Plans with Council and welcome the opportunity answer any questions that you may have.

Respectfully,



A. Horsman

Chief Administrative Officer

**Financial Plan 2020 – 2024  
Chief Administrative Officer**

All \$ values in 000's (thousands)	Adopted	Proposed	Changes		Proposed			
	2019	2020	\$	%	2021	2022	2023	2024
<b>Expenditures</b>								
Conferences & Meetings	19	19	-	0%	19	19	19	19
Memberships	38	38	-	0%	38	38	38	38
Miscellaneous	8	8	-	0%	8	8	8	8
Salaries	507	566	59	12%	581	597	613	629
Seminar/Prof Meeting/Training	4	4	-	0%	4	4	4	4
Studies & Projects	125	85	(40)	(32%)	85	85	85	85
	701	720	19	3%	735	751	767	783
<b>Totals</b>	701	720	19	3%	735	751	767	783

**Changes or Remarks:** None

Salaries – The addition of 0.5 Executive Admin position in 2020 was funded through 2019 divisional growth funds.

Studies & Projects – The 2019 budget included an addition \$40,000 for the preparation of the Community Safety Plan.

**Financial Plan 2020 – 2024  
Legislative**

All \$ values in 000's (thousands)	Adopted	Proposed	Changes		Proposed			
	2019	2020	\$	%	2021	2022	2023	2024
<b>Expenditures</b>								
Committee Costs	4	4	-	0%	4	4	4	4
Conferences & Meetings	21	21	-	0%	21	21	21	21
Grants & Donations	45	45	-	0%	45	46	46	46
Miscellaneous	8	8	-	0%	8	8	8	8
Public Relations	9	9	-	0%	9	9	9	9
Salaries	497	505	8	2%	516	528	540	550
Training	16	16	-	0%	16	16	16	16
Utilities - Telephone	7	7	-	0%	7	7	7	7
	607	615	8	1%	626	639	651	661
<b>Totals</b>	607	615	8	1%	626	639	651	661

**Changes or Remarks:**

Salaries – These costs are related to the remuneration of Mayor and Council.

**1. Guidelines for Business Planning:**

- 1.1. Consider Council-raised issues in developing work plans, respecting the criteria for establishing priorities and recognizing that capacity is needed for opportunities or issues that might be discovered throughout the year.
- 1.2. Review property tax rates annually to ensure we are competitive with other lower mainland municipalities. The 2019 review will be extended to include the Farm Class.
- 1.3. Review utility charges with a view towards using rate stabilization practices to smooth out large fluctuations in rates.
- 1.4. Develop and initiate a public consultation plan.
- 1.5. Evaluate services to ensure alignment with Council direction.
- 1.6. Identify and measure outputs/outcomes. Performance measures will be published in the Annual Report and on the website and where possible will leverage data used in the Maple Ridge Open Government Portal.
- 1.7. Performance reports are to be presented to Council at open Council meetings, both with consideration of Council priorities and departmental commitments.
- 1.8. Identify potential new revenue sources (i.e. be creative). The increased revenues from existing sources should align with the cost increases for those services.
- 1.9. Used as a management tool, service level reductions are explored and kept confidential with the Corporate Management Team as not to cause undue concern amongst business units or staff. With this in mind, reduction packages should reflect significant changes to an area's operation. The requirement is less about meeting a specific target reduction or trimming costs around the edges, but rather should result in a fundamental shift in what or how services are delivered. Given the degree of cross-functional projects and service delivery, departments should consider collaborative reduction packages in partnership with other departments.
- 1.10. Incremental packages must include a business case to support new programs/projects/staff.
- 1.11. Organizational/structural change considerations should include whether the current structure is adequate to deliver the service? Are there better options? Should we contract for services, or bring services in-house where and when it makes sense organizationally and financially.
- 1.12. Succession planning – review organization charts in relation to service delivery with a view to long-term planning. What positions do you see as potentially becoming vacant by retirement and what organizational options may be available as a result? What training or overlap is required to provide sufficient knowledge transfer to ensure resilient service levels?
- 1.13. Vacant position review and management – all positions that become vacant are subject to a detailed review prior to being refilled.
- 1.14. Contracting/Consulting review – all consulting work should undergo a review at not only budget time, but also when services are being contracted to determine the best way to acquire services. This will involve potentially contracting out where it makes sense and contracting in where there are available staff resources.
- 1.15. Technology – review business applications and technology tools to identify upgrade or obsolescence issues. Ensure work plans, budgets and Information Services work

plans/projects reflect the resources necessary to support the changes if required.

## **Appendix A – Business & Financial Planning Guidelines 2020 - 2024**

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### **2. Guidelines for Financial Planning:**

- 2.1. General Purposes Property Tax Increase, 2.0% per year.
- 2.2. Infrastructure Sustainability Property Tax Increase, 0.70% per year for 2020 and 2021, 0.90% per year for 2022 and 2023 and 1.0% for 2024.
- 2.3. Parks, Recreation and Culture Property Tax Increase, 0.60% per year.
- 2.4. Storm Water Property Tax Increase, 0.30% per year for 2020 and 2021, 0.10% for 2022 and 2023 with no increase in 2024.
- 2.5. Water Levy Increase, 4.50% per year.
- 2.6. Sewer Levy Increase, 8.50% per year.
- 2.7. Recycling Levy Increase, 2.75% per year.
- 2.8. Growth in Property Tax Revenue Assumption, 1.85% in 2020, 1.80% in 2021 and 1.75% per year for 2022 through 2024.
- 2.9. Provision for costs associated with growth, subject to available funding.
- 2.10. Budgets include operating and capital components for a five-year period.
- 2.11. The Financial Plan must be in accordance with Council's strategic Financial Sustainability Plan policies approved in October 2004.
- 2.12. Collective Agreements – the financial plan needs to include sufficient financial capacity to address collective agreement settlements or the emerging patterns.
- 2.13. Grants – Targeted grant funding sources should be reflected in the financial plan, along with the associated project costs.
- 2.14. Refine the funding strategy to deliver the approved park and recreation community infrastructure.
- 2.15. Funding for implementation costs have been set aside for the Community Safety Plan. The Financial Plan will be updated as the implementation plans are developed.



# Financial Overview Report

Financial Plan  
2020-2024

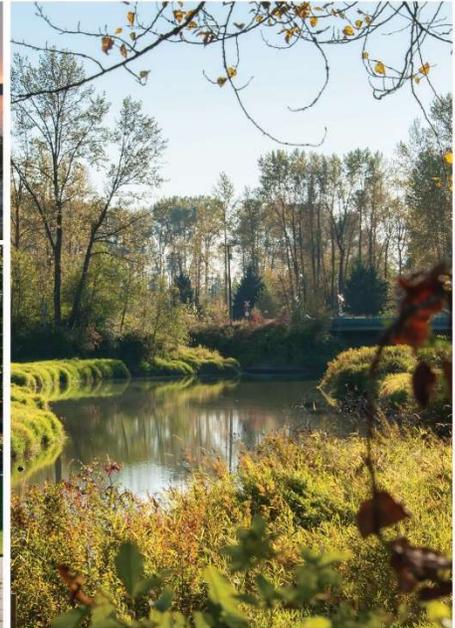




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Opening Remarks

The Financial Plan for the City of Maple Ridge outlines the services provided by the City and the financial implications thereof. This document provides an overview of the 2020 - 2024 Financial Plan.

The City’s Financial Plan, more commonly known as the “Budget”, is the outcome of a robust business planning process that sees each department develop a business plan aligned with Council’s strategic direction.

A key part of that business planning process includes presentations to Council. The annual process is adapted each year to fit the circumstances. Typically, later in a Council’s mandate the presentations are shorter as Council is more familiar with the City’s operations.

The Financial Plan Bylaw is considered by Council following the business planning process. Council can amend this bylaw at any time and typically does each year, prior to adopting the Property Tax Rates Bylaw, in early May.

In the interest of transparency and accountability, all of the budget deliberations and business plan presentations occur at meetings open to the public and are live streamed.

This report begins with a discussion of the legislative framework that we operate in, as well as the process that we go through in developing the Financial Plan. It then addresses the key cost drivers and financial strategies that are built into the plan. The impact of the Financial Plan to the average home is also highlighted.

While this report is prepared by the Finance Department, it would not have been possible without the direction of City Council, Administration and the support of all other departments.

## Introduction

At the end of the day, budgeting is a balancing act between what the City would like to do and what it can afford. The decisions that are made are not just about the numbers; they affect the programs and services that we depend on every day for our quality of life. In developing the Financial Plan, priorities are reevaluated and new ones are introduced.

## 5-Year Financial Plan

The current business & financial planning process has been developed over many years. It is considered a best practice amongst local government organizations and it is refined each year.

It begins with direction from Council which is set early in the planning cycle. This is typically done through Council approval of Business Planning and Financial Planning Guidelines. These guidelines were adopted by Council on June 25, 2019.

As required by section 165 of the Community Charter, our Financial Plan covers a time frame of five years, the year for which it is specified to come into force and the following four years. Provincial legislation requires the Financial Plan Bylaw be adopted annually.

Council can amend the Financial Plan Bylaw any time. It is routinely updated in April or May just prior to the annual Property Tax Rates Bylaw, which must be adopted before May 15.

The content of the Financial Plan bylaw is prescribed by both the Community Charter and the Local Government Act. The bylaw itself does not provide the typical reader with sufficient information. That is why we produce this report and provide detailed budgets for each service area as part of the departmental Business Plans.

## Balanced Budget – Can't Run Deficits

The Community Charter specifies that all proposed expenditures and transfers to reserves must not exceed the total of proposed funding sources and transfers from reserves. Simply put, this means that unlike other levels of government, we are not allowed to run a deficit. If we want to spend money, we must identify where that money is coming from.

## Financial Planning vs Financial Reporting

The City produces two main financial documents: the Financial Plan and the Financial Statements. Each has very different objectives that it is important to be aware of. The Financial Plan is a forward looking document, covering a five-year time frame and setting out what the City plans to do and how it plans to pay for it. In accounting terms, the Financial Plan is prepared on a “cash” basis. In contrast, the Financial Statements are a retrospective document showing the financial condition of the City as at December 31 of each year. The Financial Statements are prepared on an “accrual” basis, according to accounting guidelines set by the Public Sector Accounting Board. It is important for the reader to keep these differences in mind when reading each of the documents.

## Open & Transparent Budget Deliberations

Section 166 of the Community Charter requires Council to undertake a process of public consultation before adopting the Financial Plan, but does not prescribe how to accomplish that. It is possible to meet the legislated requirement through a simple advertisement in the local newspaper inviting comment.

The City is committed to an open and transparent process, and offers opportunities for citizens and stakeholders to contribute. We have a dedicated email: [budget@mapleridge.ca](mailto:budget@mapleridge.ca) and phone line 604-467-7484, and Council's budget deliberations are open to the public. Public feedback is welcome throughout the year, regardless of the business planning stage Council and staff are engaged in.

Public and user feedback is sought as part of delivering services and our regular course of business.

## How Have We Been Doing in Relation to Our Budget This Year?

### 2019 Financial Performance

As we begin to look forward to the 2020-2024 Financial Plan, it is useful to take a look at how the current year is shaping up. The focus of this discussion is the General Revenue Fund, as this is where Council has the most discretion. The transactions in this fund drive property tax rates.

Building permit revenue is a significant item in our Financial Plan. Since 2013 building permit revenues have consistently exceeded Financial Plan targets, but past experience shows, they can be quite variable. To manage this variability, the City uses its financial sustainability policies, conservative budgeting and a practice of planning for the bad times during the good. Temporary shortfalls in revenue can be managed through the Building Inspection Reserve; the current balance in the reserve is \$3.44 million. For 2019, annual building permit revenues will exceed our Financial Plan target of \$2.58 million.

### Historical Building Permit Revenue

2014	\$2.03 million
2015	\$3.03 million
2016	\$3.44 million
2017	\$2.81 million
2018	\$2.77 million

*As you can see it is hard to predict revenue.  
We don't lock ourselves into  
expenditures at a high level.*

In 2010, the City began receiving revenues from the local gaming facility. Gaming revenues for 2019 to the end of August total just over \$831,000 and by the end of the year will exceed our Financial Plan target of \$1.5 million. Monies received from this source are allocated in line with Council's policy. There is some risk in relying on gaming revenues for ongoing operational costs, which is why Council adopted a policy framework to guide their use.

Results to the end of August indicate a General Revenue surplus at year-end. Overall cost containment by departments is a key contributing factor. Some departments will be under budget at the end of the year due to timing issues related to ongoing projects; these amounts will be transferred to reserves as part of our year-end processes to allow work to continue in 2020.

Other trends that we are seeing:

#### Revenues:

Investment income in the General Revenue Fund will exceed Financial Plan targets in 2019. At the end of August, investment income is \$2.0 million against an annual budget of \$1.56 million.

The Financial Plan included revenues of \$1.8 million from the commercial section of the office tower. Projections indicate this target will be met.

A phased land sale in the town centre was completed for \$4.0 million. As previously approved in past Financial Plans, proceeds received from the sale of these properties were directed to funding of the Karina Leblanc and Arthur Peake synthetic fields.

How Have We Been Doing in Relation to Our Budget This Year?

**Expenses:**

Overall, expenses are expected to come in within budget as a combined result of continued cost containment and timing variations in the completion of various studies and projects. The following highlights some significant cost centres:

The RCMP contract cost will likely come in under Financial Plan targets. In line with past practice, a portion of the savings will be transferred to the Police Services Reserve.

Fire Department costs are expected to be within the annual budget envelope as a result of careful cost containment. Borrowing for Fire Hall No. 4 will not be required this year resulting in savings on principal & interest of \$800,000. Funding for this comes from the Fire Department Capital Acquisition Reserve and the monies will remain in the reserve until needed.

General government costs are expected to be under budget at the end of the year. Some of this relates to the timing of various studies and projects. These savings will be transferred to reserves at the end of the year so that the funds are available when required. These savings do not flow to the bottom line.

Costs for Parks, Recreation & Culture will be under financial plan targets as a result of savings in interest costs of \$832,500 related to borrowing that will not be required this year. These savings will remain in Reserves and used to fund the investments in Parks, Recreation and Culture infrastructure previously approved. Salaries will also be under target due to the delay in completion of the leisure pool into early 2020.

For the past 3 years, costs for snow and ice control have been increasing. At the end of August 2019 costs exceed the annual budget and are expected to increase in the lead up to winter. At this time the general revenue impact of this is approximately \$55,000. The Snow Removal Reserve is available to help offset the impact of higher than expected costs. The balance in the reserve is \$850,000.

Any unspent portion of budgets in capital projects funded through General Revenue that are still in progress at the end of the year will be transferred to reserves to make the funding available as work on the projects continues in 2020.

The above summary is based on results to the end of August and points to a General Revenue surplus for 2019.

## Property Tax Increases

On June 25, 2019 Council approved the Business & Financial Planning Guideline 2020 – 2024. These recommendations are consistent with those guidelines.

Municipal Property Tax & User Fee Increases	Actual				Adopted				
	2016	2017	2018	2019	2020	2021	2022	2023	2024
<b>Property Tax increases</b>									
General Purpose	2.10%	1.90%	1.53%	1.90%	2.00%	2.00%	2.00%	2.00%	2.00%
Infrastructure Replacement	0.50%	0.70%	0.70%	0.70%	0.70%	0.70%	0.90%	0.90%	1.00%
Parks and Recreation	0.25%	0.25%	0.45%	0.60%	0.60%	0.60%	0.60%	0.60%	0.60%
Drainage	0.30%	0.30%	0.30%	0.30%	0.30%	0.30%	0.10%	0.10%	0.00%
<b>Total Property Tax Increase</b>	<b>3.15%</b>	<b>3.15%</b>	<b>2.98%</b>	<b>3.50%</b>	<b>3.60%</b>	<b>3.60%</b>	<b>3.60%</b>	<b>3.60%</b>	<b>3.60%</b>
<b>User Fee Increases</b>									
Recycling	0.00%	1.67%	1.67%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%
Water	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%
Sewer*	3.22%	3.24%	3.25%	7.70%	7.75%	7.80%	7.86%	7.91%	7.94%
<b>Total Municipal Property Tax &amp; User Fee Increases</b>	<b>3.33%</b>	<b>3.39%</b>	<b>3.32%</b>	<b>4.21%</b>	<b>4.27%</b>	<b>4.30%</b>	<b>4.32%</b>	<b>4.35%</b>	<b>4.37%</b>

\* This percentage increase is less than the user fee increases in the Financial Plan Guidelines due to a \$35 sewer parcel charge that remains unchanged.

Note: The average home was assessed at \$744,363 in 2019. The average composite home represents the value of all single family and multi-family homes

The increase in property taxes to existing properties on average is 3.6%. Of note, 2.0% is for General Purposes. The components of the property tax increase are described in more detail on the following pages of this report.

Some additional history on our tax experience is shown in the table that follows. The General Purpose tax increase continues to remain at historically low levels. An explanation of each component of the proposed increase is also provided.

# FINANCIAL PLAN OVERVIEW

**Property Tax Increases**

	General Purpose	Infra-structure	Drainage	Parks & Rec.	Fire Levy	Town Centre	Total Increase
2024	2.00%	1.00%	0.00%	0.60%			3.60%
2023	2.00%	0.90%	0.10%	0.60%			3.60%
2022	2.00%	0.90%	0.10%	0.60%			3.60%
2021	2.00%	0.70%	0.30%	0.60%			3.60%
2020	2.00%	0.70%	0.30%	0.60%			3.60%
2019	1.90%	0.70%	0.30%	0.60%			3.50%
2018	1.53%	0.70%	0.30%	0.45%			2.98%
2017	1.90%	0.70%	0.30%	0.25%			3.15%
2016	2.10%	0.50%	0.30%	0.25%			3.15%
2015	1.92%	0.50%	0.30%	0.25%			2.97%
2014	1.90%	0.50%	0.30%	0.25%	Inc. in GP		2.95%
2013	2.25%	0.50%	0.30%	0.13%	300,000		3.51%
2012	3.00%	1.00%			600,000		4.88%
2011	3.00%	1.00%			600,000		4.99%
2010	3.00%	1.00%			600,000		5.13%
2009	3.00%	1.00%			600,000		5.18%
2008	3.00%	1.00%			600,000		5.31%
2007	3.75%				600,000	1.00%	6.18%
2006	3.75%				600,000	1.00%	6.37%
2005	3.00%				600,000	1.00%	5.77%
2004	3.00%					1.00%	4.00%
2003	3.00%					1.00%	4.00%

**General Purpose Increase:** this increase covers the cost of existing services. The cost implications of collective agreements and other contracts are provided for.

**Infrastructure Sustainability:** this increase goes towards the rehabilitation and replacement of our existing assets, valued at \$1.5 billion, and is discussed in detail later in the report under the Capital Program.

**Parks and Recreation Improvement:** this increase goes towards improvements in Parks, Recreation & Cultural Services. This increase funds the operating and debt serving costs of additional Parks & Recreation amenities. The funding of these projects is also reliant on development revenues.

**Drainage Levy:** this portion of the increase goes towards storm water management.

**Water Levy:** this portion of the increase goes towards the cost of water services, including those services provided by Metro Vancouver. An increase of 4.50% is planned for each year of the Financial Plan.

**Sewer Levy:** this portion of the increase goes towards the cost of sanitary sewer services, including those services provided by Metro Vancouver. An increase of 8.50% is planned for each year of the Financial Plan, due to rate increases that average over 10% from Metro Vancouver to fund significant capital investments required to treat the region’s wastewater.

**Recycling Services:** this portion of the increase goes towards operating the recycling depot as well as for the blue box service. An increase of 2.75% is planned each year of the Financial Plan.

With this understanding of Council’s approved property tax increases, we turn our minds to a conceptual overview of the budget.

## Where Does The Money Come From and Where Does It Go?

### Conceptual Overview

From time to time, we hear from citizens asking why a tax increase is required when there is additional money coming into the City from new construction. This section of the report provides a conceptual overview of where the City's money comes from and where it goes.

### New Revenue

The following chart shows the revenue coming into the City. We begin with the taxes that were collected last year and adjust it for the taxes coming in from new construction. The new construction represents the value that was not taxed previously and we refer to the additional tax revenue as Growth Revenue.

To this subtotal, we add the additional revenue requirements approved by Council that were discussed on the previous page. These include:

- The General Purpose component of the increase is what is used to cover the cost increases of existing services (i.e. inflation).

- Infrastructure replacement funding refers to the amount that will be invested in the rehabilitation and replacement of our existing assets.
- The increase for Parks, Recreation & Culture provides the financial capacity to implement the recommendations of the Parks & Recreation Masterplan.
- The Drainage amount is designed to provide increased funding for drainage works throughout the City.

As well, there are tax adjustments that have to be provided for as a result of assessment appeals and provincial rules around the tax rate applied to the Utilities Class. Projected revenue increases are also included. An additional \$4.9 Million in revenue is expected to accrue to the City in 2020.

**Conceptual Overview of New Revenue**

Item (\$ in thousands)	2020	2021	2022	2023	2024
Previous Year's Taxation	84,600	89,205	94,020	99,050	104,355
Growth Rate	1.85%	1.80%	1.75%	1.75%	1.75%
<b>Growth Revenue</b>	<b>1,565</b>	<b>1,605</b>	<b>1,645</b>	<b>1,735</b>	<b>1,825</b>
Previous Year's Taxation + Growth	86,165	90,810	95,665	100,785	106,180
Property Tax Increases:					
General Purpose	2.00%	2.00%	2.00%	2.00%	2.00%
Infrastructure Replacement	0.70%	0.70%	0.90%	0.90%	1.00%
Parks & Recreation Improvements	0.60%	0.60%	0.60%	0.60%	0.60%
Drainage Improvements	0.30%	0.30%	0.10%	0.10%	0.00%
<b>Total Property Tax Increase</b>	<b>3.60%</b>	<b>3.60%</b>	<b>3.60%</b>	<b>3.60%</b>	<b>3.60%</b>
<b>Property Tax Increase</b>	<b>3,100</b>	<b>3,270</b>	<b>3,445</b>	<b>3,630</b>	<b>3,820</b>
Utility Class Cap. & Sup. Adj. Contingency	(60)	(60)	(60)	(60)	(60)
<b>Additional Property Taxes vs. Prior Year</b>	<b>4,605</b>	<b>4,815</b>	<b>5,030</b>	<b>5,305</b>	<b>5,585</b>
Next Year's Taxation Base	89,205	94,020	99,050	104,355	109,940
Investment Income	165	15	15	15	15
Increases in Other Revenue	138	72	72	68	79
<b>Increase in General Revenue</b>	<b>4,908</b>	<b>4,902</b>	<b>5,117</b>	<b>5,388</b>	<b>5,679</b>

*When Costs Go Up as a Result of Inflation, Increases Must be Covered Within This Line*

Where Does the Money Come From and Where Does it Go?

Where Does the Money Come From and Where Does it Go?

## Transfers

The previous section discussed the additional money coming into the City from tax increases, fees and charges, as well as new construction. Now we turn our minds to the demands against that money.

Reserves are an important part of our Financial Plan. The Contributions to Reserves are referred to as Transfers and our Financial Plan relies on Reserves to meet major expenditures. For example, rather than having to provide full funding

in the year that we need to replace a fire truck, we try to set aside a smaller amount each year over the useful life of the vehicle. This is done by putting money aside each year in what we call the Equipment Replacement Reserve.

We keep a close eye on these reserves to make sure that they are able to meet their obligations. Annual adjustments are made to the contributions to these reserves as required, and the table below shows the adjustments included in this Financial Plan. A more complete discussion on our reserves is included beginning on page 26 of this report.

**Conceptual Overview of Changes to Transfers**

Item (\$ in thousands)	2020	2021	2022	2023	2024
<b>Additional General Revenue available</b>	<b>4,908</b>	<b>4,902</b>	<b>5,117</b>	<b>5,388</b>	<b>5,679</b>
Transfers to Reserves:					
Capital Works Reserve	(130)	(50)	(50)	(50)	(55)
Capital Works Reserve Remove 2019 Adjustment	(350)				
Fire Department Capital	(120)	(120)	(125)	(135)	(140)
Parks & Recreation Improvements	(515)	(545)	(575)	(605)	(635)
Parks & Rec Improvements Funding Leisure Centre	320	10	10	10	10
General Revenue Funded Capital (net CWR tftrs)	(185)	(205)	(200)	(210)	(220)
<b>Available after transfers</b>	<b>3,928</b>	<b>3,992</b>	<b>4,177</b>	<b>4,398</b>	<b>4,639</b>

*We Use Reserves to Provide Long-Term  
Financial Stability*

## Expenditures

After we have adjusted for the reserve transfers, we must provide for expected cost increases. Many of these cost increases are the result of contractual commitments. An item worth highlighting is the costs associated with labour.

Keep in mind that this table is the additional funding required above the previous year. For instance in the Fire Department, the 2020 costs are increasing by \$260,000 and are increasing by a further \$295,000 in 2021.

funding these items as they are the result of existing contracts (labour agreements, RCMP and Fraser Valley Regional Library are some examples).

After providing for the expenditure changes described on the following page, the General Revenue Surplus is \$473,000.

As already mentioned, we have little discretion in

### Conceptual Overview of Expenditure Changes

Item (\$ in thousands)	2020	2021	2022	2023	2024
<b>Available after transfers</b>	<b>3,928</b>	<b>3,992</b>	<b>4,177</b>	<b>4,398</b>	<b>4,639</b>
Increase in Expenditures:					
Labour (excluding Fire Protection)	(765)	(870)	(905)	(930)	(905)
Equipment (excluding Fire & Police)	(60)	(50)	(50)	(50)	(50)
Fire Department	(260)	(295)	(320)	(340)	(330)
Additional Firefighters	(135)	(135)	(135)	-	-
Policing Contracts (RCMP, ITEAMS, ECOMM)	(710)	(750)	(860)	(875)	(915)
Contracts (SPCA, Library, Arts)	(115)	(115)	(120)	(125)	(130)
Ridge Meadows Seniors Society Strata Fees	(40)	-	-	-	-
Inflation Allowance	(55)	(270)	(275)	(280)	(285)
Infrastructure Replacement	(605)	(635)	(860)	(905)	(1,060)
Drainage Levy Related Capital Projects	(260)	(270)	(95)	(100)	-
Growth Costs	(415)	(415)	(415)	(415)	(415)
Streetlights	(20)	(20)	(20)	(20)	(20)
Arenas Contract (CPI adjustment)	-	-	-	-	(150)
HR WCB COR Audit Program Net and Retention	25	-	-	(80)	-
Software Maintenance	(90)	(35)	(35)	(35)	(35)
<b>Available after expenditures</b>	<b>423</b>	<b>132</b>	<b>87</b>	<b>243</b>	<b>344</b>
Surplus from prior year	67	473	565	620	827
Other Adjustments & Rounding	(17)	(40)	(31)	(37)	(56)
<b>General Revenue Surplus</b>	<b>473</b>	<b>565</b>	<b>620</b>	<b>827</b>	<b>1,115</b>

*There are a number of contracts already in place.  
There is little discretion in funding these commitments.*

Where Does the Money Come From and Where Does it Go?

**Some of the Larger Expenditures are Discussed Below:**

**Labour:** This line reflects the financial impact of wage and benefit cost increases.

**Fire Department:** The evolution of our Fire Department to include full time paid responders took place over many years. The last significant funding increase was in 2013. Starting in 2020 we are starting to provide for phased growth to hire additional firefighters.

**Policing:** This line includes the cost for contracts associated with Police Services including RCMP, centralized dispatch services and regional initiatives such as an Integrated Homicide Team, an Emergency Response Team, Forensic Identification, a Dog Unit and a Traffic Reconstruction Unit. While the timing may be adjusted, funding for an additional 1.5 police member is included each year.

**Library:** We are part of a regional library system and so our costs are affected by a number of factors, including changes in relative service levels. For instance, if one member opens up a new library, some of the costs are direct costs to the member while other costs are shared by the entire system. The cost of the contracted service with the Fraser Valley Regional Library is expected to increase by about \$85,000.

**Infrastructure Replacement:** In 2008, Council approved a 1% tax increase to help maintain our existing infrastructure. The annual increase for the years 2013 – 2016 was reduced to 0.5% though this amount was supplemented by committing a portion of gaming revenues and growth in property taxes. Starting in 2017, the annual tax increase for infrastructure was increased to 0.7%. This Financial Plan includes a 0.7% increase in 2020 and 2021, 0.9% in 2022 and 2023, and 1.0% in 2024.

Additional discussion on infrastructure replacement is included on page 29.

**Inflation Allowance:** The inflation allowance covers over 1,000 items, amounting to almost \$10 million in materials and services, for which increases are not specifically built into departmental budgets. An allowance of 2% per year for 2020 – 2024 is included in fiscal services to cover inflationary cost increases. The inflation allowance for 2020 has been reduced.

**Budget Allocations for Growth:** A portion of the additional revenue associated with new development or growth is used to fund existing costs, the remainder is allocated as follows:

Item (\$ in thousands)	2020	2021	2022	2023	2024
<b>General Revenue Fund</b>					
Fire Dept. Equipment Mtce. & Capital	50	50	50	50	50
Operations Department	65	65	65	65	65
Parks Maintenance	65	65	65	65	65
Administration and Corporate Services	65	65	65	65	65
Software Maintenance	40	40	40	40	40
Planning and Development	33	33	33	33	33
Engineering Services	33	33	33	33	33
Parks, Recreation & Culture (PRC)	65	65	65	65	65
<b>General Revenue Total</b>	<b>415</b>	<b>415</b>	<b>415</b>	<b>415</b>	<b>415</b>
Water Revenue Fund - Maintenance	60	60	60	60	60
Sewer Revenue Fund - Maintenance	50	50	50	50	50

It should be noted that this allocation is subject to meeting the growth revenue projections.

One question that we are often asked is “*Why do the City's costs increase so much more than inflation?*” In asking this question people are often referring to the Consumer Price Index (CPI), which has been around 2% for some time. The short answer is that CPI refers to the price change of a basket of goods that includes things like groceries. The purchases that the City makes are very different than those purchases that are included in the CPI basket.

# FINANCIAL OVERVIEW REPORT

## Changes to Previous Operating Budget

The next section outlines the changes to this Financial Plan from the one that covered the years 2020-2024. If we plan properly there should be few changes from one Financial Plan to the next.

Our last Financial Plan showed a surplus of \$108,000 for 2020. After the changes the surplus is \$473,000. Here is a summary of the changes that have been made:

1. The majority of the inflation contingency for 2020 has been removed.
2. The Cottonwood Landfill closure program is being funded from a liability set up to recognize the future expenses.
3. Ridge Meadows Seniors Society Strata fees are paid by the City. This was a stipulation in the revised contract approved in 2018.
4. The UBCM announced the termination of their management of the Municipal Plate program at the end of 2019. Commercial Plates will no longer be issued through Cities and the UBCM.
5. Microsoft licencing fees have increased significantly in 2020. The inflation amounts were not adequate to cover this increase.
6. Fee and Permit Revenues are assumed to inflate (rate increase) by 2% per year.
7. The Arenas Contract includes a provision to increase equal to the change in the CPI every 5 years, the next adjustment is in 2024.
8. The WCB core audit has been extended by 3 years resulting in a premium rebate with a net positive impact of \$80,000.

### General Revenue Fund (GRF) Reconciliation of 2020-2024 Financial Plan

(\$ in thousands)	2020	2021	2022	2023	2024
<b>May Adopted Financial Plan 2019-2023</b>					
<b>General Revenue Fund (GRF) Surplus</b>	<b>108</b>	<b>156</b>	<b>171</b>	<b>402</b>	<b>820</b>
<b>Changes</b>					
Inflation	182	165	167	175	155
Labour	(10)	(13)	(18)	(21)	(25)
Cottonwood Landfill Closure Program	200	200	200	200	200
Ridge Meadows Seniors Society Strata Fees	(40)	(40)	(40)	(40)	(40)
Municipal Plate Fees	(22)	(22)	(22)	(22)	(22)
Software Maintenance	(60)	(62)	(64)	(66)	(68)
Fee and Permit Revenue	61	123	187	252	318
Arenas Contract					(150)
WCB Core Rebate	80	80	80		
Miscellaneous	(27)	(22)	(40)	(52)	(72)
	<b>365</b>	<b>409</b>	<b>449</b>	<b>425</b>	<b>296</b>
<b>GRF Surplus before Incremental Adjustments</b>	<b>473</b>	<b>565</b>	<b>621</b>	<b>827</b>	<b>1,115</b>

Note: The starting Surplus for 2024 is calculated using the assumptions made for 2023.

## Incremental Adjustments

The last section showed that after dealing with existing commitments and policy direction, \$473,000 of ongoing funding is available for other Council priorities. We refer to these other priorities as “Incremental Adjustments”. Incremental adjustments represent service level changes not previously included in the Financial Plan.

The Corporate Management Team (CMT) has met the department heads and reviewed all of the business plans. From this review, it is clear that departments are, wherever possible, looking at pressures a few years out and planning accordingly.

For 2020 in order to deliver services more efficiently and to enhance safety, a number of incremental increases are being recommended. Additional staffing is recommended in the areas of bylaws, bylaws supervision, purchasing, utility servicing, fire fighter training and asset management.

Costs related to incremental services levels that align with the Parks & Recreation Master Plan are to be addressed through the previously approved Park & Recreation Tax Levy.

There are a number of requests that are one-time in nature or that could be addressed with a one item funding allocation from Accumulated Surplus.

The detailed requests are included in the Business Plans for each area. These can be located at on [mapleridge.ca](http://mapleridge.ca) website attached to the November 18 Council meeting agenda.

Below is a summary of the Corporate Management Teams recommended incremental adjustments followed by lists of other submissions which are not being recommended at this time.

### Incremental Adjustments: Water Revenue Funds

Item (\$ in thousands)	2020	2021	2022	2023	2024
Proposed Ongoing Operating Items funded by Water Revenue Fund					
Engineering Vehicle (Capital Cost)	(35)				
Water Utility Maintenance Workers	(175)	(225)	(231)	(236)	(242)
Engineering Vehicle (Capital Cost)	(50)				
<b>Total Funded by Water Revenue Fund</b>	<b>(260)</b>	<b>(225)</b>	<b>(231)</b>	<b>(236)</b>	<b>(242)</b>

# FINANCIAL OVERVIEW REPORT

## Recommended Incremental Adjustments: General Revenue Fund

Item (\$ in thousands)	2020	2021	2022	2023	2024
<b>General Revenue Surplus</b>	<b>473</b>	<b>565</b>	<b>620</b>	<b>827</b>	<b>1,115</b>
<b>Proposed Ongoing Incremental Operating Items</b>					
<b>Administration</b>					
Human Resources					
Manager HR	-	(74)	(151)	(155)	(159)
<b>Corporate Services</b>					
Finance					
Purchasing - Buyer Clerk	(38)	(78)	(80)	(82)	(84)
Succession Planning , Employee development	(50)	(50)	(100)	(150)	(150)
Reallocate Property Tax Farm Class	(40)	(80)	(80)	(80)	(80)
Reallocate Property Tax Other Class	40	80	80	80	80
Fire Department					
Training Officer	(81)	(167)	(171)	(175)	(179)
Reallocate existing Firefighter Incremental	81	167	171	175	179
Information Technology					
IT Security Staff	(57)	(117)	(120)	(123)	(126)
Police Services					
Restorative Justice Grant increase PSR	(12)	(12)	(12)	(12)	(12)
Police Services Reserve Funding	12	12	12	12	12
<b>Engineering Services</b>					
Operations - Operations Inspector	(55)	(113)	(116)	(118)	(121)
Engineering Technologist Projects ISRD	(54)	(110)	(112)	(115)	(118)
ISR Drainage Funding	54	110	112	115	118
Engineering Technologist Projects Asset Management	(54)	(110)	(112)	(115)	(118)
ISR, Water and Sewer Funding	54	110	112	115	118
<b>Parks, Recreation &amp; Culture</b>					
Parks and Facilities					
Maintenance Heritage	(25)	(25)	(25)	(25)	(25)
Urban Forestry Technician	(60)	(83)	(85)	(87)	(89)
Park Attendant	(45)	(62)	(63)	(65)	(66)
Set-up take down Ball Hockey Boards PRI	(22)	(23)	(23)	(24)	(24)
Aquatics - Hammond Pool Extend Season PRI	(59)	(60)	(62)	(64)	(65)
Leisure Centre Facility Host PRI	(42)	(43)	(44)	(45)	(46)
Parks & Recreation Improvement Reserve Funding	123	126	129	132	136
Vibrant Downtown Initiative CSSI	(80)	(80)	(80)	(80)	(80)
<b>Planning &amp; Development Services</b>					
Manager of Community Social Safety CSSI	(60)	(123)	(126)	(129)	(132)
2 Community Safety Officers CSSI	(176)	(180)	(185)	(189)	(193)
<b>Taxation</b>					
CSSI Additional General Tax Increase	316	383	391	398	406
<b>Subtotal General Revenue Surplus</b>	<b>143</b>	<b>(36)</b>	<b>(119)</b>	<b>23</b>	<b>295</b>
<b>Proposed One Time Operating Items funded by Accumulated Surplus</b>					
Recycling - Hazardous Waste Pickup	(121)				
Invasive Species Control Program	(200)				
Beach Volley Ball Courts	(60)				
<b>Transfer From Accumulated Surplus</b>	<b>381</b>	<b>36</b>	<b>119</b>	<b>-</b>	<b>-</b>
<b>General Revenue Surplus</b>	<b>143</b>	<b>-</b>	<b>-</b>	<b>23</b>	<b>295</b>

## FINANCIAL PLAN OVERVIEW

The previous page highlighted what can be achieved within the approved Financial Planning Guidelines with a small additional property tax increase to fund ongoing costs associated with the Community Social Safety Initiative. The following tables highlight incremental requests that are not being put into action right away. These incremental requests fall into three categories:

- Requests that are administrative, clerical or support in nature – a significant amount of staff changes has occurred recently and time will be taken to assess what support is needed and ensure the right type of support is added.
- Requests for significant investment in staffing for the RCMP, police services and the fire department. With the service review in RCMP underway and strategic plans being refreshed in these departments, additional information will be provided that may better inform how additional financial resources are best committed.
- Requests that are not recommended at this time. These are not seen as high priority as the above deferred requests noted above and these are not recommended to proceed at this time.

### Requests for Administrative Support to be Reviewed for Future Consideration

Item (\$ in thousands)	2020	2021	2022	2023	2024
Finance Administrative Assistant	(76)	(78)	(80)	(82)	(84)
Information Technology Administrative Assistant	(38)	(39)	(40)	(41)	(42)
Building - Permits Coordinator	(86)	(88)	(90)	(93)	(95)
Planning Clerk 2 clerical position	(65)	(67)	(68)	(70)	(72)
Community Engagement - Clerk Typist New Software	(73)	(75)	(76)	(78)	(80)
<b>Total</b>	<b>(338)</b>	<b>(346)</b>	<b>(355)</b>	<b>(364)</b>	<b>(373)</b>

### Requests Deferred Pending Service Reviews and Updates to Strategic Plans

Item (\$ in thousands)	2020	2021	2022	2023	2024
<b>Police Services</b>					
RCMP High Risk Team (9 members and 1 support staff)	(1,580)	(1,620)	(1,660)	(1,701)	(1,744)
Watch Clerk	(78)	(80)	(82)	(84)	(86)
Court Liason Officer	(92)	(94)	(97)	(99)	(102)
Clerk Typist 3	(65)	(67)	(68)	(70)	(72)
<b>Fire Department</b>					
Increase Rescue Truck Staffing to 4	(530)	(543)	(557)	(571)	(585)
<b>Total</b>	<b>(2,345)</b>	<b>(2,404)</b>	<b>(2,464)</b>	<b>(2,525)</b>	<b>(2,588)</b>

### Requests Not Recommended at This Time

Item (\$ in thousands)	2020	2021	2022	2023	2024
<b>Recycling</b>					
Large Item Pickup - Pilot A	(36)				
Large Item Pickup - Pilot B	(25)				
Events Recycling Outreach	(21)	(21)	(21)	(21)	(21)
Mobile Water Bottle Refill Stations (2) - Capital	(20)				
<b>Economic Development</b>					
Marketing	(26)	(26)	(26)	(26)	(26)
<b>Planning</b>					
ARMS Increase Grant Request	(5)	(5)	(5)	(5)	(5)
<b>Total</b>	<b>(133)</b>	<b>(52)</b>	<b>(52)</b>	<b>(52)</b>	<b>(52)</b>

# FINANCIAL OVERVIEW REPORT

## Staffing

In efforts to keep the property tax increase lower, there have been a limited number of staff added as seen on the following table. The annual change in staffing averages about 6 per year on a base of over 450 positions (FTEs). This has created pressures in several areas, some of which are proposed to be addressed through the incremental adjustments discussed earlier.

The renovations at the Leisure Centre created the need for additional staffing. In addition, the volume of programs was updated in the budget resulting in additional revenue to offset some of the additional labour costs. In 2020, the budgeted staffing levels have increased with proposed funding from a combination of additional revenues and the use of the existing Parks & Recreation property tax levy.

### Full Time Equivalent Staffing (Budget)

	2017	2018	2019	2020	Change	Note
<b>Administration</b>						
Administration	3.0	3.0	3.0	3.5	0.5	1
Human Resources	7.0	7.0	8.0	9.0	1.0	2
	10.0	10.0	11.0	12.5	1.5	
<b>Corporate Services</b>						
CFS Administration	2.0	2.0	1.0	1.0	-	
Corporate Support	11.1	11.1	11.0	11.0	-	
Finance	23.2	25.0	25.0	25.0	-	
Fire Department	64.4	64.4	64.4	65.5	1.1	3
Police Services	46.6	48.8	49.2	49.1	(0.1)	
Information Technology	20.0	20.0	20.0	20.0	-	
	167.3	171.3	170.6	171.6	1.0	
<b>Engineering Services</b>						
Engineering Services Administration	0.5	0.5	0.5	1.0	0.5	4
Engineering	30.0	30.0	30.0	30.0	-	
Operations	74.0	75.0	77.0	79.0	2.0	5
	104.5	105.5	107.5	110.0	2.0	
<b>Parks, Recreation &amp; Culture</b>						
Administration	2.0	2.0	2.0	2.0	-	
Parks & Facilities	39.0	39.0	41.4	42.0	0.6	6
Recreation & Community Engagement	62.5	63.6	64.0	65.0	1.0	7
	103.5	104.6	107.4	109.0	1.6	
<b>Planning And Development Services</b>						
P&DS Administration	0.5	0.5	0.5	1.0	0.5	4
Building	21.8	21.8	21.8	21.8	-	
Economic Development & Civic Properties	5.6	5.6	5.6	5.6	-	
Licences & Bylaw	14.5	13.5	13.8	13.8	-	
Planning	23.0	23.0	23.0	23.0	-	
	65.4	64.4	64.7	65.2	0.5	
<b>Subtotal</b>	<b>450.7</b>	<b>455.8</b>	<b>461.2</b>	<b>468.3</b>	<b>6.6</b>	
Leisure Centre Staffing to be added when renovation is complete.				6.9	6.9	7
<b>Grand Total</b>	<b>450.7</b>	<b>455.8</b>	<b>461.2</b>	<b>475.2</b>	<b>13.5</b>	
<b>Notes</b>						
1	Executive Admin added using growth funds.					
2	HR Associate added using growth funds.					
3	1 additional Firefighter - Incremental.					
4	Additional General Manager.					
5	Laborer added using growth funds.					
6	Addition of staff from growth.					
7	The Org Chart included in the Business Plan did not include the additional 6.9 FTE Leisure Centre Staffing.					

# FINANCIAL PLAN OVERVIEW

City of Maple Ridge								
<b>Proposed Financial Plan 2020-2024</b>								
All \$ values in 000's (thousands)	Adopted 2019	Proposed 2020	Proposed Changes		Proposed			
			\$	%	2021	2022	2023	2024
<b>General Revenue &amp; Taxation</b>								
Financial Services - Revenue & Taxation	(91,521)	(96,272)	(4,751)	5%	(101,103)	(106,149)	(111,467)	(117,071)
<b>Administration</b>								
Administration	701	720	19	3%	735	751	767	783
Human Resources	1,717	1,823	106	6%	1,861	1,899	2,019	2,058
Legislative Services	607	615	8	1%	626	639	651	661
<b>Total Administration</b>	<b>3,025</b>	<b>3,158</b>	<b>133</b>	<b>4%</b>	<b>3,222</b>	<b>3,289</b>	<b>3,437</b>	<b>3,502</b>
<b>Corporate &amp; Financial Services</b>								
Corporate Services Admin	201	235	34	17%	303	372	440	509
Corporate Support	1,663	1,671	8	0%	1,699	1,858	1,755	1,784
Finance	2,141	2,181	40	2%	2,237	2,294	2,356	2,413
Fire Protection	13,733	14,119	386	3%	14,723	15,355	15,881	16,585
Fiscal Services	12,447	13,917	1,470	12%	15,875	17,072	18,738	19,798
Information Technology	3,343	3,526	183	5%	3,657	3,791	3,930	4,067
Police Services	23,262	24,441	1,179	5%	25,246	26,261	27,291	28,319
<b>Total CFS</b>	<b>56,790</b>	<b>60,090</b>	<b>3,300</b>	<b>6%</b>	<b>63,740</b>	<b>67,003</b>	<b>70,391</b>	<b>73,475</b>
<b>Engineering Services</b>								
Engineering Services Administration	123	228	105	85%	264	301	339	375
Engineering	2,225	2,857	632	28%	2,423	2,256	2,513	2,419
Operations	5,789	5,944	155	3%	6,112	6,286	6,461	6,634
Recycling, Sewer & Water *	-	-	-	0%	-	-	-	-
<b>Total ES</b>	<b>8,137</b>	<b>9,029</b>	<b>892</b>	<b>11%</b>	<b>8,799</b>	<b>8,843</b>	<b>9,313</b>	<b>9,428</b>
* Recycling Sewer and Water are user fee based and are not funded from general taxation								
<b>Parks, Recreation &amp; Culture</b>								
PRC Administration	4,726	4,125	(601)	(13%)	4,942	6,034	6,728	8,350
Facilities	2,318	2,392	74	3%	2,461	2,562	2,682	2,762
Parks & Open Space	3,662	3,858	196	5%	3,994	4,137	4,278	4,421
Recreation Administration	1,700	1,670	(30)	(2%)	1,712	1,753	1,796	1,838
Community Services	1,207	1,229	22	2%	1,259	1,291	1,323	1,356
Leisure Centre / Pools	1,959	2,294	335	17%	2,377	2,466	2,558	2,646
Program Development	1,239	1,305	66	5%	1,328	1,351	1,374	1,398
Recreation	1,142	1,156	14	1%	1,173	1,189	1,206	1,372
<b>Total PRC</b>	<b>17,953</b>	<b>18,029</b>	<b>76</b>	<b>0%</b>	<b>19,246</b>	<b>20,783</b>	<b>21,945</b>	<b>24,143</b>
<b>Planning &amp; Development</b>								
Planning & Development Administration	149	311	162	109%	350	389	429	468
Building	(296)	(203)	93	(31%)	(191)	(178)	(163)	(151)
Economic Development	2,946	2,983	37	1%	2,953	2,922	2,900	2,869
Licences & Bylaws	694	721	26	4%	769	819	871	931
Planning	2,123	2,156	33	2%	2,216	2,279	2,343	2,406
<b>Total P&amp;D</b>	<b>5,617</b>	<b>5,967</b>	<b>350</b>	<b>6%</b>	<b>6,097</b>	<b>6,231</b>	<b>6,380</b>	<b>6,523</b>
<b>Total Annual Budget Surplus</b>								
General Revenue Surplus available (before incrementals)		<b>473</b>			<b>565</b>	<b>620</b>	<b>827</b>	<b>1,115</b>
Less: Proposed Incremental Adjustments		330			564	620	826	850
<b>General Revenue Surplus available (after incrementals)</b>		<b>143</b>			<b>-</b>	<b>-</b>	<b>1</b>	<b>265</b>

## What Would a Zero Tax Increase Look Like?

A few communities speak about having achieved a zero tax increase and sometimes we are asked if we could do the same. The answer is “Yes, absolutely we could achieve a zero tax increase. The key thing is to do it properly.” Here are some of the methods that can be counterproductive if used too extensively and we advocate against the use of them:

**Defer Infrastructure Renewal and Maintenance:** Some municipalities reduce expenditures in this area. From our perspective, this is short-sighted and can prove to be far more costly in the longer term. The old Fram Oil Filter commercial and its “Pay me now or pay me later” slogan holds so true. The saying should be changed to “Pay me now or pay me much more later.”

**Use Savings to Cushion Tax Increases in the Short Run:** This approach has also been used by some municipalities and there is nothing wrong with it, providing there is a plan to reduce the reliance on savings and a plan to replenish them. The question to ask is “What will you do when the savings run out?”

**Use Unstable Revenue Sources to Fund Core Expenditures** - There is general agreement in the municipal field that certain revenues, such as revenue from gaming, can be quite volatile and should not be used to fund core expenditures. That is because revenues can drop off with little

advanced warning, creating difficulty in funding the associated costs. Our own policy on gaming revenue warns against this, though some municipalities have used this approach to keep tax increases down.

**Defer Capital Projects:** While it is important to take a look at capital projects and their associated operating costs, automatically deferring capital projects can stagnate a city. It is important for the City to invest in capital projects so that others will see those investments and will want to invest too. Capital projects including parks, recreation facilities, water, sewer and drainage systems must be done in a timely manner so that citizens and businesses receive the services they need to succeed.

**Amend Financial Plan Assumptions:** The Financial Plan includes realistic assumptions around revenue growth, growth in the tax base and cost increases. By altering these assumptions, tax increases could be reduced. This may result in savings having to be used when projected results don’t materialize. For this reason, this approach is not recommended.

## So What Can We Do to Achieve a Lower Tax Increase or Even No Tax Increase?

Well, the way to do this properly is to look at what is driving the tax increase. In other words, which areas are costs going up in? For Maple Ridge, here are the key cost drivers for 2019:

### RCMP Costs

	2019	2020	Increase
RCMP Contract	\$19,795,000	\$20,546,000	\$751,000

Comments:

The largest changes in the RCMP Contract costs are due to increases in compensation and RCMP overhead, items that the City has no discretion with. Over the life of this Financial Plan, we are trying to provide for the addition of about 1.5 members per year to keep up with workloads. One additional member costs about \$150,000 so to bring the RCMP budget in at a zero increase would result in the loss of about three members. This is not recommended due to the effect it would have on public safety.

What Would a Zero Tax Increase Look Like?

**Infrastructure Maintenance & Renewal**

	<u>2019</u>	<u>2020</u>	<u>Increase</u>
Annual Contribution	\$6,110,000	\$6,713,000	\$603,000

Comments: We have a substantial infrastructure renewal/ maintenance deficit that we are starting to address. We do not have to do this and could continue to defer this item. Timely maintenance and renewal can help avoid larger expenditures later and that is why we recommend that we not defer this item.



*Pay me now —  
Pay me later!*



**Fire Department**

	<u>2019</u>	<u>2020</u>	<u>Increase</u>
Annual Costs	\$11,684,000	\$12,081,000	\$397,000

Comments:The largest portion of the increase in the Fire Department is related to wages and benefits of full time firefighters that are determined under a collective agreement. For the department to hold the line in its increase, it would have to take one truck out of service which would reduce costs by \$500,000. This is not recommended as our response times to calls for service will increase. Further, the composite model that we have spent some time developing may be compromised. This increase is the sum of the Fire Department item in the Conceptual Overview of Expenditures, plus the \$50,000 of growth funding.

**Parks, Recreation & Culture**

	<u>2019</u>	<u>2020</u>	<u>Increase</u>
Master Plan Funding	\$1,610,000	\$2,127,000	\$517,000

Comments: The Parks, Recreation & Culture Master Plan was adopted in 2010 through community consultation. The funding includes the amounts needed for debt payments and operating costs for a number of Parks & Recreation projects recently approved. We could push back the phased-in funding which would delay implementation of those priorities.

**Drainage Improvements**

	<u>2019</u>	<u>2020</u>	<u>Increase</u>
Annual Levy	\$1,472,000	\$1,731,000	\$259,000

Comments:Parts of the community have high potential for flooding and we have been trying to systematically make improvements to our drainage system. An increase of \$259,000 was planned for 2020, but we do not have to do this.

**Contribution to Reserves**

	<u>2019</u>	<u>2020</u>	<u>Increase</u>
Fire Department	\$2,120,000	\$2,240,000	\$120,000
Equipment Replacement	1,749,000	1,772,000	23,000

Comments:The City relies on Reserve Funds to manage large expenditures and the above-noted increases in contributions were planned for 2020. These systematic contributions allow us to deal with large capital items without having to pass large tax increases on to our citizens. As Council is aware, detailed analysis on all of our reserves is done to make sure that the balance is adequate. We do not have to set aside this additional money into reserves, but reserves help us smooth the impact of larger costs over time and remove volatility in fees and charges.

## General Inflation, including Labour

	<u>2020 Increase</u>
Labour	\$765,000
Inflation	55,000

Comments: Most line items in the budget are held to no increase. The financial impact of contractual agreements is built into the Financial Plan.

## Service Level Reductions (Not Recommended)

In addition to making adjustments in the areas where costs are going up, Council can also consider service level adjustments.

No service level reductions are recommended.

Maple Ridge is a growing community and significant investments are being made to improve the services. Significant investments have been made in parks and recreation amenities.

Our Business Planning methodology involves looking at all that we do to make sure it is being done in the best way possible. This has resulted in improvements to the efficiency and effectiveness of our services and in significant savings for our citizens. Also, if you look at the departmental budgets that are included with our Business Plans, you will see that most line items do not increase at all year over year. This, coupled with close monitoring of expenses, is what allows us to keep our tax increases to a minimum.

**Utilities & Recycling**

Utility user fees form a portion of the levies charged to our taxpayers. The next section provides some insight into these rates.

Unlike the General Revenue Fund that includes separate reserves for revenue smoothing, capital purchases and infrastructure replacement, the Water and Sewer Funds use Accumulated Surplus for these purposes. As we start to set funds aside for water and sewer infrastructure replacement, it may be worthwhile explicitly earmarking these funds in a The second graph shows how the accumulated surplus compares to the accumulated amortization for City assets. The accumulated amortization is the prorated cost of the portion of assets currently consumed. For example, if the useful life of an asset was 50 years and it is 25 years old the accumulated amortization would be about half of the

reserve in order to be clear about their purpose. Water and sewer infrastructure have a fairly long life and we are fortunate that our infrastructure is relatively young. That being said, costs are significant which is why it is important to start building the funds for their eventual replacement.

There are two graphs shown for each of the water and sewer utilities.

The first graph shows the revenues and expenditures and the impact this has on accumulated surplus. The accumulated surplus projected is heavily influenced by regional costs.

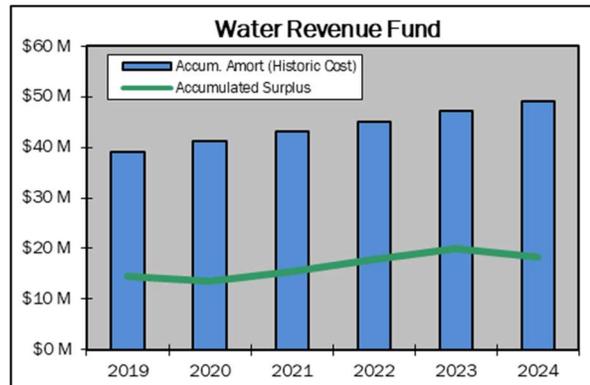
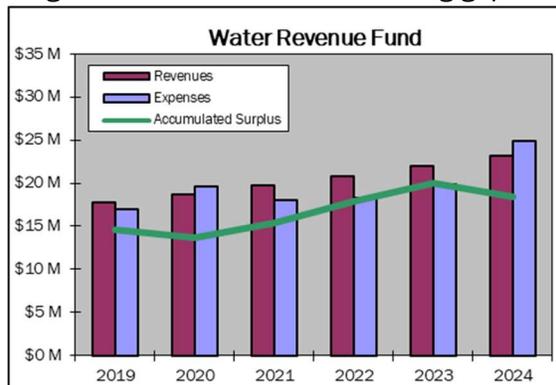
original cost. The purpose of this graph is to show that we need to continue to focus on the long term sustainability of critical infrastructure.

The region also has significant investments in water and sewer assets planned that include upgrades and replacement resulting in additional funding requirements for each member municipality.

**Water Utility Rates**

The majority of the Water Utility revenue is from the flat rate water levy and charges for metered water assessed to individual properties. These revenues cover the costs associated with water purchases, maintenance and both regional and local capital infrastructure. The 2019 flat rate water fee is approximately \$630, half of which is required just for the purchase of water from the region.

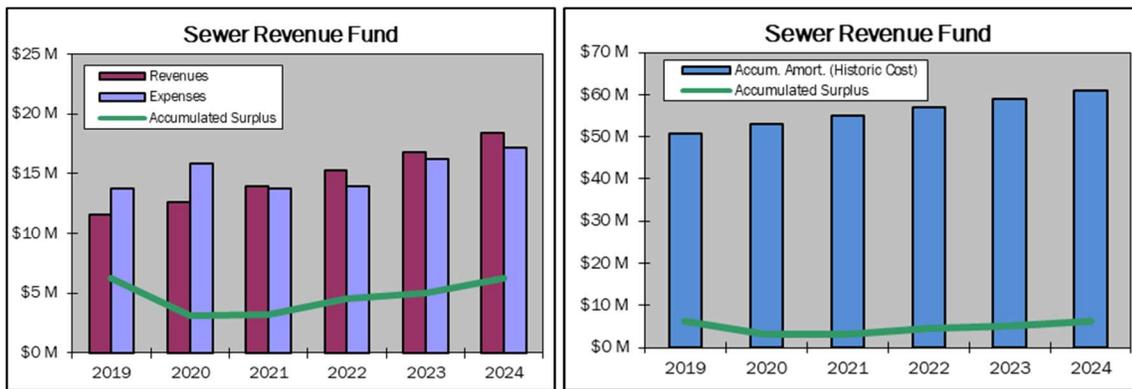
When setting water rates, we need to consider not only our own planned expenditures and infrastructure requirements, but also those planned by the region. The Regional District has just recently increased their projected rate increases for 2020-2023 with annual increases between 10.9%- 11.7%. These figures have not yet been updated and are about double the rate of increase previously budgeted. The municipal rate increase has been set at 4.5% for each of the next five years. This may need to be revisited given how drastic the new rate increases from the region are. The other consideration is funding the replacement of water infrastructure and how long we take to address this funding gap.



## Sewer Utility Rates

The Sewer Utility pays for regional capital expenditures through an allocation model that essentially spreads rate increases over time to utility ratepayers. Additionally, the utility pays for our local sewer infrastructure and maintenance requirements. The 2020 sewer fees are approximately \$430 per property. Over the 5 years of the Financial Plan, approximately 66% of the sewer fees are required for regional costs of wastewater treatment.

Any cost impact that new wastewater regulations have on capital investment requirements will be addressed at the regional level with member municipalities paying their respective portions. The region’s most recent five year rate projection is for an average annual increase of 11.5%. In response, the rate increase for the sewer levy was increased by 8.5% in 2019 and for each year in the 2020 – 2024 Financial Plan.



## Recycling Rates

The Ridge Meadows Recycling Society (RMRS) is a charitable non-profit organization that provides a range of recycling services. They also provide employment for adults with disabilities.

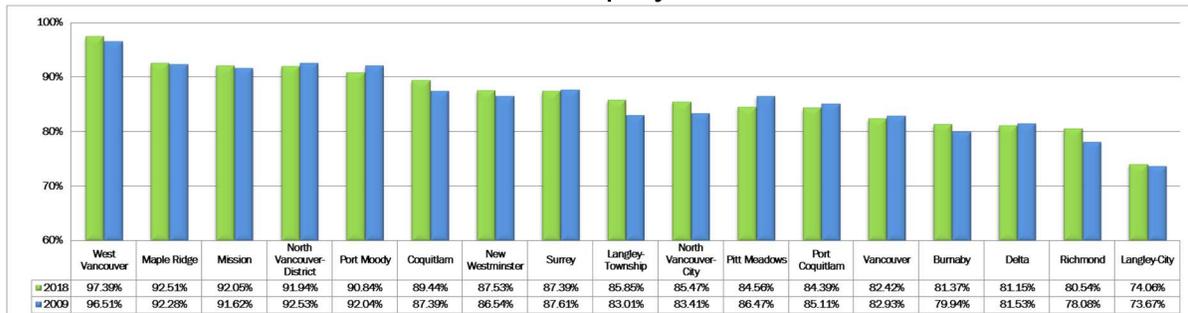
Provincial regulations shifted recycling responsibilities to producers. As a result of the Recycle BC (previously Multi-Materials BC) contract, recycling fees remained unchanged between 2013 and 2017. A rate increase of 1.67% was implemented for 2018 followed by 2.75% annually in 2019 through 2024; however rates will continue to be reviewed annually. The Recycle BC contract has recently been renewed for a term of five years and will be updated in the next budget amendment.

## Composition of Property Assessment Base

The tax rate charged to the Residential class is relatively low when compared to the rate charged to the Business and Industry classes, so we need to keep an eye on the composition of our property tax base.

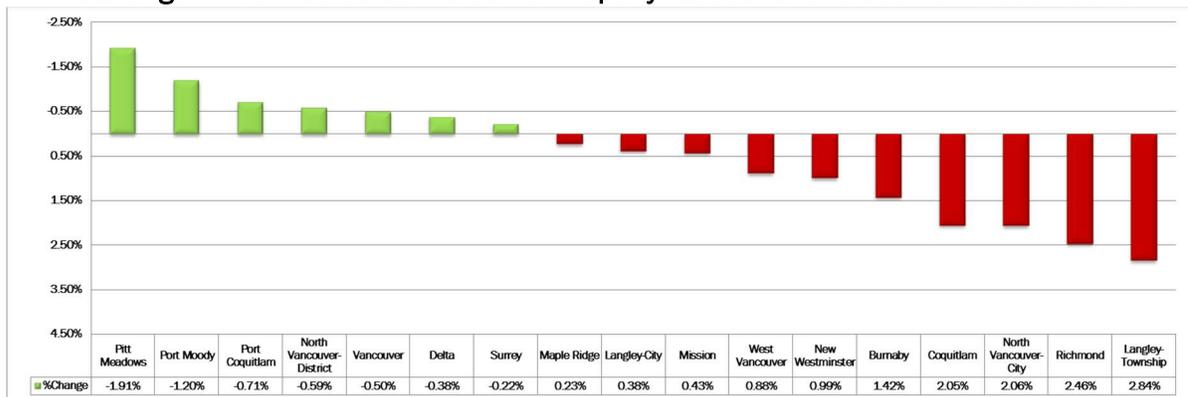
The following chart shows the residential proportion of the assessment base in area municipalities. The range is from a low of 74.06% in the City of Langley to a high of 97.39% in West Vancouver. The chart also shows how this percentage has changed between 2009 and 2018.

Lower Mainland Municipalities  
% of Residential Class Property Assessment Values



Seven municipalities have seen a reduction in the proportion of the assessment base that is represented by Residential properties; 10, including Maple Ridge have shown an increase.

Lower Mainland Municipalities  
% Change in % of Residential Portion of Property Assessment Values from 2009–2018



One should be careful with conclusions that are reached by looking at this data. For instance, the changes could be simply the result of market value fluctuations rather than new construction. It is just one piece of information that should be kept in mind in Council’s deliberations.

Source: BC Assessment, 2009 and 2018 Revised Rolls

## Capital Program

### Status of 2019 Capital Projects

The budget for the 2019 Capital Works Program is just over \$227 million, with funding coming from multiple sources, including approximately \$52 million from Development Cost Charges.

The budget in the first year of a financial plan is usually higher than subsequent years because it includes projects approved in prior years that are not yet complete, but are still a priority.

Projects may take several years to deliver and their progress is often dependent on many factors. It is important that when these projects are ready to proceed, they are in the approved budget with funding in place. The budget for projects that have been started is \$167 million and consists of projects that are in various stages as follows:

- Complete or nearly complete     \$64 M
- Well underway                             67 M
- Early stages (design/tender)         22 M
- Early stages of review                 14 M

The budget for projects not yet started is approximately \$60 million with delays due to a host of factors including reliance on other capital work, land acquisition and strategic or technical delays.

Some examples of larger, previously approved projects that have extended over one year are:

- Fire Hall No. 4 Construction and Equipment
- Parks & Recreation:
  - Park Acquisitions (various locations)
  - Leisure Centre Renovations
  - Albion Community Centre
  - Silver Valley Neighbourhood Gathering Places
  - Hammond Community Centre
  - Telosky/Thomas Haney Synthetic Field
- Road & Drainage Works:
  - 232 St. (132 Ave. – Silver Valley Rd.)
  - Lougheed Hwy. (224 St. – 226 St.)
  - 240 St. (Lougheed Hwy. – Dewdney Trunk Rd.)
- Sewer Works:
  - 225 St. Forcemain Upgrade
- Water Reservoirs Works:
  - 270A St. Reservoir
  - 263 St. Pump Station
  - 236 St. Pump Station
  - Albion Reservoir Expansion

Projects that are not complete at the end of 2019 remain in the Capital Plan. They are reviewed at year-end and the projects, as well as the associated funding, are carried forward to be included in the 2020 - 2024 Financial Plan Bylaw when it is amended.

*It is important, that when these projects are ready to proceed, they are in the approved budget and funding is in place.*

## FINANCIAL PLAN OVERVIEW

### 2020 – 2024 Capital Plan

The five-year Capital Program is \$136 million; 2020 planned capital projects are \$34 million, excluding projects that will be carried forward from previous years. It should be noted that developers will contribute millions in subdivision infrastructure to our community and these contributions are not included in our Capital Plan. A detailed list of the projects in the five-year Capital Works Program is attached to the Capital Works Program Business Plan. The following chart summarizes the Capital Program according to the type of project.

**Proposed Capital Spending by Category**  
*(All \$ in Thousands)*

<b>Section</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Government	794	1,180	370	1,120	510
Technology	960	1,098	1,721	3,073	2,060
Protective Fire	630	462	476	490	505
Protective Police	58	160	10	10	10
Parks	529	3,485	1,045	305	305
Highways (Roads)	15,195	13,519	12,256	9,531	9,048
Drainage	2,564	2,669	3,356	3,562	3,852
Sewage	6,336	2,841	1,321	2,516	2,191
Water	7,040	5,670	3,450	2,370	5,645
<b>Grand Total</b>	<b>34,107</b>	<b>31,084</b>	<b>24,005</b>	<b>22,977</b>	<b>24,126</b>

By far, most of the projects are in the Highways category. The following table illustrates the sources of funding for these projects. The proposed Capital Program is larger in some years due to projects funded through Development Cost Charges and the Water and Sewer Utility Funds.

**Proposed Capital Funding Sources**  
*(All \$ in Thousands)*

<b>Fund Group</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>General Revenue</b>	<b>2,155</b>	<b>4,381</b>	<b>3,323</b>	<b>3,910</b>	<b>1,385</b>
Capital Works Reserve	382	350	150	150	150
Development Cost Charges	4,360	7,913	4,344	498	148
Drainage Improvement Levy	1,381	1,753	2,099	2,000	2,200
Equip Replacement Reserve	3,207	2,354	1,872	3,018	2,912
Fire Dept. Capital Reserve	119	136	195	254	313
Gaming	200	200	200	200	200
Grants, LAS, 3rd Parties	1,081	1,047	1,002	1,002	1,002
Infrastructure Sustainability Reserve	5,032	5,461	6,044	6,712	7,518
Parkland Acquisition Reserve	200	200	200	200	200
Police Services Reserve	56	128	8	8	8
Recycling Reserve	60	380	80	230	220
Reserve for Committed Projects	1,720	150	100	50	-
Sewer Capital	5,333	2,028	989	2,138	2,000
Surplus	500	-	-	-	-
Translink	2,243	1,143	1,150	400	400
Water Capital	6,004	3,440	2,248	2,209	5,470
Park & Rec Master Plan	75	20	-	-	-
<b>Grand Total</b>	<b>34,107</b>	<b>31,084</b>	<b>24,005</b>	<b>22,977</b>	<b>24,126</b>

A discussion of some of the key funding sources follows:

## General Revenue

This represents funding contributed by general tax levies. If the planned project is larger or less than the dedicated proportion of General Revenue funding, the residual is transferred to or from the Capital Works Reserve.

## Debt

There is no debt funding for the proposed capital program. The borrowing of \$49.5 million recently approved for Parks and Recreation improvements is in the 2019 capital program.

## Capital Works Reserve

This reserve fund, established by bylaw, is designed to fund Capital Projects that cannot be funded through development revenues. Some key projects with funding from the Capital Works Reserve include the Karina Leblanc Synthetic Field and internal financing of the Leisure Centre renovation.

## Community Amenity Reserve

This reserve, established by bylaw, is funded through amenity contributions paid by development. The funds are used to provide community amenities which are not able to be funded by Development Cost Charges.

## Development Cost Charges

These are revenues collected from the development community for specific capital works required as a result of development. The types of

projects for which fees can be levied are determined by provincial legislation and the funds can only be expended for those projects.

## Drainage Levy

Funding for storm related works not resulting from development can be funded from this source.

## Equipment Replacement Reserve

The replacement of existing equipment is funded through this reserve, contributions to which are made annually.

## Infrastructure Replacement

The annual funding set aside in our Financial Plan is being used to fund capital projects (in addition to regular maintenance and renewal).

## Reserves

The City also has financial resources held in reserves. These reserves serve to stabilize taxes, fees and charges by providing funds during tight years and receiving those funds back during better years. Reserves shield our customers and taxpayers from sharp rate increases. A list of all of our reserves is shown on the following page.

## FINANCIAL PLAN OVERVIEW

Here is a recap of all of our Reserves as at the end of 2018, the main ones of which are discussed on the following pages.

\$ in thousands

<b>Accumulated Surplus</b>		<b>Reserve Accounts</b>	
General Revenue	11,111	<u>General Revenue:</u>	
Sewer Revenue	8,513	Specific Projects - Capital	11,697
Water Revenue	13,799	Specific Projects - Operating	6,017
<b>Total Accumulated Surplus</b>	<b>33,423</b>	Self Insurance	883
		Police Services	9,545
		Core Development	2,007
		Recycling	2,962
		Community Development	1,600
		Building Inspections	3,393
		Gravel Extraction	810
		Community Works (Gas Tax)	402
		Facility Maintenance	1,842
		Snow Removal	850
		Infrastructure Grant Contribution	1,943
		Cemetery Maintenance	212
		Infrastructure Sustainability	5,100
		Drainage Improvements	1,663
		Critical Building Infrastructure	131
		Gaming Revenues	2,135
		<i>General Revenue Reserve Accounts</i>	53,192
		Sewer Reserve Accounts	5,342
		Water Reserve Accounts	6,130
		<b>Total Reserve Accounts</b>	<b>64,664</b>
<b>Reserve Fund Balances</b>			
Local Improvement	2,609		
Equipment Replacement	15,943		
Capital Works	8,793		
Fire Department Capital	10,385		
Sanitary Sewer	1,527		
Land	313		
<b>Reserve Funds</b>	<b>39,570</b>		
<b>Restricted Revenue Balances</b>			
Development Cost Charges	23,825		
Parkland (ESA) Acquisition	1,520		
Other Restricted Revenues	10,651		
<b>Total Restricted Revenues</b>	<b>35,996</b>		

Total Reserves: Accumulated Surplus, Reserve Funds and Reserve Accounts – \$137.7 million

Restricted Revenues are not considered reserves; rather they are liabilities, as they have been collected in advance of specific expenditures.

## Capital Works Reserve

The Capital Works Reserve Fund is intended to assist with funding capital projects, especially those that cannot be funded from development revenues. Generally, this reserve builds funds for large projects and is then drawn down. Each year, a percentage of general taxation is added to this account along with a portion of the proceeds from land sales and other fixed amounts. Projections of the demands on this account are also prepared. It has been Council's policy to keep a minimum reserve balance of 10% of the prior year's property taxes in this account, to assist with unforeseen and uninsurable events.

Here is our analysis of the Capital Works Reserve.

### Capital Works Reserve Projection

<i>\$ in thousands</i>	2019	2020	2021	2022	2023	2024
<b>Opening Balance</b>	8,793	9,648	11,846	12,475	14,637	16,492
2018 Approved Capital (in progress)	(8,116)					
Add Back: PY spend	3,996					
<b>Inflows</b>						
Annual Transfer	701	836	901	953	1,004	1,058
Contribution Timing Adjustment	(350)					
Land Sales Proceeds	4,000					
Repayment Pool Reno	870	870	870	870	870	870
<b>Total Inflows</b>	5,221	1,706	1,771	1,823	1,874	1,928
<b>Outflows</b>						
Planned Capital Expenditures	(150)	(382)	(350)	(150)	(150)	(150)
Balance of GCF funded capital	(96)	874	(792)	489	131	2,855
<b>Total Outflows</b>	(246)	492	(1,142)	339	(19)	2,705
<b>Estimated Ending Balance</b>	9,648	11,846	12,475	14,637	16,492	21,125
Min Reserve (10% PY Taxes)	7,631	8,028	8,460	8,921	9,402	9,905
<b>Unencumbered Balance</b>	2,018	3,819	4,015	5,716	7,089	11,218

## Fire Department Capital Acquisition Reserve

Each year a portion of general taxation is transferred to the reserve to build the financial capacity required to respond to increasing the fire protection capacity needed as the community grows. The project to construct Fire Hall No. 4 is now in the early stages and this reserve will be used to pay a portion of the costs directly as well as repay the associated debt. The planned capital expenditures are detailed in the following table:

**Fire Department Capital Acquisition Reserve Projection**

<i>\$ in thousands</i>	2019	2020	2021	2022	2023	2024
<b>Opening Balance</b>	10,385	399	1,153	2,033	3,001	4,062
2018 Approved Capital (in progress)	(12,713)					
Add Back: PY spend	1,066					
<b>Inflows</b>						
GRF Annual Transfer	1,711	1,853	1,996	2,143	2,295	2,453
Surplus Repayments (2020-2023)		(180)	(180)	(180)	(180)	
<b>Outflows</b>						
Planned Capital Expenditures	(50)	(119)	(136)	(195)	(254)	(313)
Debt Repayments	-	(800)	(800)	(800)	(800)	(800)
<b>Estimated Ending Balance</b>	399	1,153	2,033	3,001	4,062	5,402

## Fire Department Equipment Replacement Reserve

The recognition of an appropriate level of funding to provide for growth would not be complete without a discussion around how we intend to replace those assets. Replacement of fire equipment is funded through this reserve. Beginning in 2009, infrastructure sustainability funds have been allocated to this reserve. Fire trucks are often kept for 20 years and this reserve will build over time to address the scheduled replacements, there are no replacements scheduled in the next five years.

**Fire Department Equipment Replacement Reserve Projection**

<i>\$ in thousands</i>	2019	2020	2021	2022	2023	2024
<b>Opening Balance</b>	2,841	1,238	1,865	2,744	3,739	4,855
2018 Approved Capital (in progress)	(2,226)					
Add Back: PY spend	2					
<b>Inflows</b>						
GRF Annual Transfer	824	939	1,054	1,176	1,302	1,431
<b>Outflows</b>						
Planned Capital Expenditures	(203)	(312)	(175)	(181)	(186)	(192)
<b>Estimated Ending Balance</b>	1,238	1,865	2,744	3,739	4,855	6,094

## Infrastructure Sustainability

Beginning in 2008, Council directed an annual tax increase of 1% to go toward infrastructure sustainability. This helps with major rehabilitation and replacement of the City’s assets which currently have a replacement value estimated in excess of \$1.6 billion. An increase of 0.70% is planned for 2020 and 2021, 0.90% for 2022 and 2023 and 1.0% in 2024. The table below illustrates the inflows generated from general taxation and how it has been allocated. Inflows from the Core Reserve are allocated to maintaining those facilities related to the Town Centre project.

If we look only at the roads component of our infrastructure, the historic annual amount spent on repaving roads is a fraction of what is required to maintain their condition. Over the past number of years we have been able to increase the annual amount dedicated to road maintenance and, as a result, we are seeing positive results in the condition of our roads, though further funding is needed to close the gap between current and recommended funding levels. This funding gap results in deferred maintenance which translates into larger future expenditures to resurface or perhaps even reconstruct roads.

As we are several years into this funding model, the amounts dedicated to infrastructure are making an impact; however, we are still a very long way away from dedicating the estimated \$30 million needed each year to fund the replacement of our infrastructure. The average condition of our assets will continue to worsen until we build the funding up to \$30 million.

Depending on the scope of projects required, one year’s allocation may not meet the funding requirements. In these cases, funding may be held over until enough has accumulated to allow the works to proceed, or borrowing may be considered. The charts highlight the impact that the property tax increases have had on the infrastructure deficit.

**Infrastructure Sustainability Allocation of Funding**

<i>\$ in thousands</i>	2020	2021	2022	2023	2024
<b>Inflows</b>					
Property Taxes Prior Year	5,860	5,860	5,860	5,860	5,860
Property Tax Increase	603	1,239	2,100	3,007	4,069
Gaming Funds	550	550	550	550	550
<b>Total Inflows</b>	7,013	7,649	8,510	9,417	10,479
<b>Allocations</b>					
Building Infrastructure Planned	1,290	1,440	1,590	1,740	1,890
Fire Dept - Equipment Replacement	450	525	600	675	750
Highways ISR Capital Planned	4,086	4,375	4,888	5,450	6,167
Drainage Capital Planned	1,100	1,215	1,330	1,445	1,560
Major Equipment/Systems Reserve	87	94	102	107	112
<b>Total Allocations</b>	7,013	7,649	8,510	9,417	10,479
<b>Estimated Ending Balance</b>	-	-	-	-	-

*We are making progress on the path to bridging our infrastructure deficit.*

## Capital Funded by Others

The Capital Program includes \$1 million of funding each year as a placeholder for Local Area Services that property owners may petition the City to construct. The cost of these local improvements is typically recovered over 15 years as a separate charge included on the property tax bills of benefiting properties. In addition, \$0.5 million of grants or other external funding is planned over the next five years. Projects will be re-evaluated if funding is not secured.

(\$ in thousands)	CFO %	2020	2021	2022
117 Ave (Laity to 207) Corridor Improvements	51%	1,630	-	-
118 Ave (230 - 231)	20%	-	75	350
227 Street Multi-Use Pathways (Abernethy Way to DTR)	50%	-	100	1,500
232 St (116 - Slager) Multi-Use Pathways And Road Upgrade	3%	2,500	-	-
Abernethy (231 - 232) Construction	50%	-	1,500	-
Cycling Improvements	50%	500	500	500
Fern Cres at 129 Ave - Bridge	39%	952	-	-
Front Counter Kiosk Expansion	20%	-	150	-
Hammond Road Multi-Use Pathways (West Street to 203 Street)	50%	1,575	-	-
Pedestrian Improvements	38%	400	400	400
RCMP - Furniture Replacement	20%	10	10	10
RCMP - Main Building Renovation (Interview Room)	20%	8	-	-
RCMP Detachment Minor Renovation	20%	40	-	-
<b>Total</b>		<b>7,615</b>	<b>2,735</b>	<b>2,760</b>

## Borrowing

The Business Planning Guidelines include an additional annual 0.35% property tax increase, starting in 2018, for seven years to provide for the debt servicing and operating costs for the above projects.

The actual property tax increase in 2018 was slightly less. The planned increase will be revisited as these projects are completed and cost as well as alternate funding sources, such as grants and Community Amenity Contributions are more certain.

The key elements when considering debt funding are that the debt payments are being funded by a

secure funding source, the borrowing capacity exists and the appropriate public consultation and approval processes are undertaken.

## Potential Future Borrowing

Metro Vancouver completed significant water infrastructure projects, the Barnston/Maple Ridge Pump Station and a new water main, Maple Ridge Main West, for which Maple Ridge was responsible for a share of the costs. The City has internally financed its share through the use of other Development Cost Charges (roads, drainage parks). If external borrowing is required, a Loan Authorization Bylaw will be prepared and public approval for the borrowing will be sought.

## Borrowing Capacity

Under Community Charter legislation, the maximum amount of borrowing the City can undertake is such that the annual cost to service the debt does not exceed 25% of revenues as defined in the legislation. As noted in our 2018 Annual Report the unused liability servicing capacity at the end of 2018 was \$21.38 million. This capacity will be reduced in 2020 as a result of the recently approved debt for Parks & Recreation Facilities.

Short Term Borrowing, under Sec. 178 of the Community Charter, is an option for borrowing for any purpose of a capital nature that can be repaid within five years. The maximum amount to be borrowed is \$50 multiplied by the population of the municipality as of the last census. For this borrowing, no public approval is required, but approval of the Inspector of Municipalities is. Currently, we have no borrowing under this section and a maximum permitted amount of approximately \$4 million.

## Ministry and Elector Approval

Borrowing by local governments cannot be undertaken without the approval of the Inspector of Municipalities. In addition, borrowing requires an elector approval process in a majority of cases.

An “approval-free liability zone” exists to allow borrowing without elector approval as long as current and proposed servicing costs do not exceed 5% of the municipal revenue defined in the legislation.

Elector approval can be sought in one of two ways. One option is to receive the approval of electors by holding a referendum. The second, and less-expensive method, is to hold an “alternative approval process.” If more than 10% of the electors express an opinion that a referendum should be held, by signing an Elector Response Form within 30 days of a second advertising notice, then Council would need to consider whether to proceed with the planned borrowing and, if so, a referendum must be held.

## Previously Approved Borrowing Still

### Unissued

The 2020-2024 Financial Plan includes debt payments on the following previously approved projects:

#### Fire Hall No. 4 Construction (\$6 million)

The City has authorization to borrow \$6 million for this project, with the debt servicing costs funded from the Fire Department Capital Acquisition Reserve. This project was recently awarded and the balance of the construction costs is funded from the Fire Department Capital Acquisition Reserve.

#### Cemetery Expansion (\$1.1 million)

The City is also authorized to borrow \$1.1 million for the expansion of the cemetery. Debt payments associated with the land purchases for cemetery expansion are funded through increased cemetery fees. Two of the three properties have been purchased and \$2.22 million of external borrowing has occurred.

#### Parks & Recreation Improvements (\$49.5 million)

Leisure Centre Renovation	\$3.5 million
Telosky Synthetic Fields	7.0 million
Albion Community Centre	8.5 million
Silver Valley Gathering Place	1.0 million
Hammond Community Centre Renovation	2.5 million
Whonnock Lake Canoe & Kayak	1.0 million
Maple Ridge Secondary School Track Facility Upgrades	2.5 million
Additional Ice Sheet	23.5 million

Beginning in 2018, for 7 years, an additional 0.35% property tax increase was approved to provide for the debt servicing costs and the operating costs of the above projects.

## Impact to the Average Home

At the end of the day, it is important to understand what this Financial Plan means to the average home. The assessed value of the “average home” for the 2019 taxation year was approximately \$744,363.

The calculation includes all residential properties comprising both single family homes and multi-family units such as townhouses and apartments. The following table demonstrates the impact to a taxpayer based on this “average home.” Service fees include flat rate water, flat rate sewer, recycling and single-home bluebox pickup.

Within the General Purpose change of 2%, existing service levels have been maintained and several significant cost increases have been accommodated, including increases in the policing contract, labour costs and Fire Department costs.

Residence Valued at \$744,363	2018	2019	2020	2021	2022	2023	2024
<b>Average Home Municipal Levies:</b>							
General Purpose (Gen. & ISR)	\$ 1,977.02	\$ 2,031.81	\$ 2,088.74	\$ 2,147.72	\$ 2,213.35	\$ 2,281.34	\$ 2,354.20
Drainage	31.13	36.70	43.03	49.58	51.84	54.18	54.18
Parks & Recreation	28.28	39.97	52.62	65.73	79.31	93.38	107.95
<b>Subtotal Property Taxes</b>	<b>\$ 2,036.43</b>	<b>\$ 2,108.48</b>	<b>\$ 2,184.39</b>	<b>\$ 2,263.03</b>	<b>\$ 2,344.50</b>	<b>\$ 2,428.90</b>	<b>\$ 2,516.33</b>
<b>User Fees</b>							
Recycling (fixed rate)	\$ 72.57	\$ 74.57	\$ 76.61	\$ 78.72	\$ 80.88	\$ 83.10	\$ 85.39
Water (fixed rate)	604.20	631.40	659.80	689.50	720.55	752.95	786.85
Sewer (fixed rate)	368.85	397.25	428.05	461.45	497.70	537.05	579.70
<b>Total Property Taxes and User Fees*</b>	<b>\$3,082.05</b>	<b>\$3,211.70</b>	<b>\$3,348.85</b>	<b>\$3,492.70</b>	<b>\$3,643.63</b>	<b>\$3,802.00</b>	<b>\$3,968.27</b>
* Does not include collections for others (School, BCAA, GVTA, GVRD, MFA)							
	2018	2019	2020	2021	2022	2023	2024
<b>Average Home Municipal Levies Increases:</b>							
General Purpose	1.53%	1.90%	2.00%	2.00%	2.00%	2.00%	2.00%
Infrastructure Replacement	0.70%	0.70%	0.70%	0.70%	0.90%	0.90%	1.00%
Parks & Recreation	0.45%	0.60%	0.60%	0.60%	0.60%	0.60%	0.60%
Drainage	0.30%	0.30%	0.30%	0.30%	0.10%	0.10%	0.00%
<b>Total Property Tax Increase %</b>	<b>2.98%</b>	<b>3.50%</b>	<b>3.60%</b>	<b>3.60%</b>	<b>3.60%</b>	<b>3.60%</b>	<b>3.60%</b>
Recycling Increase %	1.67%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%
Water Increase %	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%
Sewer Increase %	3.25%	7.70%	7.75%	7.80%	7.86%	7.91%	7.94%
<b>Total Property Taxes and User Fees Increase</b>	<b>3.32%</b>	<b>4.21%</b>	<b>4.27%</b>	<b>4.30%</b>	<b>4.32%</b>	<b>4.35%</b>	<b>4.37%</b>

Impact to the Average Home

*The general property tax increase averages  
2% per year over the life of this Financial Plan*

## How Our Taxes Compare to Other Municipalities

Each year, we look at how our taxes compare to other municipalities. The table below compares the taxes assessed against the average single family dwelling across surveyed municipalities. Maple Ridge ranked as the sixth lowest. It should be noted that the dwelling value used in this table is slightly different than the one used on page 32 because the value on page 32 is based on an average assessment that includes multifamily residential properties such as townhouses and apartments.

**Survey of 2018 Residential Taxes on Average Single Family Dwelling**

Municipality	Average Assessed Value*	Municipal Taxes	Rank (lowest to highest)	Total Utilities	Municipal Taxes & Utilities	Rank (lowest to highest)	Notes
Pitt Meadows	747,685	2,053	2	990	3,042	1	
Langley-Township	942,948	2,050	1	1,214	3,264	2	
Port Coquitlam	960,237	2,343	5	953	3,296	3	
Mission	667,876	2,152	4	1,208	3,360	4	(3)
Surrey	1,118,577	2,120	3	1,277	3,397	5	(6)
Maple Ridge	787,088	2,358	6	1,047	3,405	6	(7)
Delta	1,033,862	2,508	8	1,060	3,568	7	(2)
Burnaby	1,650,008	2,485	7	1,195	3,680	8	(1)
Coquitlam	1,270,465	2,569	9	1,227	3,796	9	
Richmond	1,700,155	2,576	10	1,264	3,840	10	(5,6)
North Vancouver-City	1,656,356	2,788	11	1,189	3,977	11	(4)
Vancouver	2,433,751	3,027	14	1,261	4,288	12	
Port Moody	1,328,240	3,285	15	1,124	4,409	13	(1)
New Westminster	1,174,660	2,974	13	1,470	4,443	14	(1)
North Vancouver-District	1,796,428	2,861	12	1,617	4,477	15	
West Vancouver	4,364,260	5,469	16	1,790	7,259	16	(5,6)
Average	1,477,037	2,726		1,243	3,969		
Median	1,222,562	2,538		1,211	3,738		
Highest	4,364,260	5,469		1,790	7,259		
Lowest	667,876	2,050		953	3,042		

Notes:

Values are rounded.

\* Average Assessed Value determined by using BC Assessment's 2018 Revised Roll Totals, Property Class Residential Single Family, divided by number of occurrences. Value has not been adjusted for new construction or supplementary changes.

- (1) Water, Sewer, Garbage/Recycling Rates receive 5% discount for on time/early payment.
- (2) Municipal tax rates are averaged.
- (3) Drainage Levy Rate/Amount excluded from analysis. According to Mission staff, only approximately 25 homes are charged this levy - not representative of an average home in Mission.
- (4) Water and Sewer Rates reflect a 5% discount for on time/early payment.
- (5) Water, Sewer, Garbage/Recycling Rates receive 10% discount for on time/early payment.
- (6) Sewer and Water are metered and are therefore projected amounts.
- (7) Utility Rates include Water, Sewer and Recycling.

In the 2018 survey on Residential taxes, we also looked at the tax increases over the past three years across surveyed municipalities. Tax increases in 2018 ranged from a low of -5.0% in Burnaby to a high of 20% in West Vancouver. The tax increase to the average single family dwelling in Maple Ridge was 2.1%; note the 2-year change of 6.9% in Maple Ridge was below the average of 7.9% of all cities surveyed. This comparison is far from perfect as it looks at only the single family home whereas the property tax rate is set for all residential properties.

Municipality	2016	2017		2018		2 year Change
	Municipal Taxes	Change	Municipal Taxes	Change	Municipal Taxes	
Langley Township	1,929	4.7%	2,021	1.4%	2,050	6.3%
Pitt Meadows	1,931	5.7%	2,041	0.6%	2,053	6.3%
Surrey	1,891	8.6%	2,053	3.3%	2,120	12.1%
Mission	1,980	5.4%	2,087	3.1%	2,152	8.7%
Port Coquitlam	2,253	5.1%	2,368	-1.1%	2,343	4.0%
<b>Maple Ridge</b>	<b>2,205</b>	<b>4.7%</b>	<b>2,309</b>	<b>2.1%</b>	<b>2,358</b>	<b>6.9%</b>
Burnaby	2,447	6.9%	2,617	-5.0%	2,485	1.6%
Delta	2,388	3.7%	2,478	1.2%	2,508	5.0%
Coquitlam	2,460	5.1%	2,587	-0.7%	2,569	4.4%
Richmond	2,383	10.0%	2,621	-1.7%	2,576	8.1%
North Vancouver City	2,674	3.1%	2,757	1.1%	2,788	4.3%
North Vancouver District	2,708	4.1%	2,820	1.5%	2,861	5.7%
New Westminister	2,835	8.1%	3,066	-3.0%	2,974	4.9%
Vancouver	2,896	7.3%	3,107	-2.6%	3,027	4.5%
Port Moody	3,015	8.4%	3,268	0.5%	3,285	9.0%
West Vancouver	4,071	12.0%	4,561	19.9%	5,469	34.3%

How Our Taxes Compare to Other Municipalities

### Commercial Taxes

In 2019, we surveyed taxes assessed against the Business Class 6. One indicator that has been getting some attention these days is that of the tax multiple. A tax multiple for Business Class 6 is calculated by taking the tax rate assessed against this class and dividing it by the Residential Class tax rate. For 2019, our tax multiple was 3.15 (8.9367 Business Class 6 rate divided by 2.8326 Residential Class rate). A lower tax multiple is preferred by businesses. The increased multiple in 2017 and 2018 are not a result of different tax increases but of residential properties increasing in value more than commercial properties.

**Maple Ridge Business Class, Residential Class, Tax Multiple**

Year	Business	Residential	Multiple
2013	12.2307	4.2833	2.86
2014	12.7314	4.4625	2.85
2015	12.3038	4.4713	2.75
2016	11.8801	4.3761	2.71
2017	10.9322	3.3412	3.27
2018	9.8429	2.9961	3.29
2019	8.9367	2.8326	3.15

# FINANCIAL OVERVIEW REPORT

This chart shows how our tax multiple compares to surveyed municipalities. Our multiple is seventh lowest.

Caution should be used in reaching conclusions around multiples as multiples change as a result of differential changes in property assessed values. Nonetheless if Council wanted to move towards a multiple of 2:1, this could be done by moving about \$5 million in tax burden from the Commercial Class to the Residential Class. This would amount to an 8.5% increase to the Residential Class and could be phased in over a number of years. At the end of the day, our budgets are balanced and benefits to one class are at the expense of another.

## Business Class Tax Multiples, Based on General Municipal Rates

Municipality	2017	2018	2019	Rank
West Vancouver	3.11	2.74	2.06	1
Chilliwack	2.29	2.4	2.36	2
Port Moody	3.14	2.8	2.38	3
Richmond	3.57	3.19	2.76	4
North Vancouver, District	4.4	3.52	2.79	5
Abbotsford	2.78	2.99	2.99	6
Delta	3.85	3.37	3.04	7
Langley, City	2.99	3.09	3.07	8
Surrey	3.34	3.3	3.11	9
North Vancouver, City	4.08	3.85	3.12	10
Maple Ridge	3.27	3.29	3.15	11
Vancouver	4.6	4.04	3.2	12
Pitt Meadows	3.39	3.4	3.27	13
Port Coquitlam	3.93	3.76	3.35	14
Burnaby	4.72	4.19	3.54	15
Langley, Township	3.64	3.75	3.65	16
Coquitlam	5.05	4.38	3.67	17
New Westminster	4.14	4.16	3.86	18
Mission	3.65	4	4.19	19

How Our Taxes Compare to Other Municipalities

## Financial Indicators

Financial indicators provide information about an entity that may be useful in assessing its financial health or comparing its financial picture with that of other municipalities. As with all statistical data, it's important to keep in mind that ratios need to be interpreted carefully. They provide information but, on their own, do not show whether the results are good or bad.

The data for the indicators shown comes from the Province's Local Government Statistics section and is compiled from reports that each municipality is required to submit to the Province. The municipalities shown are all GVRD members (the smaller villages have been excluded), with the addition of the neighbouring municipalities of Mission, Abbotsford and Chilliwack. The comparisons we have used are for the years 2015 and 2016 as 2017 information was not available at the time this report was prepared.

Here is a brief summary of the ratios presented in the tables that follow.

### Percentage of Liability Servicing Limit Used

Under the Community Charter, the provincial government has set the maximum amount that can be used for principal and interest payments on debt at 25% of certain revenues. This number is referred to as the liability servicing limit. By looking at the percentage of this limit that is already committed to debt servicing, we get a picture of how much flexibility a municipality has to consider using debt financing for future projects.

### Debt Per Capita

This is the total amount of debt divided by the population of each municipality. It is a widely used ratio that shows how much of a municipality's debt can be attributed to each person living in the community.

### Debt servicing as a percentage of tax revenue

This was calculated by dividing the total amount committed to principal and interest payments by the total amount of tax revenue collected in the year. It shows how much of annual property taxes are required to make principal and interest payments on outstanding debt.

### Total Assets to Liabilities

Comparing total assets, both financial and non-financial, to total liabilities gives an indication of the total resources available to a municipality to settle outstanding liabilities. With this ratio, it is important to keep in mind that the largest proportion of a municipality's total assets are typically the non-financial assets, mostly infrastructure and that in many cases there is no market available to sell them and realize cash to use to settle liabilities.

### Financial Assets to Liabilities

Financial assets are resources such as cash or things that are readily converted to cash, for example, accounts receivable. Comparing financial assets to liabilities provides an indication of financial strength and flexibility. A ratio above 1 shows that the City has more financial resources (cash) available to it than it owes; a ratio below 1 shows that the City owes more than its financial resources.

### Government Transfers to Revenues

This shows the proportion of a municipality's revenues that comes from grant funding.

### Expenditures Per Capita

This shows the amount of spending in a particular year for each person living in the community and can be affected by variations in annual spending, particularly capital spending. Expenditures include annual spending for capital investment, but exclude the amortization of existing assets.

### Tax Revenues Per Capita

This shows the amount of property taxes collected in a particular year for each person living in the community.

### Taxes Per Capita as a Percentage of Expenditures Per Capita

This shows the proportion of annual expenditures that are paid for by property taxes, providing an indication of a municipality's reliance on revenues other than taxation.

# FINANCIAL OVERVIEW REPORT

While looking at the percentage of a municipality's liability servicing limit that has already been used provides useful information it can be impacted by decisions, such as to repay or refinance debt.

	Percentage of Liability Servicing Limit Used		Debt Per Capita		Debt Servicing as a Percentage of Tax Revenue	
	2016	2015	2016	2015	2016	2015
	Abbotsford	15%	13%	\$ 438	\$ 470	6%
Burnaby	0%	0%	-	-	0%	0%
Chilliwack	4%	4%	49	63	1%	2%
Coquitlam	4%	8%	138	151	1%	3%
Delta	2%	3%	34	44	1%	1%
Langley (City)	0%	0%	-	-	0%	0%
Langley (Township)	14%	12%	631	657	6%	5%
<b>Maple Ridge</b>	<b>15%</b>	<b>15%</b>	<b>365</b>	<b>420</b>	<b>6%</b>	<b>6%</b>
Mission	5%	6%	142	161	2%	3%
New Westminster	30%	4%	742	909	18%	3%
North Vancouver (City)	1%	1%	24	27	0%	0%
North Vancouver (District)	12%	7%	495	545	6%	3%
Pitt Meadows	7%	10%	356	364	3%	4%
Port Coquitlam	6%	6%	351	366	2%	3%
Port Moody	6%	10%	351	363	2%	4%
Richmond	6%	6%	198	224	3%	3%
Surrey	23%	16%	413	433	10%	7%
Vancouver	12%	16%	1,643	1,524	6%	8%
West Vancouver	4%	3%	725	175	2%	2%
White Rock	137%	1%	1,069	735	68%	0%
<b>Average*</b>	<b>15%</b>	<b>7%</b>	<b>408</b>	<b>380</b>	<b>7%</b>	<b>3%</b>

The data shown is for 2016 vs 2015. This is the most current information available.

\* in calculating the average, the Maple Ridge numbers were not included to allow us to see how we compare to the average of other reported municipalities.

## FINANCIAL PLAN OVERVIEW

A comparison of assets to liabilities in any given year will be affected by business decisions made during the year that do not necessarily reflect a decline in the fiscal health of a municipality. For example, a decision to borrow money will increase liabilities and reduce these ratios, as seen with White Rock in 2016.

	Total Assets to Liabilities		Financial Assets to Liabilities		Gov't Transfers to Revenue	
	2016	2015	2016	2015	2016	2015
Abbotsford	9.09	9.35	1.76	1.57	0.07	0.06
Burnaby	16.19	17.38	5.71	5.68	0.03	0.04
Chilliwack	9.70	12.06	2.10	2.30	0.07	0.07
Coquitlam	14.33	14.86	2.95	2.57	0.04	0.05
Delta	11.48	10.97	2.50	2.35	0.01	0.01
Langley (City)	11.39	10.48	2.25	2.15	0.20	0.18
Langley (Township)	8.04	7.65	1.41	1.22	0.02	0.03
<b>Maple Ridge</b>	<b>10.10</b>	<b>9.12</b>	<b>1.74</b>	<b>1.58</b>	<b>0.02</b>	<b>0.03</b>
Mission	15.41	16.63	2.57	2.64	0.04	0.04
New Westminster	6.35	5.85	1.39	1.38	0.05	0.05
North Vancouver (City)	6.46	6.44	2.32	2.44	0.07	0.03
North Vancouver (District)	5.78	5.76	1.63	1.72	0.04	0.07
Pitt Meadows	8.70	9.31	1.67	1.52	0.02	0.02
Port Coquitlam	9.34	9.86	2.11	2.00	0.02	0.02
Port Moody	19.19	19.92	1.76	1.78	0.04	0.05
Richmond	8.17	8.73	2.68	2.88	0.05	0.05
Surrey	10.09	10.75	1.06	1.04	0.02	0.03
Vancouver	4.30	4.40	1.04	1.04	0.02	0.02
West Vancouver	4.97	6.31	1.20	1.21	0.11	0.11
White Rock	3.91	4.29	1.75	1.85	0.01	0.02
<b>Average*</b>	<b>9.65</b>	<b>10.05</b>	<b>2.08</b>	<b>2.07</b>	<b>0.05</b>	<b>0.05</b>

The data shown is for 2016 vs 2015. This is the most current information available.

\* in calculating the average, the Maple Ridge numbers were not included to allow us to see how we compare to the average of other reported municipalities.

# FINANCIAL OVERVIEW REPORT

Expenditures per capita are affected by annual variations in spending, particularly capital spending. In years where a greater amount of tangible capital assets are acquired, expenditures per capita will be higher than in years where a lesser amount is acquired.

	Expenditures Per Capita		Tax Revenue Per Capita		Tax Revenue Per Capita as a Percentage of Expenditures Per Capita	
	2016	2015	2016	2015	2016	2015
Abbotsford	\$ 1,466	\$ 1,512	\$ 931	\$ 904	64%	60%
Burnaby	1,893	1,786	1,130	1,094	60%	61%
Chilliwack	1,422	1,496	821	827	58%	55%
Coquitlam	1,820	1,786	1,050	1,037	58%	58%
Delta	2,433	2,232	1,330	1,281	55%	57%
Langley (City)	1,851	1,841	936	872	51%	47%
Langley (Township)	2,100	1,972	983	972	47%	49%
<b>Maple Ridge</b>	<b>1,939</b>	<b>1,858</b>	<b>914</b>	<b>923</b>	<b>47%</b>	<b>50%</b>
Mission	1,812	1,541	812	806	45%	52%
New Westminster	2,790	2,455	986	970	35%	40%
North Vancouver (City)	2,440	3,129	1,101	1,019	45%	33%
North Vancouver (District)	2,462	2,469	1,090	1,056	44%	43%
Pitt Meadows	1,460	1,409	963	877	66%	62%
Port Coquitlam	1,433	1,342	999	974	70%	73%
Port Moody	1,840	1,662	1,119	1,053	61%	63%
Richmond	2,278	2,242	1,000	983	44%	44%
Surrey	1,635	1,524	679	662	42%	43%
Vancouver	2,679	2,228	1,104	1,079	41%	48%
West Vancouver	3,687	3,594	1,597	1,419	43%	39%
White Rock	2,122	2,465	1,103	1,125	52%	46%
<b>Average*</b>	<b>2,078</b>	<b>2,036</b>	<b>1,032</b>	<b>1,001</b>	<b>51%</b>	<b>51%</b>

The data shown is for 2016 vs 2015. This is the most current information available.

\* in calculating the average, the Maple Ridge numbers were not included to allow us to see how we compare to the average of other reported municipalities.

## Conclusion

For 2020, the City expects approximately \$4.9 million in new revenue, primarily due to property taxes; both new taxes from development and increases in property taxes. The majority of the additional revenue is used to fund cost increases for existing services, such as labour and the RCMP Contract. A portion of the property tax increase is dedicated to improving the level of infrastructure replacement, drainage infrastructure and Parks & Recreation Master Plan funding.

Improvements to service levels, maintaining of our existing infrastructure and the cost of existing services have all been managed with property tax increases that are below regional averages.

Maple Ridge's Business Planning culture ensures the business and financial acumen exists to address current community needs. A phrase that is often used to describe our Business Planning process is ensuring that we are "Doing the right things right." This is achieved through looking at what and how we do things and revisiting these processes to ensure we are getting the most value out of the time, effort and resources invested.

Council's continued support of Business Planning and the underlying financial policies and business processes that support it are key success factors for the community. It helps ensure that we, as public servants, provide the best overall service levels possible within the constraints that exist. Council continues to recognize the value of focusing on long term Financial Planning in dedicated funding to be spent on infrastructure renewal, ensuring that the services our citizens currently enjoy are sustainable.

We continue to face pressures in delivering services to a community that is growing at a brisk pace. The incremental adjustments, summarized earlier in this report, will help address some service level demands and support the delivery of Council's Strategic Plan.

There are several work plan items that will result in more detailed implementation plans (such as the Community Social Safety Initiative and updating Master Plans). Items that include significant coordinated efforts or investments often require research and careful consideration of the data to ensure decisions are well informed. When the implementation plans are considered the funding can also be considered. In some instances, it may make sense to start building the financial capacity earlier to allow some easing in of costs to ratepayers.

Not all the information required to make budget decisions exists at any one time. Council can amend the Financial Plan Bylaw at any time and once the investments and associated funding decisions have been made the Financial Plan can be amended accordingly.

**In summary, this Financial Plan allows the community to move forward while respecting the current economic times.**

## Recommendations for 2020 – 2024 Financial Plan

On June 25, 2019 Council for approved the Business & Financial Planning Guideline 2020 – 2024. These recommendations are consistent with these guidelines.

The key financial implications of this budget include:

1. General Purpose Property Tax Increase; 2.0% per year.
2. Infrastructure Sustainability Property Tax Increase; 0.7% per year in 2020 & 2021, 0.9% per year in 2022 & 2023 and 1% in 2024.
3. Parks, Recreation & Culture Property Tax Increase; 0.60% per year.
4. Storm Water Property Tax Increase; 0.30% in 2020 & 2021 and 0.10% in 2022 & 2023. No increase in 2024.
5. Water Levy Increase; 4.5% per year.
6. Sewer Levy Increase; 8.5% per year.
7. Recycling Levy Increase; 2.75% per year.
8. Growth in Property Tax Revenue Assumptions of 1.75% to 1.85% per year.
9. Incremental Adjustments; as outlined on page 21.
10. Provision for costs associated with growth as outlined on page 10, subject to available funding.
11. Capital Program totaling \$34.1 million in 2020, \$31.1 million in 2021, \$24.0 million in 2022 and \$23.0 million in 2023 and \$24.1 million in 2024.

## General Information

### Public Input

Each year we invite citizens and stakeholders to provide comment on the Financial Plan. The first opportunity comes in the spring, when Council adopts guidelines that will direct staff in the preparation of the Financial Plan. The second opportunity is when Council formally considers the proposed Financial Plan. Public engagement can be difficult on the budget. However citizen or user input is often sought more directly on the individual services the City provides which inform the Departmental Business Plans and form the Financial Plan.

In addition, your comments and questions are welcome any time of year.

- e-mail, addressed to: [budget@mapleridge.ca](mailto:budget@mapleridge.ca)
- voice mail, Budget Hotline: 604-467-7484
- in writing, addressed to:

Trevor Thompson, Chief Financial Officer  
City of Maple Ridge  
11995 Haney Place  
Maple Ridge, BC V2X 6A9

Get a copy of the Financial Plan on our website [mapleridge.ca](http://mapleridge.ca)

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City of Maple Ridge  
*Chief Administrative Officer – Community Social Safety Initiative (CSSI)*  
Business Plan 2020 – 2024

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**Departmental Overview:**

A core pillar in Council’s Strategic Plan is to ensure that citizens feel safe, are engaged in their community, that criminal activity is prevented or minimized, that people who need services can access them easily, that agencies are delivering on their roles in an integrated manner and that all of this occurs within the capacity of local first responders and service providers. The Chief Administrator’s Office will align City operations to achieve these priorities and a key effort in this regard is the Community Social Safety Initiative (CSSI).

The actions outlined in this section of the business plan provide a comprehensive description of the scope of work that falls under the umbrella of the CSSI. This includes the work of a number of departments such as Planning, Licences & Bylaws, Information Technology and Parks, Recreation & Culture.

The CSSI planning process will engage stakeholders to assess existing conditions and identify opportunities, challenges and gaps in services and programs; conduct public consultation; and, ultimately deliver a plan that will deliver on the above vision. This includes key performance indicators and a tool for monitoring and reporting on progress.

The current total expenditure budget for this work was a one-time allocation of \$1,600,000 in 2019. To date \$355,000 has been allocated:

- \$100,000 for a staff resource to support the development of the Community Social Safety Plan.
- \$155,000 for initiatives in the Town Centre over the summer months, such as: an early morning clean-up pilot project, enhanced events and enhanced Bylaws presence.
- \$100,000 for research and consulting fees.

\$1,245,000 of the one-time allocation remains available.

**Organization Chart:**



**Full-Time Equivalent Staff:** 3.5 (Other staff shown on org chart are budgeted to other areas)

**Strategic Alignment:**

**Community Safety:**

The CSSI is a multi-faceted program that seeks to ensure citizens feel safe & engaged; citizens are protected; and citizens’ well-being is supported.

### **Intergovernmental Relations:**

In the development of the CSSI Plan, the City will work with community partners and other levels of government to gather their input and to identify service gaps and opportunities to improve service levels where needed.

### **Community Pride and Spirit:**

Programs developed under the CSSI will encourage public engagement in positive activities and interactions, volunteer opportunities and increasing the vibrancy of the community. A successful implementation of the CSSI will see an increase in citizens' engagement and perceptions of safety, a reduction of crime and, easier access to services that support citizens and their well being.

### **Growth:**

A safe, engaged and vibrant community supports business expansion. This enhances services to citizens and the economic prosperity of the community.

### **Business Perspective/Environmental Scan**

An assessment of current challenges, gaps and opportunities will be overseen by the CSSI Project Management Team, which will include key subject matter experts.

- The planning process is designed to include input from a broad range of stakeholders and service providers.
- A robust citizen consultation process will include opportunities for all citizens and local businesses to contribute to the plan.
- A comprehensive communications strategy will keep everyone informed and encourage engagement in CSSI.
- Urgent policy and program amendments that will enhance personal well-being and safety will be identified along the way and implemented right away when possible. An inter-departmental Action Group is currently actioning a number of short and medium term goals that support the CSSI objectives.

### **Prior Years' Deliverables:**

Action Item	Status or Outcome	Lead	% Complete (or ETA)
<b>Development of CSSI Planning Process</b>			
Community Social Safety planning process.	February 12, 2019: Council endorsed a process for a community social safety initiative, based on best practices.	CAO	100%
Community Social Safety Framework	July 2, 2019 Workshop: Staff provided Council with a presentation on the proposed framework for the Community Social Safety Initiative. At this time Council allocated funding to a temporary dedicated staff resource and for activities to support safety in the Town Centre over the summer months.	Chief Information Officer	100%

Action Item	Status or Outcome	Lead	% Complete (or ETA)
<b>Development of CSSI Planning Process cont'd</b>			
Formation of an Action Group with a short and medium term task list	An integrated staff team has been established that is tasked with short and medium term work (outlined in an 'Action Plan') related to the CSSI. Staff will liaise with agencies such as Security, RCMP and others to deliver on the Action Plan.	Bylaws, Planning, IT, Engineering, Fire, Parks, Recreation & Culture	100%
Task Force Terms of Reference	September 17, 2019 Workshop: Staff provided an update Council endorsed the Community Social Safety Initiative process and the Terms of Reference for the Community Social Safety Task Force.	Chief Information Officer	100%
Establishment of a Project Management Team to oversee the CSSI	Key staff and experts have been identified to drive the development of a Community Social Safety Plan for Maple Ridge. In addition to staff, the team will include Rob Thiessen, Fraser McRae and Dr. Irwin Cohen. The next step is to finalize terms and contractual arrangements.	Chief Information Officer, Manager of Community Planning	90% Q4 2019
<b>Clean Streets &amp; Walkways – Action Plan</b>			
Pilot Program to expand early morning clean-up in the Town Centre	An additional resource was added to complete early morning cleanup in the Town Centre. Facilities staff will request ongoing resources at Business Planning to continue this project.	Parks and Facilities	Ongoing
Additional Needle Removal Training	Complete. Will continue to incorporate training as needed.		Ongoing
Increase the number of properties in the Town Centre that employ CPTED principles.	Exploring the feasibility of expanding the Façade Program to include improvements that are in alignment with Crime Prevention Through Environmental Design principles.	CIO, Manager of Community Planning	10% Q2 2020
<b>Vibrant Town Centre – Action Plan</b>			
Pilot Program to enhance activation of Memorial Peace Park	Implemented the 'Happenings in the Park' pilot program which enhanced summer programming. New events were added in and around Memorial Peace Park to activate the area on Wednesday, Thursday, Friday and Saturday evenings. Received lots of positive feedback. Incremental Request will be made to continue these program enhancements.	Recreation and Community Engagement	100%

Action Item	Status or Outcome	Lead	% Complete (or ETA)
Pilot Program to activate vulnerable areas in the Town Centre	Program was developed and implemented over the summer for the corridor between GMYC and Haney Place Mall. E.g. basketball, ping pong, etc. Incremental Request will be made to continue and grow these activations.	Recreation and Community Engagement	100%
Enhanced lighting in the Town Centre	Staff are currently mapping and ranking areas in the Town Centre that can be improved through lighting.	Engineering Planning	5% Q4 2020
<b>New and Expanded Volunteer Opportunities – Action Plan</b>			
Community Safety Tours	An RCMP volunteer based program introduced in the summer of 2019 to promote positive engagement with the public and businesses.	RCMP Volunteers	Ongoing
Block Watch Communications	Modifications to existing online application to improve information sharing and communications relating to property crime and Block Watch areas. Notification services configured for Block Watch participants.	Information Technology, RCMP	100%
Ambassador Program	Assessing where this volunteer program may complement existing efforts.	CIO, Licence and Bylaws	20% Q3 2020
<b>Enhanced Protective Services – Action Plan</b>			
Coordinated and Tiered Response Approach to Enforcement and Engagement Services	The Bylaws department has taken over the responsibility for coordination and communications between security, bylaws and RCMP. Bylaws has hired a CSO (Community Safety Officer) to manage the coordinated effort, review logs and incident reports and to provide support for security, clients and businesses in relation to these community safety priorities.	Licence and Bylaws	Ongoing
Security Services	Council increased funding for Security Services for the summer of 2019. A Request for Proposals was developed by the Task Group that outlines security service needs and criteria, and will go to the market shortly to seek best value for security services.	Licences and Bylaws, Economic Development	90% Q4 2019
RCMP Proactive Foot-beat File	An operational file that logs when members pro-actively engage in foot patrols in the downtown area to talk with businesses and citizens and increase visibility and responsiveness in the Town Centre.	RCMP	Ongoing

Action Item	Status or Outcome	Lead	% Complete (or ETA)
<b>Enhanced Protective Services – Action Plan cont’d</b>			
RCMP On-Site Visibility	Officers choose strategic locations to increase police visibility while doing computer or paperwork to deter crime in the downtown.	RCMP	Ongoing
RCMP - UCRU Bike Patrol	RCMP employ a seasonal bike patrol that is deployed in both the downtown and parks, which allows for increased visibility and community engagement	RCMP	100%
Safe Streets Bylaw	A bylaw has been prepared and has come forward for Council to consider.	Licences and Bylaws	100%
Radio Communications for City Staff and Security Services	Consolidate radio communications for City staff, security and key stakeholders to improve response and coordination efforts. This project is well underway; <ul style="list-style-type: none"> <li>- Strategy has been defined ✓</li> <li>- Equipment has been identified and sourced ✓</li> <li>- Developing implementation strategy</li> </ul>	Information Technology and Operations	80% Q4 2019
RCMP Joint Service Review	A review of the existing joint policing model with the City of Pitt Meadows is underway. An update to Council will occur this Fall.	CAO, Finance, RCMP	10%
Add Bylaw Officers	Hiring of two positions has been completed. These two bylaw officers will be incorporated into the coordinated approach to enforcement and engagement. An Incremental Request will be presented to Council to continue funding this work.	Licences and Bylaws	100%
Explore Bylaw Officers Authorities	Explore additional authorities that may be leveraged through Bylaw Officers as part of a tiered approach to community safety and engagement.	Licences and Bylaws	20% Q1 2020
<b>Alternative Forms of Justice – Action Plan</b>			
Integrated Court	Support efforts to implement Integrated Court in Port Coquitlam. Working on strategies to support local access to this Court.	Chief Information Officer / RCMP	50% Q1-Q4 2020
Restorative Justice/Diversion Program	Support work with RCMP and Community Services to increase the use and effectiveness of this program.	Chief Information Officer	10% Q1-Q4 2020
Transitional Services	Explore opportunities to support individuals coming out of local Corrections Facilities.	Chief Information Officer	5% Q1-Q4 2020

Action Item	Status or Outcome	Lead	% Complete (or ETA)
<b>Housing Options</b>			
Housing Action Plan	Currently exploring potential use of density bonus as means of delivering affordable housing options.	Planning	70%
	Zone (RT-2) adopted for new ground-oriented residential infill (triplex, fourplex and courtyard).		100%
	Zone work complete for R-4 infill single-family use (permits 450m <sup>2</sup> /4,843ft <sup>2</sup> lots) and waiting for rezoning/subdivision application to initiate zone adoption process.		100%
	Review secondary suite (SS) and detached garden suite (DGS) regulations to help increase rental unit opportunities.		40%
Social Housing Plan	Social Housing Plan established in 2019. Defined Council priorities such as:	Planning	100%
	<ul style="list-style-type: none"> <li>• Abstinence based Development Model</li> <li>• Seniors Housing</li> <li>• Housing for people with a disability</li> <li>• Housing for families with a low income</li> <li>• Mapping exercise on housing and substance use services</li> </ul>	Planning	10%
Request for Expressions of Interest for Affordable Housing	Expression of Interest Complete. Currently exploring a range of potential housing partnerships to finalize potential partnerships.	Planning	90%
Mapping Exercise	In 2019 Council endorsed funding to hire SPARC BC to map substance use services in Maple Ridge to inform a made in Maple Ridge Development Model as well as other potential housing services.	Planning	100%
Supportive Recovery Bylaw	Update to Council in Oct. 2019 provided options and advice regarding a regulatory approach for supportive recovery homes and transitional facilities. A follow-up report will be provided that reflects Council direction.	Licences and Bylaws	In Progress

**New Deliverables for 2020:**

<b>Action Item</b>	<b>Status or Outcome</b>	<b>Lead</b>	<b>% Complete (or ETA)</b>
Community Social Safety Initiative	Council provides direction and the CAO provides guidance and oversight as the Project Sponsor. Implementation of the planning process and development of the CSSI Plan is overseen by the Project Management Team.	CAO Sponsor, Project Management Team	Q4 2020
Research	Work with the Centre for Public Safety and Criminal Justice Research to conduct a statistically valid and reliable random sample survey of Maple Ridge households regarding their perception and experience of safety in the community.	Chief Information Office (CIO), Manager of Community Planning	Q1 2020
Mapping Exercise	Map housing and substance use services in Maple Ridge with SPARC BC, BC Housing and Fraser Health Authority to inform future housing programs.	Planning	Q1 2020
Community Consultation	Conduct a fulsome citizen and stakeholder consultation process that engages citizens, businesses, non-profit organizations and service providers.	CIO, Manager of Community Planning,	Q2 2020
Action Plan Implementation	Support an inter-departmental Action Group tasked with addressing priority work plan items to achieve short and medium goals relating to community safety and wellbeing and to build these programs into the Community Social Safety Plan.	CIO, Manager of Community Planning, Bylaws, RCMP, Planning, IT, Engineering, Fire	Q1-Q4 2020
CSSI Communications Program	Deliver a robust communications strategy to ensure the public is informed on the progression of short, medium and long term goals of the Community Social Safety Initiative.	CIO, Manager of Community Planning, Communications	Q1-Q4 2020
CSSI Performance Dashboard	Leverage internal and external data to ensure key performance indicators are identified to monitor and report out on community social safety programs.	CIO, Information Technology	Q1 2020

Action Item	Status or Outcome	Lead	% Complete (or ETA)
Vibrant Town Centre Activities	Program of family friendly and diverse events to enhance the activations of Memorial Peace Park to increase positive activity in the Town Centre.	Recreation and Community Engagement	Summer 2020

Budget Allocation: Community Social Safety Reserve \$1.6M

**Incremental Packages – 1**

Note: the following Incremental Packages are located in the appropriate areas business plan, but align directly with the objectives of the Community Social Safety Plan.

Incremental Package	Status or Outcome	Budget	Lead
<b>Manager of Community Social Safety</b>	A dedicated staff resource to support the development of the Community Social Safety Plan, and to oversee the implementation/work plan items that will result from this planning process. This role will also provide oversight for enhanced Security Services.	125,000 Ongoing	Licence & Bylaws
<b>Bylaw Officers</b>	Community Safety/Bylaw Compliance Officers to continue with work in the Downtown Core, including community engagement, safety patrols, dealing with social issues and aggressive solicitation. To improve safety conditions in the Downtown core areas, City parks and provide additional community engagement to ensure Maple Ridge residents feel welcome and safe. An Incremental Request Package is included in the Licences & Bylaws Business Plan section to add this service.	\$192,520 ongoing	Licence & Bylaws

Incremental Package	Status or Outcome	Budget	Lead
<b>Vibrant Downtown Initiative</b>	As part of the Community Social Safety Initiative, a pilot program was conducted in the summer of 2019 to enhance community festivals and expand positive activities and interactions in the Town Centre. An Incremental Request Package is included in the Recreation and Community Engagement Business Plan section to continue this service level on an ongoing basis.	\$80,000 ongoing	Recreation & Community Engagement
<b>Grant Funding Increase for Restorative Justice (Previously named Youth Diversion Program)</b>	Restorative Justice seeks to support the parties involved through a philosophy of: Engage, Empower, Support, Restore. It provides opportunities for youth to participate in its education, prevention and mentorship programs. Due to growth in participation in this program, an Incremental Request has been made by the Restorative Justice group to increase their funding from \$17,800 to \$30,000 per year. Full details are included in the RCMP business plan, as the RCMP is currently the primary liaison with this agency.	\$12,200 ongoing	RCMP

# Incremental Package Report 2020 Proposed Budget

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<b>Division:</b>	<b>Office of the Chief Administrative Officer</b>	<b>Submitted By:</b> Al Horsman
<b>Department:</b>	<b>Community Social Safety Initiative</b>	
<b>Request For:</b>	<b>Community Safety Initiatives</b>	
<b>Package:</b>	<b>1 of 1</b>	

**Activities/Purpose:**

The Community Social Safety planning process that began in 2019 will provide valuable feedback from citizens and local businesses related to community safety services. It is anticipated that this plan will be completed in Q4 – 2020. The recommendations that will be developed through this planning process will inform future decisions related to community safety initiatives, as will the processes described below.

A review of the Joint Policing Model between the City of Pitt Meadows and the City of Maple Ridge was initiated in 2019 and is currently underway. It is expected that this review and corresponding recommendations will complete in 2020, and will inform future police services funding decisions. In addition, RCMP are proposing to conduct a strategic plan in 2020. Recommendations that will flow from this planning process will help to inform future police services. Given these two projects, it would be prudent to postpone consideration of the RCMP Incremental Packages that have been included in the 2020 Business Plan for consideration in 2021.

In addition, as part of the CSSI, the Licence and Bylaws Department has taken on coordination of a tiered response to enforcement and engagement services to ensure an appropriate level response to community safety issues. As part of this work, Bylaw Officer Authorities will be explored to assess the benefits that can be leveraged through a change in Bylaw Officer Status. The outcome of this research will inform the scope of Bylaw Officers roles within this tiered approach and associated resource requirements.

The City will also be issuing a request for proposals for security services in the coming weeks. The CSSI Action Group developed criteria for this proposal, and will put it out to the market in the coming weeks. An assessment of the resulting proposals and decision on the best value model for the City will also inform the structure of the coordinated and tiered approach, as well as appropriate resource allocations for security services.

There is no specific funding request in this Incremental Package. This report provides information relevant to a discussion on financial capacity in 2021 regarding community safety initiatives identified through the above planning processes.

**Functions Performed/Degree of Service:**

Services will be assessed through the above described planning processes.

**Staff Position:** Specific recommendations will be brought forward to Council in 2020.

**Performance Measure:**

- Citizens feel safe and engaged.
- Citizens are protected.
- Citizen’s well-being is supported.

**Package:**

	<b>2020</b>	<b>2021</b>
	<b><u>Budget</u></b>	<b><u>Budget</u></b>
Total Cost:	<b>\$0.00</b>	<b>For Discussion</b>

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City of Maple Ridge  
Chief Administrative Officer - Human Resources Department  
Business Plan 2020 – 2024

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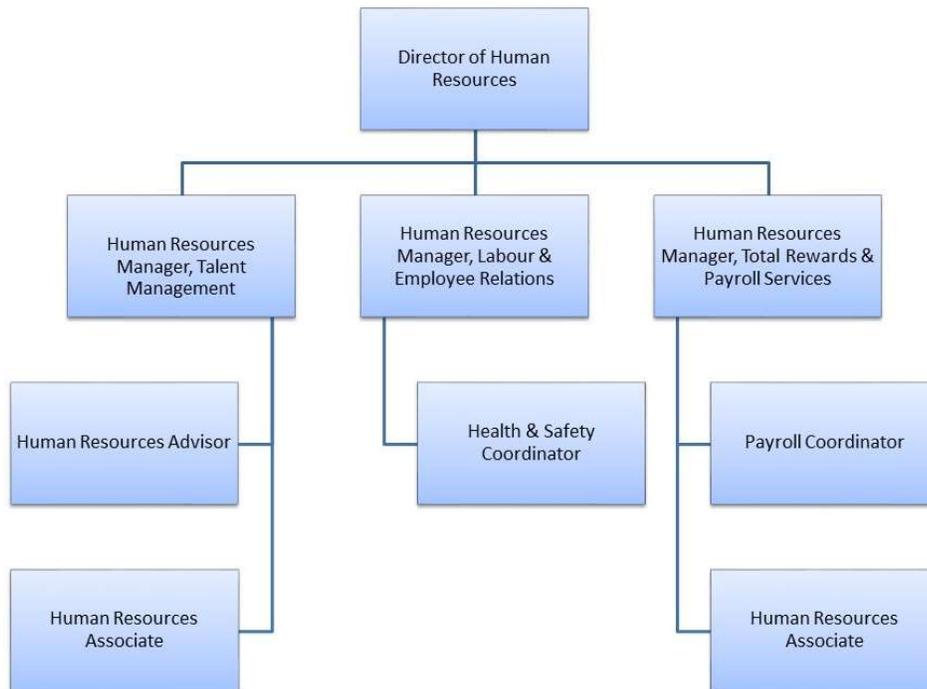
**Departmental Overview:**

The Human Resources (HR) Department provides an array of programs and services designed to engage employees in their work and to maximize their full potential in contributing to the achievements of the City of Maple Ridge. The role of the HR team is to ensure that the City’s most valuable asset, its people, are being nurtured and cared for through a framework of programs, policies, and procedures; these will enable an innovative, agile employee workforce. The HR team will focus on providing added value to the strategic utilization of the City’s employees and ensuring that programs are impactful to the city’s culture and engagement in positive and measurable ways.

The role of the HR team members will be to provide professional advisory and consulting services to the City in recruitment, selection and retention; organizational design and development; cultural and change management through innovative practices; learning, development and succession management; performance management; employee and labour relations; health, safety and wellness; total rewards and payroll services; recognition and employee feedback; and through diversity, equity and inclusion.

The total Salaries budget for this department is       \$1,133,259  
The total expenditure budget for this department is   \$1,821,000

**Organization Chart:**



**Full-time Equivalent: 9**

In order for the City to meet its' human resources goals, it will all start with a commitment to purpose, worthwhile work and making a difference. Building a culture around service, teaching organizational values to align with city's values. Connecting back to an employee's purpose with commitment to excellence can positively impact the bottom line while allowing the City to live out its mission and values. It aligns employees, leaders and the "why" back into the City.

By creating a business partner service delivery model, we are able to work directly with the City's leaders in order to support the business and organizational goals.

**Proposed Human Resources Department Service Delivery Model  
- Functional and Client Perspective-**



**Strategic Alignment:**

- Our business is **people**, it takes passionate, great people to build a great City.
- Achieving our vision of a **socially cohesive community** will require the passion and commitment of every employee. The HR team is a key contributor in optimizing organizational effectiveness by attracting, motivating and retaining competent, positive, flexible, solution oriented, client centered and committed people.
- Developing an **Integrated Talent Management program**, will assist the City in achieving successful organizational outcomes. Talent management is about more than just attracting and retaining talent. It is about building and enhancing employee potential that not only benefits employees, but also supports the City in meeting its goals and objectives, while focusing on the provision of excellence in public service.
- Being a **preferred employer** is integral to competing for talent. It is necessary for both attracting new hires to the City, and retaining the talent that the organization currently employs.

**External Environmental Scan:**

British Columbia's 2020 economy is trading modestly with CPI at 2.3% for 2019 and projected CPI at 2.1% for 2020, buoyed by a strong labour market. Employers continue to grapple with labour availability. BC's unemployment rate is tracking 4.6% marking near historic lows. Job vacancy rates continue to be the highest in the country at 4.4% compared to 3.1% nationally in the first quarter.

### **Human Resource Management Trends:**

- Detect talent inside and outside the organization and develop culture and values to attract and retain talented people.
- Promote the company values and vision with professional communities and enable application of these values by contributing in a proactive manner to decisions concerning employees (recruiting, allocation, development, recognition, etc.).
- Develop initiatives that enhance the quality of life at work; such as flexible work arrangements and work life balance.
- Leverage technology to maximize the efficiency of key HR processes, such as recruiting, onboarding, training, attrition, etc.

### **Ongoing Operational Activities:**

- Integrated Talent Management – attraction and recruitment of values aligned talent to drive business performance.
- Exempt Performance Management – provide advisory and consulting support to leaders regarding the application and implementation of our performance management processes which includes core competencies and a rating mechanism, in order to align development and improvement plans with individual performance.
- Training and Development – align with strategic direction; working towards ensuring that the City’s people resources are prepared to meet the changing business needs and deliver on the corporation’s priorities.
- Innovation – develop and refine people and innovation programs, policies and service offerings that are aligned with organizational strategic direction and priorities.
- Total Rewards and Recognition - enhance and administrate the employee total rewards and recognition programs. Including functional and transactional Human Resources administration.
- Labour Relations – collective bargaining; collective agreement administration; grievance administration, human rights and harassment education and case management as required; employment and labour law and policy interpretation and advice.
- Job Classification and Salary Administration - develop job descriptions in collaboration with business leaders; job evaluation and job classification reviews.
- Policy and Programs – further enhance or develop of Human Resources policies and programs.
- Human Resource Compliance – ensure compliance to legislative and regulatory requirements (e.g. Family Day statutory holiday implementation; WorkSafeBC workplace bullying and harassment policy obligations implementation).
- Health, Safety and Personal and Financial Wellness – corporate health and safety program compliance; attendance support and employee wellness initiatives.
- Recruitment - job postings, recruitment processes, online application system administration and onboarding of staff.
- Leave Management – occupational and non-occupational claims management (i.e. WorkSafeBC Claims management, short and long term disability case management).
- Technology and Experience - leverage technology to enhance the candidate and client experience with people management services.
- Best Practices - leverage best in practice process management and improvement methodologies to engage those closest to the work to ensure streamlined and consistent processes from a client centered perspective.

**Found Milestones:**

Action Item	Status or Outcome	Origin: Council Resolution, Operational Adaptation
Attraction and recruitment of key strategic roles within the city: <ul style="list-style-type: none"> <li>• <i>Chief Administrative Officer</i></li> <li>• <i>Director of Human Resources</i></li> <li>• <i>Director of Engineering</i></li> <li>• <i>Director Economic Development &amp; Civic Properties</i></li> <li>• <i>Director of Planning</i></li> <li>• <i>Manager of HR, Labour &amp; Employee Relations</i></li> <li>• <i>Deputy Corporate Officer</i></li> <li>• <i>Manager of Transportation</i></li> <li>• <i>Manager of Community Planning</i></li> </ul>	In progress with additional key recruitment expected due to retirements and attrition	Operational Adaptation
In partnership with IT, developed and implemented online technology orientation for new hires. This has already assisted in reducing the call volume for technology set-up queries from new hires.	Complete	Operational Adaptation
Supported the Fire Department with development and implementation of Exempt Chief Officer Development Program	Complete	Operational Adaptation

**Prior Years' Deliverables**

Action Item	Status or Outcome	% Complete (and ETA if not 100%)
Pilot Program Earned Day Off (EDO) payroll timesheet in order to streamline timesheet process that will reduce the time and effort required by managers, department timekeepers and HR team members	Pilot progressing well	75% Q4 2019
Draft Rewards and Recognition program recommendations	Completed	90% Q4 2019
Implementation of performance management pilot program	Second refreshed pilot – Director of Human Resources to review for competencies and performance expectations	75% Q4 2019
Design, develop and implement a Mentorship Program	Launch program Q4 2019	100% Q4 2019

Action Item	Status or Outcome	% Complete (and ETA if not 100%)
Design, develop and implement job rotation, cross-training and secondment opportunities	Soft launch in 2019, with secondments in Corporate Security and Corporate Support areas for six months.	50% Q2 2019

## New Deliverables for 2020

### Strategic New Deliverables 2020 Work plan:

Action Item	Lead	ETA
Conduct Human Resources Services Gap Analysis and deliver report	Director of Human Resources	Q1 2020
Design Human Resources Services Delivery business partner organizational structure including new line of service innovation, culture and change management	Director of Human Resources	Q1 2020
Develop future Human Resources Departmental functions, roles and responsibilities through mapping exercises and document	Director of Human Resources	Q1 2020
Develop, design and implement Human Resources Services Mission, Vision, Values and Client Services Standards	Director of Human Resources	Q2 2020
Design three year strategic total rewards and recognition plan	Manager of Total Rewards & Benefits	Q1 2020
Develop and Implement annual road map outlined with deliverable and SMART objectives	Manager of Total Rewards & Benefits	Q4 2020
Design three year strategic recruitment and retention plan	Manager of Talent Acquisition & Development	Q1 2020
Develop and implement annual road map outlined with deliverable and SMART objectives	Manager of Talent Acquisition & Development	Q4 2020
Design three year strategic leadership, development and succession plan	Manager of Talent Acquisition & Development	Q1 2020
Develop and implement annual road map outlined with deliverable and SMART objectives	Manager of Talent Acquisition & Development	Q4 2020
Design three year strategic Labour and Employee Management plan	Manager of Human Resources	Q1 2020
Develop and implement annual road map outlined with deliverable and SMART objectives		Q4 2020
Design three year strategic culture, innovation, employee feedback and change management plan	TBA	Q1 2020
Develop and implement annual road map outlined with deliverable and SMART objectives	TBA	Q4 2020

**Operating Budget:**

**Financial Plan 2020 – 2024  
Human Resources**

All \$ values in 000's (thousands)	Adopted	Proposed	Changes		2021	Proposed		
	2019	2020	\$	%		2022	2023	2024
<b>Expenditures</b>								
Consulting	76	76	-	0%	76	76	76	76
Counseling	30	30	-	0%	30	30	30	30
Labour Relations	30	30	-	0%	30	30	30	30
Miscellaneous	11	11	-	0%	11	11	11	11
Municipal Functions	18	18	-	0%	18	18	18	18
Program Costs	72	57	(15)	(21%)	57	57	47	47
Recovery	(80)	(90)	(10)	13%	(90)	(90)	-	-
Recruiting Costs	49	49	-	0%	49	49	49	49
Salaries	1,015	1,133	118	12%	1,164	1,196	1,229	1,261
Special Projects	31	31	-	0%	31	31	31	31
Studies & Projects	200	200	-	0%	200	200	200	200
Training	265	276	11	4%	282	289	296	303
	1,717	1,821	104	6%	1,858	1,897	2,017	2,056
<b>Totals</b>	1,717	1,821	104	6%	1,858	1,897	2,017	2,056

**Proposed Changes and/or Remarks:**

Salaries – An additional 1.0 FTE was added, funded by 2019 divisional growth funds.

Program Costs – The 2017 through 2019 budgets included a Health and Safety Program. This work has now being done by the Health and Safety Officer.

**Incremental Package Report  
2020 Proposed Budget**

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<b>Division:</b>	<b>Administration</b>	<b>Submitted By: Michelle Lewis</b>
<b>Department:</b>	<b>Human Resources</b>	
<b>Request For:</b>	<b>Human Resources Manager, Culture &amp; Employee Experience (1 RFT)</b>	
<b>Package:</b>	<b>1 of 1</b>	

**Activities/Purpose:**

It all starts with a commitment to purpose, worthwhile work and making a difference. Building a culture around service and teaching organizational values to align with corporate values. Connecting back to purpose with commitment to excellence can positively impact the bottom line while allowing a corporation to live out its mission and values. It aligns staff, leaders and the “why” back into the corporation.

In order for an organization to be great, it has to have great leaders. In order to have great leaders, the organization has to invest in them. By providing this additional 1.0 RFT, we will be able to provide the following service pillars to our employees and business partners.

**Staff Position:**

Exempt Position – Human Resources Manager Culture & Employee Experience (1.0 FTR)

**Package:**

**2020 Budget**

<b>Human Resources Manager Culture and Employee Experience (1 RFT)</b>	<b>\$144,000</b>
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City of Maple Ridge  
*Capital Program*  
Business Plan 2020 – 2024

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**Departmental Overview**

The Capital Planning Committee compiles and prepares the Capital Program, coordinates project information for the Long-Term Capital Program (20 years) with priority given to the upcoming five-year timeframe. The Committee provides staff support with respect to capital information enquiries and/or requests, maintains the integrity of the data in the corporate business system for long-term capital programming.

**Capital Planning Committee Members**

- Trevor Thompson (Chief Financial Officer), Chair
- Andres Lazzo-Hild (Financial Analyst)
- Christina Crabtree (Chief Information Officer)
- David Boag & Valoree Richmond (Director Parks & Facilities)
- David Pollock & Engineering Managers (Director of Engineering)
- Howard Exner (Fire Chief)
- James Storey & Superintendents (Director of Engineering Operations)

**Strategic Alignment**

The Capital Program is the City's long-term plan to meet the infrastructure needs of its citizens, both present and future. It shows how the City plans to construct, acquire, expand, rehabilitate and replace its capital assets over the next 20 years. The longer time horizon promotes better use of the City's financial resources and strengthens coordination with private development.

Each year, the Capital Planning Committee reviews the first five years of the Capital Program in detail to account for changes in priority and direction. This confirms that capital projects including the funding and timing are still relevant. The Committee also ensures that the program supports the:

- Corporate Strategic Plan
- Official Community Plan (OCP)
- Transportation Master Plan
- Water Master Servicing Plan
- Storm Sewer (drainage) Plans
- Asset Management Plan (in progress)
- Financial Sustainability Plan Policy
- Infrastructure Sustainability Plan
- Fire Department Master Plan
- Sewer Master Servicing Plan
- Facility Lifecycle Assessments

The Capital Program is then endorsed by the Corporate Management Team (CMT) before Council approves it through adopting the Financial Plan.

The Capital Planning Committee's challenge is to develop a long term strategy which ensures that the City's infrastructure meets the community's needs, now and in the future. This strategic planning is guided by five principles:

**Multi-Year Perspective**

This helps avoid dangerous practices such as balancing the budget by repeatedly using one-time sources of revenue, deferring current costs to the future and ignoring the long-range lifecycle costs of a liability.

**Lifecycle Costs and Reserves**

Recognize lifecycle impact of aging assets, infrastructure, facilities and systems. The Committee must not only consider current operating expenses, but repairs and replacement in the future. Capital expenditures should be closely coordinated with the operating budget. This principle is explained in more detail in the Financial Sustainability Plan Policy.

**Revenue and Expense Analysis**

Revenue and expense analysis is considered a critical best practice by financial experts. Other financial indicators are also taken into account when making budgetary decisions. An overview of the City's Revenues and Expenditures and funding strategies for the Capital Program can be found in the annual Financial Plan Overview Report.

**Forecasting Assumptions and Methodologies**

Besides addressing asset management and financial reporting requirements, documenting the assumptions behind revenue and expense forecasts and methodology used is essential for full disclosure, discussion and critical review. It is also invaluable for training, record-keeping and succession.

**Commitment, Diligence and Perseverance**

Beyond these principles, support from leadership and strong organizational commitment to improve Asset Management Practices exists. The Corporate Management Team directs the development of policies and practices to achieve infrastructure sustainability. The City continues to focus on a viable, equitable and sustainable investment in infrastructure to continue to service the community.

**Business Perspective/Environmental Scan**

Grant funding from senior levels of government is an important component of the capital program. If funding programs don't materialize, projects are unlikely to progress.

**Ongoing Deliverables**

Action Item	Status or Outcome (Optional):
Replace Infrastructure	<ul style="list-style-type: none"> <li>▪ Update the infrastructure deficit funding projections annually, taking into account changes in asset inventory, useful life expectations, replacement cost projections and funding levels.</li> <li>▪ Advocate senior levels of government for ongoing secure funding for infrastructure.</li> <li>▪ Continue to explore funding alternatives (Grants &amp; Development).</li> </ul>
Project Management	<ul style="list-style-type: none"> <li>▪ Monitor and report project spending.</li> <li>▪ Monitor and report on status of projects including rationale for projects that are not proceeding.</li> </ul>

### Prior Years' Deliverables

Action Item	Status or Outcome	% Complete (and ETA if not 100%)
Support development and ongoing use of an Asset Management (AM) Plan	Development of an Asset Management Plan is in progress	Ongoing

**New Deliverables for 2020** (*highlights only*) – Any incomplete items from prior years may also form part of the workplan.

Action Item	Lead	ETA
Replace existing infrastructure when it nears the end of its useful life. (or earlier for critical infrastructure)	All Departments	Ongoing

**Measures/Outcomes**

- None.

Action Item	Lead	ETA
Complete projects on time and on budget.	All Departments	Ongoing

**Measures/Outcomes**

- Actual spending on completed projects vs. original approved budget.
- Reduce percentage of Capital Program not started in year planned.

### Operating Budget

- Operating costs associated with new capital projects are provided for in the departmental business plans in keeping with the business planning guidelines.

### Incremental Packages

- None, funding through property taxation is increasing to fund the infrastructure deficit, drainage improvements and Parks and Recreation facilities. The additional of Community Amenity Charges (CACs) provides capital funding for specific purposes (such as recreation facilities and synthetic fields) that did not previously exist.

### Capital Budget

- The Capital Planning Committee reviews and prioritizes the Capital Program which is in turn reviewed and endorsed by the CMT. The recommended Capital Program project listing is included as an appendix to this plan.

### Information Technology

- Technology-related capital projects are presented in the Information Technology Steering Committee.

### Performance Measures/Indicators

The City tracks our performance in a number of ways. Some of the measures are tracked using Performance Reporting Scorecards which appear in the City's performance system. The scorecards for this area are listed below. Full scorecards can be found under the Scorecards tab in your binder.

To access the “live” scorecard, visit [mapleridge.ca/787](http://mapleridge.ca/787) and use the Scorecard Lookup tool.

<b>Code</b>	<b>Scorecard (on following pages)</b>	<b>Why this Scorecard is important to this department:</b>
FM03	Capital Works Program	Compares capital program budgets against actual expenditure, which gives an indication how accurate budgets and how predictable market prices are. This increases effective allocation of resources.
FM01	Best Practices in Infrastructure Management	Compares spending on infrastructure rehabilitation and replacement to annual funding required to sustain the current infrastructure. Council has a long term strategy in place to increase funding over time to ensure that infrastructure nearing end of life can be replaced.

### Appendices

- Appendix I – 2020 - 2024 Proposed Capital Plan (Summary)
- Appendix II – 2020 - 2024 Reserve Projections
- Appendix III – 2020 - 2024 Proposed Capital Plan

## Appendix I – 2020 - 2024 Proposed Capital Plan (Summary)

### Proposed Capital Spending by Category (All \$ in Thousands)

Section	2020	2021	2022	2023	2024
Government	794	1,180	370	1,120	510
Technology	960	1,098	1,721	3,073	2,060
Protective Fire	630	462	476	490	505
Protective Police	58	160	10	10	10
Parks	529	3,485	1,045	305	305
Highways	15,195	13,519	12,256	9,531	9,048
Drainage	2,564	2,669	3,356	3,562	3,852
Sewage	6,336	2,841	1,321	2,516	2,191
Water	7,040	5,670	3,450	2,370	5,645
<b>Grand Total</b>	<b>34,107</b>	<b>31,084</b>	<b>24,005</b>	<b>22,977</b>	<b>24,126</b>

### Proposed Capital Funding Sources (All \$ in Thousands)

Fund Group	2020	2021	2022	2023	2024
<b>General Revenue</b>	<b>2,155</b>	<b>4,381</b>	<b>3,323</b>	<b>3,910</b>	<b>1,385</b>
Capital Works Reserve	382	350	150	150	150
Development Cost Charges	4,360	7,913	4,344	498	148
Drainage Improvement Levy	1,381	1,753	2,099	2,000	2,200
Equip Replacement Reserve	3,207	2,354	1,872	3,018	2,912
Fire Dept Capital Reserve	119	136	195	254	313
Gaming	200	200	200	200	200
Grants, LAS, 3rd Parties	1,081	1,047	1,002	1,002	1,002
Infrastructure Sustainability Reserve	5,032	5,461	6,044	6,712	7,518
Parkland Acquisition Reserve	200	200	200	200	200
Police Services Reserve	56	128	8	8	8
Recycling Reserve	60	380	80	230	220
Reserve for Committed Projects	1,720	150	100	50	-
Sewer Capital	5,333	2,028	989	2,138	2,000
Surplus	500	-	-	-	-
Translink	2,243	1,143	1,150	400	400
Water Capital	6,004	3,440	2,248	2,209	5,470
Park & Rec Master Plan	75	20	-	-	-
<b>Grand Total</b>	<b>34,107</b>	<b>31,084</b>	<b>24,005</b>	<b>22,977</b>	<b>24,126</b>

## Appendix II – 2020 - 2024 Reserve Projections

### Capital Works Reserve

The Capital Works Reserve Fund is intended to assist with funding capital projects, especially those that cannot be funded from development revenues. Generally, this reserve builds funds for large projects and is then drawn down. Each year, a percentage of general taxation is added to this account along with a portion of the proceeds from land sales and other fixed amounts. Projections of the demands on this account are also prepared. It has been Council’s policy to keep a minimum reserve balance of 10% of the prior year’s property taxes in this account, to assist with unforeseen and uninsurable events.

#### Capital Works Reserve Projection

<i>\$ in thousands</i>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Opening Balance</b>	8,793	9,648	11,846	12,475	14,637	16,492
2018 Approved Capital (in progress)	(8,116)					
Add Back: PY spend	3,996					
<b>Inflows</b>						
Annual Transfer	701	836	901	953	1,004	1,058
Contribution Timing Adjustment	(350)					
Land Sales Proceeds	4,000					
Repayment Pool Reno	870	870	870	870	870	870
<b>Total Inflows</b>	5,221	1,706	1,771	1,823	1,874	1,928
<b>Outflows</b>						
Planned Capital Expenditures	(150)	(382)	(350)	(150)	(150)	(150)
Balance of GCF funded capital	(96)	874	(792)	489	131	2,855
<b>Total Outflows</b>	(246)	492	(1,142)	339	(19)	2,705
<b>Estimated Ending Balance</b>	9,648	11,846	12,475	14,637	16,492	21,125
Min Reserve (10% PY Taxes)	7,631	8,028	8,460	8,921	9,402	9,905
<b>Unencumbered Balance</b>	2,018	3,819	4,015	5,716	7,089	11,218

## Appendix II – 2020 - 2024 Reserve Projections

### Fire Department Capital Acquisition Reserve

Each year a portion of general taxation is transferred to the reserve to build the financial capacity required to respond to increasing the fire protection capacity needed as the community grows. The project to construct Fire Hall No. 4 is now in the early stages and this reserve will be used to pay a portion of the costs directly as well as repay the associated debt.

**Fire Department Capital Acquisition Reserve Projection**

<i>\$ in thousands</i>	2019	2020	2021	2022	2023	2024
<b>Opening Balance</b>	10,385	399	1,153	2,033	3,001	4,062
2018 Approved Capital (in progress)	(12,713)					
Add Back: PY spend	1,066					
<b>Inflows</b>						
GRF Annual Transfer	1,711	1,853	1,996	2,143	2,295	2,453
Surplus Repayments (2020-2023)		(180)	(180)	(180)	(180)	
<b>Outflows</b>						
Planned Capital Expenditures	(50)	(119)	(136)	(195)	(254)	(313)
Debt Repayments	-	(800)	(800)	(800)	(800)	(800)
<b>Estimated Ending Balance</b>	399	1,153	2,033	3,001	4,062	5,402

### Fire Department Equipment Replacement Reserve

The recognition of an appropriate level of funding to provide for growth would not be complete without a discussion around how we intend to replace those assets. Replacement of fire equipment is funded through this reserve. Fire trucks are often kept for 20 years and this reserve will build over time to address the scheduled replacements.

**Fire Department Equipment Replacement Reserve Projection**

<i>\$ in thousands</i>	2019	2020	2021	2022	2023	2024
<b>Opening Balance</b>	2,841	1,238	1,865	2,744	3,739	4,855
2018 Approved Capital (in progress)	(2,226)					
Add Back: PY spend	2					
<b>Inflows</b>						
GRF Annual Transfer	824	939	1,054	1,176	1,302	1,431
<b>Outflows</b>						
Planned Capital Expenditures	(203)	(312)	(175)	(181)	(186)	(192)
<b>Estimated Ending Balance</b>	1,238	1,865	2,744	3,739	4,855	6,094

## Appendix II – 2020 - 2024 Reserve Projections

### Infrastructure Sustainability

Beginning in 2008, Council directed an annual tax increase of 1% to go toward infrastructure sustainability. This helps with major rehabilitation and replacement of the City’s assets which currently have a replacement value estimated in excess of \$1.6 billion. An increase of 0.70% is planned for 2019 through 2021 and 0.90% for 2022 and 2023. The table below illustrates the inflows generated from general taxation and how it has been allocated. Inflows from the Core Reserve are allocated to maintaining those facilities related to the Town Centre project.

If we look only at the roads component of our infrastructure, the historic annual amount spent on repaving roads is a fraction of what is required to maintain their condition. Over the past number of years we have been able to increase the annual amount dedicated to road maintenance and, as a result, we are seeing positive results in the condition of our roads, though further funding is needed to close the gap between current and recommended funding levels. This funding gap results in deferred maintenance which translates into larger future expenditures to resurface or perhaps even reconstruct roads.

As we are several years into this funding model, the amounts dedicated to infrastructure are making an impact; however, we are still a very long way away from dedicating the estimated \$30 million needed each year to fund the replacement of our infrastructure. The average condition of our assets will continue to worsen until we build the funding up to \$30 million.

Depending on the scope of projects required, one year’s allocation may not meet the funding requirements. In these cases, funding may be held over until enough has accumulated to allow the works to proceed, or borrowing may be considered. The charts highlight the impact that the property tax increases have had on the infrastructure deficit.

**Infrastructure Sustainability Allocation of Funding**

<i>\$ in thousands</i>	2020	2021	2022	2023	2024
<b>Inflows</b>					
Property Taxes Prior Year	5,860	5,860	5,860	5,860	5,860
Property Tax Increase	603	1,239	2,100	3,007	4,069
Gaming Funds	550	550	550	550	550
<b>Total Inflows</b>	7,013	7,649	8,510	9,417	10,479
<b>Allocations</b>					
Building Infrastructure Planned	1,290	1,440	1,590	1,740	1,890
Fire Dept - Equipment Replacement	450	525	600	675	750
Highways ISR Capital Planned	4,086	4,375	4,888	5,450	6,167
Drainage Capital Planned	1,100	1,215	1,330	1,445	1,560
Major Equipment/Systems Reserve	87	94	102	107	112
<b>Total Allocations</b>	7,013	7,649	8,510	9,417	10,479
<b>Estimated Ending Balance</b>	-	-	-	-	-

## Appendix II – 2020 - 2024 Reserve Projections

### Capital Funded by Others

The Capital Program includes \$1 million of funding each year as a placeholder for Local Area Services that property owners may petition the City to construct. The cost of these local improvements is typically recovered over 15 years as a separate charge included on the property tax bills of benefiting properties. In addition, grants or other external funding is planned over the next five years. Projects will be re-evaluated if funding is not secured. The percentage of the project cost that is covered by contributions from others (CFO) is noted in the detailed project listing.

#### Capital Funded by Others

<i>(\$ in thousands)</i>	CFO %	2020	2021	2022
117 Ave (Laity to 207) Corridor Improvements	51%	1,630	-	-
118 Ave (230 - 231)	20%	-	75	350
227 Street Multi-Use Pathways (Abernethy Way to DTR)	50%	-	100	1,500
232 St (116 - Slager) Multi-Use Pathways And Road Upgrade	3%	2,500	-	-
Abernethy (231 - 232) Construction	50%	-	1,500	-
Cycling Improvements	50%	500	500	500
Fern Cres at 129 Ave - Bridge	39%	952	-	-
Front Counter Kiosk Expansion	20%	-	150	-
Hammond Road Multi-Use Pathways (West Street to 203 Street)	50%	1,575	-	-
Pedestrian Improvements	38%	400	400	400
RCMP - Furniture Replacement	20%	10	10	10
RCMP - Main Building Renovation (Interview Room)	20%	8	-	-
RCMP Detachment Minor Renovation	20%	40	-	-
<b>Total</b>		<b>7,615</b>	<b>2,735</b>	<b>2,760</b>

## Appendix III – 2020 - 2024 Proposed Capital Plan

(All \$ in Thousands)

Section > Projects	2020	2021	2022	2023	2024
<b>Government</b>	<b>794</b>	<b>1,180</b>	<b>370</b>	<b>1,120</b>	<b>510</b>
City Office Renos & Equip (Various Locations)	232	200	-	-	-
Equip Purch - GPS and Robotic Total Station	-	60	-	-	-
Minor Capital - City	100	100	100	100	100
Minor Capital - Engineering	15	15	15	15	15
Minor Capital - Gen Government	15	15	15	15	15
Minor Capital - Town Centre	100	100	100	100	100
New Parking Officer Vehicle	32	-	-	-	-
Operations Centre - Fuel Island Replacement	-	-	-	600	-
Operations Centre - Vehicle For New Electrician	45	-	-	-	-
Operations Centre - Works Yard Security	100	-	-	-	-
Recycling Collection Equipment	60	80	80	230	100
Recycling Collection Truck - Semi-Auto, Hydraulic Lift	-	300	-	-	-
Recycling Depot - Site Upgrade, paving, expansion of covered area	-	-	-	-	120
Vehicle for New CSO's	35	-	-	-	-
Works Yard Paving Phase 2	-	250	-	-	-
Workstation/Desk Replacement	60	60	60	60	60
<b>Technology</b>	<b>960</b>	<b>1,098</b>	<b>1,721</b>	<b>3,073</b>	<b>2,060</b>
Agenda Manager Software	75	-	-	-	-
Archival Storage Array	-	200	-	-	-
Asset Management	-	-	500	500	-
Build Up Test and Development Environment	50	-	-	50	-
Disaster Recovery Infrastructure	-	-	-	97	-
Enterprise System Replacement (Financial and HRIS)	-	-	250	750	500
Equipment Replacement - IT	435	518	711	1,072	1,360
Fibre Extensions (various)	150	150	150	150	150
Infrastructure Growth	50	50	50	50	50
Laserfische License Increase	45	-	-	-	-
Main Hall Cable Plant	-	-	-	150	-
Online Recruiting Application	50	-	-	-	-
Public Access Community Kiosks	-	-	-	39	-
Security Review and Remediation Program	15	15	60	15	-
Server Growth Increment	-	-	-	75	-
Sign RFID Video Inventory	75	-	-	-	-
Storage Infrastructure Expansion	-	125	-	125	-
Upgrade Live Streaming Infrastructure	-	40	-	-	-
Wireless Hardware and Software Infrastructure	15	-	-	-	-
<b>Protective Fire</b>	<b>630</b>	<b>462</b>	<b>476</b>	<b>490</b>	<b>505</b>
ECOMM Radio	514	462	476	490	505

## Appendix III – 2020 - 2024 Proposed Capital Plan

(All \$ in Thousands)

Section > Projects	2020	2021	2022	2023	2024
Hall 3 Cascade System Upgrade	35	-	-	-	-
Portable Gas Detection	82	-	-	-	-
<b>Protective Police</b>	<b>58</b>	<b>160</b>	<b>10</b>	<b>10</b>	<b>10</b>
Front Counter Kiosk Expansion (CFO 20%)	-	150	-	-	-
RCMP - Furniture Replacement (CFO 20%)	10	10	10	10	10
RCMP - Main Building Renovation (Interview Room) (CFO 20%)	8	-	-	-	-
RCMP Detachment Minor Renovation (CFO 20%)	40	-	-	-	-
<b>Parks</b>	<b>529</b>	<b>3,485</b>	<b>1,045</b>	<b>305</b>	<b>305</b>
Albion Community Centre Equipment	75	20	-	-	-
Golden Ears Winter Club Net and Lighting Improvements	49	-	-	-	-
Greenbelt Acquisition	200	200	200	200	200
Minor Capital - Gen Rec	30	30	30	30	30
Minor Capital Parks Improvements	75	75	75	75	75
Recreation Infrastructure	100	750	-	-	-
Silver Valley - S of 235 and Larch	-	-	740	-	-
South Haney Park (230 and 113) Acquisition	-	2,410	-	-	-
<b>Highways</b>	<b>15,195</b>	<b>13,519</b>	<b>12,256</b>	<b>9,531</b>	<b>9,048</b>
102 Ave at 240 St East	-	600	-	-	-
116 Ave Urban Road Upgrade 203 to Warsley	-	-	-	1,000	-
117 Ave (Laity to 207) Corridor Improvements (CFO 50%)	1,630	-	-	-	-
118 Ave (230 - 231) (CFO 20%)	-	75	350	-	-
123 Ave Corridor - 203 to Laity Construction	-	600	-	-	-
123 Ave Corridor - Laity to 216 Reconstruction Design	200	-	-	-	-
123 Ave Corridor - Laity to 216 Reconstruction Phase 1	-	600	-	-	-
132 Ave (Balsam - 236) - Fern Crescent Construction	-	1,500	-	-	-
210 St 200m N of 128 Road and Drainage Improvements	150	358	1,000	-	-
224 St at 124 Ave - Intersection Safety Improvements	100	800	-	-	-
224 St at 132 Ave (N Alouette Bridge) Replacement	-	350	3,150	-	-
227 Street Multi-Use Pathways (Abernethy Way to DTR) (CFO 50%)	-	100	1,500	-	-
232 St (116 - Slager) Multi-Use Pathways And Road Upgrade (CFO 3%)	2,500	-	-	-	-
240 St (Dewdney - 124) Design	-	-	-	-	200
Abernethy (231 - 232) Construction (CFO 50%)	-	1,500	-	-	-
Abernethy Extension Conceptual Design (232 - 256 St)	300	-	-	-	-
Access Culverts	22	22	22	22	22
Bridge Repairs Structural Upgrade	150	150	150	150	150
Cycling Improvements (CFO 50%)	500	500	500	500	500
Dewdney Trunk at Burnett Ped Signal	-	200	-	-	-
Dunn Ave and West Intersection Improvements	-	-	150	-	-

Appendix III – 2020 - 2024 Proposed Capital Plan

*(All \$ in Thousands)*

<b>Section &gt; Projects</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Emergency Traffic Pre-Empt	50	50	50	50	50
Equip Purch - Asphalt Patcher	165	-	-	-	-
Equip Replacement - Fleet	2,400	1,600	920	1,700	1,300
Fern Cres at 129 Ave - Bridge (CFO 39%)	952	-	-	-	-
Hammond Road Multi-Use Pathways (West Street to 203 Street) (CFO 50%)	1,575	-	-	-	-
Local Area Service - Road (CFO 100%)	250	250	250	250	250
Pavement Management	250	-	-	-	-
Pedestrian Improvements (CFO 38%)	400	400	400	400	400
Pedestrian Safety and Access Improvement	100	100	100	100	100
Private Driveway Crossings	7	7	7	7	7
Road Rehabilitation Program	2,873	2,937	2,886	4,532	5,248
Sidewalk Replacement	90	90	90	90	90
Street Lighting Upgrade Program	300	500	500	500	500
Streetlight Pole Replace Program	50	50	50	50	50
Traffic Calming Program	80	80	80	80	80
Traffic Signal Replacements	100	100	100	100	100
<b>Drainage</b>	<b>2,564</b>	<b>2,669</b>	<b>3,356</b>	<b>3,562</b>	<b>3,852</b>
287 St (Storm Main at Watkins - Const)	100	-	-	-	-
Culvert Replacement Program	450	450	450	450	450
Drainage Replacement Program	525	665	405	840	930
Drainage Upgrade Program	1,217	1,282	2,229	1,700	2,200
Local Area Service - Drain (CFO 100%)	250	250	250	250	250
Princess St Drainage Pumping Station	-	-	-	300	-
Private Storm Sewer Connections	23	23	23	23	23
<b>Sewage</b>	<b>6,336</b>	<b>2,841</b>	<b>1,321</b>	<b>2,516</b>	<b>2,191</b>
123 Ave (227 - 228)	300	-	-	-	-
136 Ave (at Foreman) Pump Station Upgrade	-	-	80	-	-
208 St Sewage Station Replacement	-	-	-	100	1,000
225 St at Royal Crescent	250	-	-	-	-
225 St Forcemain and PS Upgrade - Phase 4	1,000	1,000	-	-	-
225 St PS Emergency Overflow	100	500	-	-	-
227 Street at 124 Avenue	70	-	-	-	-
228 St, 123 Ave - North of Purdey	400	-	-	-	-
240 St Sewer Upgrades (109 Ave to S of Bridge)	600	-	-	-	-
DTR Sanitary Main Replacement 216 - 222	550	-	-	-	-
Haney Bypass W of Kanaka Way (TS12-TS13)	-	-	-	650	-
JRW Forcemain (Fairgrounds to River Road)	600	-	-	-	-
Local Area Service - Sewer (CFO 100%)	250	250	250	250	250
Lougheed, (220 to Carshill)	-	250	-	-	-

Appendix III – 2020 - 2024 Proposed Capital Plan

(All \$ in Thousands)

<b>Section &gt; Projects</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Meadow Brook Sewage Station Replacement	-	-	-	300	-
Network Analysis and Planning (Sewage)	75	50	-	-	-
Private Sewer Connections	41	41	41	41	41
Sanitary Master Planning	-	-	150	-	-
SCADA Replacement Program	100	100	100	100	100
Sewage System Rehab and Replacement	600	650	700	750	800
Sewer SE of Leisure Centre	-	-	-	25	-
Steeves Sewage Pump Station Replacement	-	-	-	300	-
Steeves, (118 Ave to River Road)	400	-	-	-	-
Tamarack Lane Pump Station Replacement	1,000	-	-	-	-
<b>Water</b>	<b>7,040</b>	<b>5,670</b>	<b>3,450</b>	<b>2,370</b>	<b>5,645</b>
124 Ave (Laity St - 216 St) Watermain Replacement	-	-	-	-	1,200
216 St (124 - 128) Watermain Replacement	-	1,300	-	-	-
232 at 136 PS – 175m HP Connection	-	2,000	-	-	-
232 St (132) PRV Replacement	350	-	-	-	-
232 St 122 Ave to 124 Ave Watermain Replacement	750	-	-	-	-
236 St Pump Station Upgrade	800	-	-	-	-
240 St and 136 Ave W to Forest at Granite Way Construction	275	-	-	-	-
240 St, (Kanaka Way to 112 Ave)	-	-	280	-	-
256 St Reservoir Tank Replacement	-	-	-	-	2,000
25900 124 Ave Pressure Zone Bleed	100	-	-	-	-
263 St Reservoir Expansion Construction	1,100	-	-	-	-
270A St Reservoir Replacement	-	-	1,500	-	-
CL2 Equipment Replacement Program	50	50	50	50	50
Drinking Water Master Planning	-	-	-	150	-
DTR 246-248	-	-	-	-	600
DTR, 216 St to 222 St Watermain Replacement	2,000	-	-	-	-
Dunn Ave (Maple Meadows Way - West St)	-	400	-	-	-
Flow and Pressure Monitoring At PRVs	50	50	50	50	50
Gas Detectors - Sewer	15	-	-	-	-
Grant Mountain Reservoir Twinning	-	-	-	500	-
Local Area Service - Water (CFO 100%)	250	250	250	250	250
Private Water Connections	410	410	410	410	410
SCADA access equipment for Water Department	-	-	-	-	50
Secondary Operations Site Facility	60	50	50	50	50
Seismic Upgrade Program	150	150	150	150	150
Steeves, 118 to 117	-	200	-	-	-
Water Pump Station Upgrades	60	60	60	60	60
Water Remote Security Program	50	50	50	50	50
Water Reservoir Upgrades	50	50	50	50	50

## Appendix III – 2020 - 2024 Proposed Capital Plan

*(All \$ in Thousands)*

<b>Section &gt; Projects</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Water Sampling Equipment	-	-	-	-	25
Water System Capacity Upgrades	400	-	-	-	-
Water System Improvement Program	50	50	50	50	50
Watermain Replacement Program	50	450	500	550	600
Whonnock Well Inspection & Repairs	20	150	-	-	-
<b>Grand Total</b>	<b>34,107</b>	<b>31,084</b>	<b>24,005</b>	<b>22,977</b>	<b>24,126</b>

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City of Maple Ridge  
*Chief Administrative Officer – RCMP/Police Services*  
Business Plan 2020 – 2024

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**Departmental Overview:**

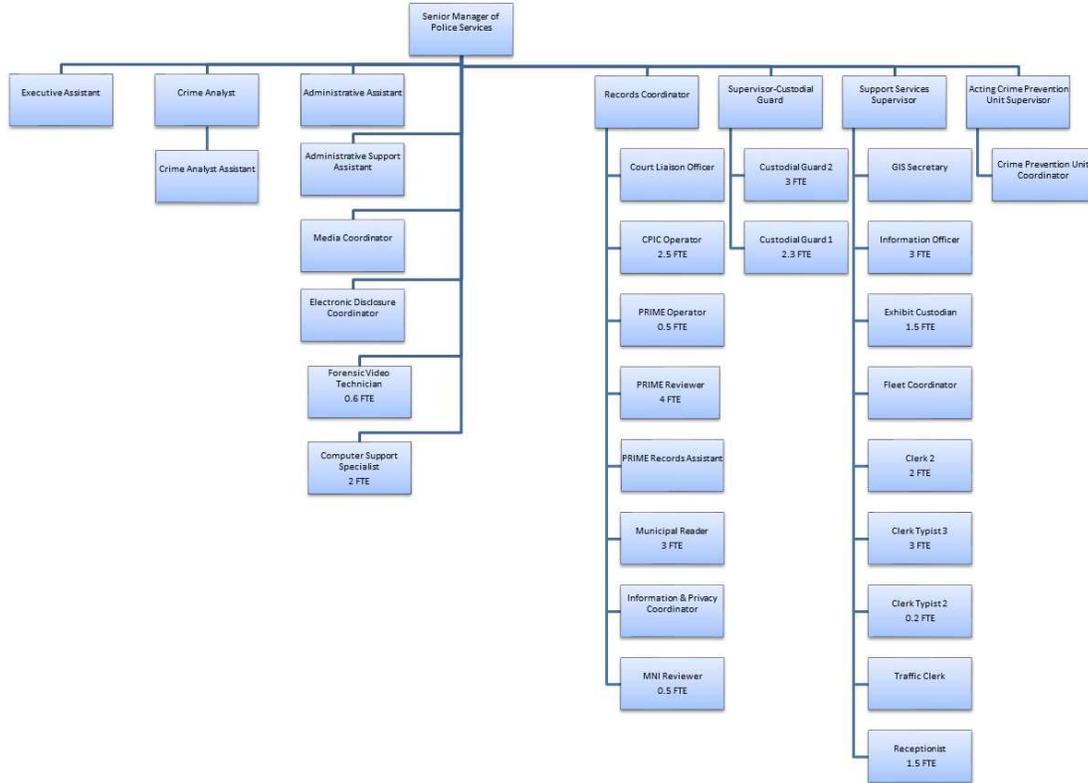
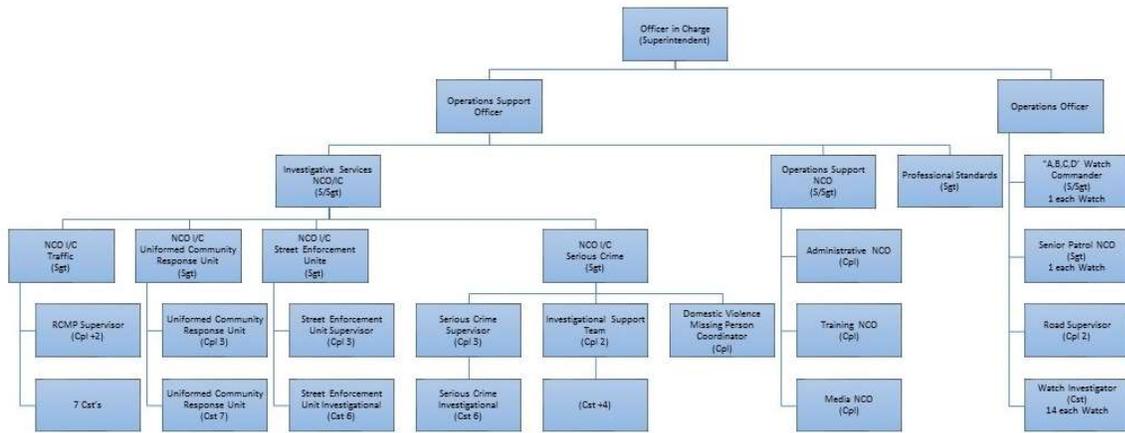
The Ridge Meadows RCMP's strategic priorities are based on three broad focus areas. They are Community Safety, Effective & Efficient Policing and Communications & Public Relations. The detachment achieves their objectives through a variety of critical partnerships within the community, with citizens and also through community policing and crime prevention programs.

The Ridge Meadows RCMP Detachment is proud to provide policing services for Maple Ridge, Pitt Meadows and Katzie First Nation. The detachment is fully integrated between both cities and operates the hub of operations in Maple Ridge supplemented by a Community Police Office in Pitt Meadows. The Ridge Meadows RCMP currently has 128 police officers on strength, with 102 assigned to Maple Ridge, 23 assigned to Pitt Meadows and 3 funded by the Province of BC. Maple Ridge and Pitt Meadows also contribute the equivalent of 12 members (10 Maple Ridge and 2 Pitt Meadows) in integrated specialized teams, serving the Metro Vancouver area.

49.2 (FTE) City employees provide operational and administrative support for exhibits, prisoner guarding, client services, records management, crime analysis, court services, media relations and fleet maintenance. In addition, the detachment has a robust crime prevention unit with an active and dedicated volunteer base who are passionate about community and public safety. These volunteers are actively participating in programs such as Citizens on Patrol, Citizens Bike Patrol, Speed Watch and Block Watch.

The total expenditure budget for this department is \$26,080,000

**Organization Chart:**



**Full-time Equivalent Staff: 48.6**

**Strategic Alignment:**

Community Safety is one of Council’s five strategic priorities and police have designed three focus areas to provide service to the public:

- Effective & Efficient Policing
- Community Safety
- Communications & Public Relations

**Business Perspective/Environmental Scan:**  
***Police Services Review***

- A review of how police services are being deployed to both Maple Ridge and Pitt Meadows as a joint detachment is underway. The results of the review will have both organization and financial considerations to work through.

***Community Social Safety Plan***

- Engagement with the City of Maple Ridge and community stakeholders to create and implement a plan that will be impactful to our citizens.

***Community Growth***

- Our community is anticipated to double in size over the next 20 years and we need to address a long term growth plan that will keep pace with community needs.

***Perception of Crime***

- Property crime and traffic issues are the most visible to our citizens. Police need to balance the perception of these types of nuisance crimes with the more serious and often less visible criminal element active within our community.

***Social Impacts***

- Impacts to social services levels are greatly affecting police. The increases of drug addiction, untreated mentally ill and poverty are creating huge volumes of work for police and unnecessary negative pressure with the perception of crime in the community. While our City has new supportive housing in place to help support mental health, homelessness and drug addiction, Police will need to continue to support 24/7 coverage for services that are not available.

***Changing Trends***

- The demographic makeup of the community is starting to change and variations in crime trends, crime profile type and severity of criminal activity level is changing.

***Multi-Jurisdictional Nature of Crime***

- With increased access to our community through infrastructure such as the Golden Ears Bridge, Pitt River Bridge and SkyTrain Evergreen Line, criminals and prolific offenders cross geographic lines to commit crime. Our Crime Analysts throughout the Lower Mainland monitor trends, profiles and modus operandi to jointly target offenders.

***Instant Need for Communication from Police to the Public***

- The expectation of immediate communication is a new horizon for police. The public's expectation is that this information will come directly to electronic devices, however police must balance these expectations with oversight of risk to harming an investigation and privacy laws.

**Ongoing Deliverables:**

The Commissioner of the RCMP has provided performance priorities for Officers In Charge of Detachments across Canada. Our local detachment is committed to:

- Champion and contribute towards RCMP modernization.
- Actively support diversity and inclusion through the development of inclusive leadership.
- Supporting and fostering a healthy workplace that recognizes the need for mental health wellness in its employees, training and programs to support employees and management.
- Provide rigorous accountability by ensuring control measures in the exercise of budgetary responsibilities.
- Provide leadership in human resources management consistent with RCMP core values.

**From Detachment Senior Management:**

1. Increase personal connection to the community.
2. Be responsive to the needs of the community.
3. Provide innovative vision and leadership.

**From Uniformed Policing Units:**

1. Provide transparency through education and communication in all police operations.
2. Provide uniform visibility and accessibility of officers to our citizens.
3. Focussed road safety strategies and education for increased public safety.

**From Plainclothes Policing Units:**

1. Serious Crime investigational excellence to provide expert support to the most serious files/investigations that occur within the community.
2. Street Enforcement Unit (SEU) target repeat offenders causing the most criminal impact to the community.
3. Uniformed Community Response Unit (UCRU) provides enhanced community safety and youth engagement.

**From Police Support Services Staff:**

1. Deliver quality administrative support to police officers and excellence in customer service.
2. Provide specialized support services to police in areas such as communications, and crime analysis.
3. Offer innovative and effective community policing programs.
4. Implement efficient and effective solutions to the work performed.

**Found Milestones:**

Action Item	Status or Outcome	Origin: Council Resolution, Operational Adaptation
Community Social Safety Plan	Attended many meetings to assist with understanding and development of a mandate that would set the groundwork to develop a plan for the community.	Operational Adaptation
Safety Partnerships with Bylaws and Core Security	Worked on committees and held meetings with partners to jointly provide higher visibility and security in the downtown core.	Operational Adaptation
Presentations to Council on Downtown core safety	Attended several sessions to provide Council information relevant to downtown core safety	Operational Adaptation
Implementation of Online Reporting to Police ( <i>Pilot program</i> )	Online reporting went live on June 26 and offers the public the ability to report incidences of damage/mischief under \$5k to property or vehicle, lost property, hit and run to unoccupied vehicle or property and theft under \$5k.	Operational Adaptation

Action Item	Status or Outcome	Origin: Council Resolution, Operational Adaptation
RCMP Super Shift Community Visibility	On June 6 the detachment held an “All Hands on Deck” evening shift which involved all non-uniformed RCMP support units getting into uniform and being visible patrolling in the community.	Operational Adaptation
UCRU Summer Bike Program	The Uniformed Crime Reduction Unit was assigned to do their work on “bikes” for the summer months.	Operational Adaptation
Crime Map Visual Enhancements	Roads with Block Watch participation can be viewed online.	Operational Adaptation
Youth Engagement in Schools	Participated in School District event high-lighting leadership messaging from and to our youth.	Operational Adaptation
Cops for Cancer Fundraising Event	Two riders from the detachment committed to the Cops for Cancer Ride and raised over \$10,000 for the event.	Operational Adaptation
Albion Neighbourhood Event highlighting RCMP and Volunteer services ( <i>in partnership with the City and Fire Department</i> )	RCMP members and volunteers engaged with the community in a positive and interactive way.	Operational Adaption
Officer In Charge Speaks to 100% of School District No. 42 Grad Classes	Supt. Hyland met with all graduating students and talked about life choices, decision-making, the danger of drugs, impaired driving and social media behaviour. Students chose an inspirational rock as a gift from the OIC. A video was made on this initiative and was viewed over 7,500 times.	Operational Adaptation
Electronic Year-End Annual Report	The 2018 Looking Back report was presented in a video format and was viewed over 10,000 times.	Operational Adaptation
Public Service video providing Theft from Auto tips for the public	The video on crime prevention tips relating to theft from auto was viewed over 4,200 times.	Operational Adaptation
Traffic Services Unit modernization and re-branding	A robust set of responsibilities and work assignments have been established to expand the unit’s performance.	Operational Adaptation

Action Item	Status or Outcome	Origin: Council Resolution, Operational Adaptation
Generational Differences Training to all supervisors/managers	A half-day interactive workshop was provided to all RCMP and City supervisors to offer understanding and communication with millennials.	Operational Adaptation
Public Service Video on “How to Complete a Police Information Check”	Video provided citizens with the information required to obtain a Police Information Check and the process to achieve one. The video was viewed over 1,300 times.	Operational Adaptation

**Prior Years’ Deliverables:**

Action Item	Status or Outcome	% Complete (and ETA if not 100%)
<p>1. Specialized Enforcement Unit (SEU) focus on Repeat Offenders:</p> <ul style="list-style-type: none"> <li>i. Perform targeted drug enforcement projects</li> <li>ii. Perform targeted property enforcement projects</li> </ul>	<p><b>Drug</b> - Project into local hard drug trafficking operation (mid level). Two search warrants executed on houses, multiple vehicles, cash, electronic devices and controlled substances seized.</p> <p><b>Drug</b> - Ongoing project into street level drug trafficking in the downtown core. Project is set for the entire year and has yielded arrests, charges and seizures of controlled substances.</p> <p><b>Property</b> – LMD Regional Break and Enter suspect living in this area. The male was targeted and arrested for several charges. A search warrant was conducted at his residence with stolen items retrieved. The male has since plead guilty and received a federal sentence. Since his arrest, apartment mail box break-ins have significantly decreased.</p> <p><b>Property</b> – A vehicle “chop shop” was identified by SEU at a rural property in East Maple Ridge. A search warrant was obtained and greater than 12 stolen autos and equipment pieces were located. Members discovered and seized stolen high-end trucks in various pieces dating back more than a decade from the theft. ICBC /IMPACT attended and assisted.</p>	100%

Action Item	Status or Outcome	% Complete (and ETA if not 100%)
<p>2. Uniformed Police Response (UCRU) focus on enhanced community safety:</p> <ul style="list-style-type: none"> <li>i. Ongoing youth engagement strategies to increase connection between police and youth</li> <li>ii. Attendance at school events</li> <li>iii. Increased presence in school zones</li> <li>iv. Safety presentations</li> <li>v. Enhanced visibility of foot patrols in the city center, parks, playgrounds and youth center</li> </ul>	<ul style="list-style-type: none"> <li>i. 500 pro-active visits to schools. These visits have strengthened the positive connections between the RCMP and youth in our community. UCRU attended opening ceremony assemblies in all of the schools in January to introduce themselves and explain their roles. In August, 2019 the RCMP partnered with the City of Maple Ridge and Kiwanis, community group for a food truck in the park event in Memorial Peace Park to provide food and personal hygiene supplies to some of our most vulnerable youth. 25 backpacks of supplies were donated by Kiwanis and provided without question to those youth that needed it most.</li> <li>ii. There has been a strong focus on members attending school events: <ul style="list-style-type: none"> <li>• Members attended Grade 7 BBQ at Westview Secondary – the school hosts a BBQ for Grade 7 students who be attending the following year. Members spoke to the Grade 7’s regarding their transition to high school and obstacles they may face;</li> <li>• Attended Pitt Meadows Secondary School on flex blocks every Wednesday and spoke to youth who were interested in a future in Policing. They also answered questions about illicit substance use, drinking and driving, speeding tickets and future goals;</li> <li>• Members attended Alouette Elementary for a pre-field trip assembly and spoke to over 130 students as they were waiting to go to Science World</li> <li>• Members attended Kanaka Creek Elementary School and participated in the Terry Fox Run, running with students in full police uniform and on patrol bikes.</li> </ul> </li> <li>iii. Increased presence in school zones: <ul style="list-style-type: none"> <li>• Members attended Glenwood Elementary and conducted traffic control in the area. They received positive verbal feedback from students, staff and parents for attending.</li> <li>• Think of Me Campaign – In partnership with ICBC members attended Yennadon Elementary and handed out tickets, featuring art from local students to drivers in schools zones reminding them to slow down and stay off their cell</li> </ul> </li> </ul>	<p>100%</p>

Action Item	Status or Outcome	% Complete (and ETA if not 100%)
	<p>phones. Police handed out over 150 positive tickets.</p> <p>iv. Enhanced Visibility and Foot Patrols:</p> <ul style="list-style-type: none"> <li>• UCRU regularly attends Greg Moore Youth Center staff meetings and strategizes out of the box solutions for high risk youth attending the centre. Extensive bike patrols have been made during the summer of 2019 by the youth centre and members regularly checked in with staff and children enjoying summer camp programming</li> <li>• Bike patrols through high risk areas such as Maple Ridge Park were the focus of the summer program, and UCRU members regularly stopped and checked youth who were smoking marihuana, vaping or causing a disturbance in the park. Members regularly received positive feedback from the public enjoying the park.</li> <li>• Members have increased their foot patrols through the downtown core and generated a high volume of street checks, warrant arrests and check in's with local business owners.</li> </ul>	
<p>2. Road Safety enforcement:</p> <p>i. Excessive speeding</p> <p>ii. Distracted driving</p> <p>iii. Seatbelt checks</p> <p>iv. Young driver's education</p> <p>v. Impaired &amp; drug impaired driving</p> <p>vi. School zone safety</p> <p>vii. Utilize Speed Watch and speed reader boards to inform &amp; educate the public</p>	<p>i. 811 excessive speeding violations and 3,893 speeding offences. 8,889 vehicles checked by the unit.</p> <p>ii. 351 offences</p> <p>iii. 125 offences</p> <p>iv. Traffic Unit presented to students at Douglas College twice in 2019</p> <p>v. 134 offences (drugs and alcohol) plus 57 criminal interdictions (drugs &amp; other contraband). Seized 6.3 kg. of drugs</p> <p>vi. Traffic Unit spent time at schools and maintained visibility throughout the year, along with Speed Watch presence to increase drivers' awareness</p> <p>vii. Utilized speed reader boards and the Speed Watch program to inform and educate drivers.</p>	<p>100%</p>

Action Item	Status or Outcome	% Complete (and ETA if not 100%)
1. Fiscal Responsibility i. Meet both RCMP "Post" budget and City budget guidelines and budget allocations	Both the RCMP budget and City budget were within budget allocations.	100%
2. Continuous Improvement i. Complete ongoing mandatory and formalized police officer training ii. Provide informal training at Briefings	Firearms recertification, first aid, operational skills, gas mask as well as a series of online courses were achieved in Newly promoted members attended development courses and all members received information training at briefings ex. Search and Rescue, DNA, Human Sex Trafficking, Bait Cars and new Cannabis legislation. The detachment also offered millennial training to all supervisory staff, both RCMP and City.	100%
1. Communication Strategies i. Social Media usage (including education & general information) to inform, engage and interest the public ii. Leadership messaging "From the Desk" of the Officer In Charge series iii. Implementation of an "after hours) media strategy to enhance social media messaging in real time for the public	The detachment has a robust and engaged media presence within both communities including RCMP press releases, Facebook and Twitter.  There were 7 "From the Desk" articles released in 2019.  An after hours media process has been completed and training provided to 26 regular members.	100%

**New Deliverables for 2020:**

Action Item : Effective & Efficient Policing	Lead	ETA
1. Actively participate in the development and implementation of the Community Social Safety Plan	<i>Officer In Charge</i>	Q4 2020
2. Develop an implementation plan to support recommended changes in the Police Services Review	<i>Officer In Charge/ Senior Manager Police Services</i>	Q4 2020
3. Development of a 5 year Strategic Plan to identify long-term planning for police services	<i>Officer In Charge/ Senior Manager Police Services</i>	Q3 2020
4. Explore potential of utilizing the RCMP "Post" budget to pay for a mechanic position for RCMP fleet maintenance: i. Analyze costs being paid out for maintenance costs ii. Discuss with Operations Center to see if there is space and value to pursue	<i>Senior Manager Police Services</i>	Q2 2020

Action Item : Effective & Efficient Policing	Lead	ETA
5. Joint projects with stakeholders and other agencies: i. Work with City Bylaws on initiatives ii. Work with city contracted security in the downtown core iii. Joint projects with ICBC iv. Work with CP Police on rail line safety	<i>Operations Officer</i>	Q1 – Q4 2020
6. Enhance regular member competence with diversity awareness training	<i>Operations Officer</i>	Q1 – Q4 2020
7. Records Management - 287K PRIME files are mandated to be electronically purged in April 2020 i. File review checks for accurate scoring ii. Disposition of purged files	<i>Senior Manager Police Services</i>	Q2 2020

### Measures/Outcomes

- # of charge approvals
- # of partnerships
- Cost savings
- Time savings

Action Item: Community Safety	Lead	ETA
1. Road safety iii. Implement road safety programming targeting distracted driving iv. Enhanced “Counter Attack” impaired driving enforcement campaign (provincial and municipal) v. Utilize Speed Watch and reader boards to inform and education the public	<i>Operations Support Officer/ Operations Officer</i>	Q1 - Q4 2020
2. High Risk Offender targeting.	<i>Operations Support Officer</i>	Q1 – Q4 2020
3. Uniformed Police Response (UCRU) focus on enhanced community safety: i. Attendance at school events ii. Network with Coast Mental Health, Alouette Additions and the City of Maple Ridge along with Community Outreach to maintain a network for mental health support	<i>Operations Support Officer</i>	Q1 – Q4 2020
4. Prolific, Priority and Chronic Social Offender Management: i. Increase breach charges recommended to Crown Council for Domestic Violence Offender Management ii. Number of identified offenders police have intervened	<i>Operations Support Officer</i>	Q1 – Q4 2020
5. Downtown core uniform visibility: i. Pro-active patrols by uniformed members ii. Community engagement with businesses and citizens iii. Communication with City Bylaw Enforcement	<i>Operations Officer</i>	Q1 – Q4 2020

**Measures/Outcomes:**

- Property Crime statistics
- Violent Crime rate per capita
- Crime Severity Index rankings
- External and Internal satisfaction through police and city surveys
- # of impaired drivers
- # of car impounds
- # of distracted driving infractions
- # of Report to Crown Counsel submissions (RTCC's)

<b>Action Item; Communications, Public Relations &amp; Visibility</b>	<b>Lead</b>	<b>ETA</b>
1. Sustained visibility in the downtown core <ul style="list-style-type: none"><li>i. Use of bike patrol unit</li><li>ii. Regular pro-active foot patrols</li><li>iii. Regular communication with by-laws and security</li></ul>	<i>Operations Officer</i>	Q1-4
2. Maintain a robust media communications on police matters as well as educational messaging	<i>Operations Support Officer</i>	Q1-4
3. Crime map enhancements: <ul style="list-style-type: none"><li>i. Look into implementing sign-up for alerts on property crime in neighbourhoods</li></ul>	<i>Senior Manager Police Services</i>	Q2

**Measures/Outcomes:**

- Increased community and business engagement
- # of Facebook posts
- # of Twitter Tweets

**Financial Plan 2019 – 2023  
RCMP/Police Services**

All \$ values in 000's (thousands)	Adopted	Proposed	Changes		Proposed			
	2019	2020	\$	%	2021	2022	2023	2024
<b>Revenue</b>								
Fines	90	90	-	0%	90	90	90	90
Lease Revenue	11	11	-	0%	11	11	11	11
PM - Cost Recovery	1,199	1,229	30	2%	1,270	1,291	1,320	1,345
Program Fees	36	36	-	0%	36	36	36	36
Prov. Grant (Conditional)	71	71	-	0%	71	71	71	71
Recovery	32	32	-	0%	32	32	32	32
Sale of Services	170	170	-	0%	170	170	170	170
	1,609	1,639	30	2%	1,680	1,701	1,730	1,755
<b>Expenditures</b>								
Auxiliary Training-Etc.	25	25	-	0%	25	25	25	25
Contract	19,474	20,567	1,093	6%	21,270	22,155	23,060	23,964
Insurance Expense	23	23	-	0%	23	23	23	23
Lease Expense	85	85	-	0%	85	85	85	85
Maintenance - General	173	175	2	1%	177	180	183	186
Other Outside Services	1,048	1,079	31	3%	1,111	1,145	1,179	1,214
Program Costs	29	29	-	0%	29	30	30	30
Salaries	3,892	3,972	80	2%	4,080	4,192	4,308	4,419
Miscellaneous	56	56	-	0%	56	56	56	56
Utilities - Telephone	45	45	-	0%	45	45	45	45
Vehicle Charges	21	24	3	15%	25	26	27	27
	24,871	26,080	1,209	5%	26,926	27,962	29,021	30,074
<b>Totals</b>	<b>23,262</b>	<b>24,441</b>	<b>1,179</b>	<b>5%</b>	<b>25,246</b>	<b>26,261</b>	<b>27,291</b>	<b>28,319</b>

**Changes or Remarks:**

Contract – The increase in the RCMP contract is 5.6%. This includes an additional 1.5 officers each year.  
Other Outside Services – ECOMM Contract for dispatch services has 3% inflation.

**Capital Budget:**

Traffic/Gym move in Randy Herman Building to secure police services are on the 2<sup>nd</sup> floor - \$50,000

**Information Technology:**

Computers are supplied by the RCMP as per the Policing Agreement.

**Performance Measures/Indicators:**

The City tracks our performance in a number of ways. Some of the measures are tracked using Performance Reporting Scorecards which appear in the City's performance system. Police use information from the Province of British Columbia's Policing Division for consistency of data. Some of the scorecards for this area are listed below.

To access the "live" scorecard, visit [mapleridge.ca/787](http://mapleridge.ca/787) and use the Scorecard Lookup tool.

<u>Code</u>	<u>Scorecard (on following pages)</u>	<u>Why this Scorecard is important to this department:</u>
SL13	Population Served by Authorized Police Strength	Comparison indicator to other jurisdictions
SL14	Property Crime Offences	Indication of increasing and decreasing trends
SL18	Violent Crime Offences	Regional comparison indicator

# Incremental Package Report 2020 Proposed Budget

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<b>Division:</b>	Office of the Chief Administrative Officer	<b>Submitted By:</b> Supt. Jennifer Hyland
<b>Department:</b>	Police Services	
<b>Request For:</b>	High Risk Target Team	
<b>Package:</b>	1 of 4	

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A High Risk Offender is an individual who commits serious offences predominantly against other people on a continuous basis. The nature of these offences range from exploitive to violent behaviors that have the potential to cause serious harm or lasting effects victims.

### **Activities/Purpose:**

Community demographics are changing and with it the types and seriousness of crime. The mandate of the High Risk Target Team (HRTT) will be to reduce criminal activity through targeted enforcement of the highest risk offenders in Maple Ridge. This will include criminals that live here, are moving here or offend here. As communities and cities grow the impact of these offenders rise to a point where a more focussed approach needs to be implemented. Other jurisdictions have these types of teams to deal with the cross-jurisdictional nature of this element of crime. The team would be comprised of nine (9) members and solely focus on high risk criminals who impact our community. This team would be comprised of Maple Ridge members only and would provide an oversight for increased safety of our citizens.

### **Functions Performed/Degree of Service:**

#### **Identifying Targets**

- Crime Analysis
- Intelligence Gathering
- Police Reports
- Networking with other police and government agencies

#### **Targeting Offenders: *A Multi-Jurisdictional Approach***

- Work with internal and external partners (IMPACT, Probation, Parole, Canada Post, Crown Counsel)
- Develop operational plans and strategies to investigate and manage each target
- Utilize a variety of investigational techniques
- Covert deployment + ability to deploy in uniform

### **Alternatives Considered/Reasons for Not Recommending:**

1. Remain with status quo – not recommended as high risk offenders can quickly root in a community and the activity they create cause safety issues.
2. Create a team with 7 members and add 2 additional members and the support position in following year – this would allow the team to be created however the oversight and pace of the work would be less effective.

### **Staff Position:**

9 RCMP regular members  
1 Support Staff FTE position

### **Performance Measure:**

- # of interactions with high risk offenders
- # of charges submitted to Crown Counsel
- # of high risk offenders living in Maple Ridge

<b>Package:</b>	<b>2020 Budget</b>	
<b>9 RCMP Regular Members</b>		<b>\$1,498,000</b>
<b>1 Support Staff (PG 19)</b>		<b>\$82,000</b>

**Total:** **\$1,580,000**

## Incremental Package Report 2020 Proposed Budget

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<b>Division:</b>	Corporate & Financial Services	<b>Submitted By:</b>	Supt. Jennifer Hyland/ Maureen Jones
<b>Department:</b>	Police Services		
<b>Request For:</b>	Watch Clerk		
<b>Package:</b>	2 of 4		

**Activities/Purpose:**

The City of Maple Ridge has supported regular RCMP member growth and has built that growth into the annual budget. As members increase so does the volume of work on support services. It is important that we not have police officers perform work that support staff can perform. Clerical-type tasks can be taken from police officers and assigned to a support service position at a lower wage level. By doing this we free up time for police officers to be road ready.

**Functions Performed/Degree of Service:**

General Duty Watches consist of four (4) Watches. On each Watch there are 18 General Duty regular members (1 S/Sgt, 1 Sgt, 2 Cpl, 14 Cst.) who are the first responders for our community. In today's world the administrative piece to police work has greatly increased. This position will provide clerical assistance to a variety of functions for the General Duty members and Watch Commander that are currently performing that work. Tasks include but are not limited to, putting Crown packages together, coordinating the service of summons and subpoenas, pulling files, liaising with other jurisdictions and general clerical assistance.

**Alternatives Considered/Reasons for Not Recommending:**

Continue to have Watch Commanders and General Duty members perform this clerical/administrative work

**Staff Position:**

1 FTE position

**Performance Measure:**

Relieving administrative work and enabling General Duty members to stay on the road longer.

**Package:**

**2020 Budget**

**\$ 78,000**

## Incremental Package Report 2020 Proposed Budget

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<b>Division:</b>	<b>Corporate &amp; Financial Services</b>	<b>Submitted By:</b>	<b>Supt. Jennifer Hyland/ Maureen Jones</b>
<b>Department:</b>	<b>Police Services</b>		
<b>Request For:</b>	<b>Court Liaison Officer</b>		
<b>Package:</b>	<b>3 of 4</b>		

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### **Activities/Purpose:**

Ridge-Meadows RCMP Detachment is a busy detachment and has historically put through significantly more charges than neighbouring larger detachments. The volume of these charges has increased the work necessary to put through a successful package to Crown. We also need to physically attend the Provincial Court building in Port Coquitlam twice per week to swear Police *Information's* (swearing that the information submitted to Crown Counsel is accurate and true). This can take anywhere from 3-5 hours each attendance to accomplish.

### **Functions Performed/Degree of Service:**

We currently have one (1) Court Liaison Officer which was converted from a regular member role to a support staff position in 1990. This role directs investigating officers' court documentation to make sure it meets the evidentiary requirements and is accurate and complete so that a case is not dismissed for technical error or lack of evidence. This role provides the final judgement in approving these reports to Crown Counsel. The role also liaises with both Federal and Provincial Crown Counsels to facilitate the criminal case management process.

Year to date we have put through 896 cases to Crown, in comparison to Coquitlam Detachment (*has approximately twice the members*) and has submitted 897 cases and Langley Detachment (*approximately 1.5 more members*) and has submitted 819 cases. This snapshot is consistent year over year and these detachments have more than one (1) Court Liaison position in place. We recognize that due to the volume of work, we will need to add a second position to perform the work volume and suggest we look at implementing the additional position in 2021.

### **Alternatives Considered/Reasons for Not Recommending:**

Continue to resource the one (1) Court Liaison position and risk that errors are not made in the evidentiary requirements of the Court packages submitted.

### **Staff Position:**

1 FTE position

### **Performance Measure:**

Crown packages are submitted within mandated timelines and are an accurate reflection of the police work.

### **Package:**

**2020 Budget**

**\$92,000**

## Incremental Package Report 2020 Proposed Budget

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<b>Division:</b>	Office of the Chief Administrative Officer	<b>Submitted By:</b> Community Services
<b>Department:</b>	Police Services, also noted in the Community Social Safety Plan	
<b>Request For:</b>	Increase of Grant Monies for Restorative Justice (previous Youth Diversion)	
<b>Package:</b>	4 of 4	

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### **Activities/Purpose:**

Restorative Justice is an approach to achieving justice by engaging those involved in criminal, non-criminal, interpersonal conflict or disputes in an inclusive and meaningful way. This approach brings healing to parties by creating an environment for conversation about harm, impact, accountability and reparation of harm. Restorative Justice seeks to support all parties through a philosophy of: Engage, Empower, Support and Restore. It provides opportunities for youth to participate in its education, prevention and mentorship programs.

### **Functions Performed/Degree of Service:**

The Restorative Justice Program (RJ) has increased its referral base accepting referrals from a variety of sources including; RCMP, Crown Counsel, School District No. 42 and businesses. Restorative Justice also accepts referrals from outside of our two communities upon request, with priority given to residents of Pitt Meadows and Maple Ridge.

In 2018 RJ eliminated age restrictions for referrals; the program now works with elementary school students, youth and adults. Further, RJ eliminated barriers to referrals placing a phone call or email directly to the Program Coordinator plus the development of a wallet referral card for police, schools and the community has facilitated easy access to program entry.

As a result of the above changes, the program has experienced increased service levels; for details, please see statistical table below in “Performance Measure” section.

In addition to the regular programming offered, RJ has received two (one time) Civil Forfeiture Grants in 2019;

The first grant allows for the development of:

- a Maple Ridge – Pitt Meadows Resource Guide;
- an in-depth assessment tool of needs and supports for our at-risk “tweens” and youth;
- a mentorship program and;
- a youth education and prevention program.

The second grant brings restorative action to School District No. 42; the “Talking Peace” model scheduled to begin (October 29) will be facilitated to two elementary schools (Highland Park and Harry Hooge) and the “Conversation Peace” to one high school (Westview Secondary School) scheduled to commence in November 2019. The elementary school project will provide training to staff and administrators with on-going support from RJ. The high school project will provide training to 20 students and 10 staff with on-going support from RJ. This training will teach RJ principles, values and the process for students to engage other students in restorative action in their schools when issues arise.

### **Alternatives Considered/Reasons for Not Recommending:**

Find alternate funding.

### **Staff Position:**

Not applicable as request is for increased allocation to grant provided.

**Performance Measure:**

A look at Restorative Justice Referrals for the current service year thus far reveals:

From January 1, 2019 to October 16, 2019, **57** Referrals were made for **60** incidents

50 Resided in Maple Ridge; 5 resided in Pitt Meadows; 1 resided in Coquitlam and 1 in Chilliwack.

**A Referral Retrospective:**

Incident Type	2019 (Jan 1-Oct 16)	2018	2017
Assault	9	5	13
Assault causing bodily harm	1		1
Assault with a weapon		1	2
Assaulting a Peace Officer	2		
Break and Enter		5	
Careless use of a Firearm	1		
Conflict	4	1	
Drunk in public	2		
Extortion	1		
Fraud		1	
Harassment		3	
Mischief	5	10	1
Neighbourhood Dispute	6		
Possessing Weapon for Dangerous Purpose	3		
Self- Referral (For Assistance)			1
Sexting	2		
Sexting & Distribution of Child Pornography		2	
Taking Motor Vehicle Without Consent	1		
Trespassing	2		
Theft Under \$5000.00	18	5	14
Uttering Threats	3	5	1
<b>Total Number of Cases:</b>	<b>60</b>	<b>38</b>	<b>33</b>

Referral Source	2019	2018	2017
RM RCMP	44	25	25
Crown Counsel	3		1
School District 42	6	6	2
Business/Other	4	1	5

**By comparison;** in 2018, from January 1 to December 31 2018, **32** referrals were made for **38** incidents;

Restorative Justice provided services to 120 people impacted by harm:

- 30 youth (aged 12 to 17) who caused the harm
- 2 adults who caused harm
- 20 people who were harmed
- 53 supporters/family members
- 15 businesses
- 18% of all served resided in Pitt Meadows and 76% were from Maple Ridge

In **2017**, **27** referrals were made for **33** incidents to (formerly) Youth Restorative Justice.

(Youth) Restorative Justice provided services to 91 people impacted by harm:

- 27 youth (aged 12 to 24) who caused harm
- 18 people who were harmed
- 34 supporters/family members
- 12 businesses

72% of all served resided in Maple Ridge and 19% served were from Pitt Meadows

Breakdown of Incident Types were as follows:

- 51% Theft Under \$5000
- 35% Assault including assault with a weapon and assault causing bodily harm
- 7% Mischief
- 7% Uttering Threats

**Package:**

Recommend to increase grant monies from \$17,800 to \$30,000

**2020 Budget**

Increase grant monies            **\$12,200**

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City of Maple Ridge  
*Parks, Recreation & Culture – Administration*  
 Business Plan 2020 – 2024

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**Departmental Overview:**

The Parks, Recreation & Culture (PRC) Division consists of two departments: Parks & Facilities and Recreation & Community Engagement. The Division is responsible for the planning, development, operation and delivery of parks, recreation and cultural services to the citizens of Maple Ridge, including planning, development and maintenance of all municipally owned buildings.

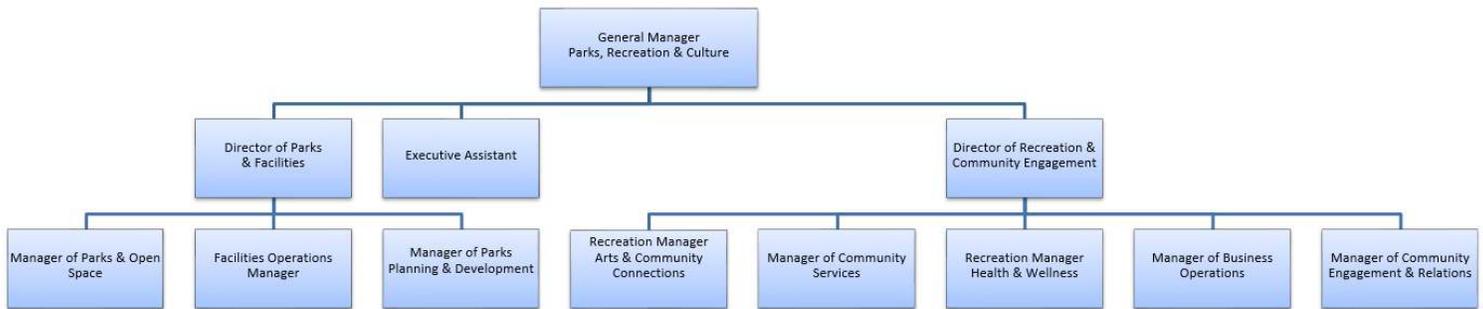
Programs and services include a wide range of skill development and recreation programs, a number of which are offered through partnerships that leverage expertise and funding from volunteers, non-profit organizations, private businesses, and other levels of government.

A prime focus area is delivering opportunities that build individual, neighbourhood and community capacity by connecting citizens and groups through volunteer opportunities, workshops, and planning sessions. The Division also administers grant programs and services that support festival development and neighbourhood and community-driven efforts to build community capacity and assets.

The above work delivers on Council’s 2019-2022 Strategic Plan and the Parks, Recreation and Culture Master Plan as well as a number of other strategic plans developed with significant input from the community. Current strategies include the Youth Strategy, the Sport and Physical Activity Strategy, the Age-Friendly Initiative Community Implementation Plan, the Social Services Research Project, the Community Social Safety Plan, the Cemetery Master Plan and the Maple Ridge Culture Plan.

The total expenditure budget for this division is \$6,157,000

**Organization Chart:**



**Full-Time Equivalent Staff: 2**

*(General Manager and Executive Assistant)*

*Other staff positions shown on organization chart are budgeted to other areas.*

### **Strategic Alignment:**

The Goal of PRC is to promote a healthy, safe and sustainable community by actively supporting a wide range of recreation and cultural activities, creating a strong sense of community, and by respecting and protecting our valuable natural assets to meet our environmental responsibilities.

Extra effort is made to ensure that parks are accessible to residents of all income levels, cultures as well as vulnerable and at-risk populations. Our goal is to ensure recreation and cultural services are readily available to all citizens in order to provide them with opportunities to build social connections, a sense of belonging, and personal wellness.

### **Business Perspective/Environmental Scan:**

- As a result of a comprehensive community consultation process conducted by PRC in 2017 and the subsequent assent of the electors in 2018, PRC has focused on delivering eight significant infrastructure projects to address the growing demand for more parks and recreation amenities. These projects include the Maple Ridge Leisure Centre renovation, Telosky Stadium Synthetic Fields, Albion Community Centre, Silver Valley Neighbourhood Gathering Place, the Hammond Community Centre renovation, Whonnock Lake Canoe, Kayak Facility Improvements, Maple Ridge Secondary School Track Facility Upgrades and the development of a plan for an additional sheet of ice/dry floor space.
- The City of Maple Ridge remains the fastest growing community in the Lower Mainland therefore PRC is moving forward to expand their portfolio of amenities to meet the growing population, of which youth are a large component. In the first quarter of 2020, staff will seek direction from Council on a recreation facilities gap analysis to determine specific needs of the community.
- Issues related to homelessness, addiction and mental health are significant throughout the Lower Mainland and Maple Ridge continues to face the challenges this brings to a community. The Province of BC (BC Housing) built supportive housing in Maple Ridge in 2018 and 2019. The City continues to advocate for adequate provincial support including wrap around services to support those temporarily housed. The City remains dedicated to investing in partnerships with social service agencies to encourage communication and dialogue with those on the front line.

### **Ongoing Deliverables:**

- Monitor implementation of 2010 Parks and Leisure Services Master Plan and service area strategies such as the Youth Strategy, Sport and Physical Activity Strategy, Age-Friendly Action Plan, Social Services Research Project, and the Maple Ridge Culture Plan.
- Monitor and guide progress of Division work plans and ensure appropriate touch points and reports to Council related to this work.
- Represent the City as staff liaison to:
  - Provincial and Federal government representatives on initiatives related to Parks, Recreation, Culture.
  - Social Service agencies such as BC Housing, Fraser Health and others who propose new or expanded services in Maple Ridge.
  - Neighbouring municipalities and regional bodies regarding strategic planning, joint land acquisitions and other opportunities to enhance the community.
  - Non-profit organizations such as Maple Ridge Pitt Meadows Community Services, the YMCA, and others who are proposing new or expanded services in the City.
- Meet regularly with School District No. 42 (SD42) to ensure the efficient planning and function of joint park/school sites and to seek long range opportunities to integrate park and school planning.

- Oversee development and implementation of operating agreements and advisory committees to Council within the PRC portfolio, including Ridge Meadows Seniors Society, Maple Ridge/Pitt Meadows Arts Council, Maple Ridge Museum and Heritage Society, Maple Ridge Planet Ice, Golden Ears Curling Club, and others.
- Ongoing oversight of, and support for the development of new data, sections and applications that further the City’s vision for the Open Government Portal (i.e. infobot).
- Ensure community and Council engagement in ceremonies and celebrations for new and significant upgrades to parks and recreation facilities.
- Oversee and support overall City operations where required as member of the Corporate Management Team.

**Found Milestones:**

Action Item	Status or Outcome	Origin: Council Resolution, Operational Adaptation
Oversight of St. Anne Homeless Camp	Camp closed in September 2019	Resolution & Operational
Converting St. Anne Homeless Camp into Public Park	Camp is cleared. Playground equipment ordered. Soil samples taken. Restoration plan being developed for incremental construction.	Operational
Youth Strategy Implementation	Youth strategy approved October 1, 2019	Resolution
Community Social Safety Plan	Assistance and support on ‘working’ document/plan and detailed deliverables for PRC	Resolution
BC Summer Games	Assistance and support	Operational

**Prior Years’ Deliverables:**

Action Item	Status or Outcome	% Complete (and ETA if not 100%)
Update agreements with School District No. 42 including Maintenance Agreements for: <ul style="list-style-type: none"> <li>▪ Alexander Robinson Park and School Site</li> <li>▪ Alouette Park and School Site</li> <li>▪ Edith McDermott Park and School Site</li> <li>▪ Eric Langton School Field</li> <li>▪ Tennis Courts, Maple Ridge Senior Secondary, Thomas Haney and Garibaldi</li> </ul> Sports Field Agreements for:	The Master Agreement has been completed and adopted by Maple Ridge, Pitt Meadows and School District No. 42.  Sub agreements are under review by SD42.	95% Q2 2020

Action Item	Status or Outcome	% Complete (and ETA if not 100%)
<ul style="list-style-type: none"> <li>▪ Rotary Artificial Turf Field</li> <li>▪ Westview Artificial Turf Field</li> </ul>		
Oversee development of an implementation schedule for approved PRC Infrastructure Projects.	The implementation schedule was reviewed with Council earlier this year, and regular progress updates have been provided.	100%
Advocate BC Housing for supportive services for shelter and transitional housing facility. Discussions continue with BC Housing and Fraser Health Authority. Two temporary modular units have been installed.	Discussions continue with BC Housing and Fraser Health Authority. Two temporary modular units have been installed.	70%
Explore a formal relationship with the YMCA regarding future partnership opportunities.	YMCA has been kept informed and invited to respond to a Request for Proposal to operate the Albion Community Centre.	80%
Liaise with School District No. 42 on infrastructure developments on joint park/school sites including the Albion Community Centre, Karina LeBlanc Field, Telosky Stadium, and Golden Ears Elementary Synthetic Fields.	The Karina LeBlanc and Golden Ears Elementary Synthetic Fields are complete, and the Telosky Stadium project is expected to be complete in Q4 of 2019. Work on the Albion Community Centre is well underway, with completion expected in Q4 2020.	80%
Ensure cross-department collaboration to achieve cultural and tourism planning goals.	The Culture Plan and Tourism Strategy both adopted by Council were created using a collaborative approach between Tourism and Culture. Steering committees have been established to develop an implementation schedule for priority work items that will come back before Council for endorsement in Q1.	100%

**New Deliverables for 2020:**

Action Item	Lead	ETA	Council / Strategy Alignment
Advocate BC Housing for supportive services for shelter and transitional housing facility.	General Manager	Ongoing	Community Safety
Liaise with School District No. 42 on infrastructure developments on joint park/school sites including the Albion Community Centre, Karina LeBlanc Field, Telosky Stadium, and Golden Ears Elementary Synthetic Fields.	General Manager	Q4	Growth; Inter-government relations
Request for Expression Of Interest (RFEOI) for operation of the Albion Community Centre.	General Manager	Q1	Growth

Action Item	Lead	ETA	Council / Strategy Alignment
Update to Council on PRC 2010 Master Plan.	General Manager	Q3	Growth; Natural Environment
Oversee implementation plan for remaining PRC infrastructure projects.	General Manager	Q4	Growth
Review and update status of Cemetery Master Plan.	General Manager	Q2	Growth
Develop a park at the former St. Anne Camp.	General Manager	Q2	Community Pride & Spirit
Develop a plan for City Department space needs analysis.	General Manager	Q2	Growth
The Executive Assistant will act as a liaison between Corporate Services and the PRC Department.	Executive Assistant	Ongoing	Inter-government relations
The Executive Assistant will support the compilation of PRC agenda items for Council Meetings.	Executive Assistant	Ongoing	Inter-government relations

**Operating Budget:**

**Financial Plan 2020 - 2024  
Parks Administration**

All \$ values in 000's (thousands)	2019	2020	Changes		2021	2022	2023	2024
			\$	%				
<b>Admin</b>								
Bank Charges	13	13	-	0%	13	13	13	13
Conferences & Meetings	30	-	(30)	(100%)	-	-	-	-
Grants & Donations	8	8	-	0%	8	8	8	8
Growth Funds	55	65	10	18%	130	195	260	325
Miscellaneous	4	4	-	0%	4	4	4	4
Salaries	265	271	6	2%	279	287	295	302
Service Severance	17	17	-	0%	17	17	17	17
Special Projects	195	70	(125)	(64%)	70	70	70	70
Supplies	1	1	-	0%	1	1	1	1
	588	449	(139)	(24%)	522	595	668	740
<b>Library</b>								
Contract	2,947	3,036	89	3%	3,127	3,221	3,317	3,417
Lease	13	13	-	0%	13	13	13	13
	2,960	3,049	89	3%	3,140	3,234	3,330	3,430
<b>Parks Master Plan</b>								
Facilities Proposal Operating Costs	345	27	(318)	(92%)	380	680	1,180	1,180
Facilities Proposal Interest Costs	833	600	(233)	(28%)	900	925	950	1,812
Facilities Debt Payments	-	-	-		-	600	600	1,188
	1,178	627	(551)	(47%)	1,280	2,205	2,730	4,180
Totals	4,726	4,125	(601)	(13%)	4,942	6,034	6,728	8,350

**Changes or Remarks:**

**Administration:**

Growth Funds – The budget in this area includes \$65,000 a year to address the division’s cost associated with growth. In the event that the growth in property tax assessments does not meet the budgeted amounts, these funds will be clawed back. \$55,000 of the 2019 growth funds have been allocated to new positions.

Studies & Projects – Budget includes \$70,000 for Public Art. The 2019 budget included an additional \$125,000 for public art to be installed at the new facilities.

**Parks Master Plan:**

Parks and Recreation Facilities Proposal – All costs related to the projects have been included in the financial plan. As Facilities open, these costs will be moved to the assigned cost areas. Operating costs, interest and debt payments have been reduced or delayed based on expected completion dates for the facilities.

**Capital Budget:**

The Capital Budget is outlined in the Parks, Facilities & Open Spaces section of the Business Plan.

**Performance Measures/Indicators:**

The City tracks our performance in a number of ways. Some of the measures are tracked using Performance Reporting Scorecards which appear in the City's performance system. The scorecards for this area are listed below.

To access the “live” scorecard, visit [mapleridge.ca/787](http://mapleridge.ca/787) and use the Scorecard Lookup tool.

<u>Code</u>	<u>Scorecard</u>	<u>Why this Scorecard is important to this department:</u>
SL03	Citizens Who are Satisfied with Parks & Leisure Services	To ensure appropriate services are available for present and future customers and citizens to live healthy lifestyles.
SL04	Citizens Who Use Parks & Leisure Services	To ensure appropriate services are available for present and future customers and citizens to live healthy lifestyles.

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City of Maple Ridge  
*Parks, Recreation & Culture – Parks, Facilities & Open Space*  
Business Plan 2020 – 2024

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**Departmental Overview:**

The Parks and Facilities Department is made of three main areas including Parks Planning and Development, Facility Maintenance and Operations and Parks and Open Space. Each of these areas contributes to healthy lifestyles in this rapidly growing community through the provision and maintenance of a wide variety of parks and recreational facilities.

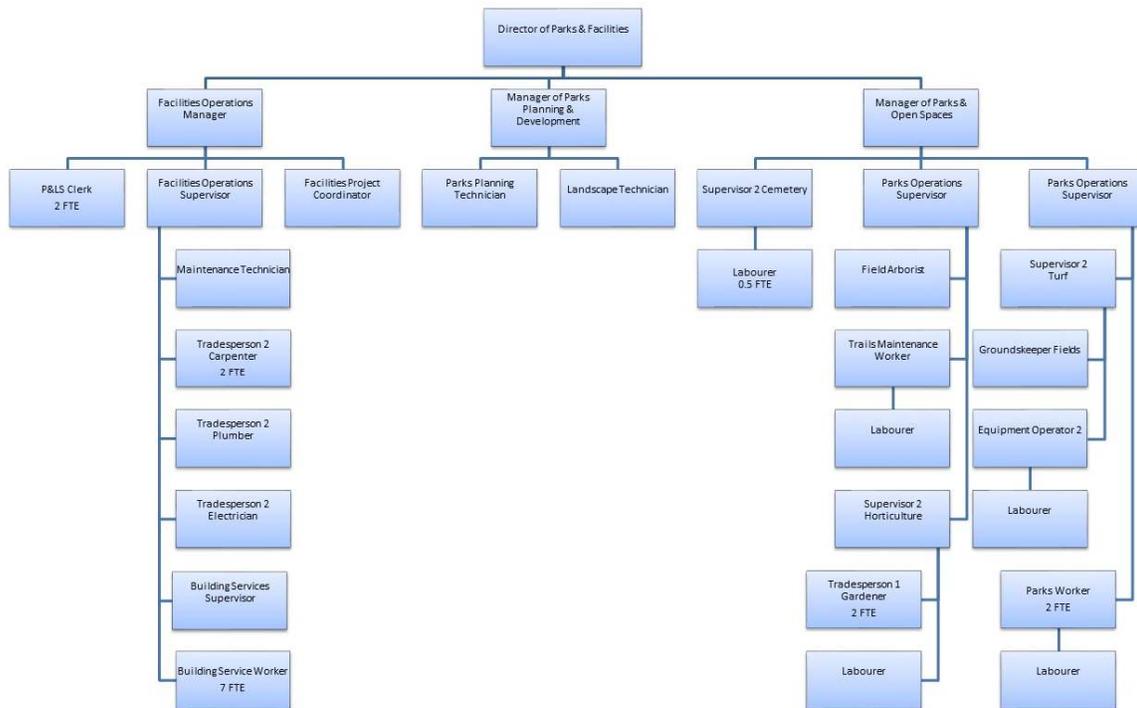
The Parks Planning and Development section is responsible for the timely acquisition of parkland, planning and development of parks in accordance with the Parks Recreation and Cultural Master Plan, which includes engaging with the community to develop conceptual plans for new parks, developing tender documents and overseeing the construction of parks as well as major infrastructure improvements to existing parks and recreation areas.

The Facility Maintenance and Operations section is responsible for the maintenance of a number of recreation and government buildings. This includes the scheduling of preventative maintenance programs for elevators, HVAC systems, pool mechanical systems, janitorial services, as well as routine building repairs. This section is also responsible for developing tender documents and overseeing construction of new buildings and facilities, completing lifecycle repairs and replacement projects, including roofs, structures and mechanical equipment replacement as well as capital projects such as major renovations or construction of new facilities.

The Parks and Open Space section is responsible for the maintenance of all parks sites, including an extensive trail network, playgrounds, horticultural displays, sports fields, boulevard trees, sports courts, dog off-leash areas and a large number of greenbelt areas throughout the community. This section also manages a number of contracts for services including mowing, litter and garbage as well as service agreements for park caretakers, washrooms and specified maintenance areas. This section is responsible for the day to day maintenance and coordination of interments at two municipal cemeteries.

The total expenditure budget for this department is \$6,671,000.

## Organization Chart:



**Full-Time Equivalent Staff: 42**

## Strategic Alignment:

To promote and support a healthy, safe and sustainable community where we are active participants in a wide range of recreation and cultural activities, working together to build our individual strengths, create a strong sense of community, respect and protect our valuable natural assets, and achieve our environmental responsibilities. (Parks, Recreation & Culture Master Plan, 2010)

## Business Perspective/Environmental Scan:

- The delivery of the nine recreation infrastructure projects, approved through the Alternative Approval Process in early 2018, continues to be a key priority for the department. Two projects, the Telosky field renovations and the MRLC pool renovation and lobby improvements are close to completion. Four are in the detailed design stage and anticipated to be moving to construction early in 2020. These nine projects, when complete, will provide upgraded and expanded recreation amenities to support healthy and connected communities for our residents.
- A variety of community requests to better support sport and recreation have been accommodated recently through the addition of pickleball courts and the replacement of the Lawn Bowling green. A concept for a second squash court at the MRLC was developed and Minor Lacrosse's revised request for an enhanced box facility will be further explored.
- New residential and park development as well as road projects in the City have led to a substantial increase in inventory including new synthetic fields, trails, park amenities, street trees, greenbelt areas, and planted medians and boulevards. This increase in inventory has stretched the resources and capacity of the park operations section.
- The 2020 Summer Games will require our operation crews to ensure outdoor venue locations meet the technical specifications for each sport, and that the park and facility event venues are operating and looking their best to support the anticipated increase in visitation.

- Mountain biking activity, particularly in the Thornhill area, has increased dramatically in the last couple of years resulting in multiple unsanctioned trails on municipal land. Ongoing discussions will continue with the trails user groups, including the Fraser Valley Mountain Bike Association's local chapter and the Haney Horsemen, around trail safety for the City's maintained trails.
- The lower mainland has been experiencing severe winter wind storms and prolonged summer drought periods in recent years. These types of events, in conjunction with an increasing inventory of street trees delivered through development, has led to increased pressures on our City arborist crew. These pressures include higher than usual numbers of risk inspections generated through resident requests, increased numbers of trees requiring supplemental watering in the summer, and increased resources required to deal with tree failures from storm events.
- As many of the objectives and recommendations within the Parks, Recreation & Culture Master Plan (2010) and the Maple Ridge Cemetery Master Plan (2008) have been achieved, it is timely to undertake a review of the outstanding items for relevancy from a Parks and Facilities perspective prior to embarking on new master planning initiatives.

#### **Ongoing Deliverables:**

- Acquisition of parkland to meet community needs as well as the review of development and rezoning applications to ensure the park and trail system planning objectives are delivered through the development approvals process and in accordance with the Official Community Plan and the Parks, Recreation and Culture Master Plan. The advancement of several significant park acquisitions will ensure the City is able to meet new resident's desire for outdoor amenities in their neighbourhoods.
- Administration of the Parks and Facilities lifecycle replacement program to ensure that infrastructure such as building mechanical, electrical and HVAC components, as well as park bridges, playgrounds, sports surfaces are replaced at the end of their functional life. This is determined by regular safety and condition inspections of park and facility infrastructure. As part of the preventative maintenance program, the City's building components are routinely assessed for condition and reliability to determine if they need replacement which assists in extending the useful life of equipment resulting in a cost saving over the long term.
- Facilitate meeting with community sport association representatives for sport field allocation to determine each clubs' current needs for the upcoming season. Discussions are held with the Sport Field Users Association on priorities for the sport field minor capital fund, emerging sports, registration trends and facility improvements that would support our community's sports user groups needs.
- Support environmental stewardship through partnerships with ARMS and KEEPS and other community groups. Celebrate National Forest Week to highlight the benefits of community stewardship and connect in with young stewards. Provide stewardship opportunities within the parks and greenbelt system to enable activities such as the native planting and invasive plant removal work parties at Reg Franklin Park, which were administered by ARMS, and the Shoreline Clean Up at Maple Ridge Park by Service Canada Employees.
- Research and apply for grants to allow PRC to harness new and ongoing funding sources for facility development, energy efficiency, green building goals, outdoor amenities and stewardship of our urban forest.
- Provide ongoing staff development through educational and training opportunities and conduct performance evaluations to acknowledge the outstanding work achieved by staff.

## Found Milestones:

Action Item	Status or Outcome	Origin: Council Resolution, Operational Adaptation
<b>Facilities</b>		
Sound system condition assessment and audit for the Maple Ridge ACT main theatre	Consultant hired October 2019.	Lifecycle Replacement
Addition squash court, Leisure Centre	Options for adding an additional squash court to support growth in the sport and league play were explored and a concept design is complete.	Capital
<b>Parks Planning &amp; Development</b>		
MRSS Running track to meet competition guidelines for BC Summer Games	The track was re-sprayed and lined. New track curbing for sanctioned events was obtained to meet BC Games requirements.	Lifecycle Replacement
Ball backstop dugouts at Albion Park and players shelters at Westview synthetic field	Design and contract documents are complete. Obtain pricing Q4 2019.	Request from sports groups
Ridge Canoe and Kayak Club flatwater sprint course sponsorship and installation at Whonnock Lake	Obtained Ministry approval for the floating race course reinstallation and a land tenure lease for the portion of race course on crown land.	Operational
Installation of a Groundwater Observation well at Thornhill Park	Supported the Ministry's request to install a groundwater observation well in Thornhill Park and obtained Council authorization.	Request from Province
<b>Parks Operations</b>		
Worked with Bylaws Department and RCMP to provide clean up services at St. Anne's Homeless Camp	Undertook camp clean up work several times in 2019 and removed structures and debris when the camp closed in September.	Operational
Worked with ARMS to hold volunteer stewardship events in Reg Franklin Park	Two invasive plant removal and native planting events were successfully completed.	Operational
Collaborated with Ridge Meadows Recycling Society to place recycling bins at Memorial Peace Park	Three new recycling bins having been added to the park.	Operational
Provided enhanced service in the downtown core to support the local BIA as part of Council's Community Safety Initiative	The downtown core was canvassed weekday mornings to ensure clean and tidy sidewalks and storefronts for visitors.	Council Resolution

## Prior Years' Deliverables:

Action Item	Status or Outcome	% Complete (and ETA if not 100%)
Design and install enhanced signage at trailhead locations	Park and trail signage template development complete. Installation of wayfinding signs scheduled for 2020.	100% Installation Q2 2020
Renovate and restore Whonnock Cemetery entrance and public access points	Entry renovation concept plan developed. To discuss shared access with First Nations and obtain stakeholder feedback. Construction anticipated to be complete Q2 2020.	75% Q2 2020
Conceptual design, community engagement process and development of a new park in SW Haney area (St. Anne's site)	Park concept plan developed with neighbourhood input. Design process and neighbourhood consultation underway Q3 2019. Site remediation work underway. Park construction to be complete in spring 2020.	30% Q2 2020
Completion of Maple Ridge Cemetery expansion	Expansion land rezoning complete and plots surveyed. Certificate of Public Interest obtained and Place of Interment registered. New entry off Dewdney Trunk Road, access road, parking stalls, and horticultural areas complete.	100% Q4 2019
Construction of a new washroom building and caretaker residence at Whonnock Lake Park	Detailed design for buildings and servicing underway. Construction anticipated to be complete June 2020.	40% Q2 2020
Fire Hall No 44, Training Grounds, IT Co-location Data Centre Design & Construction	Worked with senior Fire Department staff through the detailed design phase. Construction contract was awarded in October 2018. Construction underway with completion anticipated May 2020.	80% Q2 2020
Space planning for the creation of new work spaces and offices for Engineering, Building and Planning Departments	Space planning consultant retained to develop conceptual layout designs. Concept and detailed drawings were submitted to Engineering, Planning and Building Departments for review and approval.	100%
Leisure Centre Pool Renovation & Change Room and Lobby Upgrades	Construction underway and anticipated to be complete in early 2020.	80% Q1 2020
Develop outdoor Pickleball courts on site(s) identified through needs assessment and consultation process	Council and SD42 approved the Garibaldi sport court renovation including the conversion of a tennis court to accommodate additional pickleball courts. Construction complete.	100%
Provide minor upgrades at Albion Fairgrounds to support special events	On hold pending the outcomes of the Albion Flats Land Use study. Supported the Home Show Society's electrical kiosk installation.	100%
Manage the detailed design, tendering and construction of Firefighter's Park	Detailed design with neighbourhood input complete and project tendered. Construction underway and anticipated to be complete November 2019.	100% Q4 2019

Action Item	Status or Outcome	% Complete (and ETA if not 100%)
Manage the detailed design, tendering and construction of Blaney Hamlet Park	Detailed design with neighbourhood input completed and project tendered. Construction completed including compensation work.	100%
Manage the design and development for the Albion Community Centre	Detailed design and stakeholder feedback completed Q3 2018. Phase 1 site preparation completion anticipated March 2020. Phase 2 pricing for building construction anticipated February 2020. Construction completion anticipated Q4 2020.	40% Q4 2020
Manage the design and construction of the Telosky Stadium Synthetic Fields	Detailed design with community and stakeholder input completed. Construction and operating agreements approved in 2018. Construction completed October 2019.	100% Q4 2019
Manage the design and construction of the Telosky Stadium Fieldhouse and Concession building	Detailed design with stakeholder input completed. Construction in progress with anticipated completion November 2019.	100% Q4 2019
Manage the design and construction of the two Silver Valley Gathering Places	Blaney Hamlet land discussion underway. Forest Gathering Place to be advanced with area development.	10% Q4 2020
Manage the design and construction of the MRSS Track Facility Upgrades	Hammer & Discus facility detailed design completed including stakeholder input. Construction contract awarded October 2019. Detailed design of upgraded spectator seating, washrooms and lighting completed and work tendered Q4 2019. Construction completion anticipated for all components Q2 2020.	30% Q2 2020
Review Sport facilities upgrades as identified by BC Games Society to support events to be hosted in 2020	Review completed January 2019. MR Equi-Sport Centre beach volleyball venue and MRSS running track line painting and inside curbing deficiencies noted.	40% Q2 2020
Develop a prescription for Chafer Beetle response	Chafer beetle management practices reviewed and implemented. Information provided to the public through the City's website.	100% Q4 2019
Manage the design and construction for the Ridge Canoe and Kayak Facility Upgrades at Whonnock Lake	Detailed design and construction drawings completed September 2019. Construction anticipated to commence Q4 2019 and be complete Q2 2020.	40% Q2 2020
Manage the design and construction for the Hammond Community Centre Upgrades	Detailed design underway with stakeholder engagement in Q3 2019. Construction to commence Q1 2020 and completion anticipated Q3 2020.	20% Q3 2020
Oversee the design and construction process for the Fourth Ice Sheet addition to the Planet Ice Facility	Schematic design with stakeholder input completed. A building assessment of the Planet Ice complex is underway. Initiate detailed design for the fourth ice sheet addition Q4	25% Q4 2020 Design complete

Action Item	Status or Outcome	% Complete (and ETA if not 100%)
	2019 and submit a non-farm use application to the Agriculture Land Commission.	
Renovate the synthetic surface of the Thomas Haney Lawn bowling facility	Detailed design with stakeholder input completed. Construction underway and completion anticipated in Q4 2019.	100% Q4 2019
Provide input for the North East Albion Area Concept Plan development	Parks provided input on future trails and parks. Stakeholder and public consultation sessions were held in Q2 2019.	100%
Provide input on the Albion Flats Land Use planning study	Parks provided input on events, recreation use, and trails to the draft concept plan.	100%
Conduct a review of facility venues for the 2020 BC Summer Games	Develop an operational plan to meet venue competition maintenance requirements with input from sport representatives.	75% Q2 2020
Work with the trail user groups to resolve conflicts on Thornhill trails	Safety improvements at trail crossing locations completed. Trails users workshop anticipated in Q4 2019.	100% Q4 2019
Explore the Fraser Valley Mountain Biking Association's request for the unauthorized mountain bike trails in the Thornhill area to be sanctioned	Pending more details from the Fraser Valley Mountain Biking Association and the results of a City led workshop on trail usage in the Thornhill area.	20 % Q1 2020 FVMBA Timeline
Work with Ridge Meadows Minor Ball Association on their request for a batting facility at Hammond Stadium	Discussions held with RMMBA and site information shared. RMMBA to confirm intent to proceed. No further action is required at this time.	100% RMMBA Timeline
Explore the Maple Ridge Concert Band Society's request for the remediation of the Bandstand roof to enable oxidation of the copper surface	An investigation of the copper roof was completed. Roof replacement recommended rather than remediation. The Concert Band Society to consider undertaking broader fundraising to assist with replacement costs.	100%
Collaborate with the sports field user groups to identify a list of potential improvement projects through the minor capital fund established for this purpose	Dugouts at Albion Park and covers over the players' benches at Westview Field were identified. A process to provide these improvements has been initiated and further collaboration is ongoing.	100% Q4 2019
Explore alternate weed control methods for invasive plants, including a new technology without chemical pesticides	Root Wave technology was piloted on Japanese Knotweed throughout the City with varied results. Further review of this treatment's efficacy to be completed in Fall 2020.	100%
Revise cemetery bylaws and fees and charges to reflect the proposed changes in the cemetery expansion	Bylaw changes to incorporate upright monuments and pillow top markers have been drafted and will be incorporated when the new bylaw is adopted in Q1 2020.	80% Q1 2020
Initiate a call for interested operators and permit food trucks to operate in Maple Ridge Park and Whonnock Lake	A formal Request for Expression of Interest will be posted in Q1 2020 with the intent to have mobile food service in Whonnock Lake Park and Maple Ridge Park for summer 2020.	50% Q2 2020

Action Item	Status or Outcome	% Complete (and ETA if not 100%)
Update the Cemetery webpage and develop a Cemetery Services brochure to include new interment and memorialization options	The City's Cemetery webpage has been updated. The brochure content is guided by the cemetery bylaw and will be updated after the amended bylaw is adopted by Council.	50% Q1 2020

#### New Deliverables for 2020:

Action Item – Facilities	Lead	ETA	Council Strategy Alignment
MRLC building envelope assessment and remediation of exterior cladding.	Michael Millward	Q2 2020	Growth
Undertake space planning to address needs for the Clerks, Administration, Planning and I.T. departments. Develop design and provide costing.	Michael Millward	Q2 2020	Growth
Support the Asset Management strategy process initiated through Engineering Department	Valoree Richmond /Michael Millward	Q3 2020	Growth
Work with Police Services to develop, design and provide costing for office moves and renovations.	Michael Millward	Q1 2020	Growth
Complete detailed design and costing for a new squash court at the Leisure Centre.	Michael Millward	Q3 2020	Growth

#### Measures/Outcomes

- Completion of space planning to address department requests.
- Completion of capital projects and identified lifecycle infrastructure replacement projects.
- Provide safe, clean and well-maintained recreation, cultural and civic buildings.

Action Item – Parks Planning & Development	Lead	ETA	Council Strategy Alignment
Initiate planning and neighbourhood consultations for the first Silver Valley Gathering place including youth amenities when land is acquired.	Chad Neufeld	Q2 2020	Pride
Provide facility improvements to ensure outdoor venues meet competition regulations for the 2020 BC Summer Games	Chad Neufeld	Q1 2020	Pride
Initiate a design process for trail development along 252 Street from 124 to 128 Avenue as requested by the Haney Horsemen Association.	Chad Neufeld	Q4 2020	Growth
Explore RMMLA's revised request for an enhanced box facility building on earlier information provided to Council in 2017 and more recent discussion.	Chad Neufeld	Q2 2020	Pride

**Measures/Outcomes**

- Completion of 2020 capital and lifecycle projects.
- Community discussion and concept design initiated for the first Silver Valley Gathering Place.
- BC Summer Games event venues for beach volleyball and track & field are renovated to meet competition regulations and sports participation needs.

Action Item – Parks Operations	Lead	ETA	Council Strategy Alignment
Work with IT to obtain GIS student work to complete street tree and park inventory.	Erin Gorby	Q2 2020	Natural Environment and Growth
Support the City’s Community Safety initiative	Valoree Richmond / Erin Gorby	Q1 2020	Community Safety
Obtain permit from the Ministry of Environment to initiate a geese control program at Whonnock Lake Park	Erin Gorby	Q1 2020	Natural Environment
Initiate a plan to control beaver activity at Whonnock Lake in order to better control the lake level throughout the year.	Erin Gorby	Q1 2020	Natural Environment
Review opportunities to provide additional dog off-leash areas and amenities.	Erin Gorby	Q3 2020	Growth

**Measures/Outcomes**

- Complete street tree and park asset inventory
- BC Summer Games event venues meet competition regulations and sports participation needs.

Operating Budget:

**Financial Plan 2020 – 2024  
Parks, Facilities & Open Space  
Facilities**

All \$ values in 000's (thousands)	Adopted	Proposed	Changes		2021	Proposed		
	2019	2020	\$	%		2022	2023	2024
<b>General Gov Properties</b>								
Lease/Rental	(2)	(2)	-	0%	(2)	(2)	(2)	(2)
Insurance	21	21	-	0%	21	21	21	21
Maintenance	834	840	6	1%	853	865	879	892
Other Outside Services	151	151	-	0%	151	151	151	151
Salaries	75	77	2	2%	79	81	83	86
Taxes	28	28	-	0%	28	28	28	28
Special Projects	6	6	-	0%	6	6	6	6
	1,113	1,121	8	1%	1,136	1,150	1,166	1,182
<b>Infrastructure (GGP)</b>								
Lifecycle	1,205	1,271	66	5%	1,325	1,412	1,516	1,580
	1,205	1,271	66	5%	1,325	1,412	1,516	1,580
<b>Totals</b>	<b>2,318</b>	<b>2,392</b>	<b>74</b>	<b>3%</b>	<b>2,461</b>	<b>2,562</b>	<b>2,682</b>	<b>2,762</b>

Changes or Remarks - None

**Financial Plan 2020 – 2024  
Parks, Facilities & Open Space  
Cemetery**

All \$ values in 000's (thousands)	Adopted 2019	Proposed 2020	Changes		2021	Proposed		2024
			\$	%		2022	2023	
<b>Revenues</b>								
Fees	191	191	-	0%	191	192	191	192
Plots	279	279	-	0%	279	279	279	279
Fund Interest	31	31	-	0%	31	31	31	31
	501	501	-	0%	501	502	501	502
<b>Debt</b>								
Debt - Interest	88	85	(3)	(3%)	82	79	76	73
Debt - Principal	105	108	3	3%	110	113	116	120
	193	193	-	0%	192	192	192	193
<b>Expenditures</b>								
Maintenance - General	226	235	9	3%	241	247	253	259
Purchases	10	10	-	0%	10	10	10	10
Salary Transfer	74	75	1	2%	77	79	81	83
	310	320	10	3%	328	336	344	352
<b>Totals</b>	<b>2</b>	<b>12</b>	<b>10</b>	<b>500%</b>	<b>19</b>	<b>26</b>	<b>35</b>	<b>43</b>
<b>Internal Transfers</b>								
Contribution to/(from) Reserves	(2)	(12)	(10)	379%	(19)	(26)	(35)	(43)
Total after Transfer:	-	-			-	-	-	-

**Changes or Remarks – Salary Transfer** - An allocation of a portion of salary costs from Support Services has been maintained (previously the SS Allocation) in Cemetery to keep continuity with the contribution from the Cemetery Reserve.

**Financial Plan 2020 – 2024**  
**Parks, Facilities & Open Space**  
**Parks & Open Space**

All \$ values in 000's (thousands)	Adopted	Proposed	Changes		Proposed			
	2019	2020	\$	%	2021	2022	2023	2024
<b>Parks Administration</b>								
Miscellaneous	6	6	-	0%	6	6	6	6
Salaries	1,201	1,227	26	2%	1,259	1,292	1,326	1,360
Vehicle Charges	-	30	30	0%	31	32	33	34
	1,207	1,233	26	2%	1,265	1,298	1,332	1,366
<b>Fairgrounds</b>								
User Fees	(7)	(7)	-	0%	(7)	(7)	(7)	(7)
Maintenance - General	70	72	2	3%	73	75	76	78
	63	65	2	3%	66	68	69	71
<b>Golf Course</b>								
Lease	(120)	(120)	-	0%	(120)	(120)	(120)	(120)
	(120)	(120)	-	0%	(120)	(120)	(120)	(120)
<b>Greenbelts</b>								
Maintenance - General	35	35	-	2%	36	37	37	38
	35	35	-	0%	36	37	37	38
<b>Parks, Community</b>								
User Fees	(31)	(31)	-	0%	(31)	(31)	(31)	(31)
Contract	8	8	-	0%	8	8	8	8
Maintenance - General	537	553	16	3%	563	573	583	594
	514	530	16	3%	540	550	560	571
<b>Parks, Municipal</b>								
Lease Revenue	(46)	(46)	-	0%	(46)	(46)	(46)	(46)
User Fees	(2)	(2)	-	0%	(2)	(2)	(2)	(2)
Insurance Expense	112	112	-	0%	112	112	112	112
Maintenance - Buildings	45	47	2	5%	48	49	50	51
Maintenance - General	1,301	1,380	79	6%	1,458	1,536	1,615	1,694
Maintenance - Grounds	99	102	3	3%	104	106	108	110
	1,509	1,593	84	6%	1,674	1,755	1,837	1,919
<b>Parks, Neighbourhood</b>								
Maintenance - General	208	213	5	2%	217	222	227	232
	208	213	5	2%	217	222	227	232
<b>Trails</b>								
Maintenance - General	230	234	4	2%	239	244	249	254
Special Projects	15	15	-	0%	15	15	15	15
	245	249	4	2%	254	259	264	269
<b>Totals</b>	<b>3,661</b>	<b>3,828</b>	<b>167</b>	<b>5%</b>	<b>3,963</b>	<b>4,101</b>	<b>4,239</b>	<b>4,380</b>

**Changes or Remarks:**

None

**Parks Municipal**

**Maintenance – General** - The estimated annual \$65,000 for maintaining additional inventory is included in this area. The balance of the change is from increased labour and equipment costs. In the event that the growth in property tax assessments does not meet the budgeted amounts, these funds will be clawed back.

**Incremental Packages:** Attached**Capital Budget:** None**Information Technology:** None**Performance Measures/Indicators****Grants Received:**

<b>Grant</b>	<b>Grant Value</b>	<b>Grant Purpose</b>
Employment and Social Development Canada	\$50,000	Enabling Accessibility Fund to purchase inclusive and accessible equipment for the renovated Leisure Centre facility.
Trans Canada Trail – Capital Improvement Grant	\$30,000	To create an accessible, paved pathway for a portion of ‘The Great Trail’ (Trans-Canada Trail) adjacent to Telosky Stadium along 116 Avenue from Thomas Haney Secondary entrance to Lougheed Highway.
Community Tree Planting Program	\$5,000	To maintain a continuous and growing urban forest by replacing tree failures from the previous year.
<b>TOTAL GRANTS RECEIVED</b>	<b>\$85,000</b>	

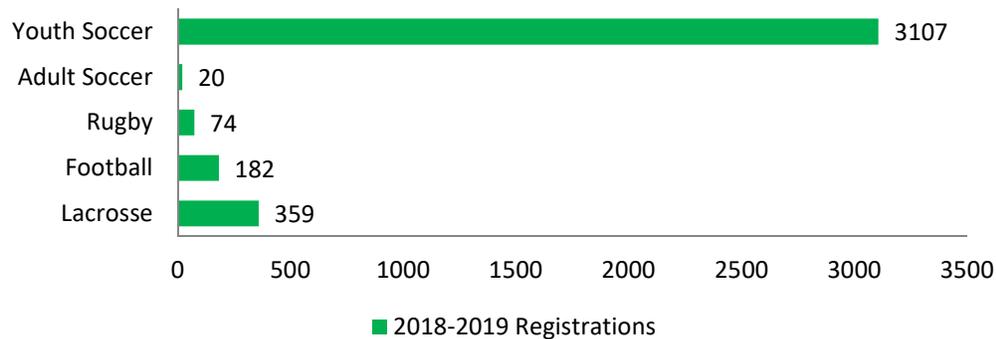
**Community Beautification & Accessible Amenities:**

# of hanging baskets	283
# of trees w/ seasonal lighting displays	263
# of developed parks	67
# of children’s playgrounds	44
# of sport courts	15
# of off-leash dog areas	5
# of water play parks	2 mini, 2 large
# of youth action parks	1

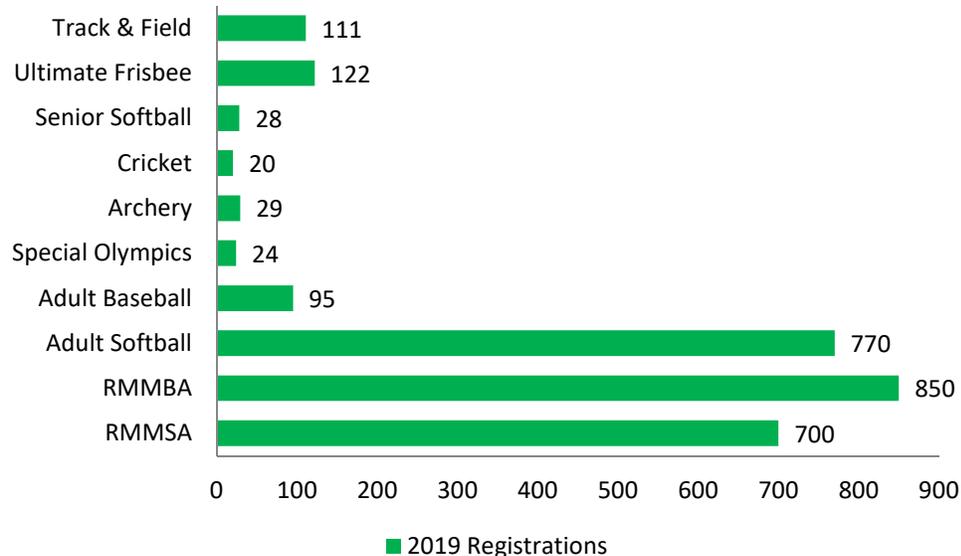
**Public Forums and Community Consultations:**

Park and Facility Developments	# of Forums / Consultations	# of Attendees	# of On-line Feedback	# of Survey Responses	# of On-line Views
MRSS Track Upgrades Stakeholder Consultations	2	10	N/A	N/A	N/A
Merkley Park – Hammer/ Discus Throw Facility Stakeholder Consultations	2	N/A	N/A	10	N/A
Garibaldi Pickleball Courts Renovation	1	11	N/A	N/A	N/A
Firefighters Park – Hot Summer Nights Block Party Event – Sharing Park Plans	1	~400	N/A	N/A	N/A

**Fall/Winter 2018-2019 Registrations:**



**Spring/Summer 2019 Registrations:**



The City tracks our performance in a number of ways. Some of the measures are tracked using Performance Reporting Scorecards which appear in the City's performance system. The scorecards for this area are listed below.

To access the “live” scorecard, visit [mapleridge.ca/787](http://mapleridge.ca/787) and use the Scorecard Lookup tool.

<b>Code</b>	<b>Scorecard (on following pages)</b>	<b>Why this Scorecard is important to this department:</b>
SG02	Provide New Park Areas and confirm our targets are achieved	To ensure parkland provision meets community needs and maximizes facility use.
EN05	Leisure Centre Energy consumption & GHG Emissions	It is important that we track the energy consumption in all of our buildings to ensure they are operating efficiently and that greenhouse gas emissions are minimized. As the facility that uses the most energy in the City, it is important that we monitor consumption closely and take corrective action immediately.
FM03	Capital Works Program	Ensure accurate project budgets and efficient provision of parks and recreation infrastructure.

## Incremental Package Report 2020 Proposed Budget

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<b>Division:</b>	<b>Parks, Recreation &amp; Culture</b>	<b>Submitted By:</b> Erin Gorby
<b>Department:</b>	<b>Parks &amp; Facilities</b>	
<b>Request For:</b>	<b>Invasive Species Control Program</b>	
<b>Package:</b>	<b>1 of 5</b>	

**Activities/Purpose:**

Maple Ridge, like most communities in the lower mainland, has a population of invasive species which can readily take over sensitive ecosystems, impact human health and cause damage to City infrastructure. An annual program budget of \$50,000 was established in 2013 to control invasive species over five (5) years. The control work undertaken to date has focused on removing Japanese knotweed and Giant hogweed, both noxious weeds under the Provincial Weed Control Act. Under that Act, landowners are obligated to remove noxious weeds when they occur on their property. The existing program budget will be depleted in 2019.

**Functions Performed/Degree of Service:**

To date, Japanese knotweed and Giant hogweed has been controlled at over one hundred sites on City land with removal fully successful in most cases. As invasive species are constantly being introduced to our land along trails and roadways through travel and recreational pursuits as well as from unauthorized dumping of yard waste in greenbelts, eradication of noxious weeds in our community is unlikely to be fully achieved. In order to meet our commitment as landowners under the Noxious Weed Act, funding of \$200,000 is requested to continue the noxious weed control program on a customer complaint basis for a further five year time horizon.

**Performance Measure:**

Customer complaints regarding noxious weeds are dealt with during the growing season with monitoring and follow up treatment in subsequent years as needed to ensure control success. Over the past six years, the initial program funding of \$50,000 annually has provided the City with the ability to action customer complaints regarding noxious weeds on City land and provide follow up treatment if needed.

**Package:**

	<b><u>2020 Budget</u></b>
<b>Total Cost</b>	<b><u>\$200,000</u></b>

## Incremental Package Report 2020 Proposed Budget

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<b>Division:</b>	<b>Parks, Recreation &amp; Culture</b>	<b>Submitted By:</b> Chad Neufeld
<b>Department:</b>	<b>Parks &amp; Facilities</b>	
<b>Request For:</b>	<b>2020 BC Summer Games – Beach Volley Ball Courts</b>	
<b>Package:</b>	<b>2 of 5</b>	

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### **Activities/Purpose:**

The City of Maple Ridge has been selected to host the BC Summer Games in 2020. As part of the selection process, a bid package was submitted which identified venues for all of the potential sports that could be included in the Games. Event venues for each sport were reviewed by BC Games and City staff early in 2019 in preparation for the Games and deficiencies were noted for the proposed beach volleyball venue both in number of courts and the sand surfacing.

As the City may need to provide four sand courts, which could not be accommodated at the bid package venue location, an alternate location for beach volleyball courts has been explored at Whonnock Lake Park to enable this event to be hosted in our community during the Games.

### **Functions Performed/Degree of Service:**

The City currently provides one beach volleyball court for community use at Whonnock Lake Park. Developing three additional sand volleyball courts at this location would enable this sport to be hosted in our community during the BC Summer Games.

A second permanent court would better support the sport in our community, enhance the recreational opportunities for residents and complement the park amenities and lakeside setting currently enjoyed by park patrons. It is suggested that two courts would be permanent and the remaining two temporary sand courts would be decommissioned after the Summer Games, enhancing the beach area with the sand spread to augment the existing beach sand.

### **Alternatives Considered/Reasons for Not Recommending:**

Beach volleyball facilities exist in nearby communities and staff could explore opportunities to utilize an existing facility outside of our community as the sport venue during the 2020 BC Summer Games. This is not recommended as athletes and spectators will need to travel to a nearby community to participate in their sport and an opportunity to provide beach volleyball courts for Maple Ridge residents along with programming to highlight the sport and increase participation will be missed.

### **Performance Measure:**

Four Beach volleyball courts will be set up in our community in advance of the BC Games next summer to provide for this sport venue. Two courts are suggested to be retained after the Games to enable community use, increase participation in the sport and complement the park amenities.

### **Package:**

	<u>2020 Budget</u>
<b>Total one-time cost</b>	<b><u>\$60,000</u></b>

## Incremental Package Report 2020 Proposed Budget

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<b>Division:</b>	<b>Parks &amp; Facilities</b>	<b>Submitted By:</b> Erin Gorby
<b>Department:</b>	<b>Parks, Recreation &amp; Culture</b>	
<b>Request For:</b>	<b>Urban Forestry Technician</b>	
<b>Package:</b>	<b>3 of 5</b>	

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### **Activities/Purpose:**

A healthy urban forest is recognized as important for the environmental, social and economic well-being of the community and its residents. Park Operations cares for over 10,000 street trees, as well as hundreds of acres of natural forested green space, much of which is adjacent to built infrastructure, including homes, roads, trails, and parks. Currently, one field arborist maintains our City's street trees and responds to requests from residents who are concerned about tree safety. Over 30 action requests on average are received monthly; most requiring communication with the resident and follow up action. Regular maintenance activities include pruning trees for clearance and health, organizing contractors daily to provide tree services, collecting information on tree health and installing water bags on drought-stressed trees and regularly replenishing the water during the summer months. Additionally, the City receives legal claims associated with City trees and each claim requires careful and time-consuming review of records. The ability to provide proper tree care, tree risk management and urban forestry customer service exceeds the current resources.

### **Functions Performed/Degree of Service:**

The Urban Forestry Technician would respond to resident requests, perform tree risk assessments and coordinate tree service contractors to respond to identified tree issues. The complementary skills of a forestry technician, combined with our highly skilled field arborist will ensure that we are providing excellent customer service response for hazard tree requests and assessments, and that the ongoing maintenance activities associated with the City's street trees is provided in a timely manner.

### **Alternatives Considered/Reasons for Not Recommending:**

The City's field arborist could continue to respond to requests for tree risk assessments on a complaint basis, however the City is likely to lose street trees due to drought stress, and our customer service levels and preventative tree care maintenance will be reduced.

### **Staff Position:**

FT Urban Forestry Technician

A vehicle for the Urban Forestry Technician is also required.

### **Performance Measures:**

- A reduction in the number of action requests received from residents that are related to street and park trees as regular maintenance activities are completed.
- A reduction in the response time and resolution of action requests.
- A reduction in the number of trees suffering from summer drought.

### **Package:**

	<b><u>2020 Budget</u></b>	
Labour	<b>\$80,600</b>	
Equipment (vehicle)	<b>\$12,500</b>	one time
Equipment (Arboricultural)	<b>\$1,500</b>	one time
<b>Total Cost:</b>	<b><u>\$94,600</u></b>	

## Incremental Package Report 2020 Proposed Budget

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<b>Division:</b>	<b>Parks &amp; Facilities</b>	<b>Submitted By:</b> Erin Gorby
<b>Department:</b>	<b>Parks, Recreation &amp; Culture</b>	
<b>Request For:</b>	<b>Park Attendant</b>	
<b>Package:</b>	<b>4 of 5</b>	

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**Activities/Purpose:**

Providing well-maintained, safe and inviting parks and open spaces is important to the enjoyment, health, and well-being of our residents and visitors. Municipal parks offer many amenities for healthy living and recreational pursuits, including accessible venues for family and friends to gather, safe places for children to explore, challenge themselves and play, and provide a connection to the natural environment.

Timely and responsive park maintenance is required in order to provide safe, clean and inviting parks. The City experiences customer complaints and service requests for parks maintenance seven days a week, often with weekend peaks as a result of high visitorship. The City has also seen a significant increase in the amount of homeless activities and debris being left in our greenbelts and parks, with Park Operations undertaking regular clean ups. In order to properly care for our parks and open space, as well as support important community safety work, an additional worker is requested to supplement our park operations crew.

**Functions Performed/Degree of Service:**

The Park Attendant would assist the our Parks Maintenance Worker in a number of maintenance tasks including park clean up, cleaning and restocking park washrooms, playground safety checks, repairs, removal of debris from greenbelts, graffiti removal and maintenance of park infrastructure. The Park Attendant would provide the ability to address customer complaints and service requests and effect immediate repairs during the weekends. The Park Attendant would also help support our sport user groups by providing park services during the weekend when user groups are traditionally using the parks for games and tournaments.

**Alternatives Considered/Reasons for Not Recommending:**

N/A

**Staff Position:**

FT Park Attendant, Paygrade 15

**Performance Measure:**

The addition of a Park Attendant will provide the ability for our Park Operations section to respond more quickly to park complaints related to garbage, graffiti, or servicing and provide park maintenance activities, including inspections and repairs, seven days per week.

**Package:**

**2020 Budget**

**Total Cost:** **\$60,361**

## Incremental Package Report 2020 Proposed Budget

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**Division:** Parks & Facilities  
**Department:** Parks, Recreation and Culture  
**Package:** 5 of 5

**Submitted By:** Michael Millward

### **Activities/Purpose:**

The Department recognizes the importance of heritage as part of building an engaged and vibrant community that adds to quality of life and celebrates the local and increased sense of pride and belonging for residents, newcomers and tourists. One of the heritage sites that the Maple Ridge Historical Society operates is the Maple Ridge Museum (also known as the Brickyard House and Office as it was built and used by the former Port Haney *Brick* and Tile Company) on 116<sup>th</sup> Ave. The Society provides the community with museum exhibition, interpretation and programming services along with archival collection and information. The operating agreement covers these services.

Recently a conservation report on the Museum (Brickyard House and Office) was completed to help guide the conservation work to protect the heritage value of this site including additional preventative maintenance. Both the House and Office were built circa early 1900's and are on the City's heritage registrar under heritage bylaw no. 6951-2012. With its aging condition and use of the site regularly as a public museum, archives and education centre, additional preventative maintenance has been identified as an operational need and the staff report to Council dated July 16, 2019 for the renewal of the operating and lease agreements with the Society made reference to the maintenance need and for Council consideration during Business Planning.

### **Functions Performed/Degree of Service:**

The additional preventative maintenance work for the Museum site will not only protect this registered heritage asset for future generations, but also support the Society to focus their expertise in programming, curatorial and interpretative services. Given the age and condition of these heritage structures, the preventative maintenance will cover items identified as a gap in maintaining heritage assets. Preventative items are repair related and may include the roof, plumbing, electrical and fire systems, windows and doors at an operational level outside of lifecycle replacement. The current operating agreement grant only provides for a base level of museum and archives services. Additional resources would allow the Museum to be maintained as a safe and sound facility and provide a place for the Society to fulfill its mission and continue to provide services to the residents, students and visitors alike.

### **Alternatives Considered/Reasons for Not Recommending:**

Without the increase towards preventative maintenance, it may affect the safety of this heritage asset and resource and our duty to protect it as per legislation. Preserving a designated heritage site for future generations would align with Council's strategic priorities on community spirit and pride, the 2010 Parks, Recreation & Culture Master Plan and new Culture Plan (to 2028). In addition, there are no cultural amenities or infrastructure available to provide display, artifact storage and education space.

### **Staff Position:**

There is no City staff position within the funding envelope.

### **Performance Measure:**

Heritage enhances citizens' quality of life, sense of pride and spirit and helps to tell the stories of our community. The increase to the Parks Facilities funding recognizes the additional assistance in

preserving heritage assets for the community and position heritage to support tourism, educational and cultural strategies and goals in addition to the community plan and other City strategies.

**Package:**

**2020 Budget**

**\$25,000**

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City of Maple Ridge  
*Parks, Recreation & Culture – Recreation & Community Engagement*  
Business Plan 2020 – 2024

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**Departmental Overview:**

Recreation & Community Engagement (RCE) provides recreational, cultural and social programs, services and spaces for residents and visitors of Maple Ridge. RCE prioritizes accessibility and inclusivity, investing in valued partnerships and opportunities that enhance the quality of life of citizens and that support a healthy community.

Our work is guided by a number of strategic documents including the Parks, Recreation & Culture Master Plan, Sport and Physical Activity Strategy, Youth Strategy, Culture Plan and the Age Friendly Action Plan. In addition to these local strategies, PRC also aligns service delivery with the priorities set in the National Framework for Recreation in Canada (the Framework).

The Framework defines recreation as the experience that results from freely chosen participation in physical, social, intellectual and creative pursuits that enhance individual and community wellbeing. Recreation has the potential to address barriers in sedentary behaviour, increase citizens contact with nature, and resolve inequities that limit participation.

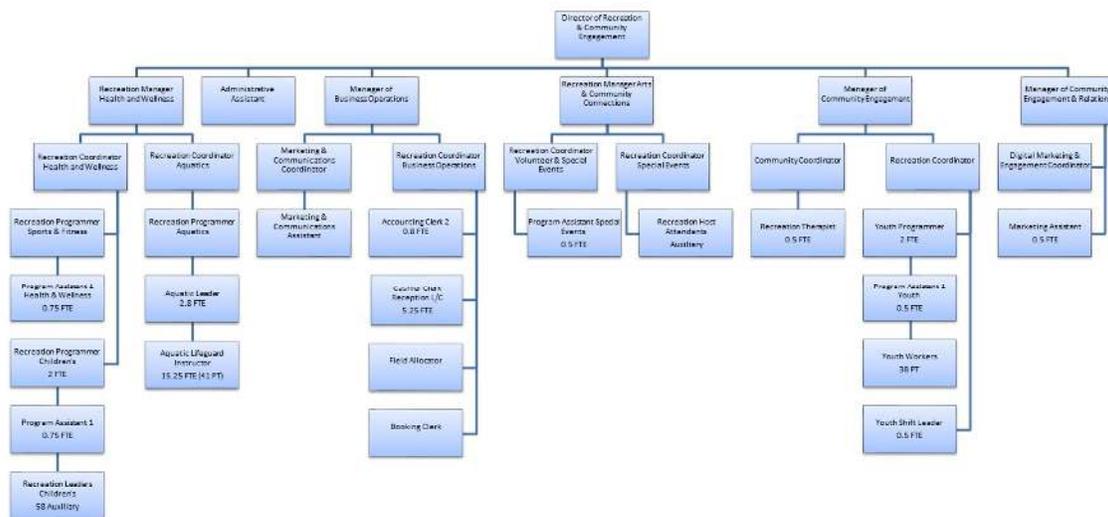
The Framework for Recreation in Canada provides five goals to support meaningful and accessible recreation experiences:

1. Active Living
2. Inclusion & Access
3. Connecting People & Nature
4. Supportive Environments
5. Recreation Capacity

In cooperation with the Parks & Facilities Department, services are delivered directly through the operation of facilities such as the Maple Ridge Leisure Centre, Hammond Outdoor Pool and Greg Moore Youth Centre or through community partners such as Planet Ice, the ACT Arts Centre and the Fraser Valley Regional Library. Recreation and Community Engagement works with community networks and partners to ensure that there is an abundance of opportunities for citizens of all ages to connect, engage and participate that meet community needs.

The total expenditure budget for this department is \$14,019,000

## Organization Chart:



**Full-Time Equivalent Staff: 65**

## Strategic Alignment:

To promote and support a healthy, safe and sustainable community that's active in a wide range of recreation and cultural activities by creating a strong sense of community and respect while protecting valuable natural assets. (Parks, Recreation & Culture Master Plan - 2010).

## Business Perspective/Environmental Scan:

- Hosting the Maple Ridge 2020 BC Summer Games will require in-kind staff resources and support leading up to and during the Games weekend.
- The Maple Ridge Leisure Centre Aquatics area is anticipated to reopen in early 2020 and will provide new spaces and opportunities for inclusive and accessible programming and partnerships. The facility improvements will ensure that this high value community asset continues to meet the needs of the community well into the future.
- Over the past number of years, incidents at the Maple Ridge Leisure Centre have risen including behavioural issues, thefts, misuse of public washrooms and change room amenities. Increased staff or security support may be required upon re-opening.
- As our population continues to increase in diversity, we will need to ensure facility and programming meets the needs of all participants by increasing inclusive practices.
- Through Council's investment in the Recreation Infrastructure Projects, new and renovated facilities and parks will provide opportunity to increase community programs and events and increase use for non-profit sport clubs and active groups for their recreation and competitive training needs.
- The RCMP and insurance providers have introduced new safety standards for mid-sized to large community gatherings that will place new requirements on events resulting in increased costs.
- Minor sport associations are challenged with financial restraints and volunteer capacity. Increased support from the City may be required to ensure sport participation remains affordable and accessible.

- With the growth of the community and density in the downtown, additional activations and animation of public spaces will help build community pride and spirit, increase community engagement, contribute towards a more vibrant downtown and promote well-being, health and happiness.
- There is growing demand for additional childcare options and services. After-school licensed programming is anticipated to increase beyond current contract capacity with the additional school in Albion and as enrollment at other schools increase due to the growing population.
- Children's programming, particularly after-school licensed care and day camps, are challenged with managing an increase in complex behaviours in the 6-12 year age group. Maintaining a safe and positive recreation experience often requires additional staff resources and supports from the City and partner agencies.
- Researching and applying for grants allows us to tap into new and ongoing funding sources and offer services outside of our current budget envelopes.

## **2020 Ongoing Deliverables:**

### **Goal 1: Active Living** - Foster active living through physical recreation.

- Offer a wide range of programs and services that include fitness, sports, skating, aquatics, licensed child care, leadership training, performance, music, media & visual arts and general interest.
- Support local sport clubs and groups in accessing affordable play spaces for recreation and competitive pursuits.
- Evaluate program attendance, monitor and respond to ongoing and emerging community needs and align with provincial, national and industry trends, to effectively allocate program resources for maximum participation.
- Support the implementation of action items and recommendations in the Sport & Physical Activity Strategy (endorsed July 2016).
- Manage and maintain rental contracts for non-profit organizations including sports associations, community groups, School District No. 42 and casual users for all Parks, Recreation & Culture assets.

### **Goal 2: Inclusion and Access** - Increase inclusion and access to recreation for populations that face constraints to participation.

- Support Municipal Advisory Committee on Accessible and Inclusiveness (MACAI), Ridge Meadows Seniors Society (RMSS), Maple Ridge Pitt Meadows and Katzie Seniors Network and the Maple Ridge Pitt Meadows and Katzie Community Network (MRPMKCN).
- Manage financial assistance programs that increase access to residents who face financial constraints to participate in recreation including Jump Start and the Participation Program.
- Deliver leadership opportunities that positively engage young people in their community.
- Support the Age Friendly sub-committee on implementation of the Age Friendly strategy (endorsed June 2018).

### **Goal 3: Connecting People and Nature** - Help people connect to nature through recreation.

- Maintain webpage content and associated links including interactive Recreation Guide, programs and schedules, facilities, local trails map and wetlands.
- Support the Agricultural Association and Haney Farmers Market to strengthen partnerships, volunteer capacity and sustainability.

- Provide options for the community to choose programming that occurs in the outdoors such as summer camps, swim lessons and arts programming.

**Goal 4: Supportive Environment** - Ensure the provision of supportive physical and social environments that encourage participation in recreation and build strong, caring communities.

- Support the rehabilitation and recovery goals of participants referred through Maple Ridge Mental Health Centre and/or inpatient unit.
- Support emerging adults with lived mental health experience to access recreation and other community resources.
- Manage, maintain and negotiate operating agreements, contracts and leases to ensure accessible services and use of Parks, Recreation & Culture assets, including: arenas, curling facility, canoe and kayak facility and oversee caretakers who supervise community halls, heritage facilities and The ACT Arts Centre.
- Manage programmed recreation facilities and amenities to meet evolving community needs and ensure a safe, inclusive and accessible recreation environment. Address areas of growth through community engagement, assessments, key partnerships and strategic planning.
- Develop policies/procedures as needed to meet business requirements.
- Support the town centre and Memorial Peace Park to be a safe and welcoming place for all.
- Facilitate marketing initiatives that engage citizens and celebrate the strengths of Maple Ridge, Community Champions and promote new services and infrastructure.
- Support and participate in the Community Network (CN) Leadership Committee, Regional Steering Committee on Homelessness Municipal Constituency Table, Metro Vancouver Social Issues Subcommittee and Social Policy Advisory Committee (SPAC) in ongoing development and sustainability planning.

**Goal 5: Recreation Capacity** - Ensure the continued growth and sustainability of the recreation field.

- Work with School District No. 42 to develop and implement programs that build capacity, address best practice research and are sustainable within the school environment.
- Recruit, hire and provide ongoing training for 100+ front-line staff and contract service partners who are responsible for delivering programs and services in recreation facilities, off site locations and neighborhoods.
- Support the development of the Community Culture Collective by promoting linkages, networking, collaboration, coordination and resource sharing on goals and objectives outlined in the Culture Plan and to promote individual and community benefits of volunteering engagement.
- Offer leadership training opportunities and appreciation initiatives for developing individual and community capacity.
- Ongoing staff development led by performance evaluations and training initiatives.

**Found Milestones:**

**Goal 1: Active Living** - Foster active living through physical recreation.

Action Item	Status or Outcome	Origin: Council Resolution, Operational
Facilitated change management process as a result of a new service partner for fitness provision contract.	Complete	Operational
Welcomed the Meadowridge Heroes Society into the Sport Network umbrella and supported the marketing and promotions of the recognition program and the organization of the Sports Banquet. Developed a MOU to guide relationship.	Ongoing	Operational
Awarded the Sport for Life Physical Literacy for Communities BC Grant (\$50k) to work in partnership with School District No. 42 to offer educational resources for teachers incorporating physical literacy into their curriculum.	Ongoing	Operational
Partnered with BCRPA to offer active aging and personal coaching to older adults through the 'no cost' Choose to Move program.	Ongoing	Operational
Confirmed new programming partnerships with ShEvaluesco, PLEA, Coast Capital, Youth Access and Kiwanis.	Ongoing	Operational

**Goal 2: Inclusion and Access** - Increase inclusion and access to recreation for populations that face constraints to participation.

Action Item	Status or Outcome	Origin: Council Resolution, Operational
Received additional funding from Fraser Health to provide enhanced mental health services, including in-patient programming and the introduction of a horticultural program.	Complete	Operational
Applied and received a \$1,000,000 Enabling Accessibility Grant for the Albion Community Centre.	Complete	Council Resolution
Developed a Dementia Friendly Community Action Plan to ensure persons with dementia and their caregivers are supported within community living.	Complete	Council Resolution

**Goal 3: Connecting People and Nature** - Help people connect to nature through recreation.

Action Item	Status or Outcome	Origin: Council Resolution, Operational
Incorporated new outdoor programs into the children's summer camps through partnerships with the MR Museum, Metro Vancouver, Katzie and Kwantlen First Nations.	Ongoing	Operational
Integrated cultural programming through a grant	Complete	Operational

received by Kwantlen's Coast Salish Arts and Cultural Society into summer camps and the Culture Days event.		
Developed engagement process for public art projects with Kwantlen and Katzie First Nations.	In progress	Operational

**Goal 4: Supportive Environment** - Ensure the provision of supportive physical and social environments that encourage participation in recreation and build strong, caring communities.

Action Item	Status or Outcome	Origin: Council Resolution, Operational
Supported Maple Ridge Burrard's bid to host the National Mann Cup pending Provincial champion status; including accommodating ice users.	Complete	Council Resolution
Partnered with the Division of Family Practice to support a new online application that provides low cost access to local mental health and social services.	Complete	Council Resolution
Partnered with School District No. 42 on a before school breakfast and recreation program to support findings from the Early Years Development Instrument results.	Ongoing	Operational
Received a \$25,000 grant to conduct a community child care needs assessment through the UBCM Child Care Planning Program.	Ongoing	Council Resolution
Applied for and received designation from the World Health Organization (WHO) as an Age Friendly City.	Complete	Council Resolution
Supported Ridge Meadows Seniors Society programming during flood damage remediation.	Complete	Operational
Supported The ACT Arts Centre by initiating an RFP process to replace the main theatre sound system.	Complete	Operational
Supported changes with staffing and board membership for Haney Farmers Market Society and Christmas Festival Society.	Complete	Operational
Activated Memorial Peace Park with events and programs throughout the summer in support of the Community Social Safety Initiative.	Complete	Council Resolution

**Goal 5: Recreation Capacity** - Ensure the continued growth and sustainability of the recreation field.

Action Item	Status or Outcome	Origin: Council Resolution, Operational
Participated in the Lower Mainland Perfect Mind Collaboration Group (Recreation Management Software) and facilitated ongoing training and procedure review as software releases become available.	Ongoing	Operational
Managed the installation and takedown of the boards at Golden Ears Winter Club for the Minor Ball Hockey Association due to club hardships and sport equity.	Ongoing	Operational

**Prior Years' Deliverables:**

Action Item	Status or Outcome	% Complete (and ETA if not 100%)
<b>Goal 1: Active Living</b>		
Develop an action plan for the Sport and Physical Activity Strategy goal statements.	Implementation plan developed with the Sport Network and endorsed by Council in Q1 2019.	100%
Identify and implement registered youth sport programming opportunities at the GMYC.	Implemented sport registered programming including 3 on 3 Ball Hockey, weekly hiking trips and the active mentor group.	100%
Evaluate programs and service levels following MRLC reopening, focussed on customer and staff feedback and industry practices.	Evaluation of implemented programs deferred until early 2020 when facility re-opens and programming in place.	Q1 2020
Pilot digital reward/incentive system for youth participants.	Developed criteria for a program to support meaningful acknowledgement of contribution, kudos, milestones, active participation and volunteerism. To be implemented Q4 2019.	75% Q4 2019
<b>GOAL 2: Inclusion and Access</b>		
Implement priority strategies from the Age Friendly action plan.	Received senior's friendly local transportation funds. Plan in place for shared use. Partners are in the process of purchasing appropriate vehicle.  Completed a pedestrian safety and walkability audit to support seniors in the downtown core.	90% Q4 2019  100%
Work with MACAI to explore opportunities to develop a community specific asset map highlighting accessible components for Maple Ridge and Pitt Meadows.	Mapping application has been designed in partnership with the Age Friendly Initiative (AFI) Committee and is in draft format.	80% Q4 2019
Analyze existing composition model of children's programming including access supports to continue to meet identified needs for program participants and partner agencies.	Undergoing a pilot of increasing staff resources to further support program leaders and participants in children's programs. Developing a communications plan with partner agencies in supported care funding and provision in afterschool and summer camp programs.	50% Q4 2020
Develop and implement a Recreation Volunteer Program (Leisure Buddies).	Research complete. To be implemented in Q1 2020.	30% Q1 2020
Conduct fees & charges review.	Fees & Charges recommendations will be brought forward in 2020 in consolidated CMR bylaw.	100%
Increase community engagement opportunities for inclusive sport participation such as: CAN Autism Skate, Accessible Skate Boarding.	Offered two sessions of Choose to Move in partnership with BCRPA; offered two sessions of Have a Try; and will be offering a wheelchair sport experience in Q4 2019.	100%
Develop communication standards that support the needs of an inclusive and accessible facility.	Communication standards will be designed in Q4 2019 and delivered in Q1 2020 in the Leisure Centre Training prior to reopening.	50% Q1 2020

<b>GOAL 3: Connecting People with Nature</b>		
Expand senior focused indoor and outdoor programming.	Provided try it opportunities in Q2 2019 for pickleball, lawn bowling and a number of health programs (Choose to Move & Active Age).	100%
<b>GOAL 4: Supportive Environment</b>		
Develop and install three new public art commissions and implement Developer Public Art Guidelines with the Public Art Steering Committee.	Three new public art commissions include Leisure Centre, Telosky Field House, and temporary community public art with Artist in Residence. Guidelines created including communications piece for the voluntary Developer Public Art Program. Planning staff to find opportunities in future development application proposals.	100%
Manage the consultation and design process for the Albion Community Centre.	<ul style="list-style-type: none"> <li>▪ Initial Consultation – 100%</li> <li>▪ Design Process – 100%</li> </ul>	100%
Support Facilities with the Aquatics renovation and liaise with supporting departments to manage impacts to staff and customers throughout the construction period.	Ongoing throughout retrofit project scheduled for completion early 2020.	80% Q4 2019
Develop Youth Planning Table with Terms of Reference to guide Youth Strategy.	Table and Terms of Reference endorsed by Council.	100%
Convert policies from MRPM Parks and Leisure to City of Maple Ridge Parks, Recreation & Culture.	Transitioned Parks & Leisure Services Commission (PLSC) policies to City of Maple Ridge policies with the direction to bring forward new policies as required/applicable.	100%
Facilitate and implement programming survey to inform allocation of suitable facility multi-purpose space to best meet community needs at the Albion Community Centre and Leisure Centre.	Deferred until operating model is determined.	Q2 2020
Develop multi-media tools to promote Parks, Recreation & Culture programs and services.	Created tools across web platforms including videos, forms. Worked with the City's Corporate Communications to reinvigorate our Instagram account.	100%
Work with Economic Development and Planning to support and develop collaborative placemaking activities in line with the Tourism Strategy and Culture Plan by providing public art opportunities for a variety of community partners, including Katzie and Kwantlen First Nations, to animate public spaces and neighbourhoods, celebrate a greater sense of place and foster an appreciation for local histories.	Taking the priorities in the various strategies and placemaking, three new public artworks are in progress for completion at the Leisure Centre (Community Mosaic by Rebecca Bayer and David Gregory); Telosky Stadium Fieldhouse and Albion Community Centre and new poetry stamps on the Loughheed corridor.	50% Q4 2019

Includes: <ul style="list-style-type: none"> <li>▪ Commissioning of 3-4 new public artworks through infrastructure projects</li> <li>▪ Temporary program opportunities.</li> </ul>		
Expand the Artists in Residence program to include three new artists in residence: two live-in opportunities at Fern Crescent and Port Haney, and one new studio residency at the Greg Moore Youth Centre with a focus on Maple Ridge's story and priorities in Parks, Recreation & Culture strategies.	Artist in Residence program was updated to include strategic priorities in PRC strategies and Council strategic plan. The program was expanded to include the new one-year residency at GMYC. Artists were selected and awarded the residencies.	100%
<b>GOAL 5: Recreation Capacity</b>		
Implement Perfect Mind registration and scheduling recreation software.	Implemented new software on November 14, 2018.	100%
Work with Culture Plan Task Group to develop an implementation plan for Culture Plan recommendations.	Implementation completed and endorsed by Council.	100%
Research employee scheduling software or programs and plan a formal process for securing product that meets the needs of the department.	Research complete. RecStaff scheduling software implemented in Aquatics. Scheduling and implementation will continue with work groups throughout Recreation and Community Engagement.	100%
Support Sport Network structure and associated projects identified in Sport & Physical Activity Strategy.	Ongoing projects include sport calendar, recognition program, workshops, Home Town Heroes and adaptive programs.	Ongoing
Facilitate the BC Summer Games Board of Director nominations and selection process.	Board of Directors appointed in May 2019.	100%
Participate as City Liaison on the Maple Ridge 2020 BC Summer Games Executive Board.	Ongoing support to the Executive Board through to the BC Summer Games in July 2020.	Ongoing
Liaise with the Volunteer Sports Chair and work with volunteer groups in preparation of the 2020 Summer Games.	Ongoing support to the Executive Board through to the BC Summer Games in July 2020.	Ongoing
Facilitate in the recruitment, orientation and training of new lifeguard staff in anticipation of the MRLC reopening. Develop an aquatics continuum model incorporating junior lifeguard programs, aquatics volunteer opportunities and advanced leadership training and onboarding.	In progress – substantial completion expected by Leisure Centre reopening in early 2020. <ul style="list-style-type: none"> <li>- Aquatics recruitment strategy developed</li> <li>- New aquatics position created to support operations and serve as a transition between volunteer role and lifeguard/instructor.</li> </ul>	25% Q1 2020
Conduct evaluation with community partners on services and programs provided for Youth to ensure we are	Gathered feedback from community partners and have implemented the following:	Ongoing

<p>meeting the recreational needs of a diverse group of youth.</p>	<ul style="list-style-type: none"> <li>▪ Currently partnering with PLEA for emerging adults cooking program.</li> <li>▪ Partnered with RMACL to provide after school programs twice a week from 3-5pm.</li> <li>▪ Partnered with PLEA for Christmas Cheer Dinner.</li> <li>▪ PLEA access GMYC throughout the day for one-on-one programming.</li> <li>▪ RMCAL – Afterschool Programming 3-5pm providing students/youth with a different learning environment and opportunity to recreate.</li> </ul>	
<p>Develop and implement sponsorship program that creates opportunities for new funding sources for youth programs.</p>	<p>Engaged and partnered with several groups to help support program opportunities for youth:</p> <ul style="list-style-type: none"> <li>▪ Coast Capital Savings – financial support for Youth Week, a new POS system (Square).</li> <li>▪ Kiwanis Donation – financial support to enhance outdoor spaces and activities for youth.</li> <li>▪ ShEvalesco Programming – financial and staff support for workshops; building resilience with self-identifying young women (including Indigenous, two-spirited, LGBTQQIA+, vulnerable).</li> <li>▪ Youth Access Partnership – In July and August the City piloted the Access Outreach Bus program with a team of four outreach workers to Maple Ridge on Friday nights.</li> </ul>	<p>100%</p>
<p>Enhance capacity building and collaborations for the community through the development of:</p> <ul style="list-style-type: none"> <li>▪ a Cultural Roundtable</li> <li>▪ Additional skills development workshops with Metro Vancouver and partners</li> <li>▪ Establish guidelines for cultural access at Albion Community Centre and other civic facilities</li> </ul> <p>Support multicultural groups in the development of new festivals/special events focused on music and food.</p>	<p>After Council’s approval of the Culture Plan Implementation Framework, the Culture Roundtable (renamed Culture Collective) was developed to support the implementation of the new Culture Plan. The Collective meets 3-4 times a year.</p> <p>In collaboration with Metro Vancouver, four capacity building workshops were presented and delivered – NPO lifecycles 101; succession planning; collaboration and cultural hubs; board governance fundamentals.</p> <p>Deferred until Operating Model determined for Albion.</p> <p>Provided additional planning and resource support to Fraser River Indigenous Society, Family Education/ISSBC and Multi-Cultural Society to expand their special events and resulted in record attendance.</p>	<p>100%</p> <p>100%</p> <p>100%</p>
<p>Incorporate opportunities and identified focus areas in the Cultural Plan during partnership agreement renewals (Arts Council, Historical Society and event organizers).</p>	<p>Community partner agreements were reviewed during renewal processes and revised to reflect components identified in the Culture Plan.</p>	<p>100%</p>

Implement multi-approach media campaign to promote services and programs.	Collaboration with Aquatics and HR to implement multi-faceted digital and in-person campaign for aquatics recruitment. Refreshed volunteer page on City website for volunteer recruitment and information. Completed a navigation and user experience review to ensure clear and concise communication and strengthen our branding through website refresh, uniform/work wear ordering process, onboarding and graphic guidelines.	100%
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**New Deliverables for 2020:**

**Goal 1: Active Living** - Foster active living through physical recreation.

Action Item	Lead	ETA	Council / Strategy Alignment
Complete the actions identified for 2020 in the Sport & Physical Activity Implementation Plan in collaboration with the Sports Network.	Recreation Coordinator, Health & Wellness	Q4	Community Pride & Spirit
Complete actions identified for 2020 in support of the Sport for Life Physical Literacy Project.	Recreation Coordinator Health & Wellness	Q4	Community Pride & Spirit
Provide innovative physical literacy and active programming for infant to 6 years through direct delivery and community partnerships. Focus on parent participation and preschool programming.	Recreation Programmer, Children's	Q4	Community Pride & Spirit

**Measure/Outcomes**

- Expand participation and awareness in physical activity, sport and recreation for public, athletes, coaches and volunteers of varied ages.

**Goal 2: Inclusion and Access** - Increase inclusion and access to recreation for populations that face constraints to participation.

Action Item	Lead	ETA	Council / Strategy Alignment
Develop six public art commissioning projects with artists, including First Nations artists, youth and young adults for public facilities and civic events.	Recreation Manager, Arts & Community Connections	Q4	Inter-government relations; Community Pride & Spirit; Natural Environment
Build partnerships that support adaptive programming opportunities for all ages and abilities.	Recreation Programmer, Sports & Fitness	Q4	Community Pride & Spirit

Build relationships with local service groups that support community members with varied needs to continue development of adaptive programming for all ages and abilities.	Recreation Coordinator, Aquatics	Q3	Inter-government relations; Community Pride & Spirit
Develop relationships with businesses that support rehabilitation services in our community and seek partnerships to provide programming in the Leisure Centre Aquatics areas.	Recreation Coordinator, Aquatics	Q1	Community Pride & Spirit
Host active agers event in partnership with Senior Network Planning Table and MACAI.	Community Coordinator	Q3	Community Pride & Spirit
Work with MACAI to deliver 2 Community forums for the purpose of raising awareness of MACAI's work in Maple Ridge.	Community Coordinator	Q4	Community Pride & Spirit
Identify and implement registered programming to reduce barriers and provide more opportunities for youth recreation.	Recreation Coordinator	Q4	Community Pride & Spirit; Community Safety
Work with community partners to expand and enhance transportation options for youth.	Youth Programmer	Q3	Community Pride & Spirit; Community Safety
Implement identified short term deliverables from the Youth Strategy.	Recreation Coordinator		Community Pride & Spirit; Community Safety
Host Community Conversation for the purpose of providing feedback to the BC framework for Accessibility Legislation.	Manager, Community Engagement	Q1	Community Pride & Spirit; Community Safety
Create framework for the development of a Community Inclusion Strategy.	Manager, Community Engagement	Q2	Community Pride & Spirit
Conduct feasibility study and potential pilot project on accessible feminine hygiene products in public facilities	Manager, Community Engagement	Q3	Community Safety

**Measures/Outcomes**

- Through partnerships and program development enable citizens to participate in recreation without discrimination and provide resources that assist participation across all abilities.

**Goal 3: Connecting People and Nature** - Help people connect to nature through recreation.

Action Item	Lead	ETA	Council / Strategy Alignment
Implement permanent changes to operating season for the Hammond Outdoor Pool, pending funding.	Recreation Coordinator, Aquatics	Q2	Community Pride & Spirit

### Measures/Outcomes

- Develop public awareness and program initiatives to increase understanding of the importance of nature to wellbeing and the role of recreation in helping people connect to nature.

**Goal 4: Supportive Environment** - Ensure the provision of supportive physical and social environments that encourage participation in recreation and build strong, caring communities.

Action Item	Lead	ETA	Council / Strategy Alignment
Conduct a community child care needs assessment to develop an action plan.	Recreation Programmer, Children's	Q2	Community Safety
Develop systems to engage identified departments in programming and promoting community events, economic development initiatives and storytelling celebrating community in the lead up to the 2020 Summer Games.	Recreation Manager, Health & Wellness	Q3	Community Pride & Spirit.
Support the Community Social Safety Initiative to create family friendly and diverse special events to activate Memorial Peace Park and contribute to a vibrant downtown; pending funding.	Recreation Coordinator, Special Events	Q3	Community Safety; Community Pride & Spirit
Evaluate operating models for the Albion Community Centre for Council's consideration.	Manager, Business Operations	Q1	Growth; Community Pride & Spirit
Submit an application for UBCM Grant for Senior Housing needs assessment to include education and networking for building managers and housing emergency planning.	Community Coordinator	Q1	Inter-government Relations
Work with SPAC to deliver two Community Forums pertaining to chronic disease.	Manager, Community Engagement	Q4	Community Safety
Develop a program plan for age and ability friendly volunteerism opportunities.	Community Coordinator	Q2	Community Pride & Spirit
Support the LEAD Action Team with implementation of the Community Social Safety Initiative.	Director, Recreation & Community Engagement	Q1-4	Community Safety

### Measures/Outcomes

- Showcase the City of Maple Ridge as a provincial leader in sport development and cultural pursuits.
- Enhance mental and social wellbeing by creating supportive social environments in the settings where people live, learn, work and play.
- Adopt a strategic approach to community building that features alignment and collaboration with other community initiatives.

**Goal 5: Recreation Capacity** - Ensure the continued growth and sustainability of the recreation field.

Action Item	Lead	ETA	Council / Strategy Alignment
Complete the priorities selected from actions identified in the Culture Strategy Implementation Framework in years 1 to 3 in support of the Culture Collective Network.	Recreation Coordinator, Special Events	Q4	Community Pride & Spirit
Connect citizens and visitors to the BC Summer Games through marketing community champions, athletes, infrastructure, and community sport culture.	Marketing & Communications Coordinator	Q3	Community Pride & Spirit
Recruit, train, and conduct ongoing coaching and mentorship of approximately 40 new aquatics staff.	Recreation Coordinator, Aquatics	Q2	Community Pride & Spirit

**Measures/Outcomes**

- Increase collaborative efforts among all governments and partner organizations to support and nurture a vibrant recreation system that serves as the primary means for achieving the goals of our business.
- Implement career awareness, preparation and development strategies to attract and educate new leaders.

**Operating Budget:**

**Financial Plan 2020 – 2024  
Recreation Administration**

All \$ values in 000's (thousands)	Adopted	Proposed	Changes		Proposed			
	2019	2020	\$	%	2021	2022	2023	2024
<b>Expenditures</b>								
Salaries	1,224	1,188	(36)	(3%)	1,221	1,254	1,288	1,321
Software Maintenance	59	59	-	0%	59	59	59	59
Supplies	21	21	-	0%	21	21	21	21
Utilities - Telephone	4	4	-	0%	4	4	4	4
Vehicle Costs	35	38	3	10%	39	40	41	42
	1,343	1,310	(33)	(2%)	1,344	1,378	1,413	1,447
<b>Totals</b>	1,343	1,310	(33)	(2%)	1,344	1,378	1,413	1,447

**Changes or Remarks:**

Salaries - Salaries have decreased in alignment with the expiration of the Pitt Meadows cost sharing agreement.

Vehicle Charges - Vehicle rates include a 3 % increase. Vehicle charges have been updated to reflect the type of vehicle in use in this area.

**Financial Plan 2020 – 2024  
Community Connections**

All \$ values in 000's (thousands)	Adopted	Proposed	Changes		2021	Proposed		
	2019	2020	\$	%		2022	2023	2024
<b>Expenditures</b>								
Grants & Donations	75	75	-	0%	75	75	75	75
	75	75	-	0%	75	75	75	75
<b>Totals</b>	75	75	-	0%	75	75	75	75

Changes or Remarks: None

**Financial Plan 2020– 2024  
Social Planning**

All \$ values in 000's (thousands)	Adopted	Proposed	Changes		2021	Proposed		
	2019	2020	\$	%		2022	2023	2024
<b>Expenditures</b>								
Studies & Projects	2	2	-	0%	2	2	2	2
	2	2	-	0%	2	2	2	2
<b>Totals</b>	2	2	-	0%	2	2	2	2

Changes or Remarks: None

**Financial Plan 2020 – 2024  
Youth Services**

All \$ values in 000's (thousands)	Adopted	Proposed	Changes		2021	Proposed		
	2019	2020	\$	%		2022	2023	2024
<b>Revenues</b>								
Lease	4	4	-	0%	4	4	4	4
Lessons / Program Fees	15	15	-	0%	15	15	15	15
Other Grant (Conditional)	13	13	-	0%	13	13	13	13
	32	32	-	0%	32	32	32	32
<b>Expenditures</b>								
Maintenance - Buildings	25	25	-	0%	25	25	25	25
Program Costs	201	204	3	2%	209	215	220	225
Salaries	374	382	8	2%	392	402	413	424
Supplies	4	4	-	0%	4	4	4	4
Vehicle Charges	17	17	-	(1%)	17	18	18	19
	621	632	11	2%	647	664	680	697
<b>Totals</b>	589	600	11	2%	615	632	648	665

Changes or Remarks: None

**Financial Plan 2020 – 2024  
Leisure Centre**

All \$ values in 000's (thousands)	Adopted	Proposed	Changes		2021	Proposed		
	2019	2020	\$	%		2022	2023	2024
<b>Revenues</b>								
Admin Fee	2	2	-	0%	2	2	2	2
Admissions	866	866	-	0%	866	866	866	866
Lease Revenue	65	65	-	0%	65	65	65	65
Lessons - Program Fees	360	525	165	46%	525	525	525	525
Miscellaneous Income	14	14	-	0%	14	14	14	14
Program Fees	241	241	-	0%	241	241	241	241
Brochure Revenue	-	15	15		15	15	15	15
Rentals	107	107	-	0%	107	107	107	107
Taxes	14	14	-	0%	14	14	14	14
	1,641	1,821	180	11%	1,821	1,821	1,821	1,821
<b>Expenditures</b>								
Bank Charges	50	50	-	0%	50	50	50	50
Cost of Goods Sold	5	5	-	0%	5	5	5	5
Equipment	5	5	-	0%	5	5	5	5
Maintenance - General	428	432	4	1%	437	442	447	452
Program Costs	417	418	1	0%	418	419	419	420
Publicity	63	63	-	0%	63	63	63	63
Salaries	2,506	3,015	509	20%	3,093	3,175	3,260	3,341
Supplies	87	87	-	0%	87	87	87	87
Utilities - Gas & Hydro	5	5	-	0%	5	5	5	5
	3,516	4,030	514	15%	4,113	4,201	4,291	4,378
<b>Totals</b>	1,925	2,259	334	17%	2,342	2,430	2,520	2,607

**Changes or Remarks:** Leisure Center Renovations: Both Salaries and Lessons - Program Fees reflect the changes in the facility. The net increase in costs is being funded through the Parks and Recreation Improvement Reserve.

**Financial Plan 2020 – 2024  
Historic Sites**

All \$ values in 000's (thousands)	Adopted	Proposed	Changes		2021	Proposed		
	2019	2020	\$	%		2022	2023	2024
<b>Expenditures</b>								
Contract	199	204	5	2%	208	212	216	220
Maintenance - General	9	9	-	1%	9	9	9	9
Maintenance - Grounds	8	8	-	0%	8	8	8	8
	216	221	5	2%	225	229	233	237
<b>Totals</b>	216	221	5	2%	225	229	233	237

**Changes or Remarks:** None

**Financial Plan 2020 – 2024  
Special Events**

All \$ values in 000's (thousands)	Adopted	Proposed	Changes		Proposed			
	2019	2020	\$	%	2021	2022	2023	2024
<b>Revenues</b>								
Miscellaneous Income	1	1	-	0%	1	1	1	1
Program Fees	1	1	-	0%	1	1	1	1
Prov Grant (Conditional)	2	2	-	0%	2	2	2	2
	4	4	-	0%	4	4	4	4
<b>Expenditures</b>								
Grants & Donations	18	18	-	0%	18	18	18	18
Salaries	252	258	6	2%	265	272	280	288
Special Events Exp	122	124	2	2%	127	129	131	134
	392	400	8	2%	410	419	429	440
<b>Totals</b>	<b>388</b>	<b>396</b>	<b>8</b>	<b>2%</b>	<b>406</b>	<b>415</b>	<b>425</b>	<b>436</b>

Changes or Remarks: None

**Financial Plan 2020 – 2024  
Hammond Centre**

All \$ values in 000's (thousands)	Adopted	Proposed	Changes		Proposed			
	2019	2020	\$	%	2021	2022	2023	2024
<b>Revenues</b>								
Rentals	54	54	-	0%	54	54	54	54
	54	54	-	0%	54	54	54	54
<b>Expenditures</b>								
Contract	15	15	-	0%	15	15	15	15
Maintenance - General	17	17	-	0%	17	17	17	17
	32	32	-	0%	32	32	32	32
<b>Totals</b>	<b>(22)</b>	<b>(22)</b>	<b>-</b>	<b>0%</b>	<b>(22)</b>	<b>(22)</b>	<b>(22)</b>	<b>(22)</b>

Changes or Remarks: None

**Financial Plan 2020 – 2024  
Special Services**

All \$ values in 000's (thousands)	Adopted	Proposed	Changes		Proposed			
	2019	2020	\$	%	2021	2022	2023	2024
<b>Revenues</b>								
Lessons - Program Fees	1	1	-	0%	1	1	1	1
Prov Grant (Conditional)	84	84	-	0%	84	84	84	84
	85	85	-	0%	85	85	85	85
<b>Expenditures</b>								
Program Costs	56	57	1	2%	58	59	61	62
Programs - Subsidized Admissions	11	11	-	0%	11	11	11	11
Salaries	156	158	2	2%	162	167	171	175
Supplies	15	15	-	0%	15	15	15	15
	238	241	3	1%	246	252	258	263
<b>Totals</b>	153	156	3	2%	161	167	173	178

Changes or Remarks: None

**Financial Plan 2020 – 2024  
Outdoor Pools**

All \$ values in 000's (thousands)	Adopted	Proposed	Changes		Proposed			
	2019	2020	\$	%	2021	2022	2023	2024
<b>Revenues</b>								
Admissions	17	17	-	0%	17	17	17	17
	17	17	-	0%	17	17	17	17
<b>Expenditures</b>								
Maintenance - General	19	19	-	1%	19	19	20	20
Salaries	32	33	1	2%	33	34	35	36
	51	52	1	2%	52	53	55	56
<b>Totals</b>	34	35	1	3%	35	36	38	39

Changes or Remarks: None

**Financial Plan 2020 – 2024  
Arts**

All \$ values in 000's (thousands)	Adopted	Proposed	Changes		Proposed			
	2019	2020	\$	%	2021	2022	2023	2024
<b>Revenues</b>								
Lease Revenue	80	80	-	0%	80	80	80	80
	80	80	-	0%	80	80	80	80
<b>Expenditures</b>								
Contract	758	772	14	2%	786	800	814	829
Grants & Donations	15	15	-	0%	15	15	15	15
Maintenance - Buildings	10	10	-	0%	10	10	10	10
Programs - Subsidized Admissions	2	2	-	0%	2	2	2	2
	785	799	14	2%	813	827	841	856
<b>Totals</b>	705	719	14	2%	733	747	761	776

**Changes or Remarks:**

Contract - The contract for the Art Gallery includes 2% for inflation.

**Financial Plan 2020 – 2024  
Arena**

All \$ values in 000's (thousands)	Adopted	Proposed	Changes		Proposed			
	2019	2020	\$	%	2021	2022	2023	2024
<b>Revenues</b>								
Admissions	30	30	-	0%	30	30	30	30
Lessons - Program Fees	60	60	-	0%	60	60	60	60
Rentals	251	251	-	0%	251	251	251	251
	341	341	-	0%	341	341	341	341
<b>Expenditures</b>								
Program Costs	1,255	1,255	-	0%	1,255	1,255	1,255	1,405
Supplies	7	7	-	0%	7	7	7	7
	1,262	1,262	-	0%	1,262	1,262	1,262	1,412
<b>Totals</b>	921	921	-	0%	921	921	921	1,071

**Changes or Remarks:**

Program Costs - The contract includes a CPI-based adjustment every five years; the next adjustment is in 2024.

**Financial Plan 2020 – 2024  
Seniors**

All \$ values in 000's (thousands)	Adopted	Proposed	Changes		2021	Proposed		
	2019	2020	\$	%		2022	2023	2024
<b>Revenues</b>								
Lease Revenue	20	20	-	0%	20	20	20	20
	20	20	-	0%	20	20	20	20
<b>Expenditures</b>								
Contract	215	222	7	3%	227	232	237	242
Other Outside Services	98	138	40	41%	138	138	138	138
Program Costs	25	25	-	0%	25	25	25	25
	338	385	47	14%	390	395	400	405
<b>Totals</b>	318	365	47	15%	370	375	380	385

**Changes or Remarks:**

Contract - The contract with the Ridge Meadows Senior Society includes a 2% annual increase for Inflation. The contract encompasses all expenditures.

Other Outside Services - The payment of Strata fees by the City of Maple Ridge is included in the new agreement with Ridge Meadows Seniors Society. This is the portion of strata fees not related to Lifecycle.

**Financial Plan 2020 – 2024  
Children's Services**

All \$ values in 000's (thousands)	Adopted	Proposed	Changes		2021	Proposed		
	2019	2020	\$	%		2022	2023	2024
<b>Revenues</b>								
Contributions From Others	35	35	-	1%	36	36	36	37
Lessons / Program Fees	212	213	1	1%	215	217	220	223
Grants(Conditional)	100	100	-	0%	100	100	100	100
Program Fees	354	357	3	1%	360	363	366	369
	701	705	4	1%	711	716	722	729
<b>Expenditures</b>								
Program Costs	147	148	1	1%	150	151	152	153
Salaries	715	730	15	2%	749	768	789	808
Training	24	25	1	2%	25	26	26	27
Vehicle Charges	11	11	-	0%	11	11	11	11
	897	914	17	2%	935	956	978	999
<b>Totals</b>	196	209	13	7%	224	240	256	270

**Changes or Remarks: None**

**Financial Plan 2020 – 2024  
Curling Rink**

All \$ values in 000's (thousands)	Adopted	Proposed	Changes		Proposed			
	2019	2020	\$	%	2021	2022	2023	2024
<b>Revenues</b>								
Rentals	40	40	-	0%	40	40	40	40
	40	40	-	0%	40	40	40	40
<b>Expenditures</b>								
Contract	45	45	-	0%	45	45	45	45
Maintenance - General	5	5	-	0%	5	5	5	5
Utilities - Gas & Hydro	35	35	-	0%	35	35	35	35
	35	35	-	0%	35	35	35	35
<b>Totals</b>	45	45	-	0%	45	45	45	45

Changes or Remarks: None

**Financial Plan 2020 – 2024  
Whonnock Community Centre**

All \$ values in 000's (thousands)	Adopted	Proposed	Changes		Proposed			
	2019	2020	\$	%	2021	2022	2023	2024
<b>Revenues</b>								
Lease Revenue	6	6	-	0%	6	6	6	6
Program Fees	7	7	-	0%	7	7	7	7
Rentals	105	105	-	0%	105	105	105	105
	118	118	-	0%	118	118	118	118
<b>Expenditures</b>								
Contract	40	40	-	0%	40	40	40	40
Maintenance - General	63	64	1	1%	65	65	66	67
Program Costs	5	5	-	0%	5	5	5	5
Salaries	12	12	-	2%	13	13	13	14
	120	121	1	1%	123	123	124	126
<b>Totals</b>	2	3	1	50%	5	5	6	8

Changes or Remarks: None

Incremental Packages – Attached (five)

Capital Budget - None

Information Technology – None

## Grants Received 2019:

Grant Provider	Grant Value	Grant Purpose
BC Alliance for Healthy Living Society	\$50,000	Active Communities Grant
British Columbia Recreation & Parks Association	\$4,000	Family Day Events
	\$3,125	Give it a Try Program Grant
	\$1,800	After School Program Grant
Canadian Heritage	\$7,000	Canada Day Events
Coast Capital	\$810	Youth Talent Show
	\$1,405	Purchase of Point of Sale terminal
Employment and Social Development Canada	\$1,000,000	Enabling Accessibility Fund to build the new Albion Community Centre as an inclusive and accessible facility
Fraser Health Authority	\$25,229	Recreation Therapy and Mental Health Services
	\$13,258	Pilot Program - Recreation Therapy Services at Ridge Meadows Hospital
Greg Moore Foundation	\$12,000	Greg Moore Youth Centre Summer Staffing
Kiwanis Club	\$2,000	Enhancement for Youth Recreational Spaces
Local Businesses and Community Organizations	\$7,000	City of Maple Ridge Event Sponsorships
Human Resources Development Canada	\$49,931	Youth & Children's Workers
Ministry of Children & Family Development	\$35,386	Integrated Spring/Summer Day Camps
Plan H	\$5,000	Facility Adult Downtown Core
Province of BC	\$29,087	Active Kids Club - Child Operating Grant
Ridge Meadows Assoc. for Community Living	\$72,531	Active Kids Club - Supported Child Development
	\$6,238	Active Kids Club - Spring Supported Child Care Funding
School District No. 42	\$35,000	Active Kids Club - Programmer Position Wages
Sport for Life	\$30,000	Physical Literacy Grant
UBCM	\$15,000	Development of Mapping, Wayfinding and Place Making for local Accessible Senior Transportation Plan
	\$25,000	Child Care Needs Assessment
	\$1,000,000	Community Child Care Space Creation Program to build the new Albion Community Centre with a licensed child care facility
Vancouver Foundation	\$10,000	Neighbourhood Grant Program
<b>TOTAL GRANTS RECEIVED</b>	<b>\$2,440,800</b>	

### Performance Measures/Indicators

The City tracks our performance in a number of ways. Some of the measures are tracked using Performance Reporting Scorecards which appear in the City's performance system. The scorecards for this area are listed below.

To access the “live” scorecard, visit [mapleridge.ca/787](http://mapleridge.ca/787) and use the Scorecard Lookup tool.

<b>Code</b>	<b>Scorecard (on following pages)</b>	<b>Why this Scorecard is important to this department:</b>
SL01	Active Living	To foster active living through physical recreation.
SL02	Connecting People with Nature	To help people connect to nature through recreation.
SLO3	Inclusion and Access	To increase inclusion and access to recreation for populations that face constraints to participate.
IR01	Recreation Capacity	To ensure the continued growth and sustainability of the recreation field.
CR04	Supporting Environments	To ensure the provision of supportive physical and social environments that encourage participation in recreation and build strong caring communities.

## Incremental Package Report 2020 Proposed Budget

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<b>Division:</b>	<b>Recreation &amp; Community Engagement</b>	<b>Submitted By:</b> Russ Brummer
<b>Department:</b>	<b>Parks, Recreation &amp; Culture</b>	
<b>Request For:</b>	<b>Admin support for Recreation Software and clerical team</b>	
<b>Package:</b>	<b>1 of 5</b>	

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**Activities/Purpose:**

The Business Operations service area supports Parks, Recreation & Culture in the development of business and other strategic plans and operations, development of policies and procedures, financial support and the overall maintenance and management of the departments recreation software product. This system manages facility bookings, memberships, admissions and program registrations which equates to 420K transactions per year at a value of \$3M.

The Recreation Management Software was replaced in Q4 of 2018 as the previous product had reached end of life. The City of Maple Ridge, with a consortium of 21 other BC municipalities, chose the Perfect Mind product after an extensive and collaborative procurement process.

At this time, Perfect Mind is not as robust of a system as the previous software and requires a dedicated resource to manage the beta testing and user training of updated software releases, resolving issues with the service provider including tracking cases and ensuring service level agreements are met, reconciling accounts receivable, deferred revenue and supporting Finance and IT staff.

In addition to this change in service level, a number of responsibilities of the retired Senior Recreation Manager shifted to the Business Operations portfolio including arena management, caretaker relations, and leases. This additional workload has added increased pressure to this portfolio in which the administrative support position will alleviate from the supervisory team.

**Functions Performed/Degree of Service:**

The Clerk Typist 3 would assist the coordinator in a number of administrative tasks including assigning and reviewing work by the Clerk-Cashier staff group; maintaining a customer experience program that emphasizes Fair, Friendly and Helpful; performing administrative duties with the Perfect Mind software including reconciliation, invoicing, collections, maintenance, user set-up, training and the inventory of goods and services used by staff and sold to customers.

**Alternatives Considered/Reasons for Not Recommending:**

N/A

**Staff Position:**

FT Clerk Typist 3

**Performance Measure:**

N/A

**Package:**

**2020 Budget**

Total Cost:        **\$72,800**

## Incremental Package Report 2020 Proposed Budget

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<b>Division:</b>	Recreation & Community Engagement	<b>Submitted By:</b> Russ Brummer
<b>Department:</b>	Parks, Recreation & Culture	
<b>Request For:</b>	Funding for set-up/take down of Ball Hockey boards	
<b>Package:</b>	2 of 5	

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**Activities/Purpose:**

The Golden Ears Winter Club has been the home arena for the Ridge Meadows Ball Hockey Association (RMBHA) for 16 years and has traditionally only been used for Ball Hockey during the dry season. While reviewing the City's needs for the BC Summer Games, it was noted that GEWC could support lacrosse play with some upgrades and repairs to the existing boards, currently owned by RMBHA.

In the past, RMBHA was responsible for the set-up and take-down of the arena boards which has become a hardship to the Club from both a volunteer capacity and safety perspective. The safety issue being two-fold: volunteer injuries and board integrity.

This past season, the City took on this piece of work to investigate the ability for the surface to become multi-use. The City engaged Cascadia Sports System to perform the work which included extensive repairs to the anchoring system, installation and take-down. Because the facility is also used by the Home Show the install and take-down are required twice per season. The total cost of this work was \$30,000 which included updating the anchoring system to ensure participant safety and board security. Moving forward staff anticipate this cost to be \$22,000 annually.

**Functions Performed/Degree of Service:**

RMMBHA is the only minor sport association that has historically been responsible for the playing surface to this degree.

By taking on this work, the City is able to accommodate additional user groups and ensure the safety of the facility for existing users.

**Alternatives Considered/Reasons for Not Recommending:**

- Ball Hockey volunteers are unable and not skilled to do this work and risk injury
- Major financial implication to the minor sport club

**Staff Position:**

N/A

**Performance Measure:**

N/A

**Package:**

	<b><u>2020 Budget</u></b>
Total Cost:	<b><u>\$22,000</u></b>

## Incremental Package Report 2020 Proposed Budget

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<b>Division:</b>	<b>Recreation &amp; Community Engagement</b>	<b>Submitted By: Christa Balatti</b>
<b>Department:</b>	<b>Parks, Recreation and Culture</b>	
<b>Request For:</b>	<b>Aquatics – Hammond Pool Extend Season</b>	
<b>Package:</b>	<b>3 of 5</b>	

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### **Activities/Purpose:**

The City and community recognize the importance of recreational facilities in the health and wellness of community and the well being of residents. The aquatics facilities provide programs and services for individuals to learn life skills, to maintain their physical activity, to connect socially with others for mental wellness and to utilize the benefits of water for rehabilitation and physical therapy.

The Hammond Outdoor Pool operates seasonally and supplements the programs and services offered at the Leisure Centre, during the summer months. Over the past 2 years, with the Leisure Centre closure, the community accommodation plan included expansion of the operating season and increased programming at the outdoor pool to provide community with aquatics amenities during the closure.

Many residents have requested the earlier opening of the Hammond pool in 2020. With the focus on Hammond as a viable alternative to aquatics programming throughout the Leisure Centre closure, there has been greater awareness and interest by residents as well as a renewal of outdoor swimming in our community. The pool also supported both the Haney Neptunes and Haney Seahorses club training and both clubs are interested in keeping training times at the outdoor pool next year.

### **Functions Performed/Degree of Service:**

In 2018 & 2019, the Hammond Pool operation were expanded and programming increased which drew in record attendance. The free admission to the pool contributed to the re-engagement and being introduced to the outdoor pool activities and has created somewhat of an expectation and demand to continue similar programming in 2020, even when the Leisure Centre reopens.

The marketing and promotions coverage for the Hammond Pool Operations was significant and the public engagement feedback supports the renewed appreciation for recreation outdoors in the iconic outdoor venue. The comments demonstrate the value the public has in bringing community together and providing low cost recreation to children and seniors.

### **Staff Position:**

The increase in the operating season will require the recruitment and training of seasonal lifeguards and aquatic leaders to supplement the existing staff complement of the Leisure Centre guarding team.

### **Performance Measure:**

Aquatic facilities enhance citizens' quality of life, citizen connectedness and lifesaving skills. The public interest for a variety of aquatics programs and services continues to increase as our population grows and ages. Attendance numbers in 2018, when the pool was open for the 4 months increased by 300% from previous years when the pool was open for 2 months. In 2018 total attendance was 19,346 whereas in 2017 attendance was 5786. The significant increase could largely be due to the free admission provided during the 4 months.

The increase to the Hammond Pool operational budget will provide the funding necessary to operate the pool from May to Labour Day weekend, and will compliment the programming provided by the Leisure Centre and assist in meeting the needs for aquatic fitness, swim lessons and swim club training time.

### **Package:**

**Required funding**  
**\$58,825**

## Incremental Package Report 2020 Proposed Budget

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<b>Division:</b>	<b>Recreation &amp; Community Engagement</b>	<b>Submitted By:</b> Russ Brummer
<b>Department:</b>	<b>Parks, Recreation &amp; Culture</b>	
<b>Request For:</b>	<b>Facility Host at the Leisure Centre</b>	
<b>Package:</b>	<b>4 of 5</b>	

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### **Activities/Purpose:**

The Maple Ridge Leisure Centre is the only public building in the downtown core that is open 7 days a week from early morning to late at night that offers a full range of services including shower amenities and low cost access to recreational activities.

The Leisure Centre is a community hub for residents and visitors of all ages, backgrounds and abilities. In the past twelve months the facility has had 75 documented incidents where staff and customers reported issues of safety and security at the Leisure Centre; this number is projected to rise upon re-opening of the aquatics centre when attendance levels will rise.

This report is requesting a facility host on-site inside the entrance of the Leisure Centre 7 nights a week to support prime time hours of community participation and closure of the building. The proposed facility host's role goes far beyond protecting physical property, rather its greatest importance is in providing support to staff with the delivery of services at the Leisure Centre by creating a welcoming and supportive atmosphere. This proactive approach will prioritize re-directing inappropriate behavior and addressing safety concerns through a collaborative approach involving City staff and RCMP.

This request aligns with Council's priority of Community Safety which is to ensure that citizens feel safe and are not afraid to engage in their community, that criminal activity is prevented or minimized, that people who need services can access them easily, that agencies understand and are accountable for their role and that all of this occurs within the capacity of local first responders and service providers.

### **Functions Performed/Degree of Service:**

A facility host will be stationed at the Leisure Centre to greet customers as they enter the building and proactively address any inappropriate behaviours or potential safety and security issues. This service will be complimented with the customer focused approach of City staff that will welcome visitors into the facility as they enter. This added support at the Leisure Centre will contribute to a safe and secure environment through a commitment of prevention, preparedness and response. Working alongside security consistently each night allows the City to create a safe environment for our staff and community.

### **Alternatives Considered/Reasons for Not Recommending:**

The Leisure Centre will continue to be a target for theft and trespassing. As the only public building in the down town core with shower amenities the number of visitors has increased and staff have been unable to support the variety of needs and behaviours that individuals are demonstrating.

### **Package:**

#### **2020 Budget**

Total Cost:        **\$41,475**

## Incremental Package Report 2020 Proposed Budget

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**Division:** Office of the Chief Administrative Officer      **Submitted By:** Christina Crabtree  
**Department:** Community Social Safety Initiative  
**Request For:** Downtown Vibrancy Initiative  
**Package:** 5 of 5

**Activities/Purpose:**

The City and community recognize the importance of positive activities such as festivals, special events and inclusive programming in contributing towards an engaged, safe and vibrant community that adds to quality of life, public safety and celebrates the local and increased sense of pride and belonging for residents and visitors. As part of the Community Social Safety Initiative, a pilot program was conducted in the summer of 2019 to increase positive activities and interactions in and around Memorial Peace Park called “Happenings in the Park”.

The pilot focused on supplementing, enhancing and adding to existing programming and special events/festivals in the Park and vulnerable areas in and around the Park such as the corridor between Haney Place Mall and the Youth Centre. It resulted in activities and programs every Wednesdays through Saturdays from July 31 to September 7. Feedback received included increased perception of safety in the town centre and a welcoming and fun atmosphere.

Offering more programs in public spaces on a regular basis with stronger marketing and during non-active times helps to attract more residents, visitors and businesses to activate spaces in a positive way and encourages a vibrant downtown during the major seasons – summer, winter and spring. The proposal is to double activations from the pilot specifically:

<i>Season</i>	<i>Description</i>	<i># of Activations</i>	<i>Attendance Estimates</i>
Summer: July 1 through August 30	New/additional programs and enhance existing on Wednesdays through Saturdays during the 5pm to 9pm timeframe	Approx. 36 activations.	Ranges from 200 for simple activations to 2000 for complex activations.
Spring: March through June	Enhance/expand existing programs and festivals on weekends and some weekdays	Approx. 8 activations	
Winter: Dec through Feb	Enhance/expand existing programs and festivals on weekends and some weekdays	Approx. 4 activations	

Some of the proposed additional activities include a signature performance series, street entertainment, Bounce the Park, Family Fun Night, outdoor cinema and active games including basketball, street hockey, mini golf, water play and yoga and enhancing and/or expanding community partner special events happening in the Town Centre. During the BC Summer Games week, a special focus will highlight the talents of youth, family sports and the arts.

Memorial Peace Park is a centralized public space that encourages residents and visitors to interact, gather and engage. Increased events in the Park will likely support increased traffic to local businesses specifically shops in and around the town centre.

**Functions Performed/Degree of Service:**

Without the increase in funding to animate and active the Town Centre, there may be limitations to resident participation and to making our community an attractive place to live and experience for locals

and tourists. The public interest and appetite for diverse programs and special events in public spaces will continue to increase exponentially.

**Staff Position:**

There is no City staff position within the funding envelope.

**Performance Measure:**

The Downtown Vibrancy Initiative will enhance and support Council’s strategic priorities, tourism, sport and cultural strategies and goals in addition to the community plan and Master Plan for Parks and Recreation. The experiences and benefits derived from inclusive programming, special events and animations in and around Memorial Peace Park have significant value to citizens and visitors and are an important ingredient in our on-going development as active and vibrant city. Some measures and metrics include attendance numbers and numbers of security related incidents in the downtown area and media coverage.

**Package:**

**2020 Budget**

**\$80,000**

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City of Maple Ridge  
*Parks, Recreation & Culture – Communications & Community Engagement*  
Business Plan 2020 – 2024

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**Departmental Overview**

The Communications & Community Engagement (CCE) Department provides expertise and resources for all City departments and Mayor and Council to inform, educate and engage citizens and stakeholders of the City on important civic matters. CCE develops content, messaging and marketing material for the City website, social media, press releases and face-to-face interactions to ensure that information is available in a timely fashion and is open, transparent and accessible to the widest possible audience.

CCE monitors conversations and content on social media and in traditional media related to the City's work and provides updates and recommendations to the City's leadership team to address any gaps in the City's information or engagement programs.

In addition CCE provides recommendations on ways that Mayor and Council and City Departments can engage the community to ensure that citizens have a strong voice in local government processes and decision making.

The department provides communications support for the City's Emergency Operations activations to ensure that there is a single source of information for citizens in the event of any large scale emergency and supports City departments in the development and release of information relating to operational activations from smaller emergency events.

The total expenditure budget for this department is in Parks, Recreation & Culture Administration.

**Organization Chart:**



**Full-Time Equivalent Staff: 2.5**

**Strategic Alignment:**

CCE supports Council's Strategic Priorities by working with staff subject matter experts to connect citizens with information and perhaps more importantly – with other citizens, to help educate, inform and engage people in the community. An engaged community with access to timely and accurate information helps to ensure accountability and transparency in all of our work.

### **Business Perspective/Environmental Scan:**

The level of engagement with Communications on social media continues to dramatically increase since establishing a presence on multiple platforms. Messages are received 24/7 and staff work to address community interactions in a timely manner based on available resources.

Communications helps identify topics that will garner significant community interest as part of the strategic and business planning process. We monitor social media channels and attend public meetings and forums to gauge the conversations and tone of the community and report back to staff members who are the project leaders and subject experts. Engaging citizens through social channels requires an investment in staff time to moderate and respond with a consistent message and voice.

Providing ample opportunities for the public to participate in community issues through engagement is a key focus area for the City. This has increased the demand on departments to deliver open, transparent and timely communications quickly and directly.

Council and City Departments need to engage with citizens in the areas of policy development, capital planning, project delivery and the development of new programs to meet the needs of our growing community. The City needs to deploy a variety of face-to-face, print and digital engagement methods to ensure that citizens are well informed and educated on the work of their local government. We have implemented a 'digital first' strategy using images and special video content to meet our citizens on the devices that they are using to access information to provide them with information on City projects and policies directly.

It is critical that CCE staff is aware of the various activities occurring within Maple Ridge and have access to the subject and issue experts to effectively and promptly handle public and media enquiries. The Department is a resource to recommend community engagement and communications strategies and programs to ensure that citizens maintain their confidence in their local government.

### **Ongoing Deliverables:**

- Work with the project leader/subject expert to provide Communications and Community Engagement consultation/support and logistics to ensure that citizens are fully informed regarding key projects in the 2020 Business Plan.
- Work with the appropriate department representatives and subject experts to acknowledge receipt and ensure full replies are provided within two business days to public enquiries (via mail, email or social media posts).
- Work with City departments to update and maintain the City's graphic identity across a wide range of programs, media and audiences.
- Work with the appropriate departments and subject experts to produce, distribute and post publications including: Citizens Report, Annual Report, Property Tax mailing inserts, Maple Ridge This Month, Maple Ridge This Week and advertising/print support materials as required to educate, inform and engage with the public on work plan items.
- Work with the appropriate departments and subject experts to develop and distribute news releases, information that supports public access and awareness of programs (in print, online and through our social media channels) and organize news conferences pertaining to important events and issues.
- Maintain and update the City of Maple Ridge website and provide ongoing website training and support to Web Clerks in all departments.
- Work with City departments to identify opportunities to enhance the delivery of corporate messages using social media and digital message delivery systems.
- Work with City departments to deliver information to City staff via the intranet, newsletters, information bulletins, face-to-face engagement and special events.

- Assist departments with protocol issues related to community events and announcements by senior levels of government.
- Stay updated on various City issues by attending relevant meetings and working with subject experts, Department Ambassadors, Communications Committee members and CMT.
- Participate in City committees to advance internal communications and engagement programs, as requested and required.
- Work with the Emergency Operations team, ensure citizens have up-to-date and accurate information related to emergency preparation and be ready to assist and support the Emergency Operation Centre if activated.
- Liaise with the local newspaper to ensure advertisements and articles are in line with expectations.
- Prepare and submit Communications & Community Engagement Department award applications.
- Monitor and review website and social media statistics to gauge community engagement and interaction to guide the refinement of web content and marketing delivery.
- Monitor best practices in social media platforms and marketing trends to provide City Departments with recommendations on ‘best or industry leading practices’ to engage the community.

#### Found Milestones:

Action Item	Status or Outcome	Origin: Council Resolution, Operational
Developed Council’s Strategic Priorities branding for release to the public.	Complete February 2019	Operational
Developed branding and marketing campaign for Car Free Day in support of the Tourism & Economic Development Department.	Completed May 2019	Operational
Developed and executed the ‘#yourmapleridge’ photography contest to build civic pride and increase engagement on the City’s Instagram account in conjunction with PRC.	Complete July 2019	Operational
Filmed and edited a series of lifeguard recruitment videos for the PRC Aquatics Area in anticipation of the reopening of the Leisure Centre.	Complete June 2019	Operational
Worked with PRC team to develop the branding for the ‘Happenings in the Park’ which was part of the Council Community Social Safety Initiative.	Complete August 2019	Council Resolution
Developed and executed the branding and marketing program for the Maple Ridge Ale Trail launch to support the Tourism & Economic Development Department.	Complete September 2019	Council Resolution

Action Item	Status or Outcome	Origin: Council Resolution, Operational
Implemented the 'Throw Back Thursday' and 'Feature Friday' social media posts to promote positive engagement on the City's social media assets in conjunction with PRC.	Initiated in July of 2019 Ongoing	Operational
Developed and executed a community engagement program for the Lougheed Transit Corridor Study in conjunction with the Planning Department.	Initiated in March of 2019	Operational
Developed and executed a community engagement program for the Northeast Albion Area Planning Process in conjunction with the Planning Department.	Initiated in April of 2019	Operational

#### Prior Years' Deliverables

Action Item	Status or Outcome	% Complete (and ETA if not 100%)
Develop recommendations for Council for face-to-face community engagement through community events, other civic projects of purpose organized events.	Organized the Firefighter Park/Fire Hall #4 neighbourhood party. Council interviews will be shot and uploaded in Q4.	75%
Provide support for 2020 BC Summer Games.	Supported the BC Summer Games Flag raising event, the One Year Out program and are working with the City liaison to provide continued support for the event.	Ongoing

#### New Deliverables for 2020

Action Item	Lead	ETA	Council Strategy Alignment
Develop and deliver a Mayor & Council hosted community engagement event to honour local athletes selected to participate in the Summer Games who will be ambassadors for our community.	Manager, Community Engagement & Relations in collaboration with PRC/Economic Development	Q3	Community Pride & Spirit
Develop recommendations for a formal Mayor & Council Recognition Program that will provide the opportunity to celebrate the extraordinary accomplishments of citizens or organizations in Maple Ridge.	Manager, Community Engagement & Relations	Q1	Community Pride & Spirit

Action Item	Lead	ETA	Council Strategy Alignment
Review and update all communications related policies to ensure alignment with Council's Strategic Priorities and the evolution of the delivery platforms for our Communications (social media/video technology).	Manager, Community Engagement & Relations	Q2	Intergovernmental Relations
Review Intranet platform and develop recommendations for enhanced employee engagement and interaction.	Digital Marketing & Engagement Coordinator in collaboration with HR/IT/Admin	Q2	Community Pride & Spirit
Support Community Engagement/Consultation for Engineering and Engineering Operations for 2020 Business Plan deliverables for: <ul style="list-style-type: none"> <li>▪ Asset Management Project</li> <li>▪ Pedestrian &amp; Cycling upgrades to 123 Avenue from 203 Street to Laity Street.</li> <li>▪ Long term planning for 240 Street corridor into Silver Valley.</li> <li>▪ Long term planning on Abernethy Way four lane development east of 224 Street and west of 210 Street.</li> </ul>	Manager, Community Engagement & Relations	Q1 to Q4	Growth, Community Pride & Spirit
Support Community Engagement for PRC Capital Project Planning & Execution; <ul style="list-style-type: none"> <li>▪ Albion Community Centre Phase Two</li> <li>▪ New ice sheet</li> <li>▪ RCKC upgrades</li> <li>▪ Silver Valley Gathering Place</li> <li>▪ Hammond Community Centre Upgrades</li> </ul>	Manager, Community Engagement & Relations	Q1 to Q4	Growth, Community Pride & Spirit

**2020-2024 Business Plan Items that will require communications and community engagement support:**

- 2020 – 2024 Capital Plan Delivery
- PRC: Leisure Centre upgrade & grand reopening
- Engineering: Pedestrian Improvements: Education program on proposed work
- Engineering: Drainage Upgrade Program: Education program on proposed work
- Engineering: Long Term Planning on Abernethy Four Lane development east of 224 Street and west of 210 Street: Provide support for community consultation program

**Operating Budget:**

**Proposed Financial Plan 2020-2024  
Communications & Community Engagement**

All \$ values in 000's (thousands)	Adopted	Proposed	Changes		Proposed			
	2019	2020	\$	%	2021	2022	2023	2024
<b>Expenditures</b>								
Advertising	30	30	-	0%	30	30	30	30
Consulting	29	29	-	0%	29	29	29	29
Miscellaneous	8	8	-	0%	8	8	8	8
Publicity	18	18	-	0%	18	18	18	18
Salaries	272	275	3	1%	283	290	298	306
	357	360	3	1%	368	375	383	391
<b>Totals</b>	357	360	3	1%	368	375	383	391

**Incremental Packages – None**

**Capital Budget – None**

**Information Technology – None**

**Performance Measures/Indicators**

CCE tracks performance in a number of ways. We track the interactions on the City website with a goal of growing the engagement by 5% per year based on the 2007 start of detailed tracking. That information is reported online as part of the scorecards at [mapleridge.ca/787](http://mapleridge.ca/787)

We track the growth and interactions on our City social media assets.

Here is the **growth in follows** on our social media channels:

Social Media Channel	January 1 Audience	September 13, 2019 Audience	Annual Growth
CMR Facebook	8650	9750	1100 or 12.7%
CMT Twitter	3922	4087	165 or 4.3%
CMR Tourism	742	981	239 or 32.2%
CMR Instagram	685	1755	1070 or 156.2%
CMR Tourism Instagram	242	646	404 or 166.9%

We also measure the views and interactions with key messages and content.

Here are the **top ten interactions** in 2019 from the City of Maple Ridge Facebook Page;

Content	Audience
January 10: City employee found a digital camera and we posted photos to help find the owner (and we did).	91,050
July 11: Whonnock Lake closed for swimming due to e-coli levels.	76,673

<b>Content</b>	<b>Audience</b>
February 8: Scam alert posting warning citizens that people were posing as City employees to inspect water system.	70,428
March 4: Scam alert posting warning citizens that people were posing as City employees to inspect water system.	62,620
July 8: Maple Ridge Fire Department Charity Car Wash announcement.	22,163
February 10: Snow alert weather warning post to provide people with information on our snow clearing procedures and priorities.	22,136
August 9: Feature Friday video post on tubing on the Alouette River.	17,457
June 10: Post inviting citizens to join us at the Greg Moore Youth centre to watch the NBA Finals featuring the Toronto Raptors.	16,584
February 7: Weather Warning of Snow in the forecast to alert citizens to potential impacts.	13,652
March 14: Lougheed Transit Corridor Study launch animation & video to encourage community engagement.	13,254

**Media Release Volume**

<b>Year</b>	<b>Number of Media Releases</b>
2019	56 as of October 11
2018	75
2017	65
2016	76
2015	56
2014	33
2013	18
2012	36
2011	31

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City of Maple Ridge  
Corporate Services – Administration  
Business Plan 2020 – 2024

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**Departmental Overview:**

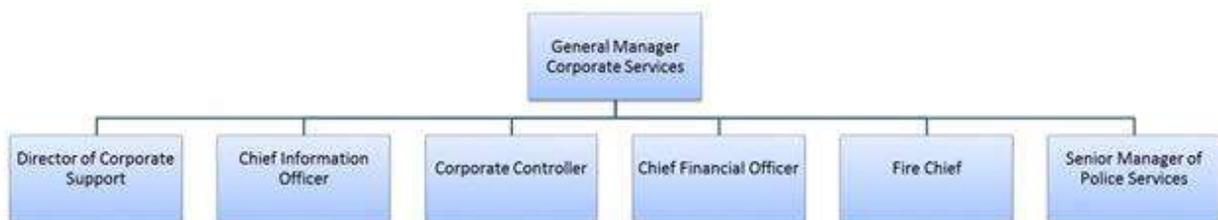
The Corporate Services Division provides a wide variety of services to Mayor and Council, and to City Departments. The Division is comprised of five departments: Corporate Support, Finance, Information Technology, Fire and the civilian side of the RCMP.

The services that we provide include coordinating Council work, managing revenue and cost control, developing business and financial plans, supporting property and risk management efforts, providing of information technology services and developing policies, procedures and practices that contribute to the well-being of the organization. In addition, the division spends time in answering a wide range of enquiries from our citizens.

The Corporate Services Division also takes a leadership role at a number of regional tables.

The total expenditure budget for this department \$235,000.

**Organization Chart:**



**Full-Time Equivalent Staff: 1** (Other staff shown on org chart are budgeted to other areas)

**Strategic Alignment:**

- Corporate Services is responsible for ensuring affordable and financially sustainable public services are provided for present and future citizens.
- The division has been a leader in supporting Open Government initiatives and customer service which aligns with improved service delivery goals.
- The division supports Council’s Strategic Plan and participates in and supports corporate initiatives.

**Business Perspective/Environmental Scan**

- We will continue to support our staff by giving them the opportunity to learn and grow. This investment is paying dividends and allowed us to deal effectively with retirements.
- In the interest of financial sustainability, a regular review of our tax burden and economic environment is undertaken to make sure we remain competitive and affordable. This will be enhanced by the development of and continued evolution of a corporate Asset Management Plan.

### Ongoing Deliverables:

- Assist in delivering on Council's Strategic Plan.
- Support CAO and General Managers in a wide range of corporate initiatives.
- Develop multiyear financial plans that have been prepared in accordance with the guidelines set by Council.
- Respond to a wide range of enquiries from the public in a professional manner.
- Continue to monitor and report on our commercial property tax rate competitiveness.
- Continue to participate and support Maple Ridge objectives with external and regional bodies including:
  - Government Finance Officers Association
  - Metro Vancouver
  - Municipal Insurance Authority
  - RCMP
  - Fraser Valley Regional Library
  - Municipal Finance Authority
- Participate in Public Forums: providing information and answering questions as required.
- Provide business planning advice to the RCMP Headquarters and ongoing support for RCMP Officer in Charge.
- Promote team members as facilitators for business planning sessions and attend relevant training on business planning and performance measurement to remain current.
- Provide reports to set context for business planning sessions including the yearly Business Planning Guidelines. Implement suggestions received from prior year's debriefing sessions and incorporate into new guidelines.
- Provide advice on all Council reports that have financial implications.
- Provide input and advice into key City projects.
- Review succession planning needs of the division and create employee development plans to meet our future needs.

### New Deliverables for 2020:

Action Item	Lead	ETA
Succession Planning	General Manager, Corporate Services	Ongoing

**Operating Budget:**

**Proposed Financial Plan 2020 – 2024  
Corporate Services – Administration**

All \$ values in 000's (thousands)	Adopted	Proposed	Changes		Proposed			
	2019	2020	\$	%	2021	2022	2023	2024
<b>Expenditures</b>								
Conferences & Meetings	28	28	-	0%	28	28	28	28
Growth Funds	33	65	32	97%	130	195	260	325
Memberships	15	15	-	0%	15	15	15	15
Miscellaneous	1	1	-	0%	1	1	1	1
Salaries	124	126	2	2%	129	133	136	140
<b>Totals</b>	<b>201</b>	<b>235</b>	<b>34</b>	<b>17%</b>	<b>303</b>	<b>372</b>	<b>440</b>	<b>509</b>

**Proposed Changes or Remarks:**

Growth Funds -- The \$33,000 from 2019 has been allocated in 2020. The \$65,000 in 2020 are the additional growth funds. In the event that the growth in property tax assessments does not meet the budgeted amounts, these funds will be clawed back.

Salaries – Half of the GM of Corporate Services is budgeted in Police Services.

**Incremental Packages** – None

**Capital Budget** – None

**Information Technology** – None

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City of Maple Ridge  
Corporate Services – Corporate Support  
Business Plan 2020 – 2024

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**Departmental Overview:**

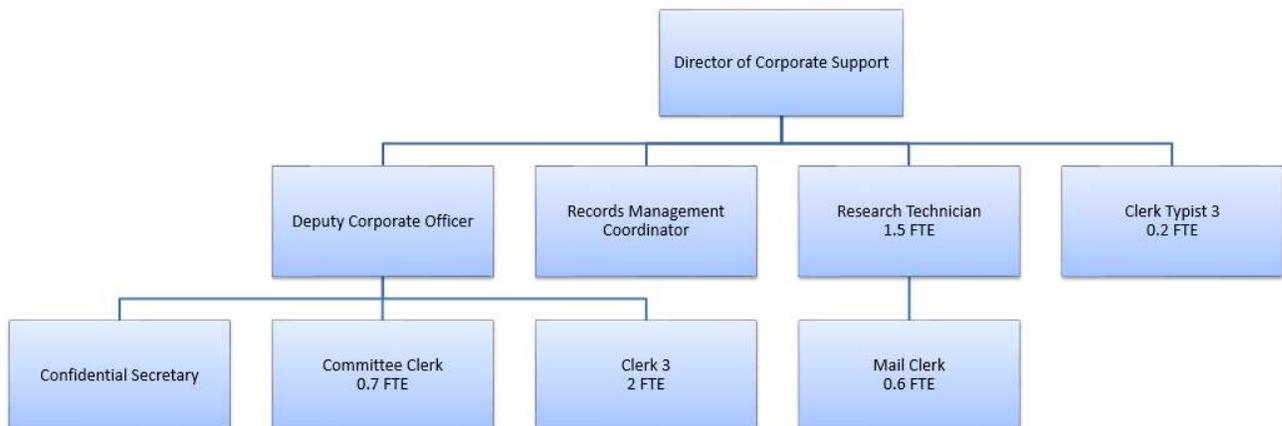
Governance is the framework of rules and practices through which Council ensures accountability, fairness, and transparency with the City’s stakeholders. The Corporate Support Department fulfills the role of operationalizing governance. We fulfill a legislative compliance role with a customer service approach to deliver solutions to our clients, including Council, staff and the public. The department is comprised of a Legislative Services team and a Records, Risk & Research team. Our philosophy includes looking for ways to improve efficiencies and effectiveness while enhancing service to our clients.

The goal for the Legislative Services team is to provide our clients with high-quality Council meeting experiences that are grounded in statutory compliance, transparency and accessibility. The client experience is broad, covering the work with Council and the Corporate Management Team to plan the items that will flow through the Council decision-making process, through to the publishing of videos and approved minutes for public accountability, and the execution of legal and land title documentation.

The Records, Risk and Research group provides a broad range of services encompassing the Corporate Records Management Program, compliance with the *Freedom of Information and Protection of Privacy Act*, risk management and insurance claims, research and corporate project services on a broad range of topics. Services to help maintain strategic alignment throughout the organization, and accountability mechanisms to ensure the organization remains transparent and on-track are also covered. The mix of expertise in the department encompasses the realms of legislative oversight, finance, energy and emissions, and climate change. We are uniquely positioned to respond to a broad range of corporate initiatives.

The total expenditure budget for this department is \$2,209,000.

**Organization Chart:**



**Full-Time Equivalent Staff: 9**

## **Strategic Alignment:**

### **Community Safety:**

Council meetings provide an opportunity for citizens to engage in the development and service provision of their community. The Corporate Support Department is responsible for ensuring transparent, accessible, inclusive, safe and effective governance proceedings.

### **Intergovernmental Relations:**

The department engages with a number of function-specific regional groups, LGMA, MIA and UBCM to share research and resources to solve challenges and evolve best practices.

### **Growth:**

As the community grows, the work for the department increases. Examples are: number of agenda items, legal notification mail-outs, bylaws, corporate records, land title transactions and FOI requests. We continue to look for ways to manage within existing capacity. Agenda management solutions will be explored in 2020 and implemented so staff time can be reallocated to cover growth-related workloads.

### **Community Pride & Spirit:**

We support Council's eight advisory committees, Advisory Design Panel and Board of Variance, recruiting members and providing clerical services. These groups provide opportunities for citizens to engage in shaping the community through their work, expertise and recommendations to Council.

### **Natural Environment:**

The archives are at the capacity of the physical space. We will be engaging in research to offer advice to departments on what records need to be archived in original hard copy, versus those that can be stored electronically so that growth can be accommodated within the existing physical space. This will help to reduce paper use, along with introduction of electronic forms which have been implemented throughout the organization.

## **Business Perspective/Environmental Scan**

**Corporate Records:** The number of electronic records in the City's document management system is nearing two million, and the City produces or receives tens of thousands of hard-copy records each year. Managing and storing these records is an ongoing task. We are automating paper processes on an ongoing basis and scanning hard copy records to ensure quick access in future. The current semi-active records storage facility and the archives room, both located in the Randy Herman building are at capacity. Staff have enlisted the services of BC Records Management for ongoing permanent storage and digitization of permanent and vital records. As legislative and legal evidence requirements progress to keep pace with electronic record use, the department will seek to minimize paper records to reduce the need for physical storage space.

**Grant Funding Alignment:** Further to the point above, albeit hinging on the election outcome, federal grant funding will be funneled toward projects that support and respond to Canada's Federal Sustainable Development Strategy. We need to ensure the City's high-level goals demonstrate this alignment. Provincially, the carbon tax rate is set to rise by \$5/tonne CO<sub>2</sub>e annually. Although local governments can achieve a rebate of this tax, our citizens cannot, and therefore the City should be proactive in taking advantage of Provincial climate action-related changes in legislation and incentives that can make it easier for our citizens and businesses to lower their carbon footprints (electric vehicle charging, building step-code opportunities) and provide economic development opportunities.

## Ongoing Deliverables:

**Governance:** Planning, preparation and preservation of agendas, minutes and bylaws of Council and its Advisory Committees; live-streaming of Council meetings; advice to staff on resolutions, Provincial statutes, local bylaws, policies and procedures; notification and advertisement of Council's actions in compliance with statutory regulations; recruitment for Advisory Committees; Strategic Plan progress reporting and performance measurement

**Records:** Management and development of corporate archives and electronic document management systems; enhance and promote the document management program and electronic workflows to achieve the envisioned efficiencies of improved document access and handling; and to support scanning initiatives; provide advice to all departments; coordinate and manage file permission access in document management system

**Public Accountability:** Processing of access requests under the *Freedom of Information and Protection of Privacy Act*; respond to the Ombudsperson, Office of the Information and Privacy Commissioner and Human Rights complaints made against the City, city-wide surveys

**Risk & Insurance:** Provision of risk management advice, miscellaneous contract reviews and training for staff; coordination of all insurance claims and legal actions including investigation

**Statutory services:** (Elections, Legal Notifications, Public Hearings, Freedom of Information, Board of Variance, Development Variance Permits, Local Area Service Petitions, Financial Disclosures)

**Partnerships:** Participate in regional groups to expand our knowledge, take advantage of partnership opportunities and implement and share best practices; liaise with regional, provincial and federal groups and agencies (Municipal Insurance Association, Union of BC Municipalities, Federation of Canadian Municipalities, Local Government Management Association, senior government agencies, subject-matter groups relating to Corporate Officers, FIPPA, Records Management, Elections, etc.)

### Support to Corporate Operations:

- Distribution of incoming and outgoing mail including parcels; coordination of corporate stationery and office supply services and coffee supply program
- Participate as a member of the Information Technology Steering Committee to help guide planning, development and implementation of technology initiatives
- Registration of legal documents with Land Title Office; Coordinate provision of on-line access to Land Title Office services and BC On-Line services

**Grants:** Respond to senior government grant opportunities as they apply to Maple Ridge interests, and liaise with Federal and Provincial politicians and grant program staff

**Sustainability:** Meet the City's obligations with GHG emissions reporting in alignment with provincial requirements, including annual corporate GHG emissions inventory, and Carbon Tax Rebate reporting requirements and grant application

**Found Milestones:**

Action Item	Status or Outcome	Origin: Council Resolution, Operational Adaptation
Key staff vacancies	Currently 2.2 remaining vacancies; one will be backfilled by November/19	Operational Adaptation
Council Safety Protocol	Policy developed and approved. Staff scripts will be finalized in Q4-2019 – 95%	Operational Adaptation
OIPC investigation – data storage location	Complete – Vendor transferred data to comply with original agreement; IT audit procedure developed and implemented	Operational Adaptation
Council Correspondence Policy	A draft policy and process received Council feedback in October/19. A revised policy and process will be presented for approval in November/19.	Council Resolution

**Prior Years' Deliverables:**

Action Item	Status or Outcome	% Complete (and ETA if not 100%)
Develop an online agenda-planning tool to align with Council priorities and make it accessible to all management staff.	Complete	100%
Policy Work: - Council Procedure Bylaw - Consolidated Fees & Charges Bylaw - Proclamations Policy - Citizen Petitions Policy	In progress – Q4-2019 completion In progress – Q1-2020 introduction  In progress – Q4-2019 completion In progress – Q4-2019 completion	95% 5%  50% 95%
Review of Advisory Committees of Council	Council approved Phase 1 recommendations in July/19. Phase 2 recommendations established. Bylaws and policy will come to Council in Q4-2019	85%
Identify and relocate archived Council and Committee minutes, agendas, and bylaws to be stored safely and securely (off-site if applicable and funded)	Completed with available funding. To continue this project additional funding would be required, as well as ongoing long term storage costs. Updated review required prior to funding request.	90%

Action Item	Status or Outcome	% Complete (and ETA if not 100%)
Identify potential improvements to the online claim process	Complete - enhanced the online workflow with support for uploading photos and documents	100%
Design a citizen satisfaction and strategic direction survey in consultation with Council	Pending fuller consideration of the Community Social Safety Plan	0% Q2-2020
Council Report Template Review	Complete; changes implemented	100%
Review and Update Performance Metrics	Project deferred to 2020	0% Q2-2020
Propose and develop energy efficient new home program - Maple Ridge Building Better	In Progress - \$22,000 grant funding obtained; Awaiting project outcomes report	95% Q4-2020

**New Deliverables for 2020:**

Action Item	Lead	ETA
Implement agenda management solution to enhance efficiencies, reduce errors and improve access to information	Deputy Corporate Officer	RFP - Q1 Award - Q2 Implement - Q4
Advisory Committee Review - Phase 3 (review of remaining committees, commission structure, Council Policy 3.10)	Committee Clerk	Q1 2020
Implement bulk-scanning solution	Deputy Corporate Officer	Q2 2020
Explore possibilities and consequences of a single Laserfiche file structure to reduce problems accessing/sharing documents and come into line with best practises	Records Coordinator	Q4 2020
Develop best practices for departments relating to electronic versus hard-copy archives	Records Coordinator	Q4-2020
Determine a solution for our end-of-life vote-counting machines for the 2022 general local election	Research Technician	Q1 2021

## Operating Budget

### Financial Plan 2020-2024 Corporate Support

All \$ values in 000's (thousands)	Adopted	Proposed	Changes		Proposed			
	2019	2020	\$	%	2021	2022	2023	2024
<b>Expenditures</b>								
Advertising	3	3	-	0%	3	135	3	3
Coffee / Etc.	15	15	-	0%	15	15	15	15
Copying	55	55	-	0%	55	55	55	55
Insurance	911	917	6	1%	923	929	935	941
Legal	176	176	-	0%	176	176	176	176
Miscellaneous	3	3	-	0%	3	3	3	3
Postage & Courier	61	62	1	2%	64	65	67	68
Recovery - Professional Fees	4	4	-	0%	4	4	4	4
Risk Management Expense	2	2	-	0%	2	2	2	2
Salaries	928	935	7	1%	961	987	1,014	1,042
Stationery	14	14	-	0%	14	14	14	14
Studies & Projects	23	23	-	0%	23	23	23	23
	2,195	2,209	14	1%	2,243	2,408	2,311	2,346
<b>Internal Transfers</b>								
Advertising - Recovery	(4)	(4)	-	0%	(4)	(4)	(4)	(4)
Insurance Recovery	(528)	(534)	(6)	1%	(540)	(546)	(552)	(558)
	(532)	(538)	(6)	1%	(544)	(550)	(556)	(562)
<b>Totals</b>	1,663	1,671	8	0%	1,699	1,858	1,755	1,784

**Proposed Changes or Remarks - None**

**Incremental Packages – None**

**Capital Budget – None**

**Information Technology – Agenda Management solution**

#### Performance Measures/Indicators:

The City tracks our performance in a number of ways. Some of the measures are tracked using Performance Reporting Scorecards which appear in the City's performance system. The scorecards for this area are listed below.

To access the “live” scorecard, visit [mapleridge.ca/787](http://mapleridge.ca/787) and use the Scorecard Lookup tool.

<b>Code</b>	<b>Scorecard (on following pages)</b>	<b>Why this Scorecard is important to this department:</b>
GV05	Claims Acknowledgement	Customer Service is important to our department and this Scorecard allows us to track our response times to claims to ensure we are meeting our goals.

## Other Measures

These will be tracked for five years to monitor trends.

Item	2015	2016	2017	2018	2019* (9 mos)
Council meetings	114	118	114	91	134
Advisory Committee Meetings	42	42	51	52	52
New Bylaw Numbers Issued	59	112	81	110	60
New Policies	2	5	9	4	1
Documents in Laserfiche Document Management System (in thousands)	503	1,035	1,245	1,654	1,851
Records Management – Boxes reviewed for destruction to reduce space requirements/meet legal requirements/match best practises	220	156	232	140	160
Laserfiche Training Sessions – group (2014 – 11)	25	28	24	8	5
Laserfiche Training Sessions – individual ('14–10)	34	32	12	10	15
Freedom of Information Requests Responded to	49	52	63	68	51
Claims submitted	47	53	30	58	50
Incidents (potential claims)	10	19	24	25	20

<u>Code</u>	<u>Scorecard (on following pages)</u>	<u>Why this Scorecard is important to this department:</u>
EN02	Corporate Greenhouse Gas Emissions	Council signed on to the Climate Action Charter a number of years ago, and part of that commitment is to track and report on how we're doing. Our department works with other staff and departments to reduce energy consumption, which in turn reduces greenhouse gas emissions. This is a measure of our success.
EN01	Community Greenhouse Gas Emissions	Council adopted greenhouse gas reduction targets into the OCP. This scorecard tracks the impact of our policies, Provincial policies and actions, green technologies, community behaviours and growth on our community greenhouse gas emissions.

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City of Maple Ridge  
 Corporate Services – Finance  
 Business Plan 2020 – 2024

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**Departmental Overview:**

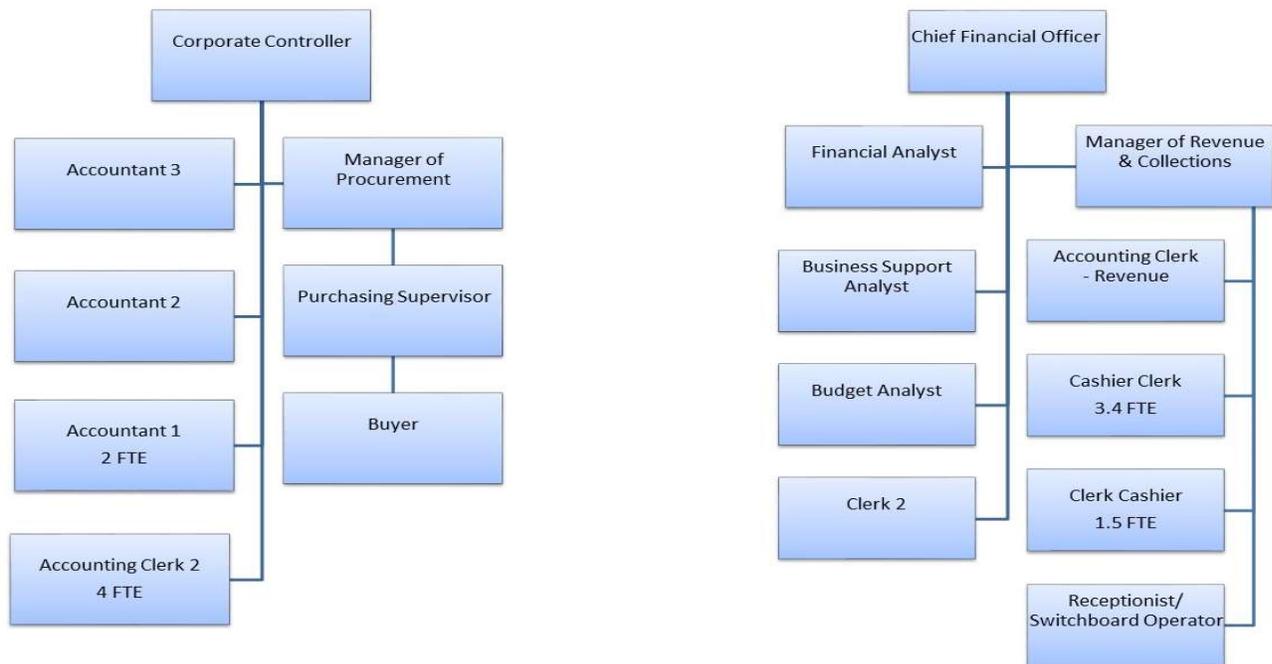
The Finance Department serves as business advisors to the organization, developing creative solutions to achieve the City’s financial, business and strategic objectives. Through cooperative interaction with customers and staff we support the administrative and fiscal needs of the City within a framework that ensures sound fiscal governance. We support Council’s commitment to transparency, through participation in the open government initiative, and the provision of reports that enable Council to review and monitor City finances.

Specific functions include preparing and monitoring the Five-Year Consolidated Financial Plan and the Annual Consolidated Financial Statements, levying and collecting City taxes and utility fees, processing accounts payable and receivable, developing and maintaining financial systems, investing and safeguarding Maple Ridge’s financial assets, conducting internal audits and general cashiering services.

The department is also responsible for City procurement and for reporting on financial matters to the Audit & Finance Committee.

The total expenditure budget for the Finance Department is \$2,514,000.

**Organization Chart:**



**Full-Time Equivalent Staff: 24.9**

**Strategic Alignment:**

- The Finance Department supports the financial health of the organization and the community through sound, award winning business and reporting practices that enhance and uphold the public trust. The

department engages in financial planning, reporting, policy and internal audit in an open and transparent manner that addresses not only immediate needs, but also the long-term growth of our community.

- Help internal customers get best value for dollars expended by the City.
- Work in collaboration with other municipalities and government organizations to drive results for Maple Ridge.

#### **Business Perspective/Environmental Scan:**

- Organizational changes require a review of department succession planning needs and creation of employee development plans for the future.
- Changes to organizational processes and systems with a financial component require Finance involvement to ensure appropriate internal controls are in place.
- Increasing volumes and complexities of day-to-day work are creating capacity constraints.
- Increasing regulatory requirements are impacting the tendering process.

#### **Department Ongoing Deliverables:**

- Reports and presentations to Council on important financial matters.
- Review financial policies as required.
- Support the Audit and Finance Committee.
- Continued representation on the Records Management, IT Steering, Communications, Business Planning and Capital Planning Committees.
- Support Open Government (maintain performance reporting and open government data).
- Participate in necessary training and contribute to improving business practices.
- Continue to advocate for senior government funding for infrastructure projects.

#### **Accounting:**

- Produce statutory statements and reports (consolidated financial statements and reports).
- Coordinate the annual financial statement audit.
- Review operating statements with each department and prepare all necessary corrections and adjustments to provide the most up to date operating results.
- Process all payments to vendors and collection of accounts receivable.
- Update the risk assessment for contamination of City lands in line with PSAB accounting guidelines.
- Maintain inventory of City assets consistent with PSAB accounting requirements.
- Implement new PSAB accounting guidelines as required.

#### **Financial Planning:**

- Produce Five Year Consolidated Financial Plan (including the Capital Program).
- Prepare bylaws (financial plan, property tax, utility rates and development cost charges).
- Support the corporate business planning process.

- Prepare reports such as the Financial Plan Overview Report and Budget Handbook.
- Provide financial consultation and prepare funding options for new projects or initiatives.

**Procurement Services:**

- Responsible for corporate purchase and supply contracts.
- Procure necessary goods and services for the City’s ongoing operations.
- Ensure compliance with the City Purchasing Policy.
- Prepare, tender and receive sealed offers and bids.
- Manage vendor relations and contract management.
- Manage surplus assets.
- Administer purchasing credit cards.
- Maintain the contract and agreement registry.

**Revenue & Collections:**

- Manage property tax and utility billings.
- Provide general cashiering services.
- Administer Home Owner Grant and Property Tax Deferment program.
- Provide Reception Services and related customer service.

**Found Milestones:**

Action Item	Status or Outcome	Origin: Council Resolution, Operational Adaptation
GST Audit	▪ Complete	Other regulatory body
Implement new cheque writing software because the vendor stopped supporting the existing product	▪ Complete	Vendor Driven
Streamlined bulk water billing to accommodate new stations and technology at Lilley and Jackson Drive	▪ Complete	Operations
Added Final Water Meter Read service	▪ Complete	Operations
Added general email enquiry answering to Reception Services	▪ Complete	Administration
Assume authorship and management of revenue & collection’s digital communications	▪ Ongoing training for department staff to take on this new responsibility	Administration
Addressed some needed improvements in the revenue & collection workspace	▪ Space and use study next year will determine next steps to address remaining concerns	HR

## Prior Years' Deliverables

Action Item	Status or Outcome	% Complete (and ETA if not 100%)
System and process updates needed to comply with new legislation	<ul style="list-style-type: none"> <li>Complete. We comply with all reporting requirements for the additional school tax</li> </ul>	100%
Assess software solutions to improve customer service	<ul style="list-style-type: none"> <li>Assessment complete</li> </ul>	100%
Customer service improvements: increasing Dropbox capacity, adding cash counting machines to front counter, crowd control with stanchions	<ul style="list-style-type: none"> <li>Other items ongoing</li> </ul>	100%
Evaluate Electronic Forms and Signatures in Laserfiche	<ul style="list-style-type: none"> <li>Substantially complete. Procurement has successfully migrated some forms to Laserfiche. Review of forms related to procurement processes is underway, with development expected to proceed in the near future</li> </ul>	95% Q1 2020
Community Services Affordable Housing Development request for financial support	<ul style="list-style-type: none"> <li>Complete</li> </ul>	100%
Conduct an RFP for Audit Services	<ul style="list-style-type: none"> <li>An RFP was issued in August with contract to be awarded in the 4<sup>th</sup> quarter following Council approval</li> </ul>	95% Q4 2019
Research available software solutions to maintain an inventory of the City's tangible capital assets	<ul style="list-style-type: none"> <li>Initial work has been started, but deferred due to other department priorities. In 2019, the process has been linked to the asset management work currently underway</li> </ul>	25%
Purchasing Policy Review	<ul style="list-style-type: none"> <li>The review is underway with an intent to take a draft policy to Council in the 4<sup>th</sup> quarter</li> </ul>	Q4 2019
Transition Inventory/Stores to Roads/Fleet	<ul style="list-style-type: none"> <li>Complete</li> </ul>	100%

## New Deliverables for 2020

These are highlights; any incomplete items from prior years may form part of the 2020 work plan.

Action Item	Lead	ETA
Work with Ministry of Finance to implement their new electronic property tax deferral program	Manager Revenue & Collections	Q2 2020
Assess customer service software alternatives	Manager Revenue & Collections	Q4 2020
Build function resiliency and capacity	Manager Revenue & Collections	Q4 2020
Purchase and implement an e-procurement solution	Manager of Procurement	Q3 2020

## Operating Budget

### Financial Plan 2020 – 2024 Finance

All \$ values in 000's (thousands)	Adopted	Proposed	Changes		2021	Proposed		
	2019	2020	\$	%		2022	2023	2024
<b>Expenditures</b>								
Advertising	3	3	-	0%	3	3	3	3
Audit Fees	55	55	-	0%	55	55	55	55
Consulting	13	13	-	0%	13	13	13	13
Miscellaneous	11	11	-	0%	11	11	11	11
Postage & Courier	22	22	-	0%	22	22	22	22
Salaries	2,334	2,382	48	2%	2,446	2,512	2,582	2,648
Stationery	18	18	-	0%	18	18	18	18
Studies & Projects	5	5	-	0%	5	5	5	5
Supplies	5	5	-	0%	5	5	5	5
	2,466	2,514	48	2%	2,578	2,644	2,714	2,780
<b>Recoveries</b>								
Recovery - Professional Fees	(11)	(11)	-	0%	(11)	(11)	(11)	(11)
Salaries Recovery	(314)	(322)	(8)	2%	(330)	(339)	(347)	(356)
	325	333	(8)	2%	341	350	358	367
<b>Totals</b>	2,141	2,181	40	2%	2,237	2,294	2,356	2,413

Changes or Remarks: None

**Financial Plan 2020 – 2024**  
**Fiscal Services**

All \$ values in 000's (thousands)	Adopted	Proposed	Changes		2021	Proposed		
	2019	2020	\$	%		2022	2023	2024
Section			\$	%				
<b>Revenue</b>								
Property Sales	1,500	-	(1,500)	(100%)	-	-	-	-
Gaming Revenue	1,500	1,500	-	0%	1,500	1,500	1,500	1,500
	3,000	1,500	(1,500)	(50%)	1,500	1,500	1,500	1,500
<b>Expenditures</b>								
Bad Debts	5	5	-	0%	5	5	5	5
Bank Charges	53	55	2	3%	56	58	58	58
Contingency	144	382	238	166%	642	918	1,204	1,475
Debt Payments	849	849	-	0%	849	849	849	849
Lieu Time Payouts	234	239	5	2%	245	250	256	262
Taxes-Interest on Prepayments	120	120	-	0%	120	120	120	120
	1,405	1,650	245	17%	1,917	2,200	2,492	2,769
<b>Transfers</b>								
Surplus for Capital	(1,220)	(500)	720	(59%)	-	-	-	-
Surplus	67	197	130	196%	300	356	558	682
Transfers from Reserve Funds	(800)	(800)	-	0%	(800)	(800)	(800)	(800)
Transfer to Capital Funds	4,450	2,655	(1,795)	(40%)	4,381	3,323	3,910	1,385
Transfers to Reserve Funds	3,158	3,189	31	1%	1,664	3,071	2,839	5,693
Contribution to own Reserves	7,948	9,032	1,084	14%	9,919	10,429	11,250	11,572
	13,603	13,773	170	1%	15,464	16,379	17,757	18,532
<b>Totals</b>	<b>12,008</b>	<b>13,923</b>	<b>1,915</b>	<b>16%</b>	<b>15,881</b>	<b>17,079</b>	<b>18,749</b>	<b>19,801</b>

**Changes or Remarks:**

Debt Payments – The Debt payments and Transfers from Reserve Funds are for previously approved debt. This does not include any amounts for the Parks, Recreation and Culture (PRC) Facilities proposal. The amounts are included in PRC Packages Business Plan

Contingency – Inflationary increases are centrally budgeted here

Surplus – The amount of planned contribution to the General Revenue operating surplus each year

Transfer to Capital Funds / Surplus Funded Capital – The amount of capital work funded directly by General Revenue. In addition, Surplus was earmarked to fund specific capital works

Contribution to own Reserves – Net amount of transfers to and from reserve accounts within General Revenue. The contributions increase over time as the funding for capital replacement spending and drainage improvements increase. These reserves are then used to fund the Capital Program

## Financial Plan 2020 – 2024 Revenue & Taxation

All \$ values in 000's (thousands)	Adopted	Proposed	Changes		2021	Proposed		
	2019	2020	\$	%		2022	2023	2024
<b>Revenue</b>								
<b>Grants</b>								
Federal Grant (Conditional)	290	290	-	0%	290	290	290	290
Prov. Grant (Conditional)	50	50	-	0%	50	50	50	50
Prov. Grant (Unconditional)	942	942	-	0%	942	942	942	942
	1,282	1,282	-	0%	1,282	1,282	1,282	1,282
<b>Other Revenue</b>								
Admin Fee	50	51	1	2%	52	53	54	55
Auction Proceeds	7	7	-	0%	7	7	7	7
Discount on Payables	8	8	-	0%	8	8	8	8
Information Fees	150	150	-	0%	150	150	150	150
Interest - Property Taxes	270	270	-	0%	270	270	270	270
Investment Interest Reserves	545	545	-	0%	545	545	545	545
Investment Interest	1,560	1,725	165	11%	1,740	1,755	1,770	1,785
Miscellaneous Income	50	50	-	0%	50	50	50	50
Municipal Plate Fees	22	-	(22)	(100%)	-	-	-	-
Tax Penalties	700	700	-	0%	700	700	700	700
	3,362	3,506	144	4%	3,522	3,538	3,554	3,570
<b>Tax Revenue</b>								
Grants in Lieu	2,438	2,438	-	0%	2,438	2,438	2,438	2,438
Taxes	84,600	89,207	4,607	5%	94,022	99,051	104,353	109,941
	87,038	91,645	4,607	5%	96,460	101,489	106,791	112,379
<b>Total Revenue</b>	91,682	96,433	4,751	5%	101,264	106,309	111,627	117,231
<b>Transfers</b>								
Interest Transfers	160	160	-	0%	160	160	160	160
	160	160	-	0%	160	160	160	160
<b>Totals</b>	91,522	96,273	4,751	5%	101,104	106,149	111,467	117,071

### Changes or Remarks:

Interest – Property Taxes /Tax Penalties – The Interest on invested funds is expected to increase in 2020. This increase will be more gradual in the other 4 years of the financial plan

Municipal Plate Fees –The province has announced an end to this program.

Taxes – The increase in revenue each year is a combination of property tax increases of 3.6% and new property taxes due to development, often referred to as growth. The actual amount of growth in the current year is confirmed by BC Assessment in late March.

Incremental Packages - Attached

Capital Budget - None

Information Technology - None

**Performance Measures/Indicators**

The City tracks our performance in a number of ways. Some of the measures are tracked using Performance Reporting Scorecards which appear in the City's performance system. The scorecards for this area are listed below.

To access the “live” scorecard, visit [mapleridge.ca/787](http://mapleridge.ca/787) and use the Scorecard Lookup tool.

<b>Code</b>	<b>Scorecard (on following pages)</b>	<b>Why this Scorecard is important to this department:</b>
FM02	Maximize Return on Investment	Maximizes the City’s financial resources available to invest.
FM04	Net Financial Position	Provides a measure of financial flexibility at a point in time.

## Incremental Package Report 2020 Proposed Budget

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<b>Division:</b>	<b>Corporate Services</b>	<b>Submitted By:</b>	<b>Corporate Controller /</b>
<b>Department:</b>	<b>Finance</b>		<b>Chief Financial Officer</b>
<b>Decision Unit:</b>	<b>Administrative Assistant</b>		
<b>Package:</b>	<b>1 of 2</b>		

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### Activities/Purpose

As a result of organizational changes there is a need to rethink how certain routine administrative tasks are accomplished in the Finance Department. For a number of years, senior department staff have managed routine administrative functions themselves and there is a sense that they would be better positioned to support the organization at a more strategic level if routine administrative tasks were undertaken by someone dedicated to that function.

### Functions Performed/Degree of Service

Adding additional human resources capable of providing needed administrative support will allow the Finance Department to better support the strategic objectives of the organization.

### Alternatives Considered/Reasons for Not Recommending

We could leave resourcing at the current levels and accept that routine administrative work be undertaken by senior department staff.

### Performance Measure

#### Package

Administrative Assistant

	<u>2020 Budget</u>	
Salaries	\$76,000	
One-time costs	\$7,000	furniture and equipment costs

## Incremental Package Report 2020 Proposed Budget

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<b>Division:</b>	<b>Corporate Services</b>	<b>Submitted By:</b>	<b>Corporate Controller /</b>
<b>Department:</b>	<b>Finance</b>		<b>Chief Financial Officer</b>
<b>Decision Unit:</b>	<b>Clerk Buyer</b>		<b>Chief Financial Officer</b>
<b>Package:</b>	<b>2 of 2</b>		

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### Activities/Purpose

In the past period of time the number of complex projects undertaken by the City has increased. At the same time the legislative environment related to procurement has also become increasingly complex. The senior members of the purchasing team have the expertise to help the organization navigate this environment but are often challenged to meet the tight timelines proposed by project managers. In order to address this constraint, it is requested that a Clerk Buyer be added to the Purchasing Department. This position would be able to assist staff with routine procurement processes and with the day-to-day clerical work required in the procurement process. For a number of years, senior purchasing staff have managed routine administrative functions themselves. There is a sense that they would be better positioned to support the organization if this work was undertaken by a Clerk Buyer.

### Functions Performed/Degree of Service

Adding additional human resources capable of providing assistance with routine procurement processes and clerical support will allow the Purchasing Section to better support the objectives of the organization.

### Alternatives Considered/Reasons for Not Recommending

We could leave resourcing at the current levels and accept that routine administrative work be undertaken by senior purchasing staff.

### Performance Measure

#### Package

Clerk Buyer

	<u>2020 Budget</u>	
Salaries	\$76,000	
One-time costs	\$7,000	furniture and equipment costs

## Incremental Package Report 2020 Proposed Budget

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<b>Division:</b>	<b>Corporate Services</b>	<b>Submitted By:</b> Trevor Thompson
<b>Department:</b>	<b>Finance – Revenue</b>	
<b>Request For:</b>	<b>Property Tax Reduction – Farm Class</b>	
<b>Package:</b>	<b>1 of 1</b>	

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**Activities/Purpose:**

Earlier this year, staff reported to Council on our Property Tax Comparisons. This year, based on questions from some interested parties, the review was extended to Farm Class properties.

The assessments of these properties is quite low as they are not assessed at market value. However, the Maple Ridge mill rate (property tax rate) is high compared to almost all other municipalities in Metro Vancouver and the Fraser Valley.

Council may wish to consider reducing the property tax rate by approximately 50% to line up with the average of Metro Vancouver and Fraser Valley municipalities. Given the relatively small proportion of revenue collected from the Farm Class properties, a relatively quick adjustment could be considered.

Farms in Maple Ridge, on average, pay about \$50 per acre and are just under 10 acres in size.

Based on a request, the same information that was presented to Council was presented at the Agricultural Advisory Committee. Not surprisingly, they are very much interested in a reduction to the Farm Class property tax rate in Maple Ridge.

**Performance Measure:**

The City of Maple Ridge Farm Class property tax rate will be more in line with the average tax rate of other Metro Vancouver and Fraser Valley communities.

**Package:**

A reduction in property tax revenue of \$80,000 from the Farm Class, phased in over two years.

**Budget**

2020	\$40,000
2021 (and ongoing)	\$80,000

## Incremental Package Report 2020 Proposed Budget

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<b>Division:</b>	Office of the Chief Administrative Officer	<b>Submitted By:</b> Trevor Thompson
<b>Department:</b>	Finance	
<b>Request For:</b>	Succession Planning	
<b>Package:</b>	1 of 1	

**Activities/Purpose:**

Succession Planning is an important element in ensuring continuity in delivery of service. In certain circumstances the City would be best served by having a temporary overlap of critical positions in order to meet ongoing commitments. This is particularly the case when retirement occurs and the duties of that position have little overlap with others.

In the past, succession planning needs have been addressed through one time funding. Due to the ongoing nature of succession planning, ongoing funding should be considered in order to maintain the City's high standards of customer service during staff transitions.

**Performance Measure:**

The funds would be corporately managed through Human Resources and the Corporate Management Team to address key functions.

**Package:**

The request is for \$150,000 ongoing funding to be phased in over three years.

<b>Succession Planning</b>	<b><u>Budget</u></b>
	<b>2020 \$ 50,000</b>
	<b>2021 \$100,000</b>
	<b>2022 \$150,000</b>
	<b>2023 \$150,000</b>
	<b>2024 \$150,000</b>

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City of Maple Ridge  
Corporate Services – Fire Department & Emergency Program  
Business Plan 2020 – 2024

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**Departmental Overview:**

Our **MISSION STATEMENT** states exactly what we do – **Protecting Life, Property and the Environment.**

We achieve our mission with dedicated and well trained firefighters, line officers, administrative support staff and chief officers. The Fire Department conducts its strategic planning and operates to support a resilient community by delivering exceptional customer service in a fiscally responsible manner.

Further, the Fire Department is committed to developing and strengthening our composite model using a core of full time firefighters for day to day duties and responses, while maintaining a large pool of well trained, paid-on-call firefighters for large scale fires and other incidents. This composite model is very innovative in our industry and is fiscally responsible.

There are four main tenants of our service delivery that benefit our citizens and the City of Maple Ridge:

**Fire Prevention**

The department is actively engaged in proactive fire prevention measures that have a positive impact in the community and for the City. We conduct fire and life safety inspections, public education, consult on development planning, initiate and manage bylaws that contribute to promoting a Safe and Resilient City. By being proactive, the City and its citizens enjoy the benefits of the ensuing fiscal responsibility that is realized.

**Administration**

The “business end” of operating the Fire Department is the responsibility of the Administration Division. This group is charged with the difficult task of balancing service demands with affordability in a sustainable fashion. Here, we conduct the day to day duties of running the Fire Department.

**Operations**

The Fire Department relies heavily on cross-training in multiple disciplines to ensure that the department functions safely, effectively and efficiently in a multitude of operations, e.g., fires, medical aids, rescues of both people and animals and other public assistance.

Chief Officers each assume specialized administrative duties as well as assuming the role of Duty Chief on a rotating basis.

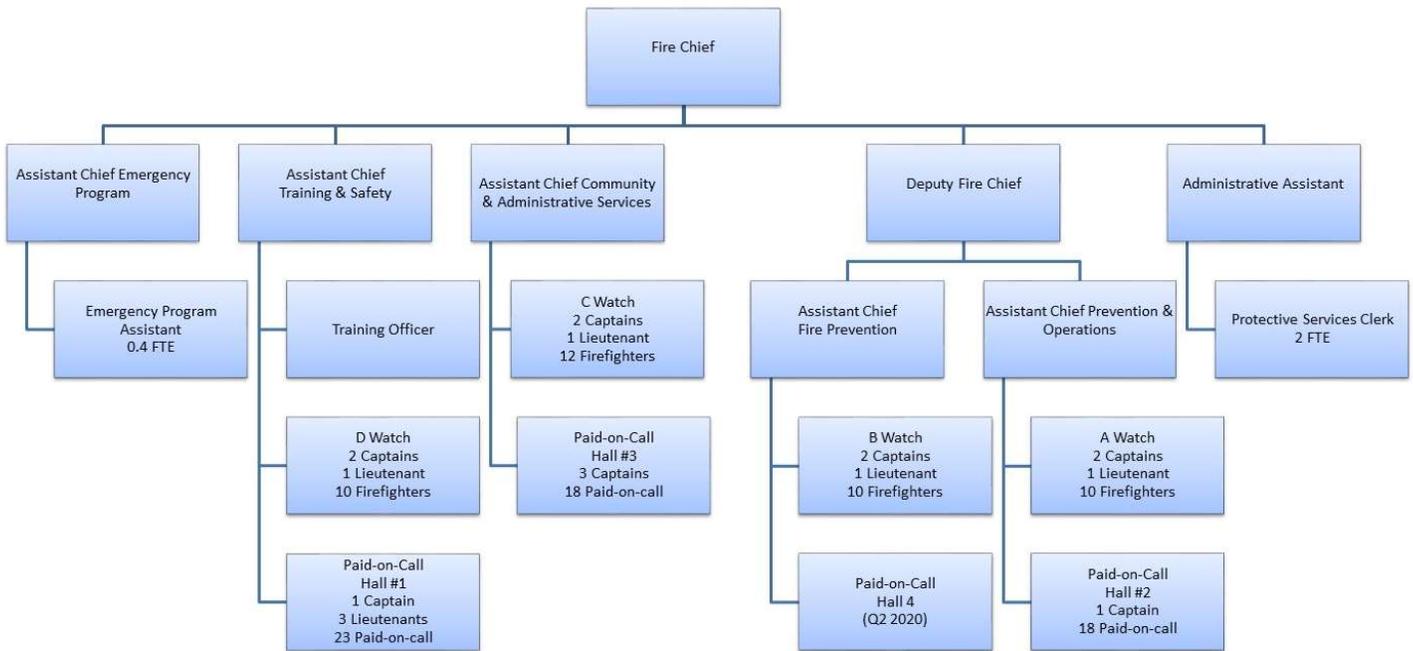
**Emergency Program**

The Emergency Program ensures that the City of Maple Ridge, businesses and its residents are adequately prepared to respond to an emergency event. Through training, information and public education the intent is to ensure that those involved in an emergency situation are prepared (public are self reliant for a number of days) to implement the British Columbia Emergency Management System (BCEMS) model. The intent is also to encourage residents to develop personal and family emergency plans and to volunteer to assist their neighbourhood and their community to begin the recovery process.

The Emergency Program is also responsible for providing Emergency Support Services (ESS). ESS is a provincial emergency response program which provides short-term assistance - up to 72 hours of food, lodging and clothing to residents of Maple Ridge who are evacuated from their homes due to emergencies. This assistance may include essentials, emotional support and other services to meet immediate needs. The Province may also require assistance from Maple Ridge to support other EOCs and ESS Reception Centres.

The total expenditure budget for this department is \$13,648,000 (Fire) and \$170,000 (Emergency Program)

**Organization Chart:**



**Full-Time Equivalent Staff: 65.5**

**Strategic Alignment:**

The Fire Department is charged with the protection of life and property of the citizens of Maple Ridge. This is done by ensuring demands for services are provided by a group of well trained and organized members.

The composite nature of the department ensures the community receives quality service at a reduced cost, while still keeping our response profile high. We continue to be a strong proponent of Open Government initiatives and exceptional customer service.

Our goal is to ensure accountability to Council as well as internal and external stakeholders. We will continue to utilize Process Reviews to ensure we remain an essential safety service that is relevant today and tomorrow.

The Fire Department has considerable community investments. We operate from several civic facilities and will need to build and staff new fire halls, (Silver Valley and Webster’s Corner), in the future. We also rely on infrastructure the City provides in the way of roads and, especially water works, to meet our obligations.

We take great pride in our community. From our Honour Guard, public relations and charity support to the way our members conduct themselves on and off duty the professionalism of the Maple Ridge Fire Department is clear.

Our prevention efforts owe to a resilient City. With specialized public education programs specifically geared for youth and seniors, the whole of our prevention efforts provides for greater public safety.

We strongly believe in providing exceptional customer service which is a priority for us. All four tenants of our service are reflected in this priority. Fire Operations is heavily invested in emergency responses, meanwhile the Administration and Fire Prevention Divisions collaborate with developers, permits and public enquiries. Finally, the Emergency Program provides Emergency Response Support to ensure a resilient community that can adjust and respond to all types of emergency situations. Our goal is to support and promote public safety and through exceptional customer service, bring preparedness to all citizens, businesses and agencies in our City.

## **Business Perspective/Environmental Scan:**

- The increase in population and changing dynamics of a growing City provide us with certain challenges and difficulties. We are working together with other City departments to manage the issues from this growth and diversity. The area defined as the “Urban Response” area has been quite well addressed. However, as we look to further diversified commercial, industrial and residential expansion into the “Protected Growth” and “Rural Response” areas, challenges lay ahead. Fire Hall No. 4, in the heart of the Albion neighbourhood, is a crucial piece to meeting the challenges in the future; but other options will need to be explored as well. These options may include, but are not limited to, other fire halls and equipment for the Webster’s Corner and Silver Valley/Rock Ridge communities. The refreshment of the Fire Department Master Plan and Community Wild Fire Protection Plan will be key documents needed to guide the department and the City in future decision making.
- Fire Hall No. 3 was built to house and operate as a volunteer fire hall. With the implementation of career firefighting staff, the facility is terribly lacking in the needed space for such an operation. Original plans for renovations/additions have proven difficult and cost prohibitive.
- Many volunteer-based organizations are affected by the City’s growth. There has been a change in the demographics of people living and moving into Maple Ridge. Hectic lifestyles do not permit people the necessary time to become and remain paid-on-call firefighters. There has been a definite change in applicants over the last few years; from the old neighbour-helping-neighbour approach to the new “I’m looking for a career in this field”.
- Regardless of the reasons, there is a large increase in the number of paid-on-call applicants required in and near the Albion neighbourhood. Thus, finding applicants in the other areas is proving difficult and is a definite challenge to maintaining the composite service model we enjoy today.
- As we expect significant changes in the captain and chief levels over the next five years, we are enhancing our Succession Planning Program to ensure that we have the resilience and excellence for future internal growth.
- Increasing frequency and severity of weather events due to climate adjustments are placing greater demands on the Fire Department.
- The many Emergency Program deployments over the last while have lead us to see that there is increased competition for volunteer and staff time, for both EOC and ESS, making recruitment difficult to fulfil. Adding to the challenge is the loss of long term EOC trained staff through retirement necessitating the need to replace that knowledge and experience. Big wildfire evacuations seen in the interior requires consideration of training options for walk-in Emergency Program volunteers in a major event. These events have resulted in recommendations from Emergency Management BC for changes to our plans.

## **Ongoing Deliverables:**

### ***Community Safety***

- Reduce the number of fire incidents, fire-related injuries and fire-related deaths through pro-active public education and inspection programs.
- Maintain the emergency response levels as indicated in the master plan.
- Semi-annual inspections of all high occupancy non-sprinklered buildings within the City of Maple Ridge, using full-time firefighters.
- Support and maintain the composite Fire Department model.
- Continue to communicate through our Public Education Programs, news releases, news articles, website, social media channels and electronic sign messaging, monthly Council reports and major incident updates.
- Recruiting in certain areas of Maple Ridge is challenging; adequate paid-on-call staffing remains a challenge. We have expanded our recruiting program by utilizing open houses and social media.
- Derelict structure mitigation efforts continue to ensure that those hazardous structures are removed in the City.

- The Maple Ridge Fire Department participates on the Community Standards Enforcement Team (CSET). Weekly meetings are held to discuss relevant homelessness and social issues facing the community as a whole and implement solutions on an as needed basis.
- Applying for UBCM grants and using them to promote “Fire Smart” within the rural, agricultural lands and maintenance of the Community Wildfire Protection Plan.
- Administration and operation of the Emergency Program for Maple Ridge including the development and maintenance of Emergency Plans for most types of emergencies.
- Training of City staff and emergency responders in Emergency Support Services.
- Recruitment and training of Emergency Support Services volunteers.
- Participate in Regional Emergency Planners Committee.

#### ***Community Safety and Community Pride & Spirit***

- The Hot Summer Nights (HSN) program began in 1997, and has run every summer since. The program fosters positive community relations and offers children and adults the opportunity to meet their firefighters, experience some “hands on” fun and learn about fire safety. Community members make online requests and some neighbourhoods now compete for HSN visits! This program has been adopted by several other fire departments here in British Columbia as well as in Ontario.
- The Maple Ridge Fire Department Charities Committee began their fundraising efforts in 2002. Since then, events have been organized to support the Ridge Meadows Hospital Oncology Unit, Friends in Need Food Bank, Christmas Hamper Society, Vancouver General Hospital/BC Children's Hospital Burn Units, BC Professional Firefighters Burn Fund, and Muscular Dystrophy Canada. In 2019 the firefighters surpassed the \$500,000 mark in total funds raised. That’s a half million dollars that the community has contributed to our campaigns!
- Provide public education and information at events such as Haney Farmers Market, Ridge Meadows Home Show, Fire Department Open House and Hot Summer Nights.

#### ***Community Safety and Inter-governmental Relations***

- Facilitate public agency business continuity planning.

**Found Milestones:**

Action Item	Status or Outcome	Origin: Council Resolution, Operational Adaptation	Council Strategic Priorities and Matrix Reference
Completing a hiring process to replace the Emergency Program Co-ordinator	In progress	Operational Adaptation	Community Safety
Completing a hiring process to replace the Administrative Assistant	Complete	Operational Adaptation	Community Safety
Completing a hiring process to replace the Protective Services Clerk	Complete	Operational Adaptation	Community Safety
Inspections Records scanning and packaging for archives	Complete	Operational Adaptation	Community Safety
Front apron paving expansion and parking lot line painting	Complete	Operational Adaptation	Community Safety
Purchase of the property immediately to the north of Fire Hall No. 3 for possible expansion of Fire Hall	Complete	Operational Adaptation	Community Safety
Community Social Safety Initiative: Participate in and support the work of Action Group and Task Force and the short, medium and long-term programs and plans that flow out of this initiative	In Progress	Operational Adaptation	Community Safety
Requalified for the Superior Tanker Shuttle Service from the Fire Underwriter's Survey for areas in Whonnock and Ruskin.	Complete	Operational Adaptation	Community Safety/ Community Spirit and Pride

**Prior Years' Deliverables:**

Action Item	Status or Outcome	% Complete (and ETA if not 100%)	Council Strategic Priorities and Matrix Reference
The financial feasibility of an addition or simple renovation to Fire Hall No. 3 is considered poor. The renovation of Fire Hall No. 3 is necessary because of the addition of career staffing in the rather small fire hall.	Currently engaged in pursuing alternative options. Report presented to Council September 2017. Work is continuing to find a solution.	10% 2021	Community Safety
Fire Hall No. 4 and training ground construction.	In progress. Construction well underway nearing lock up.	50% Q2 2020	Community Safety/Growth
Implementation of new inspections/software application to create electronic records directly into the database reducing our reliance on paper forms.	In progress.	90% Q1 2020	Community Safety

Action Item	Status or Outcome	% Complete (and ETA if not 100%)	Council Strategic Priorities and Matrix Reference
Train firefighters on the appropriate use of the new Inspection software and hardware	In progress.	50% Q1 2020	Community Safety
Through an RFP, spec out, order, and install new laptops that will fit into the existing truck mounting systems.	Complete.	100%	Community Safety
To conduct a review and refresh of the existing Community Wildfire Protection Plan	Community Resiliency Investment Program grant approved. Reviewing joint submission with a neighbouring municipality.	20% Q3 2020	Community Safety/Intergovernmental Relations
Apply to UBCM for grant funds under Community Resiliency Investment Program to conduct operational fuel management and recommended treatments.	Postponed until a new CWPP is prepared and in place.	0% Q2 2021	Community Safety/Intergovernmental Relations
Conduct a review and refresh the Fire Department Master Plan.	In progress.	10% Q3 2020	Community Safety/Growth
Replace Tender 1 as it has exceeded 20 years of service.	Construction is in progress.	50% Q2 2020	Community Safety
RFP replacement of two existing fire apparatus that have exceeded their life cycle (E22/R2) and were retired. Planned apparatus is a fire engine.	On hold until Hall 4 is completed.	50% Q3 2020	Community Safety
Revitalisation for Engines 1, 1-2, 2 and 3 and Rescue 1.	On hold until the new Engines and Tanker/Pumper Trucks arrive.	On hold Q4 2020	Community Safety
Design/build Tender 4 to be timed with completion of fire hall 4.	Construction is in progress.	50% Q2 2020	Community Safety
Design/build Engine 4 to be timed with completion of fire hall 4.	Construction is in progress.	50% Q2 2020	Community Safety
Decontamination equipment for firefighting protective clothing and firefighters.	Complete.	100%	Community Safety
CCTV security Systems at 1 and 2 Halls.	Complete.	100%	Community Safety
Hire four additional firefighters over a four-year period commencing in 2020.	In progress.	25% Q4 2024	Community Safety/Growth

Action Item	Status or Outcome	% Complete (and ETA if not 100%)	Council Strategic Priorities and Matrix Reference
In cooperation with Human Resources, determine the needs, focus and next steps for business continuity within the City in the event of a disaster.	There are insufficient cross departmental staff resources to complete this item.  Postponed.	Q4 2019	Community Safety
Purchase and install Audio/ Visual Upgrade for Fire Hall 1 Training / Emergency Operations Centre	In progress. Room design completed, Working to secure vendor.	25% Q1 2020	Community Safety
Identify potential volunteers and develop appropriate marketing strategies	In progress.	50% Q2 2020	Community Safety
ESS -Develop a 3-year training calendar	On hold until prioritized with the new EPC.	95% Q1 2020	Community Safety
EOC - Develop forms and automated workflow through Laserfiche	On hold until prioritized with the new EPC and IT	40% Q4 2020	Community Safety
Review, revise and implement ESS Volunteer Recruitment and Retention practices	Through UBCM grant marketing firm engaged to identify strategies to increase volunteers. Social media, direct marketing and public awareness campaigns being implemented	50% Q2 2020	Community Safety
EOC Recruitment – implementation of Process Review recommendation (2017)	Referral from EOC section heads for staff to be trained. Requests for training and courses from EMBC ongoing.	30% Q3 2020	Community Safety
Revision of Hazard Risk Vulnerability Analysis and all corresponding Emergency Response Plans.	Revision of Hot weather plan, flood plan and emergency drinking water ongoing.	50% Q2 2020	Community Safety

**New Deliverables for 2020:**

Action Item	Status or Outcome	ETA	Council Strategic Priorities and Matrix Reference
Move to E-Comm Radio System	Planning	Q4 2020	Community Safety/ Intergovernmental Relations
Replace Gas Monitoring Equipment	Planning	Q2 2020	Community Safety
Up Grade Breathing Air, SCBA Cylinder, filling system at #3 Hall.	Planning	Q1 2020	Community Safety
Increase in Rescue Truck staffing from three to four firefighters.	Planning	Q2 2020	Community Safety/ Growth
Training Division – creation of a 2 <sup>nd</sup> Training Officer FTE	Planning	Q3 2020	Community Safety
Community Social Safety Initiative: Participate in and support the work of Action Group and Task Force and the short, medium and long-term programs and plans that flow out of this initiative.	In Progress		Community Safety  Community Safety Plan
Start up of Fire Hall 4	Planning	Q2 2020	Community Safety

**Operating Budget:**

**Financial Plan 2019 – 2023  
Fire Department**  
(Note, this includes Emergency Planning)

All \$ values in 000's (thousands)	Adopted	Proposed	Changes		Proposed			
	2019	2020	\$	%	2021	2022	2023	2024
<b>Revenues</b>								
Fees	15	15	-	0%	15	15	15	15
Fines	35	35	-	0%	35	35	35	35
	50	50	-	0%	50	50	50	50
<b>Expenditures</b>								
Conferences & Meetings	3	3	-	0%	3	3	3	3
Contract	141	145	4	3%	150	155	160	165
Equipment	184	184	-	0%	184	184	184	184
Equipment Maintenance	78	78	-	0%	78	78	78	78
Insurance	54	55	1	2%	56	57	58	59
Miscellaneous	28	28	-	0%	28	28	28	28
Operating Repairs	291	291	-	0%	291	291	291	291
Professional Fees - Other	48	48	-	0%	48	48	48	48
Program Costs	189	189	-	0%	189	189	189	189
Salaries	10,169	10,532	363	4%	10,952	11,394	11,723	12,042
Seminars/Prof Meetings/Training	25	25	-	0%	25	25	25	25
Special Events	15	15	-	0%	15	15	15	15
Supplies	238	238	-	0%	238	238	238	238
Vehicle Costs	223	251	28	13%	258	266	274	282
	11,686	12,082	396	3%	12,515	12,971	13,314	13,647
<b>Internal Transfers</b>								
Transfers to Reserve Funds	2,097	2,087	(10)	0%	2,258	2,434	2,617	2,988
	2,097	2,087	(10)	0%	2,258	2,434	2,617	2,988
<b>Totals</b>	<b>13,733</b>	<b>14,119</b>	<b>386</b>	<b>3%</b>	<b>14,723</b>	<b>15,355</b>	<b>15,881</b>	<b>16,585</b>

**Changes or Remarks:**

Program Costs – In 2018, an incremental of \$75,000 was approved for training beginning in 2019.

Salaries – The increase here is in line with expected as per the IAFF contract. The increase percentage is larger than the balance of the organization as there is a separate contract for firefighters under the IAFF.

Transfers to Reserve Funds – These transfers are contributions to the Fire Equipment Replacement Reserve and to the Fire Capital Acquisition Reserve.

**Incremental Packages:**

1. Training Division – creation of a 2<sup>nd</sup> Training Officer FTE
2. Increase in Rescue Truck staffing from three to four firefighters.

**Capital Budget:**

1. Moving to E-Comm Radios as part of a regional communication system, (part Capital FD ERR / part FD Capital Acquisition)
2. Replacement of Fire Department Portable Gas Detection.
3. Replacement of Cascade system used for filling breathing air cylinders.

**Information Technology - None**

**Performance Measures/Indicators**

The City tracks our performance in a number of ways. Some of the measures are tracked using Performance Reporting Scorecards which appear in the City's performance system. The scorecards for this area are listed below.

To access the “live” scorecard, visit [mapleridge.ca/787](http://mapleridge.ca/787) and use the Scorecard Lookup tool.

<b>Code</b>	<b>Scorecard (on following pages)</b>	<b>Why this Scorecard is important to this department:</b>
CR06	Support Firefighters’ Charities	This is a strong indicator of the Fire Department’s involvement with the community.
EN04	Fire Hall No. 1 Energy Consumption & GHG Emissions	To maintain the LEED Gold standard the facility was designed to meet.
SL06	EOC & ESS Volunteers Activations and Training	This scorecard identifies the number of staff and volunteer hours dedicated to providing a safe and livable community.
SL07	Fire Inspections of Multi-Family Residential Structures	This is a basic tenant of the Fire Department through our Master Plan in keeping the Public and Property safe.
SL15	Reduce Fire Incidents	This is a basic tenant of the Fire Department through our Master Plan in keeping the Public and Property safe.
SL16	Reduce Response Time in the Urban Response Zone	This is a basic tenant of the Fire Department through our Master Plan in keeping the Public and Property safe.
SL17	Elementary Students Attending Fire Education Sessions	This is a basic tenant of the Fire Department through our Master Plan in keeping the Public and Property safe.
SL20	Emergency Program Public Engagement and Education Opportunities	A prepared community will be more resilient in the event of a major disaster such as an earthquake or flood. This scorecard measures the number of community events where citizens can be engaged and the number of citizens that attend free preparedness workshops.

## Incremental Package Report 2020 Proposed Budget

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<b>Division:</b>	Office of the Chief Administrative Officer	<b>Submitted By:</b> Bryan Vinje
<b>Department:</b>	Fire	
<b>Request For:</b>	Training Division – creation of a 2 <sup>nd</sup> Training Officer FTE	
<b>Package:</b>	1 of 2	

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**Activities/Purpose:**

The Training Division is attempting to adapt to the changing availability and needs for Paid on Call staff. Training and maintenance to standards set out by the Office of the Fire Commissioner (OFC) is time consuming. This challenge has the Training Division managing multiple training programs at once. The training programs have instructional and administrative requirements that have increased the workload of the Training Officer to a point that their ability to contribute to career staff training has been significantly reduced.

Our Paid on Call Firefighters, (POC), are spending less time in the Fire Department. This has reduced the POC experience and capabilities, at the same time it has increased the demand on recruit training attempting to bolster their knowledge, skills and abilities, requiring multiple intakes per year. The increased workload on the Training Officer has impacted the time available for other projects, including training of career staff.

The addition of Fire Hall No. 4 will increase POCs by 22 percent. This increase will add to the demands on the Training Officer as there will be more recruits to train, and more staff will require maintenance training. With an anticipated POC staffing of 90, we anticipate we will have to move from 2 to 3 training sessions per week to accommodate the needs of POCs. The current training officer cannot cover all these commitments.

To maintain our current training and service level for Paid on Call Firefighters while continuing to meet the complex training needs of our career staff, the addition of a second training officer is required.

**Functions Performed/Degree of Service:**

This position will cover the increased time and workload of the Training Division.

**Alternatives Considered/Reasons for Not Recommending:**

Using our POC fire instructors to pick up the extra workload could be considered however it is not recommended as they are currently working at their maximum potential and the amount of time and the schedule of that time is beyond their capabilities.

Further, the POCs are our more junior members and the breadth of knowledge and experience impacts the quality of training. The administrative workloads to record and process our training records will not be addressed. Lastly, there will be a decrease of coordinated training presented to our career staff.

**Staff Position:**

Create and fund 1 Training Officer FTE.

**Performance Measure:**

We will see an increase of professional training and record the training at the required level set by the OFC.

**Package:**

	<u>2020 Budget</u>	
Salaries	\$162,500	1 FTE Training officer annual salary and burden.

## Incremental Package Report 2020 Proposed Budget

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<b>Division:</b>	Office of the Chief Administrative Officer	<b>Submitted By:</b> Howard Exner
<b>Department:</b>	Fire	
<b>Request For:</b>	Increase in Rescue Truck Staffing to four firefighters.	
<b>Package:</b>	2 of 2	

**Activities/Purpose:**

Work Safe BC Rules and Regulations state that there must be a minimum of four firefighters on scene prior to entering a structure for initial rescue or fire control purposes.

Currently, the second crew from Fire Hall 1 has only three firefighters per watch. In order that they may be effective, as per Work Safe BC, this crew requires the addition of 1 firefighter per watch. This supports a current Fire Department Score Card SL 16 “Reduce Response times in the Urban Response Zone” by having three full crews to initially enter a house fire instead of the existing two full crews.

Additionally, the performance measure of the current Fire Department Master Plan of having 12 firefighters on scene in 12 minutes in the Urban Response area would be more consistently met.

**Functions Performed/Degree of Service:**

Enables the second Hall 1 crew to be able to conduct fire rescue or fire attack by entering the structure as per Work Safe BC and meet current performance measures.

**Alternatives Considered/Reasons for Not Recommending:**

We could continue our current practise where the 3 firefighter crew must wait for additional firefighters to arrive on scene lengthening the action time where the situation potentially worsens or conduct fire rescue or fire control activities from outside the house only.

**Staff Position:**

Create and fund four (4) career firefighter FTE positions.

**Performance Measure:**

There are two performance measures that could be met more consistently which are:

- 4 firefighters on scene in 7 minutes as per Score Card # SL16 – “Reduce Response times in the Urban Response Zone”.
- 12 firefighters on scene in 12 minutes as per the Master Plan performance measure.

**Package:**

Increase in staffing by four firefighters.

	<u>2020 Budget</u>	
Salaries	\$529,924	Four fire fighter salaries

City of Maple Ridge  
 Corporate Services – Information Technology  
 Business Plan 2020 – 2024

**Departmental Overview:**

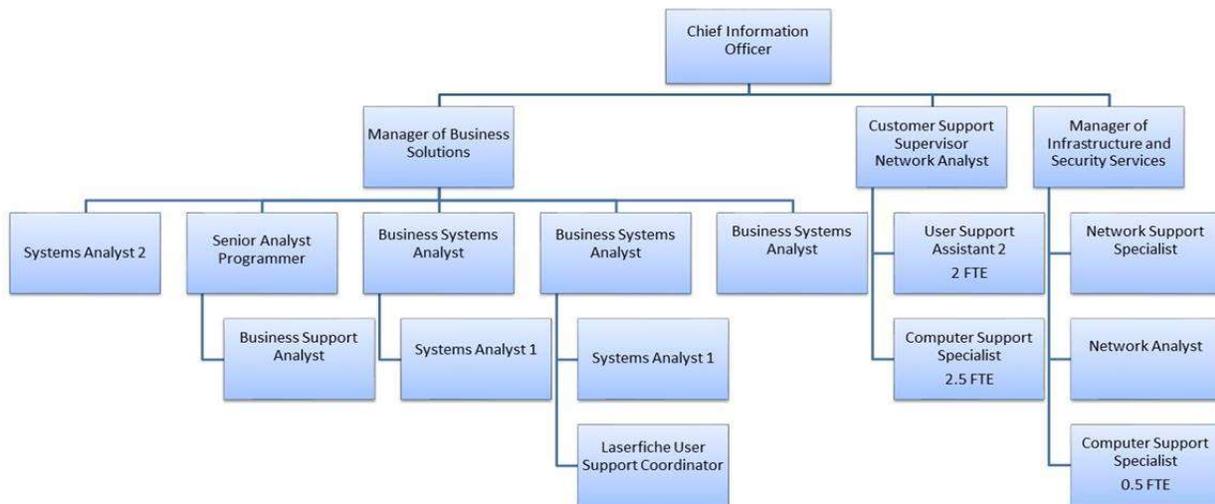
The goal of the Information Technology Department (IT) is to enable City staff to leverage technology solutions that support and promote Council’s strategic priorities, meet business objectives and deliver an excellent customer experience. Beyond day-to-day operations, IT is also responsible, in collaboration with senior staff and Council direction, for the corporate strategic technology direction and investments, developing common standards and architectures, and providing business solutions to support all departments in delivering public services efficiently.

Day-to-day operations include managing and securing corporate computing devices, data resources and hardware and software infrastructure. The IT team supports the operation of 425+ business computers, 100+ virtual servers, 42+ physical servers, 1000+ networked devices and all associated telecommunications, applications and databases across 10+ locations. Regular expansion and upgrading of over 30 different enterprise-wide business systems run on the computing network, including financials, property, taxation, payroll, asset management, budget, recreation, business licences, emergency incident management, action requests, open government, business analytics and the Geographic Information System. The department maintains corporate communications assets which include telephone, internet, email, networks, switches and servers.

A major service area for the department is in providing technical advice, security, data management and reporting, as well as developing business solutions to maximize the strategic use of our technology investments and adding value to the business units in their use of information technology.

The total expenditure budget for this department is \$3,551,000.

**Organization Chart:**



**Full-Time Equivalent Staff: 20**

### **Strategic Alignment:**

- The Department continues to align its work with Council's Strategic Plan and staff are focused on supporting initiatives that will achieve these goals. A robust next phase of the community's fibre strategy and exploration of a technology hub will promote Growth. Delivering tools, applications and infographics that support and demonstrate the progress of Council's strategic initiatives are a priority, including ones relating to Community Safety and Community Pride and Spirit that are currently underway.
- The corporate IT Strategic Plan focuses on online self service – anywhere/anytime/from any device, business intrapreneurship, maximizing the benefit of data use, creativity, innovation and collaboration and delivering efficiencies wherever possible.
- Technology systems are essential in delivering and supporting services to the community. The Information Technology (IT) Department enables service delivery for City staff and citizens through the provision and support of a robust and reliable computing infrastructure. Through the use of effective communication, collaboration, guidance, education and support the IT Department will move forward, in a cost-effective manner, on initiatives that enhance the City's online presence in an ever-increasing mobile world.
- Leveraging data, the Department can assist the City in answering questions, solving business problems and providing information to citizens in an open and transparent way.
- Partnering and collaboration is key when creating and extending City services in innovative and cost-effective ways.
- The Department continues to focus on projects that deliver efficiencies for both departmental processes and corporate programs.
- The Department continues to align its work with the Corporate Customer Service Quality Program to improve services and increase citizen engagement.

### **Business Perspective/Environmental Scan:**

- Working with the IT Steering Committee, comprised of corporate leaders, we have adopted a corporate IT Strategic Plan to ensure we are moving forward with a corporate approach and that this approach is both in alignment with Council's goals and objectives, and serves to maximize corporate and community benefit.
- IT support is provided Monday 7:30 am to 5:00 pm, Tuesday through Friday, 7:30 am to 10:00 pm and Saturdays 9:00 am to 5:00 pm with best efforts and on call service outside of these hours. We strive to meet the expectations of our customers for 24/7 availability, all the time from anywhere on anything. Our strategy in building resilient systems and a departmental culture of monitoring and responding to system failures outside of our service hours, helps us support the expectations of our community. We continue to look for ways to meet these expectations without further increasing costs.
- We continue to employ programs to provide a secure computing environment and protect corporate data from security breaches and violations. Strategies to maximize our security include educating staff on safe computing practices, robust security policies, hardened security infrastructure to protect online applications and regular security review and remediation programs.
- As we move forward with Open Government and our commitment to delivering business value through the use of corporate data, we collaborate with subject matter experts from each department to promote ways of sharing data and information in meaningful ways, both internally and with the community; and in maintaining data and information currently available through the Open Government portal.
- As City staff look to data to understand and resolve business problems, we need to automate and streamline, wherever possible, the mechanisms for collecting and analyzing this information. We also need to ensure the right information is collected and stored in an accurate, consistent and

timely way. We continue to develop dashboards and business analytics to support departments in effectively managing their business areas.

- Technology projects are most successful when the departments who leverage this technology are adequately resourced to fully participate in contributing to the design, testing and implementation. Corporate initiatives inform the strategic plan, and we need to ensure all projects have the necessary buy in and adequate resources in place before proceeding with an upgrade or change. At times, we have serious challenges in funding the required resources to adequately deliver on projects while not overtaxing employees. Adequate resourcing and backfill monies will support successful completion of required upgrades and desired enhancements.
- Costs that sit in the IT Department's budget provide continuing support for hardware and software applications used by the organization. There are challenges with cost containment of this continued support due to a variety of factors, including annual increases in service agreements from vendors, organizational growth, fluctuations in the Canadian dollar and found milestone projects which result in additional operating costs. A new and significant challenge is emerging with software vendors moving to the subscription model of Software as a Service. This new model significantly increases the cost of licensing the required software and a lot of time and effort is devoted to managing licencing to mitigate rising costs.

#### **Ongoing Deliverables:**

- Develop innovative solutions with business units to enable them to accomplish their work and deliver service more efficiently.
- Work with departments to leverage existing data to monitor, manage and solve business problems.
- Look for ways to extend the functionality of our existing enterprise software.
- Deliver excellent customer service and increase effective communications to customers.
- Participate in necessary training and contribute to the development of appropriate business practices in our area as we grow the document management system.
- Perform regular patching and upgrades of all existing network infrastructure (network hardware and software require several upgrades per year – 100+ pieces of network gear).
- Perform regular patching and upgrades of all existing hardware, software and operating systems (current software packages will require one major and/or several minor upgrades per year – 1000+ components).
- Provide technical support to our internal customers on all existing hardware and software.
- Continue to monitor infrastructure demands and investigate opportunities to deliver service utilizing new technologies and find efficiencies.
- Harden software and hardware solutions.
- Participate in and Chair IT Steering Committee.
- Strengthen project management practices and skills.
- Investigate opportunities for a strategic alliance in the delivery of service.
- Review software, as well as other alternatives, to meet our needs, increase service and reduce costs.
- Lead contract negotiations on new products/product replacement/business improvement initiatives.
- Regularly meet with staff to improve operations and safety.
- Regularly meet with staff for project status updates and to help define strategy/enhance progress.
- Provide guidance, mentoring and support for staff to build on existing skill sets.

- Ensure depth in the IT Department to manage existing software, hardware and infrastructure.
- Educate departmental staff on how to leverage existing technology.
- Coordinate Emergency Operations Centre (EOC) needs with respect to IT needs and practices.
- Work with departments to evaluate and implement new transactional services on the website (i.e. utility payments, other Amanda permits, etc.).
- Assist in policy development work to provide direction for future investments in technology and in the information security field.
- Coordinate efforts for corporate benefit in advancing projects and identifying investment strategies.
- Review and set information security practices.
- Identify other functional improvements (e.g. employment section improvements, communications, calendar of events, online booking of facilities, etc.)
- Effectively manage the licencing of software solutions to contain costs.

**Found Milestones:**

Action Item	Status or Outcome	Origin: Council Resolution, Operational Adaptation	% Complete (and ETA if not 100%)
<p><b>Community Safety</b> Staff lead to support Council's strategic priority to develop and implement a comprehensive Community Social Safety Initiative. This project is a corporate wide initiative, with various departments throughout the organization tasked with specific work plan items</p>	<ul style="list-style-type: none"> <li>▪ All work plan items contained in the Community Social Safety Initiative have been moved to the Community Social Safety business plan</li> </ul>	<p>Council Resolution  <i>(Strategic Priority: Community Safety, Inter-Governmental Relations, Community Pride &amp; Spirit)</i></p>	<p>10% Q4 2020</p>
<p><b>Open Government</b> New Online Application: Building Inspection Booking and Scheduling</p>	<ul style="list-style-type: none"> <li>▪ Developed 2 online applications that allow customers to book, move and cancel Building Inspections as well as view the Daily schedule.</li> </ul>	<p>Council Matrix</p>	<p>100%</p>
<p><b>Open Government</b> Introducing a chat bot as an alternative to traditional FAQs on the corporate website. This chat bot will serve to engage customers of all ages and will provide a more intuitive tool to find information about the City and its services. Soft launch in November 2019</p>	<ul style="list-style-type: none"> <li>▪ A pilot chat bot has been built. Staff are currently testing.</li> </ul>	<p>Council Matrix</p>	<p>40% Q1 2020</p>

Action Item	Status or Outcome	Origin: Council Resolution, Operational Adaptation	% Complete (and ETA if not 100%)
<b>Operations Computing Infrastructure</b> Virtualize the SCADA/Operations server farm	<ul style="list-style-type: none"> <li>Migrated Operations Centre servers at Operations to virtual infrastructure.</li> </ul>	Operational Adaptation	100%
<b>Migrate Online Forms from Civic Plus to Laserfiche</b>	<ul style="list-style-type: none"> <li>Due to security violation by the City’s website provider, and even though the security violation was quickly rectified, it was determined necessary to migrate corporate forms to an on-premise solution.</li> </ul>	Operational Adaptation	60% Q4 2019
<b>Head Count Utility</b>	<ul style="list-style-type: none"> <li>Developed a tool to capture recreation patron usage and attendance statistics for use by staff and contractors</li> </ul>	Operational Adaptation	100%
<b>New Online Application - Tempest Property Portal on My City</b>	<ul style="list-style-type: none"> <li>Deployed Tempest Property Portal on My City application</li> </ul>	Operational Adaptation	100%
<b>Open Government – Hand Holder Application (New Application)</b>	<ul style="list-style-type: none"> <li>Develop a new tool to automate the process of applying for land and building development permits and applications.</li> <li>Initial scoping is complete.</li> </ul>	Council Matrix	30% Q3 2020
<b>Vulnerability Assessments</b>	<ul style="list-style-type: none"> <li>Completed vulnerability assessments and deal with privacy concerns for new applications, including: Engineering Traffic Counting, Body Cameras and Recreation Scheduling.</li> <li>Applications included: Engineering Traffic Counting, Body Cameras and Recreation Scheduling</li> </ul>	Operational Adaptation	100%

Action Item	Status or Outcome	Origin: Council Resolution, Operational Adaptation	% Complete (and ETA if not 100%)
<b>BC Assessment Access</b>	<ul style="list-style-type: none"> <li>Develop a solution to provide BCA remote access to our environment.</li> <li>Waiting for BCA to test solution.</li> </ul>	Operational Adaptation	100%
<b>MRLC Signal Survey</b>	<ul style="list-style-type: none"> <li>Conducted a signal strength survey within the MRLC to find Wi-Fi and cellular weak spots</li> </ul>	Operational Adaptation	100%
<b>FileCloud</b>	<ul style="list-style-type: none"> <li>Emergency replacement of large document transfer utility due to vendor unexpectedly retiring product</li> </ul>	Operational Adaptation	100%
<b>Parks and Security Radio System</b>	<ul style="list-style-type: none"> <li>Incorporate Gregg Moore Youth, Leisure Centre, Parks and Security radios into the City radio infrastructure as part of the Community Social Safety Initiative.</li> <li>Currently configuring and implementing solution.</li> </ul>	Council Resolution  <i>(Strategic Priority: Community Safety)</i>	80% Q4 2019
<b>New Utility - Fire</b>	<ul style="list-style-type: none"> <li>Emergency Vehicle drive time analysis for the Fire Department</li> </ul>	Operational Adaptation	100%
<b>Asset Management</b>	<ul style="list-style-type: none"> <li>Sanitary asset record migration from AutoCAD to GIS</li> </ul>	Operational Adaptation	90% Q4 2019
<b>Property Crime Notification Pilot</b> Develop and automate process to send notification of nearby property crimes to Block Watch members		Operational Adaptation	100%
<b>2020 Street Tree Field Capture and Inspection Map Application</b>	<ul style="list-style-type: none"> <li>Develop tools to support the capture, editing and inspection of Street Trees in the field</li> </ul>	Operational Adaptation	100%

Action Item	Status or Outcome	Origin: Council Resolution, Operational Adaptation	% Complete (and ETA if not 100%)
<b>2020 Field Park Asset Capture and Tool Development</b>	<ul style="list-style-type: none"> <li>Develop tools to support the capture, editing and inspection of park assets in the field</li> </ul>	Operational Adaptation	100%

**Prior Years' Deliverables:**

Action Item	Status or Outcome	% Complete (and ETA if not 100%)
<b>Execute Open Government work plan. This is a multi-year project</b>	<ul style="list-style-type: none"> <li>The Open Government portal went live in October of 2017. We continue to progress through the work plan, delivering several new applications, datasets and dashboards this year. Examples include Public Safety, HR, Fire and CMT dashboards and infographics</li> </ul>	75% Q4 2021
<b>Open Government - Management Dashboards</b> Promote the development and use of Management Dashboards and Data Driven Decision Making Tools to enhance Business Operations.	<ul style="list-style-type: none"> <li>Created several management dashboards, including CMT, HR, Planning and Building</li> <li>This item should be moved to ongoing section of the plan for next year</li> </ul>	100% move to ongoing
<b>Fibre Strategy</b> Work with corporate leadership team and Technology Task Force to develop and adopt an updated fibre strategy.	<ul style="list-style-type: none"> <li>Went to market to attract a partner to assist in the next phase of the fibre strategy.</li> <li>The RFEI is now complete and there were no viable submissions identifying effective partnership relationships.</li> <li>We will be going back to market to find a consultant to ensure the value of our corporate fibre/wireless/ infrastructure assets is maximized.</li> </ul> <p><i>(strategic priority: growth)</i></p>	100% New Project created in 2020 BP
<b>Technology Hub</b> Work with staff and the Technology Task Force to explore opportunities for a Technology Hub in South Park.	<ul style="list-style-type: none"> <li>In progress</li> </ul> <p><i>(strategic priority: growth)</i></p>	10% Q4 2021
<b>Summer Games 2020</b> Support the City's liaison to the Executive Board of Directors responsible for the 2020 Summer Games, as it relates to technology enablement. Determine IT support needs	<ul style="list-style-type: none"> <li>In progress</li> </ul> <p><i>(strategic priority: community pride &amp; spirit)</i></p>	10% Q3 2020

Action Item	Status or Outcome	% Complete (and ETA if not 100%)
<b>Security Review, Remediation and Training</b> Further enhance security policies, practices and procedures through a formalized security group	<ul style="list-style-type: none"> <li>In progress. The security group was formed in 2016. This group completed a rework of the City's DMZ infrastructure. A new security policy has been rewritten and is going through final reviews. Security policy will be completed this year. Mandatory one-hour security training for all staff will be conducted in 2020.</li> </ul>	95% Q4 2019
<b>Agenda Management Software</b> Work with Clerks to scope out software to manage Council agendas, videos, resolutions, minutes, reporting, etc. that integrates with our current infrastructure.	<ul style="list-style-type: none"> <li>In progress</li> </ul>	10% Q3 2019
<b>Move Online Service (Action) Requests from Amanda to Tempest</b>	<ul style="list-style-type: none"> <li>In progress. Due to lack of resources, this project has been moved to 2020.</li> </ul>	10% Q4 2020
<b>Refresh Client Computing Infrastructure</b> Complete refresh of desktop computing environment, including desktops, thin clients, monitors and peripherals and client productivity software. Laptops will be refresh in coming year		100%
<b>Mobile Device Management Solution</b>	<ul style="list-style-type: none"> <li>Install and configure a mobile device management system to support mobile device management and security</li> </ul>	100%
<b>Corporate Cellular Device Refresh</b> Refresh corporate cellular devices. Moved from Rogers to Bell	<ul style="list-style-type: none"> <li>Currently replacing all corporate cellular devices</li> </ul>	60% Q4 2019
<b>Server Refresh</b> Replace 85% of the existing server infrastructure as they are end of life	<ul style="list-style-type: none"> <li>Currently in RFP stage</li> </ul>	60% Q4 2019
<b>Deploy Office 365</b> This project will include a corporate wide office productivity audit to mitigate cost increases	<ul style="list-style-type: none"> <li>In progress. 50 staff have moved over to date. Discussions with the Privacy Commissioner regarding privacy concerns around Office 365 web implementation have resulted in a hold on further deployment until these discussions are complete.</li> </ul>	25% Q2 2020
<b>Fibre in Memorial Peace Park</b> Deploy fibre to service Memorial Peace Park and onto 224 <sup>th</sup> Street to facilitate enhanced technology delivery and further support of community amenities and events	<ul style="list-style-type: none"> <li>Currently deploying fibre  <i>(strategic priority: community pride &amp; spirit)</i></li> </ul>	80% Q4 2019

Action Item	Status or Outcome	% Complete (and ETA if not 100%)
<b>Consolidate Enterprise Applications into a single Database Platform</b> (Tempest, Amanda, Crystal Reports, Cemetery, GIS, Hyperion, ROSS Financials, Empath, Citrix, etc.)	<ul style="list-style-type: none"> <li>In progress. This is a multi-year project. All databases except Payroll and Amanda have been migrated to SQL. Payroll will be completed this year. Amanda will remain on Oracle until the application is retired.</li> </ul>	95% Q4 2019
<b>Cable Plant Upgrade for Leisure Centre</b>	<ul style="list-style-type: none"> <li>In progress. Continue to work with Facilities to complete the re-cabling of Leisure Centre. Cable standards complete. Re-cabling of the lower floor of the Leisure Centre will be carried out as part of the renovation project. The upper floor will be a separate piece of work commissioned after the renovation.</li> </ul>	75% Q1 2020
<b>Cable Plant Upgrade for Operations</b>	<ul style="list-style-type: none"> <li>In progress. We continue to work with Facilities to move forward re-cabling the Operations building. Currently completing scope of work &amp; requirements for this project.</li> </ul>	25% Q3 2020
<b>Laserfiche Collaboration Redesign</b>	<ul style="list-style-type: none"> <li>Serious performance and functional issues with the collaboration environment required a redesign.</li> </ul>	100%
<b>SQL Server Environment Rebuild</b>	<ul style="list-style-type: none"> <li>Infrastructure changes required a rebuild of the failover database environment.</li> </ul>	100%
<b>Web Page Design, Content Management System</b>	<ul style="list-style-type: none"> <li>In Progress. Still in early stages. Currently collecting requirements for the content management system which will also be used for managing Open Government Flow charts and FAQs for chat bot.</li> </ul>	25%
<b>Implement FDM Asset Management Module</b>		100%
<b>Seniors' Local Resources Map (New Application/Tool)</b> Create an application similar to What's Happening Around Me? - designed to support Seniors' and access to the resources they need	<ul style="list-style-type: none"> <li>Data collection and processing currently being completed.</li> </ul> <p><i>(Strategic Priority: Council Matrix, Community Pride &amp; Spirit)</i></p>	60%
<b>Recreation Scheduling Software (New System)</b> Support the implementation of cloud-based scheduling software for Parks and Recreation (children, youth and aquatics). Configure interface to support automating timesheet process	<ul style="list-style-type: none"> <li>In progress</li> </ul>	60%

Action Item	Status or Outcome	% Complete (and ETA if not 100%)
<b>Class Recreation Software Reporting</b>	<ul style="list-style-type: none"> <li>Due to limitations in migrating data to Perfect Mind, migrated Class registration system to SQL and recreated reporting infrastructure to access and integrate historical data.</li> </ul>	100%
<b>Heritage Inventory Map (New Application/Tool)</b>		100%
<b>Replace Fire Hall Toughbooks</b>	<ul style="list-style-type: none"> <li>Full replacement of Toughbooks (laptops) in all Fire trucks.</li> </ul>	100%
<b>Citrix Growth: Virtualization of Workstations</b>	<ul style="list-style-type: none"> <li>Citrix has been reconfigured and upgraded in preparation of virtualized workstations. Configuration of a virtualized desktop environment has also been completed.</li> </ul>	100%
<b>Review Replacement of Enterprise Applications: HRIS, Financial and Asset Management</b>	<ul style="list-style-type: none"> <li>In progress. We have had very little traction on this project. Developed a scope of work to hold a staff workshop to set a path forward. Workshop had to be rescheduled due to illness of consultant.</li> </ul>	50% Q2 2020
<b>Amanda Upgrade to Version 6</b> Corporate wide project to upgrade Amanda from v4 to v6		100%
<b>Migrate Business Licences to Tempest</b>	<ul style="list-style-type: none"> <li>This was a massive project that consumed an enormous amount of time to complete for both Bylaws and IT Staff.</li> </ul>	100%
<b>Fiber Optic Cleanup</b> Cleanup and repair of fiber optics		100%
<b>Replace Recreation System</b> Migration of the on premise recreation system software "Class" to the cloud-based software "Perfect Mind"		100%
<b>Reclaim Data and Integrate into Corporate Infrastructure</b> Reclaim data from various departments maintained on spreadsheets and/or access databases.	<ul style="list-style-type: none"> <li>In progress. This is a multi-year project and the first year will be primarily composed of information gathering.</li> </ul>	Q4 2021
<b>Service Desk Policies and Procedures</b> Update and replace policies and procedures for managing Service Desk and user support requests. This project will include centralization of internal support procedures to ensure solutions are standardized and consistent.	In progress	20% Q4 2020

Action Item	Status or Outcome	% Complete (and ETA if not 100%)
<b>Enhance Digital Signage</b> Increase footprint at strategic locations within City buildings in the Town Centre. This expansion of digital signage will support preparation for the 2020 Summer games	<ul style="list-style-type: none"> <li>In progress. Finance front counter has been done. Leisure Centre and Building are ready to go when renovations are complete.</li> </ul> <i>(Strategic Priority:, Community Pride &amp; Spirit)</i>	20% Q4 2020
<b>Monochrome Reader Board</b> Assess and obtain pricing to replace monochrome reader board in front of Municipal Hall with colour.	<ul style="list-style-type: none"> <li>We have obtained pricing and will replace in 2020 prior to Summer Games.</li> </ul> <i>(Strategic Priority:, Community Pride &amp; Spirit)</i>	100%
<b>Innovation Day</b> Support Economic Development Plan and deliver a multi-faceted Innovation Day(s) event that will include participants and activities for business, education and government	<ul style="list-style-type: none"> <li>Complete – April 19, 2019</li> </ul> <i>(Strategic Priority:, Community Pride &amp; Spirit, Growth)</i>	100%
<b>Replace Backup Target</b>	<ul style="list-style-type: none"> <li>In progress. The current backup infrastructure required replacement.</li> </ul>	70% Q4 2019
<b>Primary Storage Enhancement</b>	<ul style="list-style-type: none"> <li>Additional primary, fast storage was required due to growth.</li> </ul>	100%
<b>Security Review and Remediation</b>	<ul style="list-style-type: none"> <li>In progress. This is part of our annual security review and remediation by outside parties.</li> </ul>	Q4 2019
<b>'I am Responding' Application</b> Allows fire fighters to be paged using an app on a smartphone instead of traditional pagers	<ul style="list-style-type: none"> <li>Cancelled. Software was determined not to be suitable at this time</li> </ul>	n/a
<b>Inspections for Fire Department (Mobile)</b> Software allows fire fighters to conduct inspections using an application on a tablet	<ul style="list-style-type: none"> <li>In progress. The necessary changes and upgrades to the application/database are complete and software is currently being tested by the Fire Department. Project is expected to complete this year.</li> </ul>	80% Q4 2019
<b>AV Upgrades for Operations' Meeting and Staff rooms, as well as Tower Staff rooms</b>	<ul style="list-style-type: none"> <li>In progress. This is a multi-year project. HR and Fire were completed in 2018. Operations, Kanaka and Dunlop are slated for 2019 and McKenney in 2020.</li> </ul>	75% Q2 2020
<b>Active Directory Permission Tracking Application</b> Enhances internal controls when staff are performing upgrades and maintenance on internal systems.	<ul style="list-style-type: none"> <li>Not Started</li> </ul>	Q3 2020

Action Item	Status or Outcome	% Complete (and ETA if not 100%)
<b>LAN Security Implementation</b> Implement a LAN security system to protect internal network, particularly relevant in meeting rooms and common areas. Allows external parties to access the City's hard wired network without putting the corporation at risk.		100%
<b>Prospero Scoping</b> Scoping Tempest to determine feasibility of migrating permit and building infrastructure from Amanda to Tempest Prospero System	<ul style="list-style-type: none"> <li>Not Started</li> </ul>	Q4 2020
<b>Investigate Enterprise CRM Software and Community Engagement Tools for corporate use</b>	<ul style="list-style-type: none"> <li>Installed and configured the ESRI Hub as a corporate standard Community Engagement Tool. The first implementation was the Lougheed Corridor project out of Planning. At this time, there is not enough corporate requirement and resources to proceed with the CRM.</li> </ul> <p><i>(Strategic Priority: Community Pride &amp; Spirit)</i></p>	100%
<b>Install and Configure Scanning Hardware/Software to facilitate bulk scanning.</b>	<ul style="list-style-type: none"> <li>In progress. Product has been scoped and identified. Clerks will complete testing as resources permit.</li> </ul>	80% Q2 2020
<b>Support Fire Department in installing and configuring CCTV</b>	<ul style="list-style-type: none"> <li>Worked with facilities to deploy CCTV at Fire Halls</li> </ul>	100%
<b>Enhance EOC Infrastructure</b>	<ul style="list-style-type: none"> <li>On Hold. Enhanced EOC infrastructure will include additional AV equipment. Will be revisited when EOC support position is filled.</li> </ul>	n/a
<b>Development of an additional telecom tower arising out of our RFP process looking at City lands</b>	<ul style="list-style-type: none"> <li>On Hold. Staff needs to get up to speed on this project and review the work that has been done to date before proceeding further.</li> </ul>	40%

Action Item	Status or Outcome	% Complete (and ETA if not 100%)
<b>Complete the SHAW negotiations on their “GO” Wi-Fi project.</b>	<ul style="list-style-type: none"> <li>On Hold. Carried out Council direction for public consultation on Shaw WiFi. Very few individuals attended, and the feedback was primarily positive. Discussions were put on hold and the City went out to market and issued an RFEI to try and attract a partner. The RFEI is now complete and there were no viable partner opportunities. Will be going back to market to find a consultant to ensure we maximize the value of our corporate fibre/wireless/infrastructure assets.</li> </ul> <p><i>(Strategic Priority:, Community Pride &amp; Spirit)</i></p>	90%
<b>Cell Tower Implementation and Third-Party Leasing</b>	<ul style="list-style-type: none"> <li>On Hold. Staff need to get up to speed on the goals and timelines for this project, and the nature of the delays.</li> </ul>	10%

**New Deliverables for 2020: (highlights only)** – Any incomplete items from prior years may also form part of the 2020 workplan.

Action Item	Lead	ETA
<b>HR Recruiting Software</b> Replace HR recruiting software. The current solution is deemed inadequate and causing operational issues, so the move to a new solution was escalated to this year	Business Solutions Manager	Q3 2020
<b>Fibre Strategy</b> Working with corporate leadership team to develop and adopt an updated fibre strategy. Went to market in 2019 to see if the City could attract a partner to assist in the next phase of our fibre strategy. The RFEI did not attract viable submissions for a partner. Looking to go back to market to find a consultant to support staff in maximizing the value of our corporate fibre/wireless/infrastructure assets and moving forward with an updated strategy	CIO	Q2 2020
<b>Corporate Planning Business Tool</b> Build a Corporate Business Planning Tool. This application will allow staff to manage their business plan items in an online database and will allow Corporate Planning to build and deliver data visualizations to slice and dice business plan items, their status, etc. in all sorts of different ways. The tool will also allow staff to measure progress on business plan items and serve as a tracking tool	Business Solutions Manager	Q3 2020

Action Item	Lead	ETA
<b>Asset Management</b> Participate in the corporate wide initiative to scope a corporate Asset Management solution		Q4 2020
<b>Server Room at Operations</b> Work with Facilities to relocate servers and cabling at Operations	Infrastructure and Security Manager	Q3 2020
<b>Agenda Management Software</b> Deploy software solution to manage Council agendas, videos, resolutions, minutes, reporting, etc. that integrates with current infrastructure.	Business Solutions Manager	Q4 2020
<b>E-Procurement</b> Purchase and implement an e-procurement solution	Business Solutions Manager	Q3 2020

**Operating Budget:**

**Financial Plan 2020 – 2024  
Information Technology**

All \$ values in 000's (thousands)	Adopted	Proposed	Changes		2021	Proposed		
	2019	2020	\$	%		2022	2023	2024
<b>Expenditures</b>								
Consulting	32	32	-	0%	32	32	32	32
Equipment Maintenance	15	15	-	0%	15	15	15	15
Salaries	2,112	2,164	52	2%	2,223	2,283	2,346	2,406
Software Maintenance	1,047	1,178	131	12%	1,250	1,324	1,399	1,476
Supplies	15	15	-	0%	15	15	15	15
Training	10	10	-	0%	10	10	10	10
Utilities - Telephone	131	131	-	0%	131	131	131	131
Vehicle Charges	6	6	-	(7%)	6	6	7	7
	3,368	3,551	183	5%	3,682	3,816	3,955	4,092
<b>Transfer to Reserve Funds</b>								
Interest Transfers	5	5	-	0%	5	5	5	5
Salaries Recovery	(250)	(250)	-	0%	(250)	(250)	(250)	(250)
Transfers to Reserve Funds	220	220	-	0%	220	220	220	220
	(25)	(25)	-	0%	(25)	(25)	(25)	(25)
<b>Totals</b>	3,343	3,526	183	5%	3,657	3,791	3,930	4,067

**Changes or Remarks:**

Software Maintenance – The budget in this area includes \$40,000 a year to address the department's cost associated with growth. In the event growth in property tax assessments does not meet the budgeted amounts these funds will be clawed back. Software Maintenance is inflated by 3% annually to reflect contract cost escalations. For 2020 an additional \$60,000 has been added to support Microsoft Office 365 licencing fees.

**Incremental Packages:**

Add System/Data Security Support Specialist

Add Administrative Assistant

**Capital Budget** – See Capital Program

## Incremental Package Report 2020 Proposed Budget

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<b>Division:</b>	Office of the Chief Administrative Officer	<b>Submitted By:</b> Christina Crabtree
<b>Department:</b>	IT Department	
<b>Request For:</b>	System/Data Security Support Specialist	
<b>Package:</b>	1 of 2	

### **Activities/Purpose**

The necessity and complexity required to secure corporate resources and data has increased exponentially over the last several years. As hackers continue to become more sophisticated and organized, the risk of being held ransom through various security exploits has become a reality. Over the past few years, more and more municipalities, public entities and private companies have been hit with security breaches that extort passwords and/or render corporate data inaccessible until ransoms are paid. In this new age of security related incidents and concerns, it is necessary and commonplace to hire security support specialists, dedicated to proactively architect, manage and monitor corporate systems and data to protect their organization's investments.

At the City of Maple Ridge, security is in the portfolio of the Infrastructure and Securities area. Currently, a portion of an FTE's time is allocated to security. Due to the time constraints, security is more reactive than proactive. Given the increased demands and risk, the time has come to hire a dedicated professional, with advanced skills, to manage security on a full-time basis.

### **Functions Performed/Degree of Service**

This position will require specialized skills in security and will be dedicated to proactively architecting, managing and monitoring the City's corporate systems and data. This position would identify and recommend security standards, protocols and procedures, as well as craft security solutions for end users and devices. Daily tasks would include assessing security and system logs and alerts generated by servers, firewalls and network devices, regular inspections of systems and network processes and firewall rules, as well as keeping apprised of latest exploits.

### **Alternatives Considered/Reasons for Not Recommending**

One option is to continue managing security with existing resources which is largely reactive in nature.

Another option is to move this Incremental Package to a future year, continue to operate as is, monitor risks going forward and revisit next year.

Another option would be to outsource portions of the work, i.e. review of log files and firewall maintenance to a SOC (Security Operations Centre). Outsourcing this portion of the Security Support Specialist's duties are expensive and range from \$65,000 to \$145,000 USD per year.

### **Staff Position:**

1 FTE

### **Performance Measure:**

More proactive and less reactive security duties.

### **Package:**

<b>Total Cost:</b>	<b><u>2020 Budget</u></b> <b>\$113,655</b>
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# Incremental Package Report

## 2021 Proposed Budget

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**Division:** Office of the Chief Administrative Officer      **Submitted By:** Christina Crabtree  
**Department:** IT Department  
**Request For:** Administrative Assistant  
**Package:** 2 of 2

### Activities/Purpose

There are a wide range of clerical duties required to support staff in the Information Technology Department. Such duties include, but are not limited to, preparing reports, presentations, managing inventory, processing bills and departmental requests, sending out communications and organizing committee meetings and training. This work is currently being carried out by various IT department personnel who may not have the skill sets to perform these duties efficiently, have other priorities which result in time delays and who may be overqualified for the required tasks.

### Functions Performed/Degree of Service

A part time Administrative Assistant with the appropriate skill set, dedicated to carry out administrative duties for the Information Technology team.

### Alternatives Considered/Reasons for Not Recommending

The alternative is to continue to spread out the clerical duties to various personnel within the IT department.

A second alternative would be to move the Incremental Package to a future year.

### Staff Position:

.5 FTE

### Performance Measure:

Increase the efficiency of technical and management personnel by removing clerical duties from their scope of work.

### Package:

	<u>2021 Budget</u>
<b>Total Cost:</b>	<b>\$38,000</b>

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City of Maple Ridge  
*Engineering Services – Administration*  
Business Plan 2020 – 2024

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**Departmental Overview:**

The Engineering Services Division is committed to ensuring that the residents of the City of Maple Ridge can rely upon high quality infrastructure services including drinking water, sanitary sewage collection, rain water collection and discharge as well as an efficient multi-modal transportation network.

Comprised of two departments, namely Engineering and Engineering Operations, the Division is responsible for the planning, delivery and maintenance of municipal infrastructure and will carry out corporate initiatives as directed by Council. Due to the nature of the work, Division staff have significant interactions with residents and businesses and strive to provide excellent customer service and present a business friendly approach. Public consultation on capital and planning initiatives is an extremely important component of the divisional activities and staff continue to build a successful public consultation process to engage and inform residents.

The Engineering Department is led by the Director of Engineering and has four sections, each overseen by a manager: Transportation, Utilities, Design & Construction and Infrastructure Development, while the Engineering Operations Department similarly has four sections under the guidance of the Director of Engineering Operations: Waterworks, Sewerworks, Roads and Electro-Mechanical. Details of each of the Department's functions are included in their respective Business Plans.

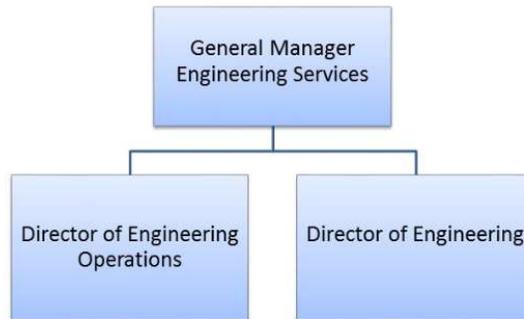
The Division has a close relationship with Ridge Meadows Recycling Society (RMRS) and not only provides and maintains the vehicle fleet and mechanical equipment but also provides guidance in provincial recycling regulations and programs.

The General Manager Engineering Services is the City's First Nations Liaison in dealings with the Katzie First Nation and the Kwantlen First Nation, and participates in Metro Vancouver's Indigenous Relations Technical Advisory Committee.

Pitt Meadows Regional Airport is jointly owned by the Cities of Pitt Meadows and Maple Ridge and governed by the Pitt Meadows Airport Society (PMAS) with representation from both municipalities, supported by an Airport Executive Committee that meets monthly and considers airport operational, financial, developmental, community, enforcement and safety matters. The General Manager Engineering Services is the City's representative on the Airport Executive Committee and supports the City's representatives on the Board.

The total expenditure budget for this department is \$318,000.

## Organization Chart:



**Full-Time Equivalent Staff: 1** (Other staff shown on org chart are budgeted to other areas)

### Strategic Alignment:

- Maple Ridge continues to be amongst the fastest growing municipalities in Metro Vancouver so it is important to have proactive, forward-looking strategic infrastructure planning for all utilities – reservoirs, pump stations, and mains. Transportation continues to be a challenge, with few strong east-west transportation corridors and a large commuting populace.
- Strong relationships with regional, provincial and federal government is very important for the City, leveraging those relationships to assist in providing funding for infrastructure-related initiatives.
- The City has two First Nations as neighbours and it is to everyone’s benefit to build and sustain strong relationships with Katzie and Kwantlen First Nations.
- Maple Ridge has significant natural resources and these same environments have tangible economic benefits if managed carefully.
- Public engagement is very important, not only for residents to be notified of upcoming or significant projects but also provide input as appropriate.

### Business Perspective/Environmental Scan:

- Management of the City’s infrastructure assets through their lifecycle is critical not only for construction of those assets but also their full lifecycle - operation and maintenance through to replacement. A City-wide Asset Management Strategy is now in progress and will provide valuable information on the state of a large number of asset classes and identify priorities for the future to properly manage infrastructure needs and funding.
- Climate change is prompting the City to evaluate design standards for new construction but also provides challenges when considering the built environment.
- Identifying grant funding opportunities and ensuring the City is in a good position to access grant programs is critical for large infrastructure projects.

### Ongoing Deliverables:

- Provide ongoing leadership to the Division’s departments.
- Deliver to Council, staff and public the goals and objectives of the Division within the framework of the City’s overall corporate goals.
- Oversee the development of infrastructure-related design standards and best practices.

### **Ongoing Deliverables, continued:**

- Ensure development of various master planning initiatives for all service areas. Anticipate future needs and develop long-range objectives, plans, and programs for water, sewer, roads, and other municipal services; prepare drafts of bylaws related thereto.
- Review and recommend policies, plans, and programs within the scope of the division.
- Establish performance targets for processing of development applications.
- Determine expectations for responding to customer queries, monitor and review as necessary.
- Review appropriate levels of service for maintenance of infrastructure assets.
- Participate in necessary training and contribute to the development of appropriate business practices in the Division as the City's document management system expands.
- Oversee the preparation and administration of the Divisional budget including the capital budget.
- Direct the preparation and presentation of the business plans and budgets for the reporting departments.
- Review departmental reports to Council.
- Build government-to-government relations with the Katzie and Kwantlen First Nations and identify opportunities for economic and environmental co-operation.
- Represent the City on the Airport Executive Committee that supports the Board at Pitt Meadows Regional Airport.
- Provide engineering-related resources to the Ridge Meadows Recycling Society.
- Attend Public Hearings and represent the City at public information meetings.
- Liaise with School District No. 42 on cross jurisdictional issues.
- Meet with citizens to resolve issues of concern.
- Work with outside agencies for approvals and feedback on municipal issues.
- Participate in the Emergency Services Program.
- Review succession plan requirements for Division.
- Ensure core services such as water and sewer remain operational in the short term and are managed to serve the community into the future.
- Ensure pursuit of all opportunities for appropriate grant funding.
- Provide regular updates to Council on workplan items/found milestones.
- Provide oversight to the Capital Plan, including preparation of appropriate concept plans, contract administration, as well as completion of studies and tenders.
- Participate in Metro Vancouver and TransLink technical committees as well as public and technical meetings.
- Provide support to committees of Council as the Staff liaison.

**Found Milestones:**

Action Item	Status or Outcome	Origin: Council Resolution, Operational Adaptation
Community Social Safety Plan	Provide support in development of plan	Council Resolution

**Prior Years' Deliverables:**

Action Item	Status or Outcome	% Complete (and ETA if not 100%)
Albion Flats: Council discussion – Determine direction for Albion Flats (include agricultural fair, sports tourism)	Council reports and presentations on options for Albion Flats have been brought forward to Council for discussion of land use options and related infrastructure improvements.	75% Q2 2020
Implement and substantially complete the following major capital projects: <ul style="list-style-type: none"> <li>▪ 232 Street (Fern Crescent to Silver Valley Road)</li> <li>▪ 2017 Paving Program</li> </ul>		100%
Work with Ministry of Transportation to implement improvements on Haney Bypass		100%
Work with TransLink to advance the B-line implementation and new bus service to Silver Valley		100%
Mobility Pricing: participate in Staff Working Group to support Regional Steering Mobility Pricing Committee		100%
Develop a multi-year Inflow and Infiltration reduction strategy	In progress	30% Q2 2020
Develop City-wide Asset Management Strategy, utilizing all municipal departments	In progress	10% Q4 2020

**New Deliverables for 2020:** (*highlights only*) – Any incomplete items from prior years may also form part of the 2020 workplan.

Action Item	Lead	ETA
Overall sponsorship to development of citywide Asset Management Strategy. Complete Asset Management Framework and Strategy for all City asset classes	General Manager Engineering Services	Q1-4 2020
Explore opportunities with Kwantlen and Katzie First Nations for economic development to benefit all communities. Develop agreements for provision of services for First Nations lands	General Manager Engineering Services	Q1-4 2020
Participate in management of Pitt Meadows Airport operations	General Manager Engineering Services	Q1-4 2020

**Operating Budget:****Financial Plan 2020 – 2024  
Administration**

All \$ values in 000's (thousands)	Adopted	Proposed	Changes		2021	Proposed		
	2019	2020	\$	%		2022	2023	2024
<b>Expenditures</b>								
Conferences & Meetings	8	8	-	0%	8	8	8	8
Growth Funds	52	33	(19)	(58%)	65	98	130	163
Memberships	24	24	-	0%	24	24	24	24
Salaries	125	251	126	50%	258	264	272	278
Supplies	2	2	-	0%	2	2	2	2
	211	318	107	(26%)	357	396	436	475
<b>Internal Transfers</b>								
Salaries Recovery	(88)	(90)	(2)	3%	(93)	(95)	(97)	(100)
	(88)	(90)	(2)	3%	(93)	(95)	(97)	(100)
<b>Totals</b>	123	228	105	(33%)	264	301	339	375

**Growth Funds:**

The budget in this area includes \$32,500 a year to address the division's cost associated with growth. In the event that growth in property tax assessments does not meet the budgeted amounts, these funds will be clawed back.

\$52,000 of 2019 growth has been allocated to fund new positions.

**Salaries:**

2019 salary is 50% of the General Manager of Public Works and Development. The 2020 and beyond budget is for the new Engineering Services General Manager position.

**Incremental Packages:**

None

**Capital Budget:**

None

**Information Technology:**

None

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City of Maple Ridge  
*Engineering Services – Engineering*  
Business Plan 2020 – 2024

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**Departmental Overview**

The Engineering Department is committed to ensuring that the residents of the City of Maple Ridge can rely upon high quality infrastructure services including drinking water, sanitary sewage collection, rain water collection and discharge as well as an efficient multi-modal transportation network.

Various initiatives and programs are developed and implemented to construct municipal infrastructure in support of ongoing growth throughout the City as well as ensuring the existing infrastructure elements are effectively operated and maintained through their complete life cycle. The foundation for the management of municipal infrastructure is a suite of coordinated Master Plans that cover all infrastructure components.

Capital project definitions, along with appropriate funding sources are developed for consideration in the City's Financial Plan. Staff in the Design and Construction Section oversee projects through conception, design, tendering, construction and administration for roads, sewers, drainage and water works.

Infrastructure Development Engineering staff review land development applications for compliance with the City's Design Criteria standards and identify the scope of infrastructure servicing required in support of each project. City inspectors review the works constructed by private contractors to ensure conformance with the City's construction standards and remedy any deficiencies.

The water distribution and sewage collection systems are complex and regularly monitored to ensure optimal performance. Computer models assist in system planning for future growth as well as evaluating the performance of infrastructure in the built environment. For water, the City monitors not only the quantity, but also the quality of water delivered to residents, collecting weekly from over 40 locations across the City for lab analysis.

The management of all engineering record drawings and data is handled by the Geomatics Section of the department.

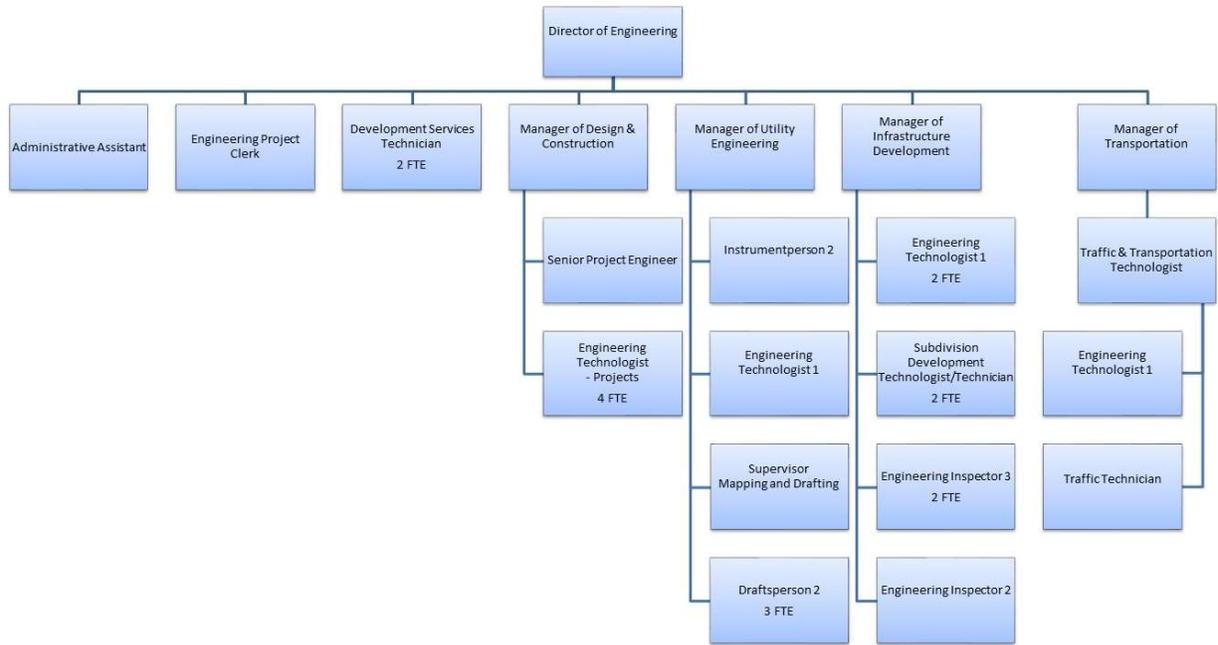
The management of the overall transportation system includes consideration of all travel modes – walking, cycling, transit as well as vehicles. Rapid growth throughout the City, especially where developments occur in a non-linear manner often provides challenges, notably for connectivity of sidewalks and bicycle facilities. The Transportation Section deals with over 400 service requests each year on traffic issues. Requests for neighbourhood traffic calming are evaluated by the Transportation Section and staff work with the RCMP and ICBC on a number of safety initiatives.

The City's ability to respond to large-scale emergency or disaster situations is critical and the Engineering Department plays a significant role within the City's Emergency Operations Centre, providing professional expertise and advice on a large range of hazard mitigation and risk management issues.

The Engineering Department works in close cooperation with other departments within the City and staff also provide information and technical expertise to internal City committees as well as a number of external regional organizations such as TransLink and Metro Vancouver.

The total expenditure budget for this department is \$4,484,000.

**Organization Chart:**



**Full-Time Equivalent Staff: 30**

**Strategic Alignment:**

**Growth:**

Ensuring that the residents of Maple Ridge can rely upon the provision of high-quality infrastructure including drinking water, sanitary sewage collection, rainwater collection and discharge as well as roads is of prime importance for the Engineering Department. The development and implementation of coordinated infrastructure planning master studies and initiatives ensure that as Maple Ridge continues to grow, the appropriate municipal services are in place or identified for future construction. That same growth provides challenges, especially in the area of streets and sidewalks as developments may not occur in a contiguous manner, thereby creating gaps in the street network.

The development of a true multi-modal transportation network is not only desirable; it is a requirement if the City is to create a discernible shift away from the reliance upon the single-occupancy vehicle. Council’s commitment to this matter is reflected in the creation of annual programs to provide enhanced facilities for cyclists and pedestrians as well as advocating for additional transit services, both locally and inter-regionally.

**Natural Environment:**

As development occurs there is a potential impact to health, safety and property damage as well as to the natural environment. To minimize the effect on the City’s abundant streams and watercourses the City utilizes three tier rain water management criteria that requires developments to capture small rainfall events onsite by infiltration, releasing rain water from the site at a controlled rate equivalent to pre-developed conditions.

The City is completing a number of large-scale Integrated Storm Water Management Plans for watersheds that address the environment, land use and conveyance.

### **Business Perspective/Environmental Scan:**

- The City owns, operates and maintains a wide array of infrastructure assets valued at approximately 1.6 billion dollars. The expectation is that the assets will function effectively for many years but all infrastructure has a finite service life. The challenge for the City, as for other municipalities is the maintenance and replacement of infrastructure that comes into municipal ownership through development and capital construction. The City needs to manage all assets in a cost-effective manner over their life cycle and plan for their replacement. The City has adopted an Asset Management Policy and has commenced an organization-wide Asset Management Strategy project.
- The securing of funding from senior agencies to complete major projects is vitally important to ensure that those projects occur in a timely manner - the extension of Abernethy Way, the 240 Street crossing to Silver Valley, upgrading the 225 Street Sewage Pump Station and Forcemain upgrades.
- Public engagement is a critical component for all infrastructure construction. The scope and nature of consultation process may vary depending upon the specific project or initiative but the Engineering Department will continue to build on previous successful public consultation processes to ensure residents and business owners are engaged and informed. Recent examples include the 232 Street Road Improvements from 132 Avenue to Silver Valley Road, Abernethy Way from 232 Street to 256 Street, Loughheed Highway Improvements from 224 Street to 226 Street as well as over 30 traffic calming initiatives underway including 123 Avenue, River Road and 132 Avenue. Public consultation may include regular Open Houses throughout the development of a project, or the formation of a neighbourhood advisory committee as employed in the traffic calming initiatives.

### **Ongoing Deliverables:**

#### ***Infrastructure Development Engineering***

- Provide information on engineering-related development issues as a result of public inquiries.
- Liaise with the Planning Department on long-range and community planning issues and provide input on infrastructure services requirements or constraints.
- Process development applications, land use inquiries and servicing design submissions.
- Resolve ongoing development-related issues during design and construction.
- Provide field inspection prior to acceptance of off-site developer-constructed municipal infrastructure
- Coordination of external utility companies within municipal boundaries.
- Evaluation of Local Area Service inquiries.
- Updates to development processes as well as engineering design and construction standards.
- Provide guidance to staff at weekly meetings related to development proposals.
- Maintain and update the City's Engineering Design and Construction Standards as necessary.

#### ***Utility Engineering***

- In collaboration with Operations, ensure that the potable water distributed to residents in the City is in accordance with established public health standards and the Drinking Water Management Plan.
- Collaborate with Operations to manage the sewage collection system in accordance with the goals of the Integrated Liquid Waste and Resource Management Plan.
- Develop master plans for drinking water, sewage and drainage infrastructure.
- Conduct investigations and preliminary project planning to confirm need and scope of projects flagged in high-level planning studies.
- Collaborate with Operations to assess the condition of public infrastructure and develop replacement/rehabilitation plans.

### ***Utility Engineering – cont'd***

- Maintain infrastructure records, maps, aerial photos and topographic information; provide survey and drafting services; communicate infrastructure data to customers.
- Develop emergency response plans.

### ***Traffic and Transportation Engineering:***

- Improve the current transportation network to incorporate all modes of transportation through provision of bike facilities, sidewalks and road improvements.
- Undertake annual intersection performance reviews.
- Support the City's Active Transportation Advisory Committee (ATAC).
- Review of traffic calming requests including data collection, review and development of traffic calming plans as required.
- Review and evaluate requests for activities within municipal roadways, road closures and detours, and issuance of Highway Use Permits.
- Liaison with school Parent Advisory Committees (PACs) and resident groups.
- Participate on TransLink regional committees.
- Partner with ICBC Road Improvement Program and safety awareness.
- Support TransLink Travel Smart Program.
- Liaise with CP Rail and Transport Canada to ensure safe and efficient rail crossings.
- Investigate and evaluate Action Requests and respond accordingly with a plan of action.
- Manage traffic count program.
- Evaluate requests for road closures and detours and issue Highway Use Permits if required.
- Support special events and filming activities on our roadways through a permitting process.
- Support and provide guidance to other internal departments on traffic related issues.
- Manage and evaluate street lighting program.

### ***Design and Construction Engineering***

- Develop business case/project justification documents for newly identified capital projects that include a concise scope of work and current budget estimates.
- Ensure projects are adequately scoped and that the timing is appropriate. Redundant projects will be recommended to be eliminated and replaced with new projects that support the City's long term goals and are in alignment with current infrastructure master plans.
- Ensure the completion of the annual Capital Program on schedule and within established approved budgets.
- Work collaboratively with the Operations Department to develop and scope projects in support of the annual water main replacement program, drainage upgrade program, culvert replacement program and sewage system rehabilitation program. Work closely with Operations to coordinate work plans to complete utility system relocations, tie-ins or repairs on City capital projects.
- Operations undertakes a significant amount of paving annually and the Design and Construction Section liaises with Operations to identify any Infrastructure renewal projects that should be completed ahead of major roadway resurfacing projects.

**Design and Construction Engineering – cont’d**

- Liaise with the Parks Department to insure that any new construction incorporates review of requirements for any street trees, landscaping, and irrigation systems along with maintenance schedules
- Work with IT to facilitate the development and expansion of a fibre optic network in conjunction with the Capital Program
- Undertake the design and construction of over 40 projects each year that range in size and complexity. Staff prepare and evaluate requests for proposals, select consultants, provide project management through the design phase, issue and evaluate construction tenders and deliver contract administration expertise through construction
- Delivery of successful Local Area Service petitions for road and utility extensions, from the design phase, tendering, construction and preparing the charges bylaw

**Found Milestones:**

<b>Action Item</b>	<b>Status or Outcome</b>	<b>Origin: Council Resolution, Operational Adaptation</b>
Albion Flats Drainage Assessment	<ul style="list-style-type: none"> <li>▪ Substantially complete. This initiative entailed monitoring of rain water flows and groundwater; the development of a calibrated computer model; evaluation of a number of options to address the drainage concerns and upon evaluation determination of the most effective solution to alleviate the agricultural concerns.</li> </ul>	Operational Adaptation
Sanitary and storm sewer flow monitoring, computer model calibration and assessment of system capacities in response to flooding and sewer backup claims by residents in two catchments	<ul style="list-style-type: none"> <li>▪ Complete. Necessitated flow monitoring program for field verification to determine capacity concerns.</li> </ul>	Operational Adaptation
Lougheed Highway Truck Turnaround	<ul style="list-style-type: none"> <li>▪ Determination of an interim turnaround location for large trucks, working with both provincial authorities and business stakeholders</li> </ul>	Operational Adaptation
NE Albion Land Use and Servicing Study	<ul style="list-style-type: none"> <li>▪ Initiated as a response to a development application a multi-departmental team worked with a consultant to consider potential land uses and the associated infrastructure servicing requirements. A draft plan has been completed.</li> </ul>	Operational Adaptation
River Road traffic calming fronting Maple Ridge Elementary School	<ul style="list-style-type: none"> <li>▪ SD42 staff raised concerns regarding traffic speeds in the school zone. Staff met with school and parent representatives and successfully developed and installed calming measures to reduce vehicle speeds.</li> </ul>	Operational Adaptation

## Prior Years' Deliverables:

Action Item	Status or Outcome	% Complete (and ETA if not 100%)
Complete a file management update that incorporates improvements to Amanda, the Laserfiche system and manual checklists	• Complete	100%
Oversee the development of Integrated Stormwater Management Plans for the South Alouette and Kanaka Watersheds	• This is a multi-year project that entails significant data collection and consultation.	85% Q1 2020
Update Building Permit processes in Amanda and Laserfiche	• Complete	100%
Update Works and Services Agreement template	• In progress	60% Q1 2020
Expand Engineering Development webpage	• Developing information bulletins and developing other additional content to add to website	50% Q2 2020
Complete Integrated Stormwater Management Plans for Kanaka and South Alouette Watersheds	• This is a multi-year project that entails significant data collection and consultation	85% Q1 2020
Review cost/benefits of universal metering of drinking water	• On hold, awaiting outcome of Metro Vancouver regional assessment of the case for implementation of drinking water meters	25% Q3 2020
Develop Strategic Framework for Asset Management	• Asset Management policy approved. Consultant selected and Phase 1 of project has commenced	5% Q2 2020
Review existing Maple Ridge Dyking District Agreement with Pitt Meadows and identify any required revisions	• In progress. Preliminary review with Pitt Meadows; will require legal review	10% Q2 2020
Update the Electronic Inspection Forms and AMANDA processes	• Complete	100%
Create process for authorizing Encroachment Agreements	• In progress	50% Q4 2019
Review Driveway Access and prepare policy	• In progress	50% Q4 2019
Update Engineering Design and Construction Documents	• Ongoing program	100%
Develop 100 Year Rehabilitation & Replacement Forecast for Water and Sewer System	• On hold pending outcome and direction from the City wide Asset Management Program started in fall 2019	On Hold
Provide drinking water system fire flow information for fire suppression system designers	• Deferred due to workload	0% Q3 2020
Create sewage system emergency response plan	• Deferred due to workload	0% Q3 2020
Update growth areas components of sewage and drinking water models for use in reviewing development proposals	• Ongoing program	100%

Action Item	Status or Outcome	% Complete (and ETA if not 100%)
Work with IT Department to implement the appropriate components of the Mayors Open Government Task Force	<ul style="list-style-type: none"> <li>In progress</li> </ul>	60% Q2 2020
Develop plans to provide residents with drinking water in a post-disaster scenario where the Metro Vancouver supply is out of service	<ul style="list-style-type: none"> <li>Plan development in progress</li> </ul>	80% Q1 2020
Telus Small Cell and FTTP – evaluation of third-party agreement and implications for City	<ul style="list-style-type: none"> <li>On hold</li> </ul>	75% Q2 2020
Review of utility servicing requirements for North-East Albion to facilitate development	<ul style="list-style-type: none"> <li>Complete</li> </ul>	100%
Further to recommendations of the Drinking Water Master Plan, assess the feasibility and cost-effectiveness of options for increasing available fire flows at key locations	<ul style="list-style-type: none"> <li>Ongoing program</li> </ul>	100%
Determine the flow rates available at fire hydrants and have the hydrants color-coded accordingly	<ul style="list-style-type: none"> <li>In preliminary planning stage</li> </ul>	0% Q4 2020
Working with Operations and Emergency Operations Centre staff, plan and develop a post-disaster drinking water source for residents.	<ul style="list-style-type: none"> <li>On hold pending outcome of emergency water supply plan overview study</li> </ul>	On hold
Implement the sanitary sewer Inflow and Infiltration reduction strategy	<ul style="list-style-type: none"> <li>Ongoing program</li> </ul>	100%
Develop a multi-year schedule for sanitary sewer pump station capacity upgrades	<ul style="list-style-type: none"> <li>Initial report complete. Will be revisited as part of Sanitary Master Planning process</li> </ul>	100%
Migrate the City's Geomatics system and maps to the new national vertical datum	<ul style="list-style-type: none"> <li>On hold pending Natural Resources Canada investigation into regional datum issues</li> </ul>	On hold
Assess Diking District 13 pump capacity requirements versus projected rainwater runoff rates and to determine when/whether the pump station capacity should be upgraded	<ul style="list-style-type: none"> <li>Initial phase completed as part of Albion Flats Drainage Study. Progress will be on hold pending outcome of a review of pump set points, feasibility of raising farm fields, and plans/ALC decision for Albion Flats Area</li> </ul>	100%
Prepare implementation plan for Fraser River Escarpment Gap analysis	<ul style="list-style-type: none"> <li>Complete</li> </ul>	100%
Evaluate technologies to provide bicycle count data program	<ul style="list-style-type: none"> <li>On hold. Awaiting evaluation from TransLink</li> </ul>	20% Q2 2020

Action Item	Status or Outcome	% Complete (and ETA if not 100%)
Parking and circulation review in Town Centre – evaluate current road circulation and on-street parking configurations and consider options for consideration to improve circulation and parking	<ul style="list-style-type: none"> <li>Lougheed Hwy – 2-Hour parking implemented as per BIA request. On going process based on development activity in the Town Centre</li> </ul>	100%
TransLink Initiatives – Mobility Pricing, planning for B-Line rapid transit and development of Area Transport Plan.	<ul style="list-style-type: none"> <li>B-Line construction in progress, opening spring 2020. Area Transport Plan in progress</li> </ul>	90% Q2 2020
Condition Assessment of Lower Hammond Dike	<ul style="list-style-type: none"> <li>Completed desktop review to identify areas of potential concern. Clarifying scope of physical site investigation elements.</li> </ul>	15% Q4 2020
Review of potential population density in the Town Centre to reflect actual built density over and above that in the OCP	<ul style="list-style-type: none"> <li>Complete</li> </ul>	100%
Evaluation of improvements to Haney Bypass as proposed by MoTI. Tasks included extensive liaison and consultation with both TransLink and the Province as well as engineering consultants. Various corridor configurations were evaluated to determine the most effective solution	<ul style="list-style-type: none"> <li>Design Complete. Construction in progress by MoTI</li> </ul>	100%
TransLink commenced an Area Transport Plan in the spring of 2018 working with both Maple Ridge and Pitt Meadows to develop a multi-modal transportation plan. Staff have participated in a Staff Working Group to evaluate existing constraints and potential opportunities to enhance transit, as well as pedestrian and cycling facilities	<ul style="list-style-type: none"> <li>Final Area Transport Plan presentation by TransLink on October 8, 2019 Council Workshop</li> </ul>	90% Q4 2019
Prepare policy clarifying frontage upgrade requirements for single family residential building permits	<ul style="list-style-type: none"> <li>Complete</li> </ul>	100%
Update development security cost estimate spreadsheet	<ul style="list-style-type: none"> <li>In progress</li> </ul>	25% Q1 2020
Develop process for sanitary and water system capacity modeling by third party consultant for development projects	<ul style="list-style-type: none"> <li>Complete</li> </ul>	100%
Implement thorough engineering review early in development application process	<ul style="list-style-type: none"> <li>Complete</li> </ul>	100%
Flow monitoring of stormwater collection system	<ul style="list-style-type: none"> <li>Ongoing program</li> </ul>	100%
Analyze water distribution system to review optimization of pressure reducing stations may be abandoned while maintaining existing service levels	<ul style="list-style-type: none"> <li>In progress</li> </ul>	85% Q4 2019

Action Item	Status or Outcome	% Complete (and ETA if not 100%)
Develop updated rainfall Intensity-Duration-Frequency curves, taking into consideration the predicted effects of Climate Change	<ul style="list-style-type: none"> <li>In progress</li> </ul>	85% Q4 2019
Active Transportation Planning: <ul style="list-style-type: none"> <li>117 Ave (Laity St to 207 St) Multi-use Pathway (MUP) Facility Conceptual Design</li> <li>Hammond Rd (203 St to West St) MUP Facility Conceptual Design</li> </ul> 123 Ave (203 St to Laity St) Active Transportation Corridor Conceptual Design	<ul style="list-style-type: none"> <li>Conceptual Designs completed for all. TransLink funding has been approved for 117 Ave and Hammond Rd. Public consultation will be initiated in fall 2019.</li> </ul>	80% Q4 2019
Abernethy Way Extension to 256 St - Corridor Alignment Study	<ul style="list-style-type: none"> <li>In progress. Open House held and stakeholder consultation underway. Multiple account evaluation in progress to identify recommended corridor</li> </ul>	80% Q4 2019
240 St Bridge to 128 Avenue (Second Crossing into Silver Valley) Engineering Study	<ul style="list-style-type: none"> <li>Complete</li> </ul>	100%
132 Ave corridor (216 St to 232 St) Speed Management Report and design options	<ul style="list-style-type: none"> <li>Concept under development.</li> </ul>	85% Q4 2019
Intersection Traffic Counts and Network Analysis	<ul style="list-style-type: none"> <li>In progress</li> </ul>	60% Q4 2019
Warrant Analysis for Intersection Signalization and Crosswalks	<ul style="list-style-type: none"> <li>Complete</li> </ul>	100%
Traffic Impact Assessment Guidelines	<ul style="list-style-type: none"> <li>Complete. Development of guidelines to evaluate traffic impacts of proposed development projects</li> </ul>	100%

#### New Deliverables for 2020:

Action Item	Lead	ETA
Create framework for tracking of development application status, timelines, and data.	Manager Infrastructure Development	Q4
Actively support the planning department in numerous area planning initiatives including NE Albion Land Use Concept, Port Haney Visioning, Albion Flats Land Use Concept, and Yennadon Lands Concept Planning Process.	Manager Infrastructure Development	Q4
Review and update the Local Area Service Project Policy	Manager Infrastructure Development	Q3
Development of a policy to identify appropriate site and driveway access with respect to land use and fronting roadway classification	Manager Infrastructure Development	Q2
Complete Fraser River Escarpment Review	Manager Infrastructure Development	Q3

**Measures/Outcomes**

- Increase transparency in development application timelines
- Ensure Local Area Service Program is fair and straight forward
- Clarify the City’s requirements for vehicular access to developments

Action Item	Lead	ETA
Complete Integrated Stormwater Management Plans for watersheds covering 90% of the urban area	Manager of Utility Engineering	Q2
Assess the cost/benefit of residential water metering in Maple Ridge and consideration of implementation of City-wide program	Manager of Utility Engineering	Q3
Assess performance characteristics of drinking water system throughout City to improve information available for design of fire suppression systems	Manager of Utility Engineering	Q2
Asset Management Strategy development	Manager of Utility Engineering	Q2
Develop overview plan for emergency provision of drinking water	Manager of Utility Engineering	Q1
Oversee assessment of Lower Hammond Dike	Manager of Utility Engineering	Q4
Collaborate on the Water Quality Optimization Program with Operations	Manager of Utility Engineering	Q1

**Measures/Outcomes**

- Trends in residential drinking water demand (litres per capita) per day
- Frequency of stream monitoring for flow rate and water quality (targeting every 5 years for representative stream locations)

Action Item	Lead	ETA
Participate in the implementation of an e-procurement solution with the Purchasing Department	Manager Design & Construction	Q3

**Measures/Outcomes**

- To streamline and increase efficiencies within the procurement process

Action Item	Lead	ETA
Development of Traffic Models for Current and Future years to Measure Performance of Key Intersections and Major road corridors	Manager of Transportation	Q3
Traffic Data Collection to Monitor City-wide Traffic Growth and Capacity requirements of Arterial and Major Collector Roads	Manager of Transportation	Q2
Warrant Analysis to determine Signalization Requirements and Crosswalks Treatments	Manager of Transportation	Q4

**Measures/Outcomes**

- Development of Traffic Models will help the City to proactively implement measures to embrace growth while ensuring satisfactory performance is achieved for all modes of transportation
- City Wide Traffic Data Collection is an essential component in assessing the performance of the City’s Major road corridors, to assist in sound decision making for future investments in the City’s Transportation infrastructure

- Safety and Mobility are two key ingredients for a successful transportation network, the City's Warrant Analysis function enhances the safety of all road users by recommending new or additional upgrades at existing intersections and pedestrian crossing locations.

Action Item	Lead	ETA
Community Social Safety Initiative: Participate in and support the work of Action Group and Task Force and the short, medium and long-term programs and plans that flow out of this initiative.	Information Technology Support: Director of Engineering	Q4 2020

### Operating Budget:

#### Financial Plan 2020 – 2024 Engineering

All \$ values in 000's (thousands)	Adopted	Proposed	Changes		Proposed			
	2019	2020	\$	%	2021	2022	2023	2024
<b>Revenues</b>								
Fees	344	344	-	0%	344	344	344	344
Permits	30	30	-	0%	30	30	30	30
Prov Grant (Unconditional)	25	25	-	0%	25	25	25	25
Sales	30	30	-	0%	30	30	30	30
	429	429	-	0%	429	429	429	429
<b>Expenditures</b>								
Consulting	86	86	-	0%	86	86	86	86
Environmental Monitoring	20	20	-	0%	20	20	20	20
Maintenance - General	4	4	-	0%	4	4	4	4
Miscellaneous	12	12	-	0%	12	12	12	12
Other Outside Services	10	10	-	0%	10	10	10	10
Salaries	3,290	3,233	(57)	(2%)	3,320	3,410	3,502	3,593
Studies and Projects	285	995	710	249%	500	270	660	305
Supplies	26	26	-	0%	26	26	26	26
Utilities - Telephone	12	12	-	0%	12	12	12	12
Vehicle Charges	79	86	7	9%	88	91	94	97
	3,824	4,484	660	17%	4,078	3,941	4,426	4,165
<b>Internal Transfers</b>								
Contributions from own Reserves	(12)	(12)	-	0%	(12)	(12)	(12)	(12)
Salaries Recovery	(1,084)	(1,110)	(26)	2%	(1,137)	(1,165)	(1,193)	(1,222)
Transfers from Reserve Funds	(74)	(76)	(2)	2%	(77)	(79)	(79)	(83)
	(1,170)	(1,198)	(28)	2%	(1,226)	(1,256)	(1,284)	(1,317)
<b>Totals</b>	<b>2,225</b>	<b>2,857</b>	<b>632</b>	<b>28%</b>	<b>2,423</b>	<b>2,256</b>	<b>2,713</b>	<b>2,419</b>

### Changes or Remarks:

Salaries - Savings of \$123,000 in 2020 were required to fund the half of the additional GM position.

Vehicle Charges - Vehicle rates include a 3 % increase. Vehicle charges have been updated to reflect the type of vehicle in use in this area.

## Studies and Projects

	2019	2020	2021	2022	2023	2024
Traffic Calming Policy Update GCF	15	-	-	-	-	-
Intersection Traffic Counts & Data Collection GCF	50	-	-	-	-	-
Transportation Master Plan Update GCF	-	150	-	-	-	-
Drainage Flow Monitoring DRG	-	100	-	-	100	-
Radio Tower Upgrade Study GCF	-	150	-	-	-	-
Princess Drainage Pumping Station	-	-	-	-	300	-
Fraser River Escarpment Study & Management Program	-	250	250	-	-	-
LiDAR Survey (Acquire Detailed Topographic Data)	-	45	-	-	-	-
Operations Safety Improvements	-	50	-	-	-	-
Video & Spot Repairs Program - ISR Drainage	115	125	100	145	155	180
Safer School Travel Program GCF	50	50	50	50	50	50
Aerial Topographic Survey Mapping GCF	-	-	45	-	-	-
Cycling Transportation Signage Program GCF	-	20	-	20	-	20
Audible Signals GCF	5	5	5	5	5	5
FG 300 Changeout Program GCF	50	50	50	50	50	50
Town Centre-Lighting Deficiencies GAM	-	-	-	-	-	-
<b>Total</b>	<b>285</b>	<b>995</b>	<b>500</b>	<b>270</b>	<b>660</b>	<b>305</b>

## Incremental Packages - Attached

### Capital Budget

### Information Technology

### Performance Measures/Indicators

The City tracks our performance in a number of ways. Some of the measures are tracked using Performance Reporting Scorecards which appear in the City's performance system. The scorecards for this area are listed below.

To access the “live” scorecard, visit [mapleridge.ca/787](http://mapleridge.ca/787) and use the Scorecard Lookup tool.

<b>Code</b>	<b>Scorecard (on following pages)</b>	<b>Why this Scorecard is important to this department:</b>
TR01	Improve Traffic Safety	The evaluation of ICBC vehicle crash data is a tool for the City to identify and monitor crash locations across the municipality and evaluate specific trends and appropriate responses to improve the road or intersection in question.

# Incremental Package Report 2020 Proposed Budget

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<b>Division:</b>	Engineering Services	<b>Submitted By:</b> Engineering
<b>Department:</b>	Engineering	
<b>Request For:</b>	Additional Staff – Engineering Technologist Projects	
<b>Package:</b>	1 of 2	

**Activities/Purpose:**

The Utilities Section of the Engineering Department is responsible for a diverse range of planning and management services related to drinking water, sewage, rainwater, mapping, emergency management and utility record keeping. The Section collaborates with several other business areas, liaises with external agencies and manages the hiring and performance of several consultants tasked with analyzing and planning the utility systems. An Engineering Technologist is required to increase the scope of services provided by this Section to better meet the needs of the community.

**Functions Performed/Degree of Service:**

The Engineering Technologist would undertake the following:

- Deploying rain gauges to better correlate system performance with instances of flooding
- Developing drainage system improvement plans
- Monitoring flow and water quality in local streams
- Developing Integrated Stormwater Management Plans
- Supporting the mandate of the City’s Asset Management Strategy
- Improving documentation on the evolution of the City’s utility computer models and communicating with consultants using these models
- Fulfilling ongoing Regional government requests for information on the City’s utility system and service demands

**Staff Position:**

This would be a CUPE position, reporting to the Manager, Utility Engineering

**Performance Measure:**

**Package:**

	<b>2020 Budget</b>
Ongoing Salary	<b>\$107,000</b>
Onetime Furniture/Computer	<b><u>7,000</u></b>
	<b><u>\$114,000</u></b>

# Incremental Package Report 2020 Proposed Budget

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<b>Division:</b>	<b>Engineering Services</b>	<b>Submitted By: Engineering</b>
<b>Department:</b>	<b>Engineering</b>	
<b>Request For:</b>	<b>Additional Staff – Engineering Technologist Projects</b>	
<b>Package:</b>	<b>2 of 2</b>	

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**Activities/Purpose:**

The City is commencing a City-wide Asset Management Strategy that will include all asset classes – roads, utilities, facilities and parks. This is not a single project but rather an ongoing process that will continue to evolve as the City’s total assets continue to expand.

The City will review current Asset Management (AM) data and practices within the City, review where there are shortfalls in data, how to collect the requisite data and incorporate the information into the overall AM system. A lot of data is available through the Tangible Capital Assets (TCA) initiative but the City needs to ensure that data is secure, accessible and current for AM purposes and will review how best to ensure that the data is valuable, but also accessible to service both the AM and TCA initiatives.

As the AM strategy is developed and incorporated into the City processes there needs to be oversight to ensure that the data is accurate and reflective of current conditions. The AM technologist will review asset registries, classes and categories through the compilation and analysis of data from multiple sources; implement determined risk-based and fact-based methodologies to address infrastructure asset management needs; oversee the development of life-cycle costing and guide implementation of long-term asset management plans for infrastructure assets. The position would also be responsible to ensure that the AM data within the City’s GIS is appropriate to support the ongoing AM work plans.

The AM technologist will collaborate with other business areas across the organization, liaise with external agencies and manage the hiring and performance of several consultants retained for further development of AM plans.

**Functions Performed/Degree of Service:**

The AM Engineering Technologist would undertake the following:

- Project manage selected consultants in AM projects and plans
- Review existing asset registries, classes and categories, through the compilation and analysis of data from multiple sources.
- Liaise with multiple departments in the City to collate data and where shortfalls are identified
- Identify and oversee the collection of asset data including condition assessments. Incorporate into corporate asset registries.
- Analyze City AM funding levels against those proposed in the AM Strategy, ascertain shortfalls and identify funding mechanisms required to meet identified goals.
- Oversees development and implementation of asset management strategies and frameworks to meet Corporate objectives and long-term needs based on available physical and financial resources, including development of short and long term infrastructure asset maintenance and rehabilitation strategies to minimise life cycle costs of transportation infrastructure.

**Staff Position:**

This would be a CUPE position, reporting to the Manager of Utility Engineering

**Performance Measure:**

<b>Package:</b>	<b>2020 Budget</b>
	<b>\$107,000</b>
<b>Furniture/Computer</b>	<b><u>7,000</u></b>
	<b><u>\$114,000</u></b>

City of Maple Ridge  
 Engineering Services – Operations  
 Business Plan 2020 – 2024

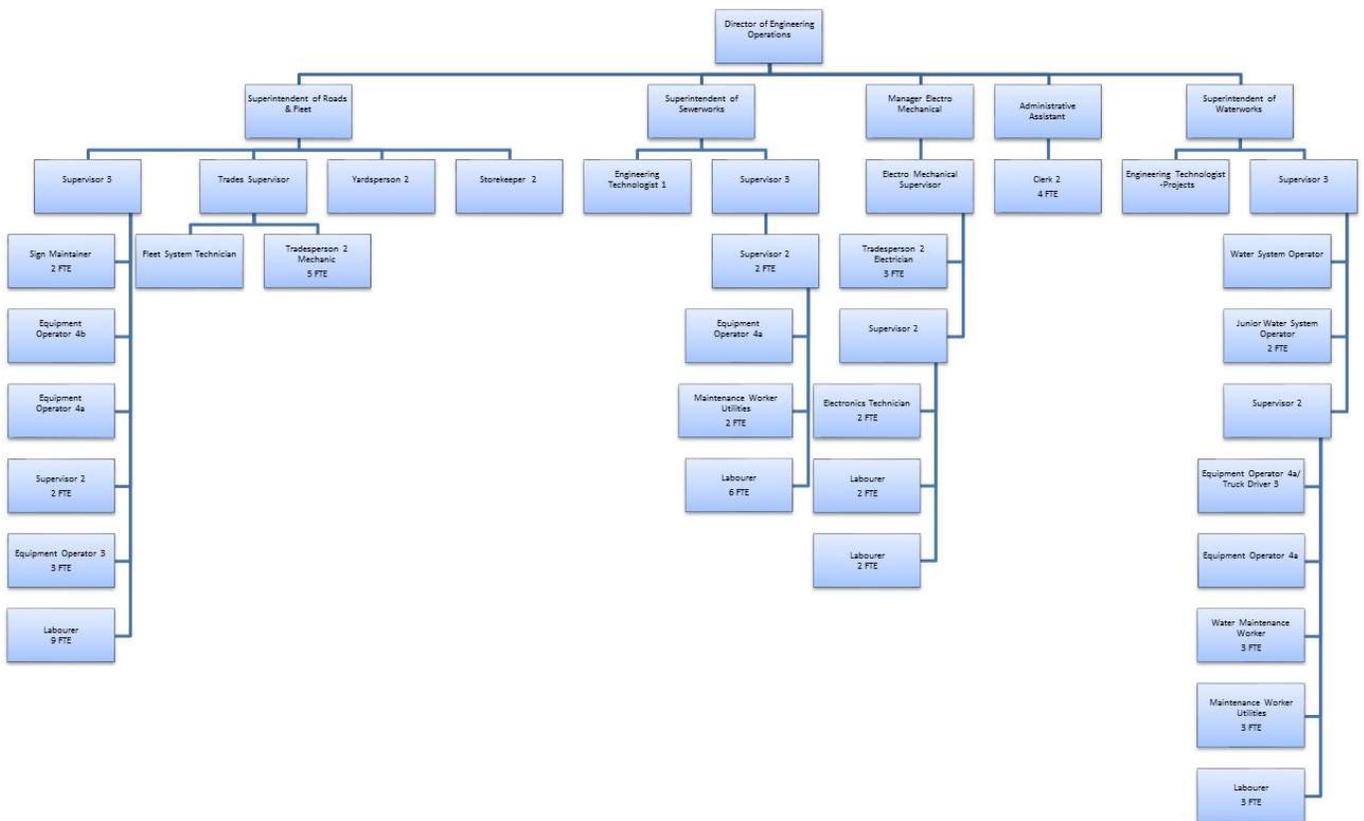
**Departmental Overview**

Engineering Operations take pride in providing efficient, proactive and responsive customer service to the citizens of Maple Ridge. Personnel monitor and maintain roads, sidewalks, signage, street and traffic lights, storm water management, sewage collection, water management and distribution, City fleet and equipment.

The department’s operational focus is on community safety, while protecting the large investment in infrastructure, including underground infrastructure and the environment. Engineering Operations is committed to providing essential, efficient and cost-effective services to residents in order to meet current needs and future growth.

The total expenditure budget for this department is \$8,620,000.

**Organization Chart:**



**Full-Time Equivalent Staff: 79**

## **Strategic Alignment:**

### **Community and Employee Safety**

- Ensuring excellent customer service for the residents and City employees of Maple Ridge by responding promptly and courteously to all inquiries, service requests and safety concerns.
- Providing 24-hour rapid response to emergency calls relating to public safety, roads, sewers, water, drainage, traffic signals, signs, and weather events.
- Providing a healthy and safe workplace to reduce the risk of workplace accidents and/or incidents in all activities.

### **Growth**

- Ensuring high quality and cost effective delivery of City services on transportation routes and utilities within Maple Ridge.
- Providing continued support and resources for the expansion of civil infrastructure due to residential and commercial growth.

### **Inter-Government Relations**

- Continuing to build strong working relationships with emergency services, local municipalities and government agencies.

## **Business Perspective/Environmental Scan:**

Understanding what is happening in the world around us and how changes present opportunities and risks need to be taken into consideration when developing goals, strategies and priorities. Some of these are:

- Climate changes continue to create uncertain weather patterns and higher intensity storm events that increase the demand on City utilities.
- The cost of raw products and finished goods are rising due to world markets and international tariffs impacting supply and the inability to secure pricing for longer than 7 to 14 days.
- Currency fluctuations (CDN-USD) continue to impact vehicle replacement and material costs.
- The increased need for transparency on service delivery results in greater technological efficiencies and improved effectiveness in day to day operations.
- Social issues continue to increase public safety concerns and are impacting operational resources with crews required to pick up needles, homeless belongings and illegal dumping.
- Continued expansion of civil infrastructure due to residential and commercial growth, especially relating to Road, Sewer and Water systems to service new communities. Growth creates operating and maintenance challenges to ensure efficient system operation and long term management of utility assets.
- Expanding development has increased the departmental workload as a result of management of private contractors and internal construction projects, as well as increasing the number of third party contractor/agency billings to reimburse the City to repair damaged infrastructure.
- Illegal dumping is a growing issue throughout the Region and often a result of residents seeking to avoid increased dumping fees.
- Attraction and retention of skilled employees in a competitive labour market creates significant challenges, especially in areas that require specific qualifications. Long term employees in key positions are retiring, resulting in an increased focus on professional development and knowledge transfer.

## Ongoing Deliverables

### **Operations Administration:**

Front line customer service for residents and internal customers.

- Received approximately 7,546 calls, which resulted in 4,904 generated service requests
- *Update public* and emergency services with road work and closures

### **Roads Maintenance/Management of:**

- 495 km of roads and lanes and 84 walkways
- 132 litter bins (empty / repair)
- 16 bridges
- Snow and ice control
- 7,227 traffic signs
- 8 railway crossings
- 265 km of traffic lane markings
- *Roadside mowing of 320 km* of which 251 km is mowed twice per year

### **Sanitary Sewer Utility:**

Collection of domestic sewage and transfer to Metro Vancouver for treatment and maintenance of:

- 354 km of sanitary sewer mains
- 16,446 sanitary sewer connections
- 5,008 sanitary sewer manholes
- 34 air valves on Force mains

### **Storm Water Management:**

- 395 km of storm sewer system
- 13,798 service connections
- 224 km of drainage ditch
- 7,263 catch basins
- 5,877 storm sewer manholes
- 50 detention ponds

### **Water Utility:**

Maintenance and supply of potable water for domestic and fire protection use of:

- 432 km of water main
- 19,476 service connections
- 2,080 fire hydrants
- 2,852 water meters
- 6,288 water valves
- 56 pressure reducing valves
- 145 air valves and 9 check valves
- 2 Bulk Water Filling Stations

**Instrumentation, Electrical and Mechanical Management of:**

- 31 sanitary sewer pump stations, with total of 65 pumps, 65 check valves, 17 air valves
- 9 water pump stations with a total of 22 pumps, 8 control, 14 check and 9 air valves
- 12 water reservoirs at 7 sites, 12 attitude and 12 check valves
- water security video system
- SCADA remote monitoring, control system and data collection of 55 sites
- 14 chlorine water analyzing, and 6 chlorine generation / injection sites
- 256 Street Radio Tower Site and fleet communications consisting of 144 radios
- 3 drainage pumping stations, with a total of 7 pumps
- 47 traffic control devices
- 19 illuminated, and 8 RRFB pedestrian crossings
- 4,836 ornamental street lights
- 1,569 mast arm lights

**Fleet Management and Maintenance of:**

- 161 pieces of licensed equipment
- 81 pieces of miscellaneous equipment

**Found Milestones:**

Action Item	Status or Outcome	Origin: Council Resolution, Operational
Departmental Operations Centre (DOC)	80% complete - The Whonnock Room has been setup as the Engineering Operations DOC. We are working with IT on the final phase; installation of the video display equipment. The DOC will provide an area to efficiently coordinate response for emergency activities and weather events.	Operational
Road Salt Storage Facility	Complete - The salt tent is fully functional and will store the City's salt inventory to maintain a maximum level of product in preparation for severe winter conditions.	Operational
New Brine Machine	Complete -. The brine machine was upgraded to improve efficiencies in brine production. With the growth of the City, and increased roadways in rural areas, there is a higher demand for product to keep our roadways safe.	Operational
Collaboration with Other Departments	Ongoing - Engineering Operations continues to collaborate with CMR departments on projects, new infrastructure, new processes and opportunities. Engineering Operations has been involved in projects and process changes from its infancy resulting in efficiencies, cost savings and collaborative departmental knowledge.	Operational

**Prior Years' Deliverables:**

Action Item	Status or Outcome	% Complete (and ETA if not 100%)
Pressure Reducing Valve and Air Valve Digital Maintenance Database.	Database is complete, and crews have access to electronic maintenance data in the field.	100%
Digital Streetlight Maintenance Application integrated with the Amanda Action Request system	This new App provides street light maintenance data for crews in the field, while enhancing customer service and reducing paper copies.	100%
Digital Sanitary / Storm Main Flushing Maintenance Database – expand the application to include manhole and catch basin maintenance and inspections	Database is complete, and crews have access to electronic maintenance data in the field.	100%
Develop a Digital Maintenance Database to record vegetation control activities related to Public Safety.	Database is complete, and crews have access to electronic maintenance data in the field.	100%
Move Online Service (Action) Requests from Amanda to Tempest. Will require Tempest training on service requests, work orders, to do lists and entering inspection results.	Migration request was delayed due to IT Department resourcing issues and consideration of alternatives to Tempest. A better alternative to Tempest based on a newer architecture may exist in the Marketplace, and IT is committed to finding a replacement.	Q2 2020

**New Deliverables for 2020:**

Action Item	Measures/Outcomes:	ETA
Electrical Mechanical Division Street Light LED Conversion project commenced in 2019 and will be completed over the next 5 years. This project consists of 5 phases. Phase 1 focuses on MRN roadways and Downtown Core, which is near completion. <i>Lead: Manager, Electro Mechanical</i>	To increase public safety and improve light quality on the roadways by transitioning to LED technology. This will expand the life span of a street light fixture by 75% and increase longevity of light quality, energy savings and reduce maintenance and administrative costs.	Q4/2024

Action Item	Measures/Outcomes:	ETA
<p>Waterworks, Sewerworks, IT Communications (Fibre Optics) and Roads Utility coordinated efforts to replace, repair, and install infrastructure along major corridors prior to Capital Paving.</p> <p><i>Lead: Superintendent, Waterworks/ Superintendent, Sewerworks/ Superintendent, Roads &amp; Fleet/ Manager, Business Solutions</i></p>	<p>To coordinate the installation of underground utilities with the repaving of the asphalt road network to maximize longevity of the pavement structure.</p>	<p>Q4/2020</p>
<p>Electrical Mechanical Division in-house street light maintenance program</p> <p><i>Lead: Manager, Electro/Mechanical</i></p>	<p>To utilize the new bucket truck to complete in-house street light repairs rather than relying upon external contractors thereby ensuring repairs will be completed efficiently, and provide faster emergency response while enhancing customer service.</p>	<p>Q4 2020</p>
<p>Development of a strategy to address sanitary sewer Inflow &amp; Infiltration in conjunction with Engineering.</p> <p><i>Lead: Manager, Utilities Support: Superintendent, Sewerworks</i></p>	<p>To reduce the amount of inflow and infiltration in the Sanitary Sewer Systems as per Metro Vancouver's requirements.</p>	<p>Q3 2020</p>
<p>Succession planning for Secondary Water Distribution Level 4, Water System Operator.</p> <p><i>Lead: Superintendent, Waterworks</i></p>	<p>To ensure short and long term staff requirements are fulfilled based on qualifications and provincial requirements for various water distribution positions for effective utility operation, water quality, customer service, and utility billing. The succession planning of the Level 4 Operator is imperative, as it is a requirement of our operating permit from Fraser Health Authority, and this planning ensures that permit obligations are met.</p>	<p>75% Q4 2019</p>

Action Item	Measures/Outcomes:	ETA
<p>Continuation of the Pressure Reducing Valve (PRV) Condition Assessment review for all PRV chambers and components located along Dewdney Trunk Road and on 232 Street.</p> <p>Locations have been assessed for condition and a study was completed for abandoning redundant valves. A plan for removing redundant chambers will be established, identifying the level of repairs required based on the condition to handle higher water pressures from Metro Vancouver.</p> <p><i>Lead: Manager, Utilities</i> <i>Support: Superintendent, Waterworks</i></p>	<p>Catalogue critical PRV locations that require replacement or abandonment. Prioritize based on system resiliency, reliability and station safety.</p>	<p>Q2 2020</p>
<p>Review Inspection Policy to reflect current best management practices to minimize risk exposure.</p> <p><i>Lead: Director, Operations</i></p>	<p>Review current best practices and revise the Inspection Policy to minimize exposure to claims.</p>	<p>Q3 2020</p>
<p>Collaborate on the Water Quality Optimization Program with Operations</p> <p><i>Lead: Manager, Utilities</i> <i>Support: Superintendent, Waterworks</i></p>	<p>Trends in residential drinking water demand (litres per capita) per day</p> <p>Frequency of stream monitoring for flow rate and water quality (targeting every 5 years for representative stream locations)</p>	<p>Q1 2020</p>

## Operating Budget

### Financial Plan 2020 – 2024 Operations Centre

All \$ values in 000's (thousands)	Adopted	Proposed	Changes		Proposed			
	2019	2020	\$	%	2021	2022	2023	2024
<b>Revenues</b>								
Fuel Sales	377	393	16	4%	405	417	430	443
Private Services - GR	52	52	-	0%	52	52	52	52
Storm Drainage	26	26	-	0%	26	26	26	26
Traffic Control	10	10	-	0%	10	10	10	10
	465	481	16	4%	493	505	518	531
<b>Expenditures</b>								
Brushing	518	524	6	1%	533	543	553	563
Ditching	349	354	5	1%	361	368	376	383
Gravel Roads - Maint	64	64	-	1%	66	67	68	69
Internal Equipment	2,178	2,231	53	2%	2,278	2,327	2,376	2,426
Litter Bins and Sweeping	362	375	13	3%	383	392	401	410
Municipal Roads - Gen Maint	651	733	82	13%	809	885	961	1,038
Municipal Roads - Patching	519	525	6	1%	533	542	551	560
Operations Management	1,265	1,357	92	7%	1,383	1,409	1,437	1,464
Shouldering	221	223	2	1%	227	231	235	239
Snow and Ice Control	298	328	30	10%	336	343	351	358
Storm Drainage	535	549	14	3%	557	566	575	584
Street Lighting	718	739	21	3%	760	782	804	827
Traffic Control	347	352	5	1%	356	361	366	371
Works Yard	261	266	5	2%	270	275	279	283
	8,286	8,620	334	4%	8,852	9,091	9,333	9,575
<b>Internal Transfers</b>								
Internal Equipment	(1,801)	(1,958)	(157)	9%	(2,004)	(2,051)	(2,099)	(2,148)
Operations Management	(231)	(237)	(6)	2%	(243)	(249)	(255)	(262)
	(2,032)	(2,195)	(163)	8%	(2,247)	(2,300)	(2,354)	(2,410)
<b>Totals</b>	<b>5,789</b>	<b>5,944</b>	<b>155</b>	<b>0%</b>	<b>6,112</b>	<b>6,286</b>	<b>6,461</b>	<b>6,634</b>

#### Changes or Remarks:

Internal Equipment: Fuel Rates have increased but more efficient vehicles have decreased consumption resulting in net savings.

Municipal Roads - General Maintenance: The budget in this area includes \$65,000 a year to address the division's costs associated with growth. In the event that the growth in property tax assessments do not meet the budgeted amounts, these funds will be clawed back.

Operations Management – Special Projects are included in this area. The Cottonwood Landfill Closure Program has increased by \$75,000 per year.

Snow and Ice Control: Additional costs in this area are related to equipment and vehicle charges.

**Financial Plan 2020 – 2024  
Utilities**

All \$ values in 000's (thousands)	Adopted	Proposed	Changes		Proposed			
	2019	2020	\$	%	2021	2022	2023	2024
<b>Sewer Utility</b>								
Revenues	(12,342)	(13,479)	(1,137)	9%	(14,729)	(16,104)	(17,617)	(19,280)
Capital	4,097	5,333	1,236	30%	2,028	989	2,138	2,000
Expense	1,535	1,678	143	9%	1,758	1,839	1,921	2,003
Special Projects	415	335	(80)	(19%)	435	335	465	385
GVS&DD	7,741	8,460	719	9%	9,543	10,784	11,722	12,742
Internal	798	843	45	6%	835	876	868	910
	2,244	3,170	926	41%	(130)	(1,281)	(503)	(1,240)
Transfer to (from) Surplus	(2,244)	(3,170)	(926)	41%	130	1,281	503	1,240
<b>Total Sewer</b>	-	-	-		-	-	-	-
<b>Water Utility</b>								
_Revenue	(18,212)	(19,215)	(1,003)	6%	(20,273)	(21,393)	(22,577)	(23,830)
Capital	4,578	6,004	1,426	31%	3,440	2,248	2,209	5,470
Debt	850	850	-	0%	850	850	850	850
Expense	2,671	2,829	158	6%	2,939	3,051	3,165	3,279
Studies and Projects	20	245	225	1125%	15	65	15	15
GVWD Water Purchases	8,830	9,675	845	10%	10,777	12,109	13,591	15,254
Internal	497	510	13	3%	544	568	593	619
	(766)	898	1,664	(217%)	(1,708)	(2,502)	(2,154)	1,657
Transfer to (from) Surplus	766	(898)	(1,664)	(217%)	1,708	2,502	2,154	(1,657)
<b>Total Water</b>	-	-	-		-	-	-	-

**Changes or Remarks:**

Revenue: The rate increase for water and sewer are 4.5% and 8.5% respectively with the balance of the change being due to additional units.

Capital Budget: The planned capital spend fluctuates year to year.

**Expenses:**

Sewer: Maintenance Includes growth funds of \$50,000 per year.

Water: Maintenance Includes growth funds of \$60,000 per year.

Water GVWD Purchases / Sewer GVS&DD: These costs are based on estimates provided by the Greater Vancouver Water and Sewer Districts. They provide us with increases for the next 5 years. The average increases for the next 3 years are 10.5 % for Sewer and 11.6% for Water.

<b>Sewer Studies &amp; Projects</b>	2019	2020	2021	2022	2023	2024
Sanitary Model Update and Calibration	40	-	-	-	-	-
Sanitary Flow Monitoring	-	-	100	-	100	-
Sewage PS Emergency Response Plan	40	-	-	-	-	-
Inflow & Filtration Reduction Program	50	50	50	50	50	50
Sewer Pump Station Electrical Upgrade	125	125	125	125	125	125
Sewer Network Modeling	10	10	10	10	10	10
Sanitary CCTV Program	150	150	150	150	180	200
<b>Total Sewer Studies &amp; Projects</b>	<b>415</b>	<b>335</b>	<b>435</b>	<b>335</b>	<b>465</b>	<b>385</b>

<b>Water Studies &amp; Projects</b>	2019	2020	2021	2022	2023	2024
248 St Pump Station Assessment	-	50	-	-	-	-
Albion PS Improv (on 104 Ave at 245)	-	-	-	50	-	-
Network Analysis and Planning	-	50	-	-	-	-
Water Network Backflow Prevention	5	-	-	-	-	-
Toilet Rebate Program	15	15	15	15	15	15
Water Network Modelling	-	10	-	-	-	-
Water Quality Optimization Program	-	20	-	-	-	-
<b>Total Sewer Studies &amp; Projects</b>	<b>20</b>	<b>145</b>	<b>15</b>	<b>65</b>	<b>15</b>	<b>15</b>

### Incremental Packages – (2) Attached

1. Infrastructure and Municipal Property Inspections
2. Water Quality Optimization Program

### Capital Budget:

See Capital Works Program Business Plan

### Information Technology:

None

### Performance Measures/Indicators

The City tracks our performance in a number of ways. Some of the measures are tracked using Performance Reporting Scorecards which appear in the City's performance system. The scorecards for this area are listed below. To access the “live” scorecard, visit [www.mapleridge.ca/787](http://www.mapleridge.ca/787) and use the Scorecard Lookup tool.

<b>Code</b>	<b>Scorecard (on following pages)</b>	<b>Why this Scorecard is important to this department:</b>
SL10	Maintain a Dependable Sewage System	City strives to be below the national average for sewage blockages.
SL11	Provide High Quality Drinking Water	High quality, safe drinking water for homes and businesses.
TR02	Provide Safe, Serviceable Roads	Maintaining transportation infrastructure in a serviceable condition ensures public safety.
NEW	Provide Efficient Customer Service	Monitors volume of calls from the public that require action to be taken.
NEW	Fuel Consumption	Monitors the trend on City Fleet fuel consumption
NEW	Reliable Watermain Infrastructure	City strives to be below the national average for watermain breaks.
NEW	Total Cost To Provide Water	Measures service requirements with economic efficiency.

# Incremental Package Report 2020 Proposed Budget

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<b>Division:</b>	Engineering Operations	<b>Submitted By:</b> James Storey
<b>Department:</b>	Inspections	
<b>Request For:</b>	Increase Operations Maintenance Budget	
<b>Package:</b>	1 of 2	

**Activities/Purpose:**

Monthly risk management inspections of roads, sidewalks, walkways, signs, vegetation, City owned properties and infrastructure.

**Functions Performed/Degree of Service:**

Regular inspections of City infrastructure is extremely important to minimize the City's exposure to claims. Inspections are undertaken in accordance with the Inspection Policy and currently carried out by the construction inspection staff in Engineering, in addition to their regular responsibilities to provide inspection services for Capital Construction Works, Development off-site works and on-site utilities works. The scope of the monthly inspection includes roads, sidewalks, crosswalks, walkways, signs and overhead hazards.

These inspections help the City meet its obligations under the Inspection Policy and in turn reduces the City's exposure to liabilities, such as, sidewalk tripping hazards, overhanging branches obstructing roadway visibility and others. Accident and injury/damage claim costs can be very high and it is important the City meets its commitments under the Inspection Policy.

Given the volume of work undertaken by the inspection staff, it is a real challenge to ensure the inspections are completed on a consistent basis. The addition of a staff member dedicated to risk management inspections would improve consistency and ensure all inspections are completed. It would allow better tracking of the infrastructure deficiencies.

It is proposed that this be a dedicated position in the roads division.

**Alternatives Considered/Reasons for Not Recommending:**

Maintaining the current practice of having the construction inspectors completing the roadway inspections will increase the City's exposure to unnecessary liability risks and the potential for injury of the public if the City cannot complete these inspections.

**Staff Position:**

Operations Inspector

**Performance Measure:**

The expectations established in the Inspection Policy are fully complied with.

**Package:**

	<u>2020 Budget</u>
<b>Staff</b>	<b>\$110,000</b>
<b>Vehicle</b>	<b>\$35,000</b>

## Incremental Package Report 2020 Proposed Budget

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<b>Division:</b>	Engineering Operations	<b>Submitted By:</b> James Storey
<b>Department:</b>	Water Department	
<b>Request For:</b>	Addition of 2 Full-time Maintenance Utility Workers	
<b>Package:</b>	2 of 2	

**Activities/Purpose:**

Engineering Operations manages the expenses for maintaining water quality, water mains and service.

**Functions Performed/Degree of Service:**

The City of Maple Ridge currently monitors drinking water quality (DWQ) in accordance with the BC Drinking Water Protection Regulation and the *2018 Water Quality Monitoring and Reporting Plan for Metro Vancouver (GVWD) and Local Government Members*. The City also works to achieve quality water by implementing a “multi-barrier approach” - a series of best practices, all of which provide barriers to drinking water contamination.

One of the practices the City employs to achieve water quality objectives involves flushing long dead-end mains where water turnover is slow. Chlorine levels at these locations have been found to be negligible or non-existent on several occasions. The City cannot increase chlorine dosing at central locations because high chlorine levels close to the central dosing points will lead to water quality complaints and an increase in disinfection by-products (DBP’s).

Water quality throughout the distribution system can be optimized by increasing the frequency of monitoring and flushing to achieve detectable levels of chlorine more consistently, and to expand our monitoring of DBP’s.

Additional flushing, monitoring and employee response time to any discovered water quality concerns will require additional staff resources of two staff, equipment, a truck and trailer.

**Alternatives Considered/Reasons for Not Recommending:**

Maintaining the status quo as the City develops and expands increases the risk to public health.

**Staff Position:**

2 Utility Maintenance Workers

<b><u>Package:</u></b>	<b><u>2020 Budget</u></b>
Staff & Equipment	\$225,000
Vehicle	\$50,000

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City of Maple Ridge  
*Engineering Services - Ridge Meadows Recycling Society*  
Business Plan 2020 – 2024

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**Departmental Overview:**

Ridge Meadows Recycling Society (RMRS), a community-based, charitable non-profit organization, in partnership with The City of Maple Ridge, provides Blue Box recycling collection, operates the Maple Ridge Recycling Depot and Intermediate Processing Facility and offers education on environmental issues in the community.

As a local employer, with a total of 83 full and part-time employees, the Society provides entry-level employment and training opportunities, as well as supported work and training for adults with developmental disabilities.

RMRS is an award-winning environmental organization that has a highly motivated team who promote the 3R's (Reduce, Reuse and Recycle). RMRS provides excellent customer service, seeks out partnerships to enhance recycling services and works to maximize financial and sustainability returns on recycled commodities.

**Strategic Alignment:**

- The partnership agreement between RMRS and the City aligns with Inter-governmental Relations as it promotes citizens and businesses involvement in local and regional initiatives. RMRS works collaboratively with the City to provide services in a unique and innovative method.
- Our vision of a waste-free, socially responsible community aligns well with Council's Natural Environmental strategy. Environmental goals are met by providing residential blue box pickup services to homes and apartments, managing the Maple Ridge Recycling Depot, as well as sorting, processing and marketing recyclable commodities. Our location, adjacent to the solid waste transfer station, reduces travel for customers and provides a one-stop public drop-off for all waste items.
- Community Pride and Spirit is achieved through our commitment to people of all abilities and is one of the largest employers of adults with developmental disabilities in BC. RMRS demonstrates new and innovative ways to ensure access and opportunities for employment, training and volunteer services and strives to enhance the quality of life and independence of all members of our community and is in alignment with Council's goal of a safe and livable. Volunteer opportunities requiring unique skills draw on a passionate group of people eager to get involved and give back to their community.
- Community Safety is enhanced with the WildsafeBC education program working with City Bylaws and BC Conservation for enforcement.
- Council's Financial Management mandate is covered through our participation in the City's formal Business Planning process. A volunteer Board of Directors with strong membership and citizen participation, ensures that the decisions regarding collection services and routes, fees, operational and capital planning decisions make the best use of collective resources. The Board ensures this process is transparent and gives residents opportunities to become informed and to provide input.

**Business Perspective-Environmental Scan:**

- The global Recycling market had a major shift starting in 2018 with the complete closure of the Chinese recycling market for paper and plastics commodities. This closure has resulted in

International implications, such as, stockpiling of recyclable materials and the realization that domestic markets must be created to handle domestic tonnage.

- Contamination levels and penalties associated with the new global reality has resulted in additional costs to process commodities and comply with the RecycleBC contract.
- Increased public awareness on the implication of single-use plastic items has resulted in federal, provincial and global pressure to change how products are packaged.
- Responding to regional material bans at transfer stations or other facilities has an impact on the types of materials accepted at the recycling depot. There are congestion issues because of limited space as well as additional staff costs to process the increased volume.
- Implementing new Extended Producer Responsibility program items and advocating development of existing programs will help address some of the difficult to recycle materials not covered by programs that the public wants to recycle, such as, flexible plastic packaging.

### **Ongoing Deliverables:**

- Provide weekly recycling pickup services to all households within the designated boundary
- Operate the Maple Ridge Recycling drop-off depot 7 days a week, including most statutory holidays
- Provide drop-off services for all existing and new EPR commodities
- Respond daily to all customer questions, complaints and file reports
- Sell composters, solar cones, rain barrels and bear-resistant organic bins annually
- Administer the Brush Chipping program
- Administer Low-flow Toilet Drop-off/Tax Credit Rebate Program
- Daily tonnage counts; daily depot attendance counts; quarterly and annual reports
- Administer, co-ordinate and report on programs with RECYCLEBC
- Presentations to Council and participation in Business Planning process
- Maintain and update website and all social media platforms
- Continue to develop site expansion and redesign
- Participate in other environmental and social service organizations, further building our knowledge gained from 48 years of environmentalism
- Community educational displays; community workshops/presentations – Goal: 100 workshops
- Conduct school workshops – Sorting it right residential multi-stream method, WildsafeBC, Waste Audits, Food Waste, re-use/innovation, depot tours and others - Goal: 120 student contact: 4,000
- Provide education on composting, solar cones, rain barrels, low-flow toilets and water conservation
- Year-round WildsafeBC education program; the City subsidizes wildlife resistant garbage can program.

### ***Commercial Recycling Services (Fee for Service)***

- Respond daily to all customer complaints and file reports
- Maintain and nurture existing relationships with 193 businesses
- Report daily/monthly/quarterly and annually on tonnage statistics by commodity
- Solicit new business opportunities

### Human Service Programs

- Monitor interactions with staff and customers
- Secure working relationship with other agencies: Community Living BC (CLBC), Ridge Meadows Association for Community Living (RMACL), Possibilities Association, Fraser Health, (LAST)Life After School Transition Committee
- Documentation and reports to CLBC
- Assist and respond daily to all client needs

### Prior Years' Deliverables:

Action Item	Status or Outcome	% Complete (and ETA if not 100%)
Recommendation and report to Council on status of RECYCLEBC contract for Streetscape Contract Services.	Contract offer deferred by RecycleBC in consultation with the Ministry of Environment.	25% Deferred
Expand Service area – north east of upper Jackson	Density insufficient to warrant expansion.	10% Q2 2020
Recommendation & report to Council on Single-Use Plastics Reduction strategy.	Reports complete. Further direction pending Federal and Provincial guidelines and bans.	100%
Report to Council on long-term plan for RECYCLEBC contract and options to consider	RMRS Board and City Staff meetings planned. Report to Council in October 2019 (Waste Reduction Week)	50% Q3 2020

### New Deliverables for 2020:

Action Item	Lead	ETA
Report to council on need for expanded EPR programs: Commercial packaging, products with expiry dates, textiles.	Executive Director	Q2 2020
Develop detailed strategy to work with RecycleBC contracted services.	Executive Director	Q3 2020
Depot facility re-design plans.	Executive Director	Q4 2020

### Measures/Outcomes:

- Ensure City fulfills terms of contract with RECYCLE BC
- Fully informed residents who understand recycling source separation methods and benefits
- Annual tonnage recycled per household and report number of customer complaints
- Random sampling of set out content
- Depot visit participation report – car count
- Customer complaints report
- Tonnage reports by commodity type

Operating Budget:

City of Maple Ridge  
**Proposed Financial Plan 2020-2024**  
**Recycling**

All \$ values in 000's (thousands)	Adopted 2019	Proposed 2020	Changes		2021	Proposed		
			\$	%		2022	2023	2024
<b>Revenues</b>								
Fees	100	100	-	0%	100	100	100	100
Parcel Charges - Blue Box	1,187	1,232	45	4%	1,278	1,327	1,377	1,429
Recycling Depot Charge	979	1,016	37	4%	1,054	1,094	1,135	1,178
Sale of Services	1,519	1,824	305	20%	1,861	1,898	1,936	1,975
	3,785	4,172	387	10%	4,293	4,419	4,548	4,682
<b>Expenditures</b>								
Contract	2,678	2,949	271	10%	3,007	3,066	3,126	3,188
Insurance Expense	4	4	-	0%	4	4	4	4
Lease Expense	32	46	14	44%	46	46	46	46
Vehicle Charges	909	981	72	8%	1,159	1,263	1,308	1,347
	3,623	3,980	357	10%	4,216	4,379	4,484	4,585
<b>Internal Transfers</b>								
Transfers to (from) Reserve Funds	50	50	-	0%	50	50	50	50
Contribution to own Reserves	90	90	-	0%	90	90	90	90
	140	140	-	0%	140	140	140	140
<b>Totals</b>	(22)	(52)	(30)	136%	63	100	76	43
Transfer to Recycling Reserve	22	52	30	0%	-	-	-	-
Transfer from Recycling Reserve	-	-	-	0%	(63)	(100)	(76)	(43)
<b>Totals</b>	-	-	-	0%	-	-	-	-
% of Taxes and Other Revenue	0.0%	0.0%			0.0%	0.0%	0.0%	0.0%

**Proposed Changes and/or Remarks:**

Parcel Charges – Blue Box / Recycling Depot Charge  
 Rate increases are budgeted at 2.75% annually plus projected growth of 1%.

Lease Expense  
 The lease was renewed with a substantial increase.

Vehicle Charges  
 Additional vehicles will be acquired 2020 and 2022.

## Incremental Packages – Attached

### Performance Measures/Indicators:

The City tracks our performance in a number of ways. Some of the measures are tracked using Performance Reporting Scorecards which appear in the City's performance system.

To access the “live” scorecard, [mapleridge.ca/787](http://mapleridge.ca/787) and use the Scorecard Lookup tool.

<b>Code</b>	<b>Scorecard (on following pages)</b>	<b>Why this Scorecard is important to this department:</b>
CR05	Provide Work Opportunities for People with Development Disabilities	This measure demonstrates Maple Ridge’s ongoing commitment to providing work opportunities to people with a variety of skills & abilities in our community.
EN08	Encourage Residents & Businesses to Reduce, Reuse & Recycle	Tonnage is an industry standard to measure materials collected by various sectors.

## Incremental Package Report 2020 Proposed Budget

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<b>Division:</b>	Engineering Services	<b>Submitted By:</b> Kim Day
<b>Department:</b>	Recycling	
<b>Decision Unit:</b>	Large Item Pickup Program – (Pilot program “A”)	
<b>Package:</b>	1a of 3	

**Activities/Purpose:**

Illegal dumping is an ongoing issue. The Large Item Pickup Program would allow householders and apartment building property managers to call and arrange for curbside collection of up to 2 large items per single family home, and with pre-approval, a list of items at apartment complexes. This pilot program will be on a first come, first served signup basis to a maximum of 250 households and 5 apartment complexes. The large items for collection must be prearranged by the homeowner or apartment property manager with Ridge Meadows Recycling Society. Items will be placed at curbside for pickup at an agreed upon location, on a set day, based on a list of acceptable items.

The intent of the program is to determine interest and participation levels and to establish realistic costs and benefits of this type of service and track its impact, if any, on illegal dumping statistics. Estimated program participation and costs are \$400,000 annually with 15% participation (based on other communities). Ideally this program will encourage individuals who find proper disposal methods too costly, or who do not have access to a vehicle to transport a large item, an alternative to dumping on streets or alleys by calling for pickup services. Other cities that provide this type of program are Coquitlam, Langley, Surrey and Burnaby.

**Functions Performed/Degree of Service:**

The Large Item Pickup Program will offer services on a pilot program basis for 250 homeowners and 5 apartment complexes and may address some of the illegal dumping concerns.

Acceptable Items: White goods (washing machines, stoves, fridges, freezers, clothes dryers, dishwashers, etc.), lawn mowers, barbecues, computers, televisions, furniture, propane tanks, car seats, mattresses and carpets.

Not Accepted: Household garbage, food and yard waste, construction waste and hazardous materials.

**Alternatives Considered/Reasons for Not Recommending:**

- Responsible residents who properly dispose items are subsidizing irresponsible people.
- Does not represent true user pay costs of disposing items.
- Does not encourage individual responsibility and creates expectations of City provided services.

**Options to Consider:**

- Continue with the user pay drop off presently available at the Garbage transfer station.
- Continue to pickup illegal dumping as it occurs.
- Contract with Waste Hauler to provide service.

**Performance Measures:**

- Number of homes or apartment buildings participation
- Tonnage collected
- Illegal dumping reduced in the community

<b><u>Package:</u></b>	<b><u>2020 Budget</u></b>	
<b><u>Operating Costs</u></b>		
Wages – 5 pick-ups per day	\$20,000	Truck exp - Driver, Swamper & Administration
Truck expenses/Forklift	4,000	Fuel
Advertising/Promotion	2,000	
Disposal/tipping	<u>10,000</u>	(weight/transfer station@\$15 min + \$15 mattress.)
	<b><u>\$36,000</u></b>	

## Incremental Package Report 2020 Proposed Budget

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<b>Division:</b>	Engineering Services	<b>Submitted By:</b> Kim Day
<b>Department:</b>	Recycling	
<b>Decision Unit:</b>	Large Item - 1 day drop off event (Pilot program - "B")	
<b>Package:</b>	1b of 3	

**Activities/Purpose:**

Illegal dumping is an ongoing issue costing the City approximately \$60,000 annually. Items that are dumped include furniture, mattresses, appliances, electronics, household garbage, construction materials including drywall. This pilot program would be a 1 day drop-off event for Maple Ridge residents to bring specific large items to the depot for free. The intent of this program is to determine interest, participation levels and to establish realistic costs and benefits of this type of event and track its impact, if any, on illegal dumping statistics. Ideally, this event would encourage individuals who find proper disposal methods too costly, and choose dumping as an alternative, to bringing items to the depot.

The City of Surrey has offered this type of free drop-off event and it was very well received. Estimated costs for this type of service are difficult as there is no control over participation, volume/weight of materials dropped off or garbage tipping fees.

**Functions Performed/Degree of Service:**

The Large Item event will offer services to all homeowners and will promote items currently accepted for free drop-off at recycling depot.

**Acceptable Items:** White goods (washing machines, stoves, fridges, freezers, clothes dryers, dishwashers, etc.), lawn mowers, barbecues, computers, televisions, furniture, propane tanks, car seats, mattresses and carpets.

**Not Accepted:** Household garbage, food and yard waste, construction waste and hazardous materials.

**Alternatives Considered/Reasons for Not Recommending:**

- Residents that are responsible for proper disposal of items are subsidizing irresponsible people.
- Does not represent true costs of disposing items.
- Does not encourage individual responsibility & creates expectations of City provided services.
- Does not provide a solution for individuals that do not have a vehicle to transport large items.

**Options to Consider:**

- Continue with the user pay drop-off currently available at the Garbage transfer station.
- Continue to pickup illegal dumping as it occurs.

**Performance Measure:**

- Address with ID tracked to determine participation
- Tonnage collected
- Illegal dumping reduced in the community

<b><u>Package:</u></b>	<b><u>2020 Budget</u></b>	
<b><u>Operating Costs</u></b>		
Wages	\$5,000	5 Staff (+ volunteers)
Forklift / Loader expenses	3,000	
Advertising & Promotion	2,000	
Disposal/tipping	<u>15,000</u>	(weight/transfer station@\$15 min + \$15 mattress.)
	<b><u>\$25,000</u></b>	

## Incremental Package Report 2020 Proposed Budget

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Division:	Engineering Services	Submitted By:	Kim Day
Department:	Recycling		
Decision Unit:	HHW – Household Hazardous Waste Round-Up Day		
Package:	2 of 3		

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### Activities/Purpose:

This one-day Household Hazardous Waste Round-Up Day event in 2020 will facilitate the removal of a significant portion of HHW materials from the waste stream and from basements and garages within our community. The focus of this program is to ensure hazardous materials do not enter ground water from illegal dumping.

### Functions Performed/Degree of Service:

- To recognize that many residents have old toxic products in decomposing containers which require environmentally safe disposal.
- Flyer to each household to promote a one-day collection event for household hazardous wastes.
- A one-day collection event, from 8am to 4pm, will be held in May.
- The Product Care Association will attend and assist at no cost with the collection of all products covered by their program, including leftover paint, aerosols, solvents, pesticides and gasoline.
- Society staff will collect all other materials regularly collected at the Maple Ridge Recycling Depot.
- An environmental company will be contracted to handle all the toxic materials not covered by any of the product stewardship companies.
- All residential hazardous materials will be accepted, even unidentified products, however, radioactive materials or explosives will not be accepted.
- Commercial materials will not be accepted.

### Alternatives Considered/Reasons for Not Recommending:

- Non-action. Residents may continue to stockpile toxic materials that will eventually leach into the environment or be disposed of incorrectly and enter the waste stream.
- Hold an event and charge a fee per car to offset the cost of the environmental contractor.
- Provide a by-appointment disposal facility for residents to dispose of these materials throughout the year.
- Metro Vancouver is not supportive of these events as HHW is a provincial responsibility.

### Package Costs:

Insurance	\$ 5,000
Promotion & Advertising	5,000
Operations yard expenses	7,000
Net Staffing costs	3,500
Environmental Contractor fees (This fee could be more or less depending on products collected.)	<u>100,000</u>
	<b><u>\$120,500</u></b>

## Incremental Package Report 2020 Proposed Budget

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<b>Division:</b>	Engineering Services	<b>Submitted By:</b> Kim Day
<b>Department:</b>	Recycling	
<b>Decision Unit:</b>	Part-time Community Events Recycling, Outreach & Water bottle refill station workers	
<b>Package:</b>	3 of 3	

**Activities/Purpose:**

To provide recycling, garbage and water refill station services at community festivals and events. Provide a staff presence at areas designated as recycling, garbage and water refill. To educate and promote zero waste initiatives at events by assisting and directing people to use the proper disposal methods for various items for recycling, composting or garbage. Reduce single-use bottles by providing a water refill station.

**Functions Performed/Degree of Service:**

- To provide staff and/or volunteer presence at up to 20 community festivals/events held in the Maple Ridge area who are responsible for recycling, garbage and water refill management.
- To monitor and supervise the public disposal of recycling, food scraps and garbage at events. Based on 2 supervised stations per event and 2 water re-fill stations.
- To provide recycling/garbage and water refill stations for use at events.
- To expand the City’s support of people with disabilities by providing work opportunities at these events.

**Alternatives Considered/Reasons for Not Recommending:**

- Non-action. May not achieve the “green-festival” goal.
- Continue to pursue volunteer involvement to manage this service.
- Contract with a waste hauler to provide this service.

**Performance Measure:**

- Number of events attending

**Package:**

- Part-time Community Events Recycling Education and Outreach workers

**Capital:**

- 2 Water bottle refill stations: \$20,000.00 - \*use city water – additional cost for mobile units.

### 2020 Budget

Part-time wage based on 20 events	\$15,000
Promotion & Advertising & equipment	4,000
Disposal cost based on tonnage	<u>2,000</u>
	<b><u>\$21,000</u></b>

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City of Maple Ridge  
 Engineering Services – Active Transportation Advisory Committee  
 Business Plan 2020 – 2024

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**Committee Purpose**

- The Active Transportation Advisory Committee (ATAC) advises Council on strategic priorities, planning, policies and mobility issues relating to transportation in Maple Ridge. Using the Strategic Transportation Plan as a guide, ATAC provides valuable input on all modes of transportation to ensure the safe movement of goods and people in Maple Ridge and the region.

**Committee Structure and Members**

- The Transportation Advisory Committee is comprised of seven members which include: one Council liaison or alternate Council liaison, one member from the Municipal Advisory Committee on Accessibility Issues, one member from School District No. 42 and four members from the community-at-large (appointed by Council).

**Ongoing Deliverables**

- Provide input on regional transportation issues as requested such as Mobility Pricing, B-Line bus expansion and the development of an Area Transit Plan for the 2019/2020 term.

**Prior Years' Deliverables**

Action Item	Status or Outcome	% Complete (and ETA if not 100%)
Participate in the updated Area Transportation Plan for Maple Ridge and Pitt Meadows – Pedestrians, Cycling, Transit	In progress. Area Transport Plan presented by TransLink to Council on October 8, 2019	90% Q4 2019
Develop Work Plan for 2019	Complete	100%

**New Deliverables for 2020**

Action Item	Lead	ETA
Consider the feasibility of a water-going bus service on the Fraser River, with loading at Hammond Mill and Port Haney Wharf, in cooperation with First Nations Communities (Lower Mainland), TransLink and Metro Vancouver	Manager of Transportation	Q4 2020
Strategic Transportation Plan Updates and Consultation with the Committee	Manager of Transportation	Q4 2020
Development of an Educational Plan for Active Transportation to Schools	Manager of Transportation	Q4 2020

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City of Maple Ridge  
*Planning & Development Services – Administration*  
Business Plan 2020 - 2024

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**Departmental Overview:**

Planning & Development Services (PDS) is responsible for carrying out corporate initiatives as directed by Council. Generally speaking, PDS is comprised of a group of people who are dedicated to the physical development of the community. The development continuum includes: attraction of investment, review of applications, construction and the licencing and enforcement of development. PDS provides expertise in three core areas: (i) policy, strategy and bylaw creation; (ii) the processing of a variety of applications and permits; and (iii) pursuit of voluntary compliance with City regulations. The group is comprised of Urban Planners & Technicians, Environmental Professionals, Building & Trade Inspectors, Economic Development Professionals and Bylaw Officers, plus numerous technical and support staff with expertise in development.

PDS sees public consultation being at the forefront of its activities and continues to build a successful public consultation process to engage and inform residents.

The total expenditure budget for this department is \$311,000

**Organization Chart:**



**Full-Time Equivalent Staff = 1** (Other staff shown on org chart are budgeted to other areas)

**Strategic Alignment:**

The PDS Administration Business Plan has been structured to address Council’s 5 Strategic Priorities, with the details housed in the Planning, Building, Licences & Bylaws and Economic Development and Civic Property departmental plans.

### **Business Perspective/Environmental Scan:**

- Emerging issues often result in delays to planned work.
- High volume of applications, permits and licences.
- Public consultation is very valuable but expensive in terms of costs and staffing resources.
- It is difficult to fill vacant professional and technical positions, as the City is competing with other municipalities across the region.
- Licences & Bylaws Department staff are particularly active given Council priorities regarding social safety and core security.

### **Continuous Improvement:**

- Identified amendments to improve efficiencies regarding the processing of Development Permits.
- Increased exemption amounts and delegated approval authority to the Director of Planning.
- Participation on the UDI/HAVAN Development Liaison Committee. This Committee is committed to implementing best practices for development. The Committee provides input on development related bylaws.
- Customer Service Co-ordinator has enhanced the City's approach to customer service.
- Licences & Bylaws has two temporary Community Safety Officers in place to patrol the Town Centre.
- Core security team has been reinvigorated, and the core security portfolio has been transferred to the Licences & Bylaws Department.

### **Found Milestones:**

- Development of the Social Housing Plan.
- Assist with Community Social Safety Plan.
- Reinvigoration in core security and transfer of responsibility to Licences & Bylaws Department.
- As a result of vacancies in the Planning Department, the General Manager Planning & Development Services has been assisting with the Community Planning functions within that Department.

### **Divisional Work Program at a Glance:**

Some ongoing deliverables include:

- Provide ongoing leadership to the division's departments.
- Review all departmental reports prepared for Council.
- Attend Public Hearing meetings.
- Assist Economic Development in securing potential investors.
- Meet with citizens to resolve issues of concern.
- Work with outside agencies for approvals and feedback on municipal issues.
- Serve as a technical consultant to Council.
- The role of the Administration section is to provide oversight on initiatives and projects being led by the Building, Planning, Licences & Bylaws and Economic Development & Civic Property departments. Some of the key initiatives, by Council priority area are listed below, with the details located in the departmental business plans.

## 2020 Work Program Highlights:

Strategic Priority Area	Project	Responsible Department
<b>Community Safety</b>	<ul style="list-style-type: none"> <li>▪ Coordination of core security</li> <li>▪ Community safety patrols</li> <li>▪ Support to the Community Social Safety Plan</li> <li>▪ Safer Streets Bylaw</li> <li>▪ Bylaw Enforcement Notice (Adjudication)</li> <li>▪ Review WildSafeBC practices</li> <li>▪ Community Services Mapping Project</li> <li>▪ Ride sharing review</li> <li>▪ Recovery Home Bylaw</li> <li>▪ Community Safety Enforcement Team</li> <li>▪ Review of Vaping Policies &amp; Regulations</li> </ul>	<p>M. Orsetti, Licences &amp; Bylaws</p> <p>M. Orsetti, Licences &amp; Bylaws</p> <p>All Departments</p> <p>M. Orsetti, Licences &amp; Bylaws</p> <p>M. Orsetti, Licences &amp; Bylaws</p> <p>M. Orsetti, Licences &amp; Bylaws</p> <p>L. Zosiak/C. Goddard, Planning</p> <p>M. Orsetti, Licences &amp; Bylaws</p> <p>L. Zosiak/C. Goddard, Planning</p> <p>M. Orsetti, Licences &amp; Bylaws</p> <p>M. Orsetti/L. Zosiak, Planning</p>
<b>Inter-Government Relations</b>	<ul style="list-style-type: none"> <li>▪ Urban Development Institute &amp; HAVAN Liaison Committee</li> <li>▪ Attend Metro Vancouver Meetings</li> <li>▪ Work with ALC on Albion Flats</li> <li>▪ Work with SD No. 42 on initiatives &amp; land purchases</li> <li>▪ Work with Fraser Health Authority &amp; BC Housing on Social Housing Plan</li> <li>▪ Pitt Meadows Airport</li> </ul>	<p>C. Carter, Administration</p> <p>All Departments</p> <p>C. Carter/ C. Goddard</p> <p>D. Denton, Ec. Dev.</p> <p>C. Carter/L. Zosiak/M. Orsetti</p> <p>D. Denton, Ec. Dev.</p>
<b>Growth</b>	<ul style="list-style-type: none"> <li>▪ Social Housing Plan</li> <li>▪ Development &amp; Business License applications &amp; Building Permit processing</li> <li>▪ Town Centre Visioning</li> <li>▪ Area/Concept Planning:               <ul style="list-style-type: none"> <li>– Lougheed Corridor Plan</li> <li>– NE Albion Plan</li> <li>– Albion Flats Review</li> <li>– Yennadon Concept Plan</li> </ul> </li> <li>▪ Tandem Parking Review</li> </ul>	<p>C. Carter/ L. Zosiak, Planning</p> <p>C. Goddard/M. Orsetti/ S. Cote-Rolvink, various departments</p> <p>L. Zosiak, Planning</p> <p>L. Zosiak, Planning</p> <p>C. Goddard, Planning</p>

	<ul style="list-style-type: none"> <li>▪ Secondary Suites &amp; DGS review</li> <li>▪ Housing Needs Assessment</li> <li>▪ Sign Bylaw Review</li> </ul>	<p>L. Zosiak, Planning</p> <p>L. Zosiak, Planning</p> <p>Stephen Cote-Rolvink, Building Planning, Ec. Dev.</p>
<b>Community Pride &amp; Spirit</b>	<ul style="list-style-type: none"> <li>▪ Committee support: <ul style="list-style-type: none"> <li>– Agricultural Advisory Committee</li> <li>– Community Heritage Commission</li> <li>– Environment Advisory Committee</li> <li>– Advisory Design Panel</li> <li>– Economic Advisory Committee</li> </ul> </li> <li>▪ Liaise with BIA, Chamber of Commerce, &amp; Rotary</li> <li>▪ Support ARMS/KEEPS</li> <li>▪ Support Community Events – Ale Trail, Car Free Day, BC Summer Games 2020</li> <li>▪ Town Centre Place Making events such as Glow</li> </ul>	<p>A. Grochowich, Planning</p> <p>A. Bowden, Planning</p> <p>R. Stott, Planning</p> <p>W. Cooper, Planning</p> <p>D. Denton, Ec. Dev.</p> <p>D. Denton, Ec. Dev.</p> <p>R. Stott, Planning</p> <p>D. Denton, Ec. Dev.</p> <p>D. Denton, Ec. Dev.</p>
<b>Natural Environment</b>	<ul style="list-style-type: none"> <li>▪ EMS Implementation</li> <li>▪ Environmental Advisory Committee priority setting</li> <li>▪ Ecological Network Management Strategies</li> <li>▪ Green Infrastructure Pilot Project</li> <li>▪ Tree Bylaw Update</li> </ul>	<p>R. Stott, Planning</p>

**Operating Budget**

**Proposed Financial Plan 2020-2024  
Planning & Development Services – Administration**

All \$ values in 000's (thousands)	Adopted	Proposed	Changes		Proposed			
	2019	2020	\$	%	2021	2022	2023	2024
<b>Expenditures</b>								
Conferences	18	18	-	0%	18	18	18	18
Growth Funds	-	33	33	100%	65	98	130	163
Memberships	7	7	-	0%	7	7	7	7
Salaries	122	251	129	51%	258	264	272	278
Supplies	2	2	-	0%	2	2	2	2
<b>Totals</b>	<b>149</b>	<b>311</b>	<b>162</b>	<b>4171%</b>	<b>350</b>	<b>389</b>	<b>429</b>	<b>468</b>

**Proposed Changes or Remarks:**

**Incremental Packages – One**

**Capital Budget – None**

**Information Technology – None**

## Incremental Package Report 2020 Proposed Budget

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<b>Division:</b>	<b>Planning and Development Services</b>	<b>Submitted By:</b> Christine Carter
<b>Department:</b>	<b>Licences &amp; Bylaws</b>	
<b>Request For:</b>	<b>Manager of Community Social Safety</b>	
<b>Package:</b>	<b>1 of 1</b>	

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### **Activities/Purpose:**

The City has commenced the preparation of a Community Social Safety Plan that will engage stakeholders to assess existing conditions and identify opportunities and gaps in services and programs. A key outcome of the Plan is an implementation strategy to ensure that the Council endorsed recommendations and strategies are enacted. The Plan is currently being coordinated by staff who have been seconded from current roles, however the successful implementation of the Plan will require that a dedicated staff resource be assigned to this task.

Further, the Licences & Bylaws Department has one management staff person who is responsible for providing leadership to that Department. Historically, the Department head was primarily focused on the day-to-day operation of the Department, which included providing advice on licencing and bylaw enforcement activities, budgeting and staffing. However, over time, this role has expanded to take on a strategic and policy function, with the Department head involved in numerous bylaw and policy reviews relating to community and social safety. Examples include providing technical advice on the Community Social Safety Plan; participation on the Community Safety Enforcement Team; clean up of unsightly properties; as well as the creation of a Safer Streets Bylaw, Bylaw Enforcement Notification (Adjudication) Program, and Property Nuisance bylaw.

The Licences & Bylaw Department is also taking on a more proactive role with Town Centre Security, which includes overseeing the work of two temporary community patrol officers and coordinating security issues.

It is recommended that a Manager of Community Social Safety position be created to oversee the implementation of the Community Social Safety Plan; manage core security; and assist in the drafting of policies and bylaws aimed at improving community social safety in the Community.

### **Functions Performed/Degree of Service:**

Based on the above it is requested that a Manager of Community Social Safety position be created in the Licences & Bylaws Department. This would allow the Department Head to focus on strategic and policy matters, where the Manager would be focussed on the implementation of Community Social Safety Plan.

The Licenses & Bylaws Department Business Plan also includes an incremental request to make the 2 temporary Community Safety Officer positions full-time I as a component of the 2020 Budget. As a component of the 2021 Business Plan, it is requested that a supervisory position be created to provide additional support this very busy Department.

### **Alternatives Considered:**

Status Quo. Address the implementation of the Community Social Safety Plan on an ad hoc basis and leave the Licenses & Bylaws Department under the leadership of one exempt staff person.

### **Staff Position:**

1 permanent, full-time

**Performance Measure:**

The creation of a dedicated staff resource focussed on the Community Social Safety will would allow for an efficient and timely implementation of the of the strategies contained with the Community Social Safety Plan.

This position would also allow for the division of operational and strategic work within the Department, which would result in a greater ability to provide faster responses to Council requests, as well as community concerns.

**Package:**

	<b><u>2021 Budget</u></b>
Salary	\$ 120,000
Furniture/Computer (One time cost)	<u>\$ 5,000</u>
	<b><u>\$ 125,000</u></b>

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City of Maple Ridge  
*Planning & Development Services – Licences & Bylaws*  
Business Plan 2020 – 2024

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**Departmental Overview**

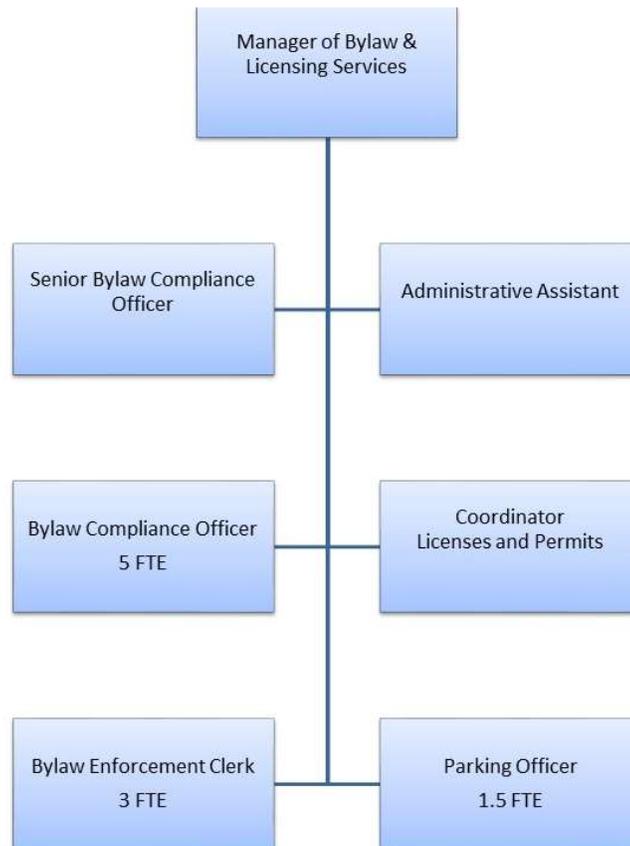
The Licences & Bylaws Department contributes to the corporate vision by identifying policy initiatives that enhance Maple Ridge’s business friendly and ambassador type approach, in pursuing compliance of the City’s regulatory bylaws in a fair and consistent manner. The ultimate goal is to gain voluntary compliance whenever possible, prior to elevated enforcement actions.

The department works closely with the Economic Development Department, issuing business licences and providing enhanced customer service. The department also administers the dog licence program and collaborates with the BC SPCA on animal welfare and legislation, including dangerous dogs.

Bylaw and Licencing staff strive to maintain the quality of life and safety of residents through coordinated efforts with other City departments, government agencies and community partners; working together as a team to promote a culture of compliance.

The total expenditure budget for this department is \$1,789,512

**Organization Chart:**



**Full-Time Equivalent Staff: 13.5**

## **Strategic Alignment**

As Maple Ridge continues to grow and densify, it is important the Licences & Bylaws Department maintains a safe, healthy and welcoming community for its citizens. Throughout the years there have been significant changes in downtown Maple Ridge as a result of homelessness and other social issues. The department continues to deal with many other concerns throughout the City, including vacant and abandoned properties, graffiti, unsightly yards, nuisance properties, illegal grow operations and non-compliant businesses. While we are still pursuing a safer downtown core by employing temporary Community Safety Officers to patrol and engage the residents and visitors, our resources are also impacted in these other areas.

## **Business Perspective/Environmental Scan**

- Developing two new Community Safety Officer positions to align with the City's core security initiatives and the Community Safety priorities in Council's Strategic Plan.
- Striking a balance between bylaw compliance and individual needs will continue to be challenging, especially when dealing with vulnerable populations.
- The transition to the legalization of non-medical retail cannabis, micro production and larger production operations will require careful management.
- The anticipated transition to the legalization of Ride Sharing will require attention and collaboration with the Province and RCMP.
- Technological advances are changing the way we do business.

## **Ongoing Deliverables**

- Continue with customer service initiatives.
- Pursue voluntary compliance of all regulatory bylaws.
- Update statistical information monthly and post to the City website.
- Participate in necessary training and contribute to the development of appropriate practices in our business area as we grow the document management system.
- Administer and issue:
  - Business Licences
  - Dog Licences
  - City Parking Passes
  - Residential Only Parking Permits
  - Noise Variance Permits
- Administration of Wiggins Adjustments Ltd. for enforcement debt collections.
- Administration of Liquor and Cannabis Provincial application referrals.
- Liaise with the Planning Department regarding zoning bylaw amendments, violations and enforcement.
- Liaise with the Union on issues relating to labour/management.
- Continue and develop enhanced enforcement initiatives regarding the negative impacts of social issues and aggressive solicitation.
- Continue enforcement action with Fire & RCMP on vacant houses and squatters.

- Continue enforcement action with Building Department on delinquent permits, work done without permits, and life and safety issues.
- Continue enforcement action with illegal signs, including political signs, advertisements on poles, real estate directional arrows and large development signs.
- Continue enforcement action in:
  - Parks and other City properties
  - Planning Department on soil and environmental issues
  - Engineering on traffic issues
  - Water Department on yearly water restrictions
- Continue to collaborate with community outreach workers and other service providers to address social issues.
- Continue to administer and monitor:
  - SPCA Contract and enforcement activities
  - Ridge Meadows Towing Contract
- Continue to attend:
  - Community Social Safety Plan Committee meetings
  - Community Safety Enforcement Team (CSET) meetings
  - City's Hours of Work Committee meetings
  - Inter-Municipal Business Licence (IMBL) Committee meetings
  - DMRBIA Committee meetings
  - NE Sector Bear Committee meetings comprised of BC Conservation Officers, Regional Park Rangers and others
  - Neighbourhood Maple Ridge Bear Committee meetings
  - Lower Mainland Fraser Valley Animal Control Managers Committee meeting
  - Communications Committee and Website Committee meetings

## Found Milestones

Action Item	Status or Outcome	Origin: Council Resolution, Operational Adaptation	% Complete (and ETA if not 100%)
St. Anne Encampment	<ul style="list-style-type: none"> <li>The Bylaw Department became heavily involved in February 2019 when the Injunction Order was granted. Bylaws controlled, monitored, directed security staff, verified occupants, arranged cleanups, etc., until its closure on September 13, 2019.</li> </ul>	Council Resolution	100%
Community Social Safety Plan	<ul style="list-style-type: none"> <li>Participation in and support the work of Action Group and Task Force and the short, medium and long-term programs and plans that flow out of this initiative</li> <li>Recruit Two Community Safety Officers to patrol the Downtown Core areas</li> <li>Creation of the Maple Ridge Safer Streets Bylaws</li> <li>Donation bin safety and education</li> </ul>	Council Resolution  Council Resolution  Council Resolution  Operational Adaptation	Ongoing  Ongoing – 1 Hired  Ongoing  100%
Dog Licence Application Process for the Finance Department	<ul style="list-style-type: none"> <li>Completed</li> </ul>	Operational Adaptation	100%
Albion parking and property use concerns	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	Council Resolution	10%
Changing Paid Parking Lots from “Pay by Stall” to “Pay by Plate” to eliminate parking system software shortfalls	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	Operational Adaptation	50%
Bylaw Enforcement Notice (Adjudication) Program	<ul style="list-style-type: none"> <li>Preparation for 2020</li> </ul>	Operational Adaptation	20%
Reviewing Licence Plate Recognition Software for parking officers to create efficiencies when patrolling timed parking areas.	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	Operational Adaptation	10%
Work with Planning on Council Policy review of retail cannabis	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	Council Resolution	10%

## Prior Years' Deliverables

Action Item	Status or Outcome	% Complete (and ETA if not 100%)
Liaise with IT to assess and deploy a new corporate database	<ul style="list-style-type: none"> <li>Ticketing &amp; Business Licencing modules complete</li> </ul>	100%
Migrate business licences from AMANDA database to TEMPEST database	<ul style="list-style-type: none"> <li>Migration Completed</li> </ul>	100%
Invasive Species (ie:Knotweed) procedures	<ul style="list-style-type: none"> <li>Procedures developed and in place</li> </ul>	100%
New policy & procedure for illegal sign enforcement on city property with the addition of cost recovery fees	<ul style="list-style-type: none"> <li>Procedures developed and payment systems updated</li> </ul>	100%
Non-Medical Cannabis Retail Licencing Procedures and Licencing	<ul style="list-style-type: none"> <li>Council Policy adopted – Procedures still under review</li> </ul>	100%
2-Way Demand Inspection Notice	<ul style="list-style-type: none"> <li>Document Created</li> </ul>	100%
Create new bylaw to collect fees for service to process Provincial Liquor & Cannabis Licence applications	<ul style="list-style-type: none"> <li>Bylaw created and adopted by Council.</li> </ul>	100%
Review current Business Licence Bylaw. Review best practices of other municipalities. Develop new bylaw for Council's consideration	<ul style="list-style-type: none"> <li>Best practices review almost complete. Amendments ongoing</li> </ul>	95% - Q4
Review contractor clean up practices for unsightly properties	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	95% - Q4
Review bylaw enforcement approach	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	75% - Q4
Review wild safe practices with a purpose to obtain a “bear safe” designation for the City of Maple Ridge	<ul style="list-style-type: none"> <li>Vector Control Bylaw complete. Work to increase fines and make additional recommendations</li> </ul>	75% - Q1 2020
Review and renew the SPCA Contract	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	75% - Q4
Review and amend current Business Licence fees	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	75% - Q4
Work with Planning Department on new legislation to deal with Supportive Recovery Homes in residential areas	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	75% - Q4
Develop a new Property Nuisance bylaw to deal with problem properties	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	70% - Q4
Review current delivery model of employee parking passes. Review parking pass computer programs	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	50% - Q2 2020

Action Item	Status or Outcome	% Complete (and ETA if not 100%)
Produce a Community Safety Reference Pamphlet	▪ Ongoing	50% - Q4
Improve information & education around dog responsibility	▪ Ongoing	50% - Q2 2020
Review practice of canvassing for dog licences and review potential grants.	▪ Ongoing	25% - Q2 2020
Develop a Dog Responsibility Pamphlet	▪ Ongoing	25% - Q4
Taxi Service review	▪ Ongoing	20% - Q4
Develop best practices for Secondary Suite complaints in the flood plain	▪ Ongoing	20% - Q1 2020
Amend Kennel Bylaw to correspond with proposed regulations in the Zoning Bylaw	▪ Ongoing	10% - Q4
Produce new MTI Ticket Reference Manual	▪ Ongoing	10% - Q4
Move Online Service Requests "Calls for Service" from AMANDA database to TEMPEST database	▪ Ongoing	5% - Q3 2020
Form a Nuisance Committee with the RCMP, Fire and Bylaw departments to identify properties that could be declared nuisance properties	▪ Ongoing – Could become part of CSET	5% - Q4
Review the functionality of changing the business licence calendar renewal model to an anniversary model	▪ Ongoing	5% - Q4 2020

**New Deliverables for 2020 (highlights only)** – Any incomplete items from prior years may also form part of the 2020 Work Plan.

Action Item	Measures/Outcomes	ETA
Review Peace Officer Status for Bylaw Compliance Officers <i>Lead: Michelle Orsetti</i>	▪ Possible enhanced bylaw enforcement authorities	Q1 2020
Develop policies & procedures for the new Community Safety Officers <i>Lead: Michelle Orsetti</i>	<ul style="list-style-type: none"> <li>▪ Reduced calls for service in the Town Centre</li> <li>▪ Deal with issues relating to aggressive solicitation and nuisances in the Downtown Core areas</li> <li>▪ Ensure the community feels welcomed and safe</li> </ul>	Q1 2020

Action Item	Measures/Outcomes	ETA
Liaise with the Province regarding ride sharing and create a new bylaw to regulate these new services <i>Lead: Michelle Orsetti</i>	<ul style="list-style-type: none"> <li>▪ Align with other municipalities</li> <li>▪ Create a safe and equitable program in this field</li> </ul>	Q2 2020
Amend Animal Control and Licencing Bylaw to align with other municipalities and SPCA legislation <i>Lead: Michelle Orsetti</i>	<ul style="list-style-type: none"> <li>▪ Ability to deal with animal control issues more effectively</li> </ul>	Q4 2020
Amend Unsightly Premises Bylaw <i>Lead: Michelle Orsetti</i>	<ul style="list-style-type: none"> <li>▪ Reduced calls for service from affected neighbourhoods</li> <li>▪ Stronger legislation to deal with problem properties</li> </ul>	Q3 2020
New Boulevard Maintenance Bylaw <i>Lead: Michelle Orsetti/Operations</i>	<ul style="list-style-type: none"> <li>▪ Reduced calls for service from affected neighbourhoods</li> <li>▪ Owners maintain boulevards adjacent to their properties</li> </ul>	Q3 2020
Prepare an options report for Council to consider enforcement action in Albion regarding street parking and unlawful property uses <i>Lead: Michelle Orsetti/Engineering/Operations</i>	<ul style="list-style-type: none"> <li>▪ Reduced calls for service from Recycling and Garbage haulers, emergency services and area residents</li> <li>▪ Create a neighbourhood where all vehicles can access streets safely and property owners are complying with zoning requirements</li> </ul>	Q1 2020
Review developing Provincial and Municipal legislation for Vaping Industries and how to regulate them <i>Lead: Michelle Orsetti/Planning</i>	<ul style="list-style-type: none"> <li>▪ Legislation to deal with the increase in Vaping stores in the region and their possible negative effects on the community</li> </ul>	Q3 2020
Review & Secure Tow Contract for Ridge Meadows <i>Lead: Michelle Orsetti</i>	<ul style="list-style-type: none"> <li>▪ To secure a solid contract for a Towing Company to service the Community, the RCMP and Bylaw Departments</li> </ul>	Q3 2020

Financial Plan 2020 – 2024  
Licences & Bylaws

City of Maple Ridge  
Proposed Financial Plan 2020-2024  
Licences & Bylaws

All \$ values in 000's (thousands)	Adopted	Proposed	Changes		2021	Proposed		
	2019	2020	\$	%		2022	2023	2024
<b>Revenues</b>								
Business Licences	670	670	-	0%	670	670	670	670
Fees	55	55	-	0%	55	55	55	55
Fines	89	99	10	11%	99	99	99	99
Licences	245	245	-	0%	245	245	245	245
	1,059	1,069	10	1%	1,069	1,069	1,069	1,069
<b>Expenditures</b>								
Contract	407	419	12	3%	432	445	458	472
Miscellaneous	3	3	-	0%	3	3	3	3
Publicity	4	4	-	0%	4	4	4	4
Salaries	1,228	1,251	23	2%	1,285	1,320	1,357	1,391
Supplies	35	50	15	41%	50	50	50	60
Utilities - Telephone	9	9	-	0%	9	9	9	9
Vehicle Charges	68	55	(13)	(20%)	56	58	60	62
	1,754	1,791	37	2%	1,839	1,889	1,941	2,001
<b>Totals</b>	695	722	27	4%	770	820	872	932
% of Taxes and Other Revenue	0.8%	0.7%			0.8%	0.8%	0.8%	0.8%

**Proposed Changes and/or Remarks:**

Fines

The 2020 budget was updated to reflect increase in fine revenue.

Contract

The SPCA 5 year contract expired in 2017 and is under negotiation for renewal. In the absence of a renewed contract the 3% annual increase has been continued.

Supplies

The increase in supplies is related to the increased cost for uniforms including required personal protective wear.

**Incremental Packages - Attached**

**Information Technology – See Incremental Packages**

**Performance Measures/Indicators**

The City tracks our performance in a number of ways. Some of the measures are tracked using Performance Reporting Scorecards which appear in the City's performance system. The scorecards for this area are listed below.

To access the “live” scorecard, visit [www.mapleridge.ca/787](http://www.mapleridge.ca/787) and use the Scorecard Lookup tool.

<u>Code</u>	<u>Scorecard (on following pages)</u>	<u>Why this Scorecard is important to this department:</u>
SL05	Concluded Bylaw Calls for Service	Helps to determine trends and deploy resources appropriately
ED02	Business Licence Renewals	Indicates level of business formation, retention and growth

**Incremental Package Report  
2020 Proposed Budget**

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<b>Division:</b>	<b>Planning &amp; Development Services</b>	<b>Submitted By:</b> Michelle Orsetti
<b>Department:</b>	<b>Licences &amp; Bylaws</b>	
<b>Request For:</b>	<b>Community Safety/Bylaw Enforcement</b>	
<b>Package:</b>	<b>1 of 2</b>	

**Activities/Purpose:**

To continue with work in the Downtown Core, including community engagement, safety patrols, dealing with social issues and aggressive solicitation.

**Functions Performed/Degree of Service:**

These two Community Safety Officer positions (which are currently temporary for 4 months) will enable the department to continue to proactively deal with street level concerns in the Downtown Core and other areas, including homeless issues in City Parks, reducing the negative impacts of aggressive solicitation on residents and municipal services, and coordinating agencies and disseminating reports for the City's Community Safety Plan.

These positions are also consistent with the Community Safety priorities in Council's Strategic Plan.

**Staff Positions:**

Two (2) Bylaw Compliance - Community Safety Officers

**Performance Measure:**

Improved safety conditions in the Downtown Core areas, City Parks, and provide additional community engagement to ensure Maple Ridge residents feel welcomed and safe.

**Alternatives Considered/Reasons for Not Recommending:**

Terminate both Community Safety Officer positions at the end of the 4 month temporary term.

**Package:**

**Ongoing**

Salaries: \$88,000 x 2 positions = **\$176,000**

**One Time Cost**

Toughbook Computer, Vehicle Dock

Zebra ZQ Ticket Printer & Phones: \$8,260 x 2 positions = **\$16,520**

**2020 Budget**

Salaries & One Time Costs: **\$192,520**

**Incremental Package Report  
2020 Proposed Budget**

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<b>Division:</b>	<b>Planning &amp; Development Services</b>	<b>Submitted By:</b> Michelle Orsetti
<b>Department:</b>	<b>Licences &amp; Bylaws</b>	
<b>Request For:</b>	<b>BC SPCA Animal Control &amp; Shelter Contract</b>	
<b>Package:</b>	<b>2 of 2</b>	

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**Activities/Purpose:**

The Maple Ridge SPCA (non-profit) manages the Animal Control and Shelter Contract for the City. With the ever growing rise in population and expenses, the BC SPCA has requested additional funding for expenses an additional Animal Control Officer to provide the necessary services for all animal control responsibilities. At this time, the SPCA Branch is running on a deficit for services in Maple Ridge. The fee increase is also due to the rising costs for veterinary and animal husbandry care, premises expenses, and other associated fees. The current contract expired December 31, 2017. That contract has not yet been renewed, as we are still negotiating a new contract and have extended it to December 31, 2019 under a letter of understanding. The terms of the new contract will also include enhanced services including, daily patrols of City Parks, streets, barking dog complaints, dog licence sales, and other related duties.

**Functions Performed/Degree of Service:**

This increase will fund the salary for an additional Animal Control Officer which is needed to augment the current two full-time positions as the SPCA provides 7 day a week coverage. This will enable ongoing proactive patrols of all City Parks and streets, where the current staff do not have the resources to carry out. The increase will also help augment the costs of spay and neutering, vaccinations, parasite treatment, veterinary expenses and medical supplies. As well as, Shelter and Pound expenses; including transportation, training, equipment, maintenance, food, shelter and office supplies.

**Staff Position:**

None

**Performance Measure:**

Improved safety conditions in all City Parks, resources to deal with dog bite investigations, barking dog complaints, and additional community engagement to ensure Maple Ridge residents feel safe from unleashed dogs in Parks and on the streets.

**Alternatives Considered/Reasons for Not Recommending:**

None. Without the additional funding, the Maple Ridge SPCA will not be able to serve the community with the necessary proactive patrols for off-leash dogs and dangerous dogs within the City to safeguard the public. The Licences & Bylaw department receives numerous calls and concerns regarding dogs running at large and aggressive dogs throughout the year. Furthermore, the additional Shelter expenses are needed for the management and conservation of animal resources. **Please note: the Maple Ridge SPCA Contract is still currently under review. The final proposed additional Service Fee Costs may be reduced as a result.**

**Package:**

**Ongoing**

Additional proposed Animal Control Officer: \$77,600

Additional Proposed Service Fee Costs: \$90,231

**2020 Budget**

Additional Service Fee Costs: **\$167,831**

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City of Maple Ridge  
Planning & Development Services  
Building Department – Permit & Inspection Services  
Business Plan 2020 – 2024

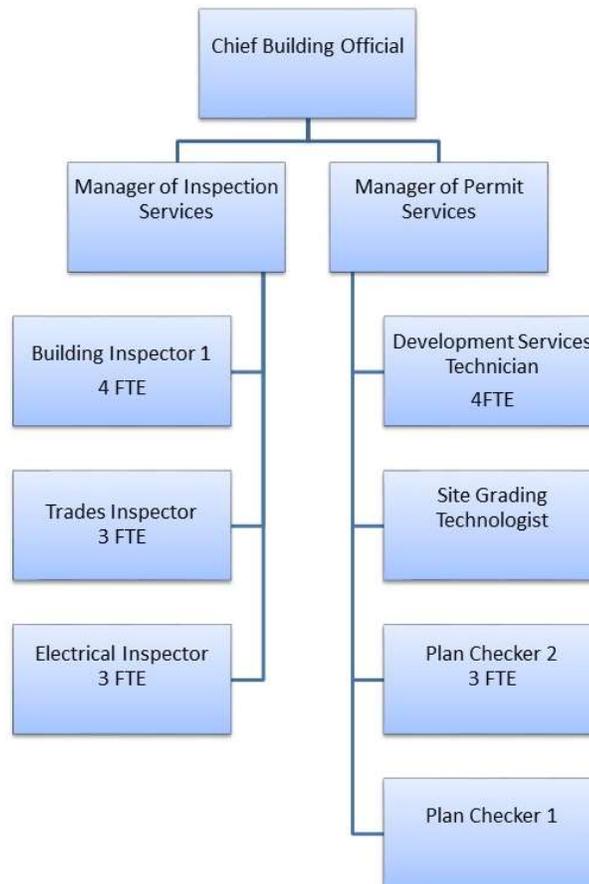
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**Departmental Overview**

The Building Department contributes to the corporate vision by ensuring that all construction, carried out within the City, comply with the conditions detailed within the Maple Ridge Building Bylaw by providing excellent customer service. The Department works closely with development and building communities through participation on the Development Liaison Committee and hosting Builders Forums.

The total expenditure budget for this department is \$ 2,442,509.

**Organization Chart:**



**Full Time Equivalent Staff: 22**

**Strategic Plan Alignment:**

- As the city continues to grow and the forms of construction our changing, the Building Department needs to ensure that construction provides for safe access to and around developments. We also ensure that strategies developed through the planning process around infrastructure, economic viability and environmental protection are implemented and maintained through the construction process. As codes regulating construction and the needs of the community change we engage the public in review of our bylaws to ensure there is a balance between these regulations and the community wherever possible.

**Business Perspective/Environmental Scan:**

- The City is now experiencing larger, more complex developments that will require significant resource allocation.
- With the province moving towards performance based compliance options into the code for all construction forms, how this takes shape and how we deal with and track these non-prescriptive construction methods becomes crucial to ensuring consistency in what we do.
- It is important to keep pace with technology as the public and business communities expectations are ever evolving and service delivery must grow with these changes.
- The public demand for accessibility to staff and information needs to be carefully managed to ensure our primary priorities are being met.
- The legalization of cannabis will require a change in how we deal with these and the expectations to ensure compliance with local codes and bylaws as applicable.

**Ongoing Deliverables:**

- Participate in necessary training, and contribute to the development of appropriate business practices in our area as we grow the document management system.
- Update statistical information monthly and post to the website.
- Co-ordinate and host semi-annual builders' forums.
- Review submissions for building and trade's permits.
- Provide inspections on permitted buildings.
- Provide improved documentation that better anticipates customers' needs.
- Ensure documentation provides clear guidance as to the City's requirements for permitting.
- Monitor site grading on approved developments to ensure compliance with City regulations.
- Work with civil engineers to ensure site grading provides outdoor livable space for purchasers of product.
- Review permit submissions for cannabis facilities.
- Continue with Customer Service Initiatives.
- New sign bylaw.
- Review permit application process.

**Ongoing Deliverables:**

Action Item	Status or Outcome (Optional):
Review permit application process	Development Liaison committee reviewing and making recommendations
Develop a new builder package	Development Liaison committee reviewing and making recommendations
To review current practices and develop improved policies to assure excellent customer service	

**Found Milestones:**

Action Item	Status or Outcome	Origin: Council Resolution, Operational Adaptation
Public access to Daily Inspection Schedule	Running & successful	Operational adaptation due to public input
Online Permitting	Working with Tech Safety BG to share technology for online permitting	Operational

**Prior Years' Deliverables:**

Action Item	Status or Outcome	% Complete (and ETA if not 100%)
Work with IT to assess and deploy new database for mobile inspections	deployed	100%
Review mobile system to allow for emailing inspection slips to identified clients	Working with IT as part of the open government initiative to integrate into this system	50% Q3
Develop a new builder package to improve understanding of issues unique to Maple Ridge to reduce work slowdowns and confusion on the job site	Draft Package is underway	95% Q1
Tempest Requirement Scoping for Permit Migration from Amanda to Tempest Prospero System to determine the best methodology and training for moving to a new operating system that will better serve multiple departments	Assisting IT with this project to develop requirements for the new system.	20% 2021/22
To increase use of technology to reduce errors and provide a wider range of services	Daily inspection schedules on-line & on-line inspection booking	Phase 2 & 3 complete
Renovate department to improve internal department efficiency and work environment to better deal with increase in work load and project types.	Contract awarded construction commencing 4 <sup>th</sup> quarter 2019	30%. Complete 1 <sup>st</sup> quarter 2020
Explore media streams for delivering information to the public	Using web, media & twitter to release announcements and call for input	100%

**New Deliverables for 2020** (*highlights only*) – Any incomplete items from prior years may also form part of the 2020 workplan.

Action Item	Lead	ETA
Improved Permit tracking	Bill Ozeroff IT	Q1
Access to inspection results online	Stephen/Bill IT	Q3
Work with IT to develop new technology tools to improve service delivery to our customers (more intuitive web site)	Stephen/Bill	Q2
Review existing documentation to ensure wording is consistent and understandable and amend as needed.	Stephen Cote-Rolvink	Q2
Bring New Sign Bylaw to Council	Stephen Cote-Rolvink	Q1
Draft updated Building Bylaw	Stephen/Bill/Kelly	Q3
Introduce blower door program to Maple Ridge Builders	Stephen/Kelly	Q2
Determining building bylaw compliance with the Zoning Bylaws expansion of Home base business uses	Bill	Q2

**Measures/Outcomes**

**Performance Measures/Indicators**

**KEY PERFORMANCE MEASURES**

*Target Statement*

To maintain a consistent 12 week (60 working days) or LESS permit processing time.

*Overview*

Once a building permit applicant has submitted the necessary plans and documentation to the City of Maple Ridge, a number of internal reviews are performed to ensure compliance with the Zoning Bylaw and Building Code, as well as parking and recycling vehicle access requirements. The City must also ensure applications comply with development permit requirements, life and health safety regulations, and that offsite servicing such as roads, curbs and sidewalks, water and sewer connections are determined and implemented to ensure service connections are adequate to service onsite facilities.

To access the “live” scorecard, visit [mapleridge.ca/787](http://mapleridge.ca/787) and use the Scorecard Lookup tool.

<b>Code</b>	<b>Scorecard (on following pages)</b>	<b>Why this Scorecard is important to this department:</b>
SL12	Process Commercial & Multi-Residential Permits Efficiently & Effectively	Provides efficient and effective results and is a reflection of good customer service

*Status Report*

Target exceeded. A yearly average of 40 days was achieved equating to 8 weeks. Due to the nature of permit processing, the timeline data is constantly changing as each permit progresses.

## Operating Budget

### Proposed Financial Plan 2020 – 2024 Development Services – Building Department - Permits & Inspection Services

All \$ values in 000's (thousands)	Adopted	Proposed	Changes		2021	Proposed		
	2019	2020	\$	%		2022	2023	2024
<b>Revenues</b>								
Admin Fee	8	8	-	2%	8	8	9	9
Cost Recovery - Grow Operations	6	6	-	2%	7	7	7	7
Miscellaneous Income	1	1	-	2%	1	1	1	1
Permits	2,579	2,631	52	2%	2,684	2,737	2,792	2,848
	2,594	2,646	52	2%	2,700	2,753	2,809	2,865
<b>Expenditures</b>								
Advertising	2	2	-	0%	2	2	2	2
Salaries	2,252	2,291	39	2%	2,353	2,418	2,485	2,549
Supplies	41	41	-	0%	41	41	41	41
Utilities - Telephone	7	7	-	0%	7	7	7	7
Vehicle Charges	71	102	31	42%	105	108	111	114
	2,373	2,443	70	6%	2,508	2,576	2,646	2,713
<b>Totals</b>	(221)	(203)	18	(31%)	(192)	(177)	(163)	(152)

#### Proposed Changes or Remarks:

##### Vehicles

Vehicle rates include a 3 % increase. Vehicle charges have been updated to reflect the type of vehicle in use in this area.

#### Incremental Packages – Incremental package attached.

Consideration must be given to the need increase in staffing levels over the subsequent years due to a shift in type of construction and to ensure we will be able to maintain our service levels.

#### Capital Budget – None

#### Information Technology Update

The department requires IT resourcing to support existing services. In addition and improve our on-line presence for our clients.

## Incremental Package Report 2020 Proposed Budget

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<b>Division:</b>	Development Services	<b>Submitted By:</b> Chief Building Official
<b>Department:</b>	Building	
<b>Decision Unit:</b>	Permits Coordinator	
<b>Package:</b>	1 of 1	

**Activities/Purpose**

As a result of organizational changes to the department and a change in the type of permit applications received, there is a need to rethink how we administer these changes and how certain administrative tasks are accomplished in the Building Department. For a number of years a staff person has had to complete multiple duties as part of their regular work and senior department staff have had to manage the majority of the administrative functions themselves. It is felt that staff and senior staff would be better positioned to support the organization at a more strategic level and with a higher degree of customer focus in managing of the application process if more routine administrative tasks and the intake, initial screening and contact for permit applications were undertaken by someone dedicated to that function.

**Functions Performed/Degree of Service**

Adding additional human resources capable of providing needed administrative and process support will allow the Building Department to better support the strategic objectives of the organization.

**Alternatives Considered/Reasons for Not Recommending**

We could leave resourcing at the current levels and accept that routine administrative work be undertaken by senior department staff reducing the ability to effectively move the department forward in keeping with corporate and council goals.

**Performance Measure**

**Package**

Permits Coordinator

	<u>2020 Budget</u>	
Ongoing Salaries	86,000	
One-time costs	7,000	furniture and equipment costs

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City of Maple Ridge  
*Planning & Development Services– Planning Department*  
 Business Plan 2020-2024

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**Departmental Overview:**

Planning supports Council’s direction through the creation and application of a number policies, regulations and bylaws. These documents are not only used as a guide for decision making, but also establish the procedures under which development applications are processed. The Department also maintains and updates information related to our community and its growth, and is responsible for disseminating such information within the community.

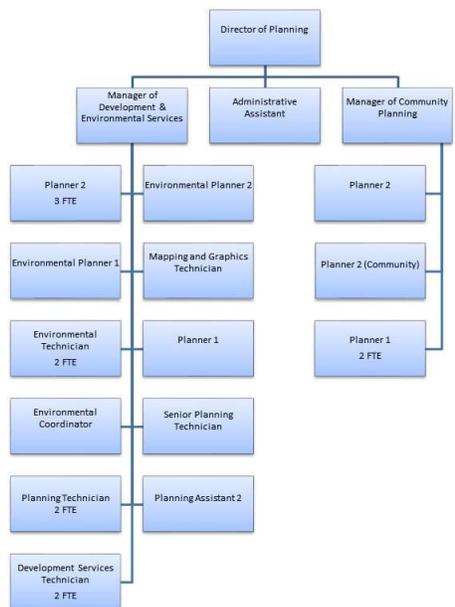
After Council establishes policy guidelines for the community, the department works to ensure that area residents are kept informed, and that development complies with zoning specifications, environmental legislation, health regulations and any form and character for a development area. To carry out this work, the department coordinates the flow of information with a number of internal departments, stakeholder groups and agencies involved in a development application.

The department researches, analyses and provides information, recommendations and technical expertise in the development of policy as well as providing technical assistance to committees of Council. The department also supplies information and works closely with external agencies, such as the Agricultural Land Commission, School District No. 42 and Metro Vancouver.

The department has a group of environmental specialists who are working so that Maple Ridge achieves the highest standards of environmental stewardship and sustainability. This team works in the field to assess the impacts of project applications, and also works with Council and the Environmental Advisory Committee to develop environmental policies to align with Council’s vision and Provincial regulations. These policies and regulations form part of a comprehensive framework that is used to guide decisions around planning and land use in the community.

The total expenditure budget for this department is \$2,722,000.

**Organization Chart:**



**Full-Time Equivalent Staff: 23**

### **Strategic Alignment:**

The Planning Department's work is critical in implementing and sustaining Council's vision for the community as outlined in their Strategic Plan 2019-2022.

### **Community Safety:**

Community safety is enhanced by recent efforts to update the Zoning Bylaw; implementing the policies of the Housing Action Plan and Social Housing Plan; and providing options for Supportive Recovery Housing in the City.

### **Intergovernmental Relations:**

Intergovernmental relations are maintained and strengthened through ongoing efforts to maintain close and continual contact and communication with both the Provincial government, its numerous Agencies, Metro Vancouver, First Nation, and our neighbours. Through these efforts, planning staff are able to keep abreast of regional and provincial trends, new initiatives and provide Council with perspective and information about issues common to all the region. Hopefully leading to solutions "Made in Maple Ridge" that suits us best.

### **Growth:**

Growth is a constant, offering both a blessing and a challenge. The City continues to grow at an impressive pace. Residential, Commercial and Industrial growth is all represented in the Planning Department's work. Both Suburban and Urban growth is continuing with trends beginning to change from the historic single family home to more multi-family housing dominating demand. Significant and unique, mixed use developments are soon to transform the Town Centre, potentially bringing thousands of units and many more people to our downtown. New Area Plans, such as North East Albion, Lougheed Corridor, Albion Flats and Yennadon will transform areas traditionally characterized by low density and highway commercial strip development. All of these changes point towards a more vibrant, prosperous and safe City.

### **Community Pride:**

Such change will only enhance and protect community pride and spirit. Additional people will only add to the vibrancy and safe activity on our public parks, streets and spaces. Development also promises to add a significant number of public open spaces for people to enjoy. Increased shopping and business opportunities will result from the increased density and a visually pleasing downtown core.

### **Natural Environment:**

Protection and enhancement of the natural environment is the third major responsibility of the Planning Department and is Council's, fifth and final priority. In partnership with Community groups, Senior Governments, First Nations and the development community, Planning staff work tirelessly to ensure development is done in as sensitive a manner as possible. Tree protection, soil deposit practices and parkland dedication opportunities are at the forefront of our work. Such activities ensure the character and natural heritage of Maple Ridge is protected and enhanced for future generations

### **Business Perspective/Environmental Scan:**

- Complexity of development applications continues to increase; requires more research; legal input; and infill projects tend to be very time consuming.
- The Electronic Agenda Process is time consuming and impacts workloads within the department.
- Challenges meeting public demands including phone and email inquiries.
- Public inquiries, enforcement compliance and public outreach.
- Public consultation is very valuable but costly in terms of costs and staffing resources.

- Policy projects and bylaw reviews take a significant amount of time and often require numerous reports to Council.
- Found milestones present challenges in adjusting workloads.
- Staff turnover and retirements have resulted in loss of corporate memory and adjustments to workloads.
- Advisory committee projects are resulting in significant demands on Staff Liaison's time, which impacts staff ability to deliver on Planning Department projects in as timely manner as desired.
- Environment staff are experiencing increased demands as residents, developers and stakeholders seek information.

### **Ongoing Deliverables:**

#### ***Customer Service***

- Update and maintain department webpage.
- Participate in continuing education in skill development.
- Updating public information items.
- Provision of support to corporation in promotional material.
- Participation in development customer meetings.
- Respond to landowners and the general public on land inquiries
- Research and respond to planning requests for internal and external customers.
- Research and update demographic data, trends and information about the community.
- Engage the community to gain consultation and feedback on policy and zoning matters.

#### ***Approving Officer Function***

- Review and process applications for subdivision.
- Negotiate with external agencies as required.
- Work with other departments to ensure servicing, etc. has been addressed.
- Process development variance applications to the Subdivision and Development Servicing Bylaw.
- Ensure compliance with Land Titles regulations.
- Issue Preliminary Review Letters of Approval (PRL's) and ensure compliance.

#### ***Environmental Practices***

- Processing of Soil Deposit Permit Applications.
- Process Tree Cutting Permits.
- Bylaw Enforcement of watercourse, soil deposit and tree permit bylaws.
- Provide environmental monitoring service to Operations and Engineering for in-stream works and compensation projects.
- Provide advice on environmental policy matters and changing provincial regulations.
- Respond to complaints - environmental degradation.
- Coordinating in-stream emergencies including works projects.
- Work to improve sediment control during development.
- Work to expand and improve the City's green infrastructure.

- Coordinate Mosquito Control contract with program partners and review West Nile program, if required.

#### ***Protection of Environmental Features***

- Act as Local Agent pursuant to Agricultural Land Commission.
- Liaison with environmental and stewardship groups.
- Maintain and update stream mapping.
- Coordination of Environmental Review Committee.
- Review development applications as required for environmental impact.
- Respond to environmental inquiries from the public and others.
- Environmental monitoring of development sites and sediment control.

#### ***Managing Data***

- Participate in necessary training and contribute to the development of appropriate business practices in our area as we grow the document management system.
- Complete department business plan.
- Dissemination of census and BC Statistics information - review of new Census material.
- Maintain database for lots, housing statistics, etc.
- Maintain brochures and checklists.

#### ***Committee and Partner Support***

- Participation on the Property Management Committee.
- Provide staff support to the Community Heritage Commission (CHC), Advisory Design Panel (ADP) and the Agricultural Advisory Committee (AAC).
- Assist CHC with Heritage Awards and Plaque Programs – organize selection and presentation of awards and plaques.
- Assist AAC with Agricultural Awards and Golden Harvest event.
- Participate in Builders Forum as required.
- Participate on committees associated with Metro Vancouver, including the provision of support to new Environmental Committee.
- Provide support to the Board of Variance.
- Assist in the creation of business plans for Committees of Council – Staff liaisons.
- Participate on the Urban Development Institute (UDI) and Greater Vancouver Home Builder's Association (GVHBA) Development Liaison Committee
- Provide support to the Environmental Advisory Committee (EAC).

#### ***Policy Review and Development***

- Zoning and Official Community Plan policy review and development.
- Environmental bylaw and policy development.
- Creation and maintenance of area plans.
- Preparation and review of bylaws related to development including parking, subdivision and servicing, and sign.
- Review and creation of Council policies.

### **Development Application Management**

- Amendments to the Official Community Plan.
- Amendments to the Zoning Bylaw.
- Subdivision review and approval.
- Agricultural Land Commission applications for exclusion, non-farm use and subdivision.
- Strata Conversions & Phased Strata.
- Development Permits.
- Rental Housing & Phased Development Agreements.
- Development Variance Permits & Board of Variance.
- Land-use enquiries.
- Heritage designation, Heritage Revitalization Agreements and Heritage alteration permits.
- Inclusion in the Community Heritage Register.
- Temporary use permits.
- Processing and discharging of covenants.
- Pre-application meetings.

### **Application, Permit and Long-Range Planning Processing:**

Development and Environmental Services staff are directly responsible for responding to development and environment related inquiries and the processing of permits and applications. Community Planning is tasked with responding to directives from Council, Metro Vancouver and other levels of government which often result in long-range policy initiatives and community consultation process. For the period between October 1, 2018 and August 31, 2019, these efforts included:

<b>Type</b>	<b>Number to August 31, 2018</b>
Participate in development customer meetings	394 (amongst six staff members)
Process Letters of Inquiry	12 letters of inquiry
Research and respond to planning requests for internal and external customers	4,218 phone calls 3,639 counter inquiries
Research and prepare long-range policy option reports	29
Prepare and host public events, community outreaches and presentations	25
Review and process applications for subdivision	16 approved files
Process Subdivision applications	43 active files
Process Soil Deposit Permit Applications	8 Permits issued 21 actives files
Process Tree Cutting Permits	271
Present Development Applications reports	152 reports to Council
Manage Active Development Applications	418 active files (amongst six staff)

**Found Milestones:**

Action Item	Status or Outcome	Origin: Council Resolution, Operational Adaptation	% Complete (and ETA if not 100%)
Social Housing Plan	<ul style="list-style-type: none"> <li>▪ In response to the Province, and as part of the Community Social Safety Plan, Council requested that a framework of social housing initiatives be prepared and presented.</li> <li>▪ Towards implementing the framework Council requested ongoing discussions with BC Housing and the Fraser Health Authority.</li> <li>▪ Council requested that a Request for Expression of Interest be prepared and released to identify other parties interested in developing affordable housing in the City.</li> <li>▪ Council requested an options report on possible accountability mechanisms, agreements, or other options.</li> </ul>	Strategic Plan and request from Council	25%
NE Albion Land Use and Servicing Strategy	<ul style="list-style-type: none"> <li>▪ Triggered by a policy requirement, following the submission of a development application.</li> <li>▪ Research and analysis</li> <li>▪ Consultation process</li> <li>▪ Concept Plan Endorsement</li> <li>▪ Note: amendments to Albion Area Plan required – See new deliverables 2020.</li> </ul>	Required by Development Application	100%
Supportive Recovery Bylaw & Housing Agreement	<ul style="list-style-type: none"> <li>▪ Council requested a discussion paper on regulatory and/or policy options for support recovery operations</li> <li>▪ Discussion paper prepared</li> <li>▪ Presented at Public Hearing</li> <li>▪ Third Reading deferred pending consultation with service providers &amp; amendments to a Housing Agreement</li> <li>▪ Report back to Council</li> <li>▪ Preparation of zone amending bylaw anticipated by 4 Q 2019</li> </ul>	Strategic Plan	75% Zone Amending Bylaw Q4 2019
Electric Vehicle Charging Infrastructure Regulations	<ul style="list-style-type: none"> <li>▪ Stemming from work undertaken by Corporate Planning and Sustainability, Council requested the preparation of a research and regulatory options report</li> <li>▪ Consultation with Dev Industry</li> <li>▪ Council adoption of Amending Bylaw</li> </ul>	Request from Council Comments	100%

Action Item	Status or Outcome	Origin: Council Resolution, Operational Adaptation	% Complete (and ETA if not 100%)
Tandem Parking Standards Review for Multi-Family Development	<ul style="list-style-type: none"> <li>Prepared options report outlining opportunities to review Off-Street Parking and Loading Bylaw Standards.</li> <li>Council requested more consultation on tandem parking in built projects.</li> </ul>	Council Resolution	20%
Detached Garden Suite (DGS) Pilot Project Process	<ul style="list-style-type: none"> <li>Council requested that a DGS Pilot Project process be prepared following report back on options to expand City's existing DGS regulations.</li> <li>Two pilot projects are anticipated.</li> <li>Tours anticipated.</li> </ul>	Council Resolution	90% Q2 2020
Town Centre Area Plan Presentation	<ul style="list-style-type: none"> <li>Council requested a presentation in light of the Lougheed Corridor study</li> </ul>	Council Request	100%
Metro Vancouver & Neighbouring Municipality Initiatives/Referrals	<ul style="list-style-type: none"> <li>Analysis, preparation and presentation of discussion papers / referrals</li> </ul>	Requests from Council Comments	100%
Review of Cannabis Retail (Zoning & Policy)	<ul style="list-style-type: none"> <li>Work with Licences &amp; Bylaws Department</li> </ul>	Council Request	Q1 - 2020

**Prior Years' Deliverables:**

Action Item	Status or Outcome	% Complete (and ETA if not 100%)
<b>Agricultural Plan Implementation</b>		
Agricultural use in Residential Zones Setback Review	<ul style="list-style-type: none"> <li>Council requested a review of agricultural setbacks following exclusion application to the ALC</li> </ul>	100%
	<ul style="list-style-type: none"> <li>Draft Bylaw amendments to reflect Provincial Agricultural Guidelines</li> </ul>	100%
	<ul style="list-style-type: none"> <li>Bylaw review by Council.</li> </ul>	100%
Agricultural Development Permit Guidelines	<ul style="list-style-type: none"> <li>Draft DP prepared</li> <li>AAC &amp; Stakeholder Consultation</li> <li>Discussion Paper</li> <li>Prepare and present Council report</li> </ul>	100% 100% 100% 100%
Backyard Chickens	<ul style="list-style-type: none"> <li>Back yard chicken discussion report</li> <li>Community consultation</li> <li>Report outlining Bylaw options</li> </ul>	100% 100% Deferred

Action Item	Status or Outcome	% Complete (and ETA if not 100%)
Support AAC Food Hub Needs Assessment	<ul style="list-style-type: none"> <li>▪ Grant awarded from BC Agricultural Investment Foundation</li> <li>▪ Consultant retained &amp; project started</li> <li>▪ Report outlining implementation steps</li> <li>▪ Ongoing support to AAC to facilitate facilitation of implementation opportunities</li> </ul>	<p>100%</p> <p>100%</p> <p>100%</p> <p>Ongoing</p>
<b>Area Planning</b>		
Albion Flats	<ul style="list-style-type: none"> <li>▪ Awaiting outcomes from Community Facilities Conversation</li> <li>▪ Prepare and present land use concept</li> <li>▪ Complete technical studies</li> <li>▪ Meeting with ALC</li> <li>▪ Refine land use concept plan</li> <li>▪ Commence block exclusion application (if so directed)</li> <li>▪ Final adoption of Area Plan following ALC decisions</li> </ul>	<p>100%</p> <p>100%</p> <p>100%</p> <p>Q4 2020</p> <p>TBD</p> <p>TDB</p> <p>TBD</p>
Lougheed Corridor	<ul style="list-style-type: none"> <li>▪ Area Plan Prioritization discussion</li> <li>▪ Present process, study area and engagement options report</li> <li>▪ Background research</li> <li>▪ Community consultation</li> <li>▪ Land Use Concept presentation for endorsement</li> <li>▪ Area Plan approval</li> </ul>	<p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>Q4 2019</p> <p>Q4 2020</p>
Hammond Area Plan Implementation: prepare report on options for supporting heritage resources in Heritage Character Area	<ul style="list-style-type: none"> <li>▪ Consultant prepared discussion paper</li> <li>▪ Scoping report to be presented to Council</li> <li>▪ Heritage Character Area planning process</li> </ul>	<p>100%</p> <p>100%</p> <p>Q2 2020</p>
Yennadon Land Concept Planning Process - Redesignation of lands at 128/232 for employment use	<ul style="list-style-type: none"> <li>▪ Commence Concept Planning Process to explore land use options and redesignate lands for employment use</li> <li>▪ Present concept plan and report</li> </ul>	<p>Q1 2020</p> <p>Q3 2020</p>
<b>Environment</b>		
Tree Management Bylaw	<ul style="list-style-type: none"> <li>▪ 1 year update Report</li> <li>▪ Bylaw adoption</li> </ul>	<p>100%</p> <p>100%</p>
Tree Protection Bylaw Questionnaire	<ul style="list-style-type: none"> <li>▪ Questionnaire / Survey</li> </ul>	<p>Q4 2019</p>

Action Item	Status or Outcome	% Complete (and ETA if not 100%)
Environmental Management Strategy (EMS) Implementation – identification of medium & long term items	<ul style="list-style-type: none"> <li>Environmental Advisory Committee to identify the medium &amp; long term items for Council consideration.</li> </ul>	100%
EMS Communications – Initiate and prepare a scoping report  Updates to website, including information around development process and environmental review procedures.	<ul style="list-style-type: none"> <li>Research and prepare a scoping report</li> </ul>	Q2 2020
EMS Implementation – scoping report on ecological network management strategies	<ul style="list-style-type: none"> <li>Research and prepare report</li> </ul>	Q2 2020
EMS Implementation – Green Infrastructure & Natural Asset Management Pilot Project Update	<ul style="list-style-type: none"> <li>Research and prepare a policy options report</li> </ul>	Q4 2019
EMS Implementation – update OCP for Provincial Aquifer Mapping	<ul style="list-style-type: none"> <li>Prepare report</li> <li>Amend OCP mapping</li> </ul>	100% 70%
<b>Committees</b>		
Environmental Advisory Committee 2019 – update to Council	<ul style="list-style-type: none"> <li>Prepare Council update report</li> <li>Council received for information</li> </ul>	Q2 2020
Community Heritage Commission - Heritage Registry Update	<ul style="list-style-type: none"> <li>Report identifying properties for inclusion in the Heritage Registry.</li> <li>Council endorsement</li> </ul>	100% 100%
Support to Agricultural Advisory Committee; Environmental Advisory Committee; Community Heritage Commission, & Advisory Design Panel	<ul style="list-style-type: none"> <li>Accounts for 25% of staff time</li> </ul>	Q1-4 2020
<b>Housing</b>		
CAC Allocations to Affordable Housing	<ul style="list-style-type: none"> <li>Council requested a report back on options to utilise CAC towards providing greater housing affordability</li> <li>Prepare option reports</li> <li>Council decision on draft policy</li> </ul>	100% 100% 100%
City-Wide Density Bonus Framework	<ul style="list-style-type: none"> <li>Following a review of a rezoning application, Council expressed an interest in revisiting the City's draft Density Bonus regulations.</li> <li>Prepared option reports</li> <li>Council decision on Density Bonus regulations to focus on cash contributions.</li> <li>Zone Amending Bylaw</li> </ul>	100% 100% 100% Q4 2019

Action Item	Status or Outcome	% Complete (and ETA if not 100%)
Infill Policy Review “80% policy”	<ul style="list-style-type: none"> <li>▪ Council request to review infill policies and identify implications for small lot subdivisions</li> <li>▪ Bylaw adoption through development application 2016-411-RZ</li> <li>▪ Public Hearing 1 Q 2019</li> <li>▪ Associated application awaiting third reading.</li> </ul>	<p>100%</p> <p>100%</p> <p>100%</p> <p>75%</p>
Secondary Suites Discussion Paper	<ul style="list-style-type: none"> <li>▪ Discussion Paper completed</li> <li>▪ Consultation Update Report</li> <li>▪ Research Council identified directions and report back</li> <li>▪ Options report on greater registration and accountability mechanisms</li> <li>▪ Report on suites options</li> </ul>	<p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>Q1 2020</p>
Detached Garden Suites Discussion Paper	<ul style="list-style-type: none"> <li>▪ Discussion Paper completed</li> <li>▪ Community Consultation</li> <li>▪ Consultation Report</li> <li>▪ Found Milestone: Outline Pilot Project process and Lookbook concept</li> <li>▪ DGS Pilot Project Phase 1</li> <li>▪ DGS Pilot Project Tours</li> <li>▪ Council Consideration of Bylaw Amendments</li> </ul>	<p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>Q2 2020</p> <p>Q3 2020</p>
Tri-plex/Fourplex Zone & OCP amendments	<ul style="list-style-type: none"> <li>▪ Options report and bylaw preparation</li> <li>▪ Bylaw presentation to Council</li> <li>▪ 2nd Reading and Public Hearing</li> <li>▪ Bylaw adopted</li> <li>▪ Prepare Design Guidelines</li> </ul>	<p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>Q2 2020</p>
Housing Needs Assessment in compliance with new provincial requirements	<ul style="list-style-type: none"> <li>▪ Request for a Council resolution will be brought forward to assist in securing funding and initiation of this requirement</li> <li>▪ Housing Needs Assessment report</li> </ul>	<p>100%</p> <p>Q2 2020</p>
<b>Zoning Bylaw</b>		
Cannabis & Medical Marihuana – initiate Zoning Bylaw amendments in light of changing Federal Legislation	<ul style="list-style-type: none"> <li>▪ Present Bylaw to prohibit cannabis retail as a short-term strategy</li> <li>▪ Bylaw approval</li> <li>▪ Present Council report on options to regulate Cannabis retail</li> <li>▪ Public Hearing</li> <li>▪ Rescind previous Bylaw and approve new Bylaw</li> </ul>	<p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p>

Action Item	Status or Outcome	% Complete (and ETA if not 100%)
	<ul style="list-style-type: none"> <li>Assist Bylaws with preparing a report on process and criteria for evaluating business licence applications</li> <li>Prepare report on changes by ALC on Medical Marihuana Regulation</li> <li>Prepare report on new Federal licence regulations and implications to zoning</li> <li>Prepare report on cultivation regulations and locations</li> </ul>	100%  100% 100% Q3 2019
Zoning Bylaw - Adoption and Implementation	<ul style="list-style-type: none"> <li>Technical edits</li> <li>Bylaw adoption</li> </ul>	100% Q4 2019
<b>Departmental Support</b>		
Information Technology	<ul style="list-style-type: none"> <li>Investigate Enterprise CRM Software and Survey and Community Engagement Tools for corporate use</li> </ul>	100%
PRC -	<ul style="list-style-type: none"> <li>Development and installation of new public art commissions and award public art grants in consultation with Public Arts Steering Committee.</li> <li>Identify infrastructure improvements for Haney House with CHC and Historical Society, and to assist with research and application of grants to pursue heritage destination.</li> </ul>	Ongoing  100%

#### New Deliverables for 2020:

Action Item	Status or Outcome	Estimated Start
NE Albion Land Use and Servicing Concept Plan	<ul style="list-style-type: none"> <li>Amendments to Albion Area Plan</li> </ul>	Q1 2020
Town Centre Area Visioning	<ul style="list-style-type: none"> <li>With insights gained from the Lougheed Transit Corridor Study, review the Town Centre Area Plan and prepare a policy options report outlining strategies to help deliver a vibrant and transit-oriented Town Centre and manage non-conforming parking</li> </ul>	Q2 2020
One year review of Soil Deposit Bylaw		Q4 2020
Support Corporate Support – Complete a review of application fees as part of the Consolidated Fees & Charges Bylaw	<ul style="list-style-type: none"> <li>Review application Fees</li> </ul>	Q1 2020

Action Item	Status or Outcome	Estimated Start
Support PRC - Silver Valley Gathering Places land use discussions for existing school sites	<ul style="list-style-type: none"> <li>▪ Support PRC in a land use review and consultation process regarding Silver Valley Gather Places, stemming from the outcomes of the Community Facilities Conversation</li> <li>▪ OCP amendments related to community recreation facilities</li> </ul>	<p>Q4 2020</p> <p>Q4 2020</p>
Support Information Technology - Prospero Scoping	<ul style="list-style-type: none"> <li>▪ Scoping Tempest to see if it is feasible to migrate permit and building infrastructure from Amanda to Tempest Prospero System</li> </ul>	Q4 2020
Work with Licences & Bylaws - Review developing Provincial and Municipal legislation for Vaping Industries and how to regulate them.	<ul style="list-style-type: none"> <li>▪ Legislation to deal with the increase in vaping sores in the region and their possible negative effects on the community.</li> </ul>	Q3 2020

**Measures/Outcomes:**

- Completion of projects in timeframes identified, allowing for Found Milestones as they arise.

**Operating Budget:**

**Financial Plan 2020 – 2024  
Planning Department**

All \$ values in 000's (thousands)	Adopted	Proposed	Changes		Proposed			
	2019	2020	\$	%	2021	2022	2023	2024
<b>Revenues</b>								
Applic Fees - ALR	6	6	-	2%	6	6	7	7
Applic Fees - Dev & Dev Var Permit	176	179	3	2%	183	186	190	194
Applic Fees - OCP	7	7	-	2%	8	8	8	8
Applic Fees - Subdivision	126	129	3	2%	131	134	137	140
Application Fees	126	129	3	2%	131	134	137	139
Fees	5	5	-	2%	5	5	5	6
Program Fees	99	99	-	0%	99	99	99	99
Sales	8	8	-	2%	8	8	9	9
User Fees	3	3	-	2%	4	4	4	4
	556	565	9	2%	575	584	596	606
<b>Expenditures</b>								
Committee Costs	10	10	-	0%	10	10	10	10
Consulting	19	19	-	0%	19	19	19	19
Contract	40	40	-	0%	40	40	40	40
Legal	38	38	-	0%	38	38	38	38
Publications	2	2	-	0%	2	2	2	2
Salaries	2,515	2,562	47	2%	2,631	2,703	2,776	2,849
Supplies	31	31	-	0%	31	31	31	31
Vehicle Charges	18	20	2	11%	20	21	21	22
	2,673	2,722	49	2%	2,791	2,864	2,937	3,011
<b>Totals</b>	<b>2,117</b>	<b>2,157</b>	<b>40</b>	<b>2%</b>	<b>2,216</b>	<b>2,280</b>	<b>2,341</b>	<b>2,405</b>

**Changes or Remarks:**

Vehicles – Vehicle rates include a 3 % increase. Vehicle charges have been updated to reflect the type of vehicle in use in this area.

**Incremental Packages:**

\$5,000 increase for Alouette River Management Society.  
Add Clerk 2 position.

**Capital Budget:**

None

**Information Technology:**

None

**Performance Measures/Indicators:**

The City tracks our performance in a number of ways. Some of the measures are tracked using Performance Reporting Scorecards which appear in the City's performance system. The scorecards for this area are listed below. Full scorecards can be found under the Scorecards tab in your binder.

To access the “live” scorecard, visit [mapleridge.ca/787](http://mapleridge.ca/787) and use the Scorecard Lookup tool.

<u>Code</u>	<u>Scorecard</u>	<u>Why this Scorecard is important to this department:</u>
EN07	Protect Environmentally Sensitive Areas	The scorecard is important as it allows for identification of areas that have been legally protected via dedication or restrictive covenant for environmental reasons. It is noted that 2016, saw a number of infill and multi-family development projects on lands that did not have creeks or watercourses. It is also noted that some parkland dedication and/or covenants were registered in 2015, although the subdivision applications were not approved until 2016.
ED03	Build a sustainable community that includes a balance of land use types and a diversified tax base.	Maple Ridge relies on property taxes to fund most of the programs and facilities citizens and businesses enjoy. Attracting commercial enterprises means less reliance on residential property taxes to fund these important programs and facilities, leading to a more economically sustainable community. Property taxes collected from new commercial taxpayers is an indicator of Maple Ridge's economic viability. The number represents the amount of new commercial property tax revenue that was added to the tax roll each year. Incentive programs to attract development to the Town Centre and Employment Lands offer tax exemptions for three to five years for a number of new or improved businesses. The programs have been very successful in attracting both businesses and residents to our downtown and new job opportunities to Maple Ridge.
EN01	By 2020, to reduce GHG emissions by 33%, compared to 2007 levels. This target is enshrined in the Official Community Plan.	By 2020, the BC Government committed to reduce its GHG emissions by 33%, compared to 2007 levels. This target was adopted by Maple Ridge. The Community Energy and Emissions Inventory (CEEI) is an initiative of the BC Ministry of Environment. The information in the graph and Status Reports below show community-wide estimates provided by the Province in three primary sectors - on-road transportation, buildings and solid waste. These reports assist with the City of Maple Ridge's Climate Action Charter commitment to measure and report on our community's GHEG emissions.
SG01	<ol style="list-style-type: none"> <li>1) To accommodate 11,065 residential units within the Town Centre by the year 2021</li> <li>2) To accommodate 50% of Maple Ridge's population growth in the Town Centre</li> </ol>	Why is residential density so important to our Town Centre? Our goal is to achieve a vibrant and robust Town Centre. One of the key measures is through creating greater residential density that includes a range of housing forms and affordable housing choices. People who live in the Town Centre are able to walk to nearby shops, services, entertainment, and recreation activities. As such, Town Centre residents may choose not to own a vehicle and use public transit for further destinations. A high density population living in the Town Centre will create greater demand for more business and improved public transportation, thereby reducing reliance on cars and roads.

## Incremental Package Report 2020 Proposed Budget

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Division: Development Services Submitted By: Chuck Goddard  
Department: Planning  
Request For: Community Group SVC Agreements – ARMS Increase in Grant funding of \$5,000.00

Package: 1 of 2

**Activities/ Purpose**

Alouette River Management Society (ARMS) funding is housed in the Planning Department Budget. They have requested an increase in their grant. Alouette River Management Society (ARMS) provide Environmental Stewardship and protection of the Alouette River Watershed.

**Functions Performed/Degree of Service**

Volunteer supported, ARMS is involved in watershed monitoring, habitat restoration, public awareness, stream protection and liaising with all levels of government and private land owners to protect the aquatic habitat.

**Alternative Considered/ Reasons for Not Recommending**

Maintain funding levels at the current rate of \$20,000.00.

**Performance Measure**

**Package**

	<u>2020 Budget</u>	
Requested funding Increase	\$ 5,000	ongoing

## Incremental Package Report 2020 Proposed Budget

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<b>Division:</b>	Development Services	<b>Submitted By:</b> Chuck Goddard
<b>Department:</b>	Planning	
<b>Request For:</b>	Clerk 2	
<b>Package:</b>	2 of 2	

**Activities/ Purpose**

As a result of growing workloads, often of an administrative nature, being placed on the staff and management, efficiency dictates more of this work should be completed by a new administrative staff member. Processing times, organizational capabilities and efficiencies would all be enhanced with a dedicated person assigned to such tasks.

In addition, the GM Planning & Development Services relies on the Planning Department Administrative Assistant for administrative support. The hiring of a Clerk 2 would allow for the formalization of this relationship.

**Functions Performed/Degree of Service**

An additional administrative resource would improve the department’s response time, record keeping, organization of the department and web page. They would further free up Managers and the Director from those time consuming tasks of a purely administrative nature and allow them to focus more on their professional and decision making responsibilities.

The Clerk position would also free up some of the Administrative Assistant time to be able to provide a greater level of support to the General Manager of Planning & Development.

**Alternative Considered/ Reasons for Not Recommending**

We could leave resourcing at the current levels (1 full time administrative assistant for the entire Department of 22) and accept that routine work will continue to be undertaken by senior department staffs.

**Package**

	<u>2020 Budget</u>	
Salaries	\$65,000	ongoing
Furniture/Computer	\$ 5,000	one time

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City of Maple Ridge  
*Planning & Development Services – Economic Development & Civic Property*  
Business Plan 2020 – 2024

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**Departmental Overview:**

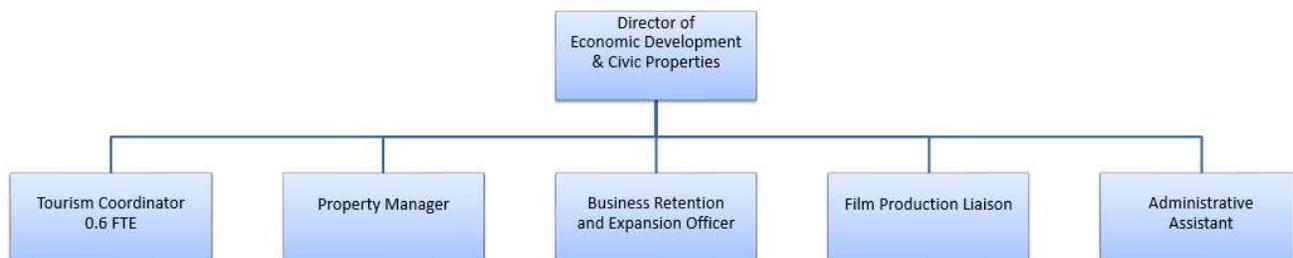
The mission of the Economic Development & Civic Property Department is to support the development of the most liveable, and sustainable community in Metro Vancouver, where residents have opportunities for economic growth and where their children make their future homes.

We provide investment attraction, business retention and expansion programs, as well as film production liaison services and tourism marketing and development. We work with local business associations such as the Downtown Maple Ridge Business Improvement Association (DMRBIA) and the Chamber of Commerce, and provincial and federal government agencies involved in business and economic development. We also provide administrative support and staff liaison to the Economic Development Committee and its related task force groups.

In 2018, Civic Property was integrated into the Economic Development department to bring additional resources to the management of the City’s land and property assets. The property team is responsible for leading and managing all land-related matters including the negotiation, acquisition and disposition of free-hold properties, statutory rights-of-ways and resolution of various property disputes and historical encroachments, while operating within the framework of the Community Charter and Land Title Office. In addition, the property team also manages the City’s rental properties and supports the applications and initiatives related to cellular communications towers and the downtown parking service provider contracts.

The total expenditure budget for this department is \$2,961,000.

**Organization Chart:**



**Full-Time Equivalent Staff: 5.6**

**Strategic Alignment:**

- Economic Development works with all departments and leads/supports work relating to Section six of the Official Community Plan (OCP), and other OCP, master plan and local initiatives where employment matters are involved and/or liaison with business is required.
- As the department manages property acquisitions, dispositions and rentals, we ensure best value for the tax payer and support the Official Community Plan, City economic development, parks, transportation, engineering, operations and infrastructure development.
- The work of the department aligns with Council’s strategic priority areas of Growth, Intergovernmental Relations and Community Pride and Spirit.

### **Business Perspective/Environmental Scan:**

- The Conference Board of Canada expects the Canadian economy to grow by 1.4% in 2020, down from 1.8% in 2019. They also predict the BC economic outlook to remain positive as investment in Liquefied Natural Gas and public projects compensates for the recent correction in the resale housing market. Consumer spending is expected to remain strong in BC and Canada as a whole through 2020.
- Maple Ridge has been one of the fastest growing communities in Metro Vancouver. Looking forward, this population growth is expected to continue with a number of significant residential and commercial developments proposed for the Town Centre.
- The job market in BC is also expected to remain strong through 2020, even though the unemployment rate has risen slightly to 5% as more people attempt to re-enter the job market.
- There are growing concerns about the global economy as export markets are being negatively affected by rising protectionism from both the USA and China.
- BC's forestry sector has been hit especially hard by a combination of tariffs, a weakening North American housing market and continuing log supply challenges. Interfor recently cited this combination of factors in their decision to shut down the Hammond Mill at the end of 2019.
- The Real Estate Board of Greater Vancouver is predicting a more balanced residential real estate market for 2020. Residential sales in August were 9.2% below the historical average for the month despite a recent uptick in sales activity. Maple Ridge continues to have the most affordable residential real estate in Metro Vancouver; the benchmark price for a single family home is 58% of the Greater Vancouver's benchmark price.
- Maple Ridge also continues to experience strong demand for industrial land, primarily due to low inventories. Nearly all of the well-located, fully serviced industrial land in Maple Ridge is currently in use: Colliers estimated the industrial vacancy rate in Maple Ridge in Q2 2019 to be less than 1%. Maple Ridge is also experiencing significant interest and demand for Class A office space in its town centre.
- Provincially, the tourism and film sectors remain strong and these two sectors continue to offer opportunities for job growth in Maple Ridge.

### **Ongoing Deliverables Economic Development:**

- Continue to deliver business retention programs to support local businesses. Engage with 200 local businesses through programs and strategies (e.g. Mayor's Business Walks/partner with DMRBIA to visit businesses in town centre), support home-based business through new by-law. Forge strong relations with businesses to maintain a pulse on their needs so that the City can proactively support businesses.
- Actively pursue key investments in the Town Centre, in employment areas and neighbourhood commercial areas for selected business and enterprises e.g. post-secondary education, hotel, conference facilities, brand retail and food service, light manufacturing, tourism, technology and agri-business.
- Respond to inquiries from existing businesses or potential new business ensuring a high standard of customer service, timely response and effective facilitation and coordination with Development Services and other departments as required. Anticipate 200 business inquiries annually.
- Continue to support the Economic Development Committee and its related Task Forces
- Continue to work with Pitt Meadows Airport (YPK) staff to create/support better alignment with the City's economic development objectives
- Continue to support the Commercial and Industrial Strategy Implementation plan with emphasis on attracting new investment by identifying new or facilitating enhancement of existing lands.

### Ongoing Deliverables Economic Development – cont’d

- Continue to build positive relations with business and property owners, business groups (e.g. Chamber of Commerce, DMRBIA, Rotary Clubs, etc.), and the Metro Vancouver development industry to promote and position Maple Ridge to take advantage of emerging opportunities.
- Support creative pursuits and enhance creative enterprises such as the film industry. Process film applications and coordinate the facilitation of filming in Maple Ridge.
- Continuously improve processes to enhance efficiency for all stakeholders and maximize benefits to the community. The volume of filming is reaching levels which are difficult for staff to sustain.
- Continue to encourage town centre revitalization efforts, creative and social animation, effective façade improvement program, to create a sense of place and a destination.
- Continue to provide tourism marketing as part of economic development, including the delivery of on-line tourism info, support social-media tourism platforms, participate in regional tourism programs (e.g. Circle Farms, Scenic 7 and Ale Trail), and offer Maple Ridge specific tourism brochures at City locations.
- Conduct market research and leverage off Maple Ridge’s natural, cultural and other amenities to create new products to promote visitor spending and economic development.
- Support work relating to the legalization of cannabis. Consultation with industry experts and collaboration with the Planning and Licences & Bylaws departments in preparation.

### Ongoing Deliverables Civic Property:

- Lead the City’s efforts to strategically manage and optimize the use of City land and property assets through proactive management.
- Management of ongoing property acquisition, sales and leases and cell tower lease activity.
- Continue to support the City’s interests in developing a telecommunication presence particularly in fibre optics.
- Support the City’s real estate initiatives to enhance economic development and quality of life for residents in general.
- Manage service contracts for the Maple Ridge Business Centre, core security and downtown parking lots.

### Found Milestones:

Action Item	Status or Outcome	Origin: Council Resolution, Operational Adaptation
Ale Trail Launch	<ul style="list-style-type: none"> <li>▪ Launch date September of 2019 during Haney Farmers Market</li> <li>▪ Ongoing partner program including local craft breweries, participating pubs and Destination BC</li> </ul>	Operational Adaptation
Car Free Day	<ul style="list-style-type: none"> <li>▪ Took Place in June of 2019 in Memorial Peace Park</li> <li>▪ Food Truck Festival, music, beer garden, market, bike race</li> <li>▪ Two videos were produced</li> </ul>	Operational Adaptation

Action Item	Status or Outcome	Origin: Council Resolution, Operational Adaptation
Started new Tourism Committee	<ul style="list-style-type: none"> <li>Meeting monthly to make plans to carry out initiatives from the Tourism Strategy</li> </ul>	Operational Adaptation
Scenic 7 BC Map	<ul style="list-style-type: none"> <li>Tear off maps were created collaboratively with other municipalities along the Lougheed Highway and given to local businesses (hotels, etc.) to distribute to tourists</li> </ul>	Operational Adaptation
Regional collaboration on Economic Development	<ul style="list-style-type: none"> <li>Hosted booth at BC Tech Forum at the Vancouver Trade and Convention Centre.</li> </ul>	Operational Adaptation
Film Fee Bylaw Revision	<ul style="list-style-type: none"> <li>Some increases were recommended and brought to Council for adoption</li> </ul>	Operational Adaptation
CMR EDCP and Planning win Open for Business Award	<ul style="list-style-type: none"> <li>Presented at the Small Business BC Awards Gala at the Vancouver Trade and Convention Centre in February</li> </ul>	Operational Adaptation
Plan & Execute Mayor's Business Walk	<ul style="list-style-type: none"> <li>Surveys were distributed and results were compiled in September of 2019</li> </ul>	Operational Adaptation

**Prior Years' Deliverables Economic Development:**

Action Item	Status or Outcome	% Complete (and ETA if not 100%)
Coordinate a multi-event program building on last year's Innovation Forum, to include: Innovation Forum, Job Fair and other activities. Seek new community partners and sponsors to collaborate on a program.	<ul style="list-style-type: none"> <li>Successful event took place in April 2019</li> </ul>	Complete
Industrial directional and entrance signage program to increase visibility and profile of business areas.	<ul style="list-style-type: none"> <li>Continue to work with Engineering and the Ministry of Transportation on the Albion Industrial Park signage</li> </ul>	50% Q2 2020
Implement regional registration portal for filming to streamline applications by film companies and to capture filming metrics	<ul style="list-style-type: none"> <li>Bugs are being worked out</li> </ul>	75% Q2 2020
Present to Council a review and outline for the Land and Property Strategy work plan and identify specific actions to support Council objectives	<ul style="list-style-type: none"> <li>Work in progress – move to 2020</li> </ul>	50% Q2 2020
Conduct market research and leverage off Maple Ridge's natural, cultural and other amenities to create new products (e.g. BC Ale Trail marketing) to promote visitor spending and economic development.	<ul style="list-style-type: none"> <li>Ale Trail program launched. Marketing initiatives to move to ongoing</li> </ul>	75% Move to ongoing

Action Item	Status or Outcome	% Complete (and ETA if not 100%)
Prepare for the 2020 BC Summer Games in Maple Ridge by creating a welcome package that encourages maximum attendee length of stay, spending and intention to return.	<ul style="list-style-type: none"> <li>Preliminary meetings underway to determine content and potential partners</li> </ul>	Complete
Consult with user groups and prepare and issue a Request for Proposals for Core Security (this may also include Maple Ridge Business Centre parking management)	<ul style="list-style-type: none"> <li>Work in Progress – anticipated release in Q4 of 2019</li> </ul>	75% Q4 2019
Investigate Enterprise CRM and Community Engagement tools for corporate use	<ul style="list-style-type: none"> <li>Deferred pending review of requirements</li> </ul>	10% Q3 2020
Support work relating to the legalization of Marijuana	<ul style="list-style-type: none"> <li>Consultation with industry and collaboration with Planning and Bylaw departments in preparation of cannabis retail zoning amendments by Council. Work on cannabis production is pending</li> </ul>	50% Move to ongoing

#### Prior Years' Deliverables Civic Property:

Action Item	Status or Outcome	% Complete (and ETA if not 100%)
Real Estate Strategy – Investigate options on how the City can more effectively manage its real estate assets to provide long-term benefits for Maple Ridge.	<ul style="list-style-type: none"> <li>An inventory of City owned property has been completed.</li> <li>Ongoing work required to assess land needs and available lands, assess alternatives and establish necessary budgets</li> </ul>	50% Q2 2020
Review of municipal parking facilities and recommendation on issuing an Request for Proposals	<ul style="list-style-type: none"> <li>RFP to be issued</li> </ul>	50% Q2 2020
Award contract for management of Maple Ridge Business Centre through Request for Proposals process	<ul style="list-style-type: none"> <li>RFP to be issued</li> </ul>	50% Q4 2020

**New Deliverables for 2020 (highlights only)** – Any incomplete items from prior years may also form part of the 2020 workplan.

Action Item	Lead	ETA
Working with School District No. 42 and provincial partners to develop and implement an action plan to secure funding for undertaking of demand analysis research in support of business case for procurement of post secondary educational offerings in Maple Ridge	<i>Director EDCP</i>	Q2 2020

Action Item	Lead	ETA
Work with DMRBIA and Chamber of Commerce to create leverage opportunities for the 2020 BC Summer Games in Maple Ridge through preparation of a welcome package and other tools that encourages maximum attendee length of stay, spending and intention to return.	<i>Director EDCP/BRE Officer/Tourism Coordinator</i>	Q1 2020
Support internal (PRC/Communications) departments on marketing, planning and execution of 2020 BC Summer Games	<i>Director EDCP</i>	Q1 – Q2 2020
Create and execute two (2) or more, new place-making weekend long festival type events for the town centre that generate new visitors and opportunities for local businesses to leverage against and to support activation of a vibrant town centre	<i>Director EDCP/Tourism Coordinator</i>	Q2 2020
Increase marketing of eco-tourism opportunities such as Indigenous Walking Tours, Wildlife viewing, Parkbus BC Shuttles and Car Free Day.	<i>Tourism Coordinator</i>	Q3 2020
Work with stakeholders to market existing programs such as Circle Farm Tour and Ale Trail. Organize a Farm to Fork Food Festival, assist in promoting farm stands and farm events and look into partnering with a petting zoo.	<i>Tourism Coordinator</i>	Q3 2020
Explore alternative options for Maple Ridge Experience Guide in order to create and launch new version for 2020	<i>Tourism Coordinator</i>	Q1 2020
Create road map that includes agri-tourism locations, dyke network and cycling routes.	<i>Tourism Coordinator</i>	Q1 2020
Work collaboratively with hotels to encourage overnight stays	<i>Tourism Coordinator</i>	Q3 2020
Develop mini Visitor Centres in new locations such as the Chamber, Golden Ears Park and recreation centres.	<i>Tourism Coordinator</i>	Q2 2020
Procure appropriate consultant(s) to complete economic analysis and disposition strategy for City's Silver Valley land holdings	<i>Director EDCP / Property Manager</i>	Q3 2020
Provide leadership and support to Metro Vancouver's Regional Prosperity Initiative	<i>Director EDCP</i>	Ongoing
Work with Planning and Engineering staff to determine directions for research into town centre public parking options and opportunities.	<i>Director EDCP</i>	Q2 2020
Undertake a summary financial analysis of City-owned Edge Street parking lots to determine potential site yield for future development into parking lot and office structure	<i>Director EDCP / Property Manager</i>	Q2 2020
Prepare for re-release, the Full Service Campground RFP for City-owned Whonnock Lake property.	<i>Property Manager</i>	Q2 2020
Update the current City of Maple Ridge Telecommunication Tower protocol in order to reflect current technologies and create efficiencies for both internal staff and external service providers	<i>Property Manager / BRE Officer</i>	Q3 2020
Present to Council a review and outline for the Land and Property Strategy work plan and identify specific actions to support Council objectives	<i>Director EDCP /Property Manager</i>	Q2 2020
Plan and Execute Community Leader's Forum	<i>Director EDCP/BRE Officer/Tourism Coordinator</i>	Q2 2020
Implement regional registration portal for filming to streamline applications by film companies and to capture filming metrics	<i>Film Coordinator</i>	Q2 2020

Action Item	Lead	ETA
Industrial directional and entrance Signage Program to increase visibility and profile of business areas.	<i>Business Retention and Expansion Officer</i>	Q2 2020
BIA Façade Improvement Program - Staff recommend continuing with the City providing matching funding for one year only and proceeding with consultation to explore the need for other projects for the town centre.	<i>Director EDCP</i>	Q1 2020

### Measures/Outcomes

- Enhance business opportunities and employment opportunities and create greater exposure for Maple Ridge
- Effective management of civic properties, including acquisitions and disposals.
- Increase visitation and spending by visitors to Maple Ridge

### Operating Budget

#### Financial Plan 2019 – 2023 Economic Development & Civic Property Economic Development

All \$ values in 000's (thousands)	Adopted	Proposed	Changes		2021	Proposed		
	2019	2020	\$	%		2022	2023	2024
<b>Economic Development Revenues</b>								
BIA Levy	277	284	7	3%	291	298	305	312
Permits	15	15	-	0%	15	15	15	15
	292	299	-	0%	306	313	320	327
<b>Economic Development Expenditures</b>								
Advertising	74	74	-	0%	74	74	74	74
Committee Costs	2	2	-	0%	2	2	2	2
Conferences & Meetings	10	10	-	0%	10	10	10	10
Cost of Goods Sold	2	2	-	0%	2	2	2	2
BIA Grant	277	284	7	3%	291	298	305	312
Memberships	4	4	-	0%	4	4	4	4
Miscellaneous	1	1	-	0%	1	1	1	1
Salaries	472	482	10	2%	495	509	523	536
Studies & Projects	75	-	(75)	0%	-	-	-	-
Supplies	2	2	-	0%	2	2	2	2
	919	861	(58)	(6%)	881	902	923	943
<b>Totals</b>	627	562	(65)	(10%)	575	589	603	616

### Changes or Remarks

#### Studies & Projects

In 2019, council extended the Façade Improvement Program for up to 3 years ending in 2021. The \$75,000 approved was put in the 2019 budget. Any unspent funds will be carried forward in the May budget.

**Financial Plan 2019 – 2023**  
**Economic Development & Civic Property**  
**Property Management**

All \$ values in 000's (thousands)	Adopted	Proposed	Changes		2021	Proposed		
	2019	2020	\$	%		2022	2023	2024
<b>Property Management</b>								
<b>Revenues</b>								
Lease Revenue	205	291	86	42%	293	295	295	295
Rentals	72	62	(10)	(14%)	62	62	62	62
	277	353	76	27%	355	357	357	357
<b>Expenditures</b>								
Contract	18	18	-	2%	19	19	20	20
Equipment Maintenance	14	14	-	0%	14	14	14	14
Insurance Expense	2	2	-	0%	2	2	2	2
Maintenance - General	26	26	-	0%	26	26	26	26
Program Costs	13	16	3	23%	16	16	16	16
Salaries	123	126	3	2%	130	134	139	143
Taxes	26	23	(3)	(11%)	24	25	25	26
	222	225	3	1%	231	236	242	247
<b>Totals</b>	(55)	(128)	(73)	133%	(124)	(121)	(115)	(110)

**Changes or Remarks**

**Lease Revenue**

There are new leases for the Cellular Tower and revised contracts with some of the existing leases resulting in increased lease revenue.

**Rentals and Taxes**

One of the rental properties is expected to be sold in 2020, reducing rental income and associated property taxes.

**Program Costs**

An additional \$3,000 has been added to program costs to cover increased costs for property assessments.

**Financial Plan 2019 – 2023  
Economic Development & Civic Property  
Maple Ridge Business Centre**

All \$ values in 000's (thousands)	Adopted	Proposed	Changes		2021	Proposed		
	2019	2020	\$	%		2022	2023	2024
<b>Revenues</b>								
Fees	182	182	-	0%	182	182	182	182
Lease Revenue	1,597	1,600	3	3%	1,600	1,600	1,600	1,600
Lease Revenue	-	-	-	3%	-	-	-	-
	1,779	1,782	95	(3%)	1,782	1,782	1,782	1,782
<b>Expenditures</b>								
Debt - Interest	1,290	1,166	(124)	(8%)	1,038	906	778	638
Debt - Principal	2,417	2,495	78	3%	2,576	2,660	2,747	2,836
Maintenance - Building	646	646	-	0%	646	646	646	646
Insurance	23	23	-	0%	23	23	23	23
	4,376	4,330	95	(3%)	4,283	4,235	4,194	4,143
<b>Totals</b>	2,597	2,548	(49)	(2%)	2,501	2,453	2,412	2,361

**Changes or Remarks:**

Debt Interest and Debt Principal: include Leisure Centre, Arts Centre, Office Tower and the Library.

**Incremental Packages – One**  
**Capital Budget – None**  
**Information Technology - None**

**Performance Measures/Indicators**

The City tracks our performance in a number of ways. Some of the measures are tracked using Performance Reporting Scorecards which appear in the City's performance system. The scorecards for this area are listed below.

To access the “live” scorecard, visit [mapleridge.ca/787](http://mapleridge.ca/787) and use the Scorecard Lookup tool.

<b>Code</b>	<b>Scorecard (on following pages)</b>	<b>Why this Scorecard is important to this department:</b>
ED01	Attract Film Productions	Indicates economic value to the community
ED02	Business Licence Renewals	Indicates level of business formation, retention and growth
ED03	Increase Commercial Tax Base	Indicates level of diversification of the tax base
ED04	Residential Tax Assessment Base	Indicates growth of the community

**Other Measures**

These will be tracked for five years to monitor trends.

<b>Item</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Property Transactions (acquisitions, dispositions, road dedications, easements, covenants, statutory right of ways, etc.) completed	31	11	26	19
Property Transactions under negotiation	5	53	45	83

## Incremental Package Report 2020 Proposed Budget

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Division: Administration  
Department: Economic Development & Civic Properties  
Request For: Marketing Costs  
Package: 1 of 1

Submitted By: Darrell Denton

**Activities/Purpose:**

**Marketing Costs** – incremental \$25,600 to support new media, marketing and advertising initiatives targeted towards potential investors and developers to support the positive communication of Maple Ridge’s ‘story, generate incremental investment and to support new Town Centre place-making events and initiatives.

**Functions Performed/Degree of Service:**

n/a

**Staff Position:**

No additional resources would be required.

**Performance Measure:**

n/a

**Alternatives Considered/Reasons for Not Recommending:**

Marketing Costs – incremental marketing and advertising support targeted to both investors, developers, visitors and residents alike to offset the media negativity that has been generated over the past number of years will go a long way in attracting new and incremental investment in the Town Centre and City as a whole and support the tourism and Town Centre place-making events and initiatives.

**Package: Ongoing**

**2020 Budget**

Incremented media purchase	<b><u>\$25,600</u></b>
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City of Maple Ridge  
*Planning & Development Services – Agricultural Advisory Committee*  
Business Plan 2020 – 2024

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**Committee Purpose**

- The Agricultural Advisory Committee (AAC), established in June 2007, provides advice to Council on agricultural issues and engages in activities that 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.

**Committee Structure and Members**

- AAC is made up of one member from Council, and approximately 13 and 16 members. Eight of these members are appointed by Council and the remaining representatives are nominated and appointed by their respective agencies, organizations and governments.

**Ongoing Deliverables**

- Organize the re-launch of Golden Harvest event
- Support the Food Garden Contest
- Support the development of educational displays and speakers
- Produce web-based information linking consumers with local products
- Build Relationships in the following ways:
  - Continue Grant Application Process
  - Support Country Fest, 4H Clubs, and the Maple Ridge Garden Club
  - Support the Haney Farmers Market Society.
  - Hold Farmer Education Awards and Agricultural Recognition Awards
  - Receive updates from the Economic Development Department and the Economic Development Commission
  - Active representation on the Metro Vancouver Agricultural Advisory Committee
  - Annual events with neighbouring Agricultural Advisory Committees and Metro Vancouver Agricultural Advisory Committee
  - Committee development through conferences, tours, and other events
  - Support and attend Intersections Networking Event
  - Connect with like-minded local agencies and non-profit organizations

**Prior Years' Deliverables**

Action Item	Status or Outcome	% Complete (and ETA if not 100%)
Develop Development Permit Area Guidelines to protect agricultural land.	Staff report outlining framework reported to Council.	100% Q2 2019
Support Food Hub Phase Two	Ongoing support to facilitate implementation opportunities; Results reported to Council.	100% Q2 2019
Develop a backyard chickens program to permit the keeping of chickens in residential areas. Results will be reported to Council.	Staff report outlining Bylaw options reported to Council.	100% Q2 2019
Review and establish priorities for new projects in the development and implementation of the Agricultural Plan.	AAC staff liaison and AAC. Results will be reported to Council.	25% Q2 2020

**New Deliverables for 2020**

Action Item	Lead	ETA
Booth In a Box	AAC	Q4 2020
New identified priorities (when approved by Council)	AAC	Q4 2020
Improve awareness and preparedness of Maple Ridge agriculture with regard to climate change	AAC	Q4 2020
Develop recommendations for reductions in taxation to make Maple Ridge more hospitable for farmers	AAC	Q4 2020
Develop recommendations for reductions in water metering rates to make Maple Ridge more hospitable for farmers	AAC	Q4 2020
Develop recommendations regarding land use and site coverage for agricultural zoned properties	AAC	Q4 2020

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City of Maple Ridge  
*Planning & Development Services - Community Heritage Commission*  
Business Plan 2020 – 2024

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**Committee Purpose**

- The Community Heritage Commission (CHC) advises Mayor and Council on heritage conservation matters. Additionally, CHC provides support to activities that provide and advance heritage conservation in the City.
- CHC, as a Committee of Council, serves as interface between Council, City staff and the larger community, bringing diverse skills and heritage interests to the implementation of the CHC mandate.
- CHC implements the Community Heritage Plan 2013 – 2020. With the mandate to:
  - Align the vision and work-plan of the CHC with the heritage policies in the Maple Ridge Official Community Plan;
  - Define a clear pathway for the CHC to achieve a heritage vision;
  - Inspire community engagement in local heritage conservation;
  - Increase public awareness of the community benefits of heritage conservation and infrastructure;
  - Promote the development of heritage infrastructure; and
  - Identify the gaps in the existing heritage management program and using this to inform the CHC work plan.

**Committee Structure and Members**

- CHC 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).

**Business Perspective/Environmental Scan**

- CHC uses the Heritage Plan document, endorsed by Council in 2013, to help guide the work program for each year. While striving to achieve the community's goals for heritage, the plan does recognize that flexibility is important in order to take advantage of new opportunities that arise in any given year.
- The plan continues to support the CHC's use of the strong framework that Maple Ridge has built for education and conservation. This year, the CHC business plan includes a provision to begin the Heritage Plan review.
- CHC continues to advocate for the security of and access to the re-housed municipal historic archives. CHC celebrates the successful move of the collection to interim housing.
- CHC continues to develop an improved response to financial planning and constraints.

**Ongoing Deliverables**

- Annual Heritage Awards event during Heritage Week (third week in February).
- Open Archives Digitization Project (with Clerks Department).
- Updates to heritage documentation such as the Heritage Register.
- Liaises with the following heritage organizations: BC Historical Federation, BC Museums Association and Heritage BC.

**Found Milestones**

- Collaborated with the Clerks department to submit two Irving K. Barber grant applications for digitization projects.

- Supported Economic Development & Civic Property department in ongoing land ownership transfer for the Robertson Cemetery.
- Provided feedback and support to Mussallem Residence relocation and future plans.

#### Prior Years' Deliverables

Action Item	Status or Outcome	% Complete (and ETA if not 100%)
Encourage the production of Statements of Significance to support the maintenance of the Heritage Inventory and facilitate promotion of tangible and intangible heritage features to the Heritage Register.	A consultant was hired to prepare ten new Statements of Significance that were added to the Heritage Register.	100% Q2 2019
Partner with other community groups and agencies in the community to plan celebrations of Canada's 150 Anniversary in 2017	Geocaches will be maintained by CHC for three years. Materials for restocking are in store.	100% Q4 2019
Heritage Marker Inventory Update	ACCESS database has been updated.	100% Q1 2019
Open Access Digitization Project	Grant funding was received to digitize the City's early Tax Collector and Assessment Rolls (19 <sup>th</sup> Century – 1920 approximately) and store them in an archival facility.	80% Q4 2019
Host CHC Networking Conference with Heritage BC	Maple Ridge was the venue for the January 28, 2019 Heritage BC Heritage Roundtable event	100% Q1 2019
Heritage Incentives Review  Explore incentives for heritage property owners, to encourage tangible recognition and conservation of local heritage assets.	Consultant has prepared a background report and stakeholder consultation event took place. Next step is Council presentation for further direction.	60% Q4 2019
Heritage Conservation Master Plan  The Master Plan will provide a coherent management and development tool for municipally owned heritage assets.	Pending circulation of RFP for a heritage consultant.	10% Q4 2020

**New Deliverables for 2020** (*highlights only*) – Any incomplete items from prior years may also form part of the 2020 workplan.

Action Item	Lead	Estimated Start
Review Heritage Plan	Community Heritage Commission	4 Q 2020

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City of Maple Ridge  
*Planning & Development Services – Environmental Advisory Committee*  
Business Plan 2020 – 2024

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**Committee Purpose:**

The Environmental Advisory Committee (EAC), established in Sept 2017, has been set up to:

- Advise Council on relevant issues and opportunities to help continue to invest in the protection, management and enhancement of the natural environment.
- Help prioritize and implement the Environmental Management Strategy (EMS) recommendations.
- Support environmental awareness and to promote the community's strong values associated with environmental conservationism, stewardship and sustainability.

**Committee Structure and Members:**

- EAC is made up of one member of Council, approximately 15 active attendees, including 11 voting members (appointed by Council). The remaining EAC voting members and representatives are nominated and appointed by their respective agencies, organizations and governments. Most voting members have an alternate from their organization that can also take their place and vote in case the primary member is absent.

**Ongoing Deliverables:**

- Provide advice to Council on a wide range of existing and emerging environmental issues, trends and opportunities including strategic planning initiatives, bylaws and policy development including:
  - Environmental policies and bylaws as well as management strategies or action items;
  - Support any special project requests coming from Mayor and Council;
  - Review & recommend high priority, short term Environmental Management Strategy and action items for Council's consideration
  - Support for environmental awareness and outreach opportunities at public events including development of educational displays, web based information, and speakers;
- Continue to support and build important relationships in the following ways:
  - Support ongoing communications and awareness about municipal environmental initiatives, provide greater clarity around environmental regulations and best practices and raise awareness about local environmental successes and stakeholders.
  - Support BCIT and UBC ecological design research and educational initiatives through grant application process
  - Support community stewardship ethics and build connections by attending public events, such as Earth Day and River's Day to help raise local awareness.
  - Support mutually beneficial environmental initiatives with other municipal advisory committees, educational institutions, senior environmental agencies, non profit organizations and local volunteers.
  - Committee training & development through conferences, tours and other events.

## Found Milestones

- Update report to Council with findings and recommendations from EAC regarding new federal *Fisheries Act* legislative revisions.
- Preparation of BC Hydro Water Use Plan *Fish Passage and Infrastructure Impact Upgrade* resolution to UBCM.
- Provide relevant support or feedback on EAC guiding documents such as the OCP environmental framework along with the EMS report when requested by Council.
- Creation of new *Working Groups* to assist the EAC and staff liaison with research, professional advice and provide feedback on any reports going forward to Council related to short term, high priority initiatives that have received Council endorsement.
- Assist at public events to promote awareness about municipal environmental programs, strategic initiatives and to encourage ongoing commitment to municipal endorsed stewardship activities.
- Review of Soil Bylaw updates, Aquifer Mapping, Tree Bylaw and Integrated Storm Management Plan updates going to Council.

## Prior Years' Deliverables

Action Item	Status or Outcome	% Complete
Develop a Committee Work Plan with strategic objectives for each Working Group.	Resulting action items for 2018/19 are listed in new deliverables table.	100%
Update report from EAC to Council on objectives, progress and working committees associated with EAC.	Completed annual presentation to Council and creation of quarterly meetings with Council liaison, including updates on working groups	100%
Review and endorsement of Vector Bylaw and wildlife education.	Resulting action completed	100%
Update report to Council on potential options for OCP Aquifer Mapping.	Resolution to amend OCP aquifer map and provide Council with alternative options	60%
Support ongoing BCIT and Maple Ridge initiatives using grant money for municipal tree inventory research.	Resulting action item completed in 2018 with \$45,000 grant from BCIT for research	100%
Education for EAC members and Council liaisons with Town Centre walkabout tour.	Resulting action completed	100%
Develop capacity to attend and support municipal environmental initiatives and strategic objectives at public events.	Resulting action completed with attendance at Rivers Day, and Farmers Market	100%

## New Deliverables for 2020:

Action Item	Lead	ETA
Develop a survey and determine whether the Tree Protection and Management Bylaw requires further updates.	EAC staff liaison	Q1 2020
Amend the OCP Vulnerable Aquifer Mapping and determine appropriate options for Council and Community.	EAC staff liaison	Q1 2020
Develop a scoping report for Council's consideration on potential lessons, challenges, and opportunities associated with a Green Infrastructure Management Strategy.	EAC staff liaison	Q4 2020
Develop a scoping report for a Municipal Ecological Network Management Strategy for consideration by Council.	EAC staff liaison	Q2 2020
Develop a scoping report for a Municipal Environmental Communications Strategy for consideration by Council.	EAC staff liaison	Q2 2020