

***COUNCIL WORKSHOP AGENDA
November 7, 2017
6:00 p.m.
Blaney Room, 1st Floor, City Hall***

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

1. *ADOPTION OF THE AGENDA*

2. *ADOPTION OF MINUTES – N/A*

3. *PRESENTATIONS AT THE REQUEST OF COUNCIL*

4. *MAYOR AND COUNCILLORS' REPORTS*

5. *UNFINISHED AND NEW BUSINESS*

5.1 *RCMP/Police Services*

Staff report dated November 7, 2017 providing the RCMP/Police Services 2018-2022 Business Plan.

5.2 *Fire Department*

Staff report dated November 7, 2017 providing the Fire Department's 2018-2022 Business Plan.

5.3 *Environmental Management Strategy Implementation Report – Short Term High Priority Implementation Recommendation for 2017-2020*

Staff report dated November 7, 2017 recommending that the second phase of action items for 2017-2020 recommended by the Environmental Advisory Committee be endorsed.

5.4 **Hammond Heritage Character Area – Community Consultation Process**

Staff report dated November 7, 2017 recommending that the Community Consultation Process for the Hammond Heritage Character Area be endorsed.

5.5 **2018 Age-Friendly Communities Grant program**

Staff report dated November 7, 2017 recommending that the 2018 Age-Friendly Communities Grant Program application for the purpose of creating a transportation accessibility plan for the City of Maple Ridge be endorsed.

6. ***CORRESPONDENCE***

6.1 **Upcoming Events**

November 9, 2017 12:00 p.m.	Operation Red Nose Provincial Launch, Maple Ridge Towing Office, 23282 McKay Avenue, Maple Ridge Organizer: Operation Red Nose Ridge-Meadows
November 11, 2017 10:00 a.m.	Sto:lo Xa:yxeleq Swayel (Remembrance Day) Ceremony – Coqualeetza Longhouse, 7355 Vedder Road, Chilliwack Organizer: Sto:lo Nation Cultural Committee
November 11, 2017 10:45 a.m.	Annual Remembrance Day Services – Memorial Peace Park, Maple Ridge Organizer: The Royal Canadian Legion Maple Ridge Branch 88
November 15, 2017 7:45 a.m.	Under the Radar: The Value Added Secrets of our Regional Airports – BCIT, 555 Seymour Street, Vancouver Organizer: Fellow of the chartered Institute of Logistics and Transport
November 25, 2017 11:00 a.m.	Metis Nation BC's Sashing our Warriors Campaign Launch – Fort Langley National Historic Site, 23433 Mavis Avenue, Langley Organizer: Metis Nation BC
November 30, 2017 5:00 p.m.	24 th Annual Labour Appreciation Night – Hilton Vancouver Metrotown, 6083 McKay Avenue, Burnaby Organizer: Canadian Labour Congress and United Way of the Lower Mainland

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

Links to member associations:

- Union of British Columbia Municipalities (“UBCM”) Newsletter *The Compass*
 - <http://www.ubcm.ca/EN/main/resources/past-issues-compass/2016-archive.html>
- Lower Mainland Local Government Association (“LMLGA”)
 - <http://www.lmlga.ca/>
- Federation of Canadian Municipalities (“FCM”)
 - <https://www.fcm.ca/>

8. ***MATTERS DEEMED EXPEDIENT***

9. ***ADJOURNMENT***

Checked by: _____

Date: _____



City of Maple Ridge

TO: Her Worship Mayor Nicole Read and Members of Council **MEETING DATE:** November 7, 2017
FROM: Chief Administrative Officer **MEETING:** Council Workshop
SUBJECT: Annual Update: RCMP/Police Services

EXECUTIVE SUMMARY:

For the past number of years, the City's Business Planning process has culminated with departmental presentations to Council followed by consideration of the 5-year Financial Plan Bylaw. In recognition of the fact that 2018 is the last year of the current Council term and Council has heard from all the departments a number of times, a schedule for receiving business and financial plan presentations over the next several months was adopted by Council on October 24, 2017.

The attachment to this report is the RCMP/Police Services 2018-2022 business plan. The Officer In Charge from the RCMP will provide a short presentation and will then answer any questions Council may have.

RECOMMENDATION:

Received For Information Only

Original Signed By: Maureen Jones

Prepared by: Maureen Jones, Police Services Senior Manager

Original Signed By: Paul Gill

Concurrence: Paul Gill, CPA, CGA
Chief Administrative Officer

City of Maple Ridge
Corporate & Financial Services – RCMP/Police Services
Business Plan 2018 – 2022

Departmental Overview

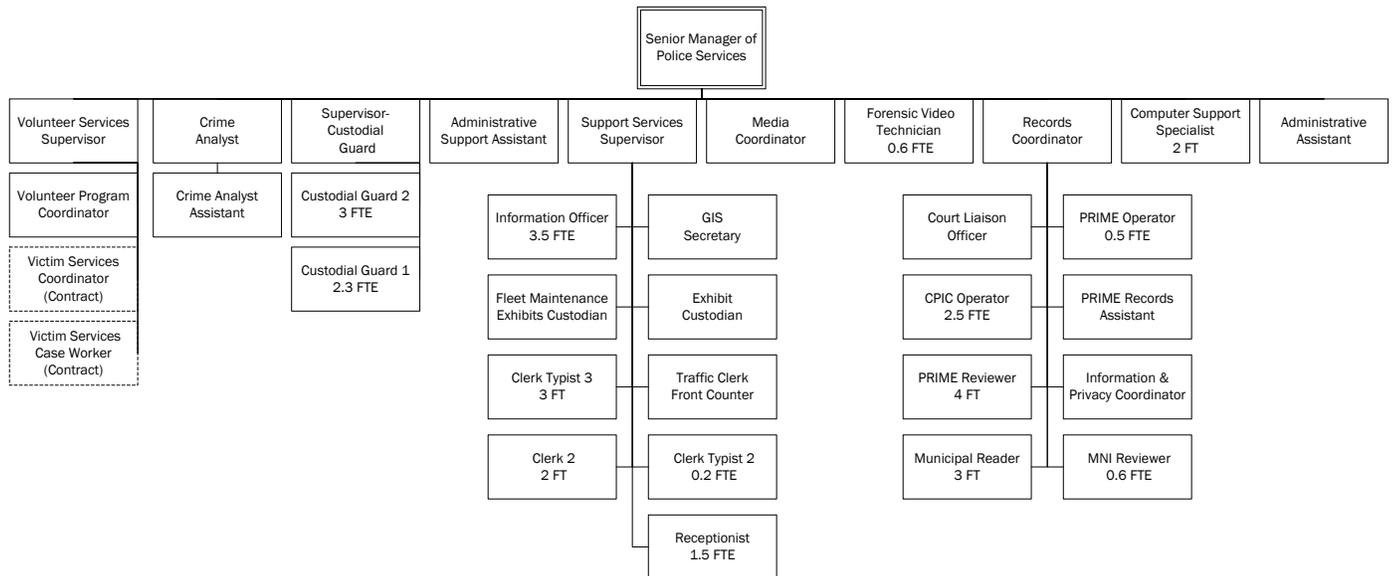
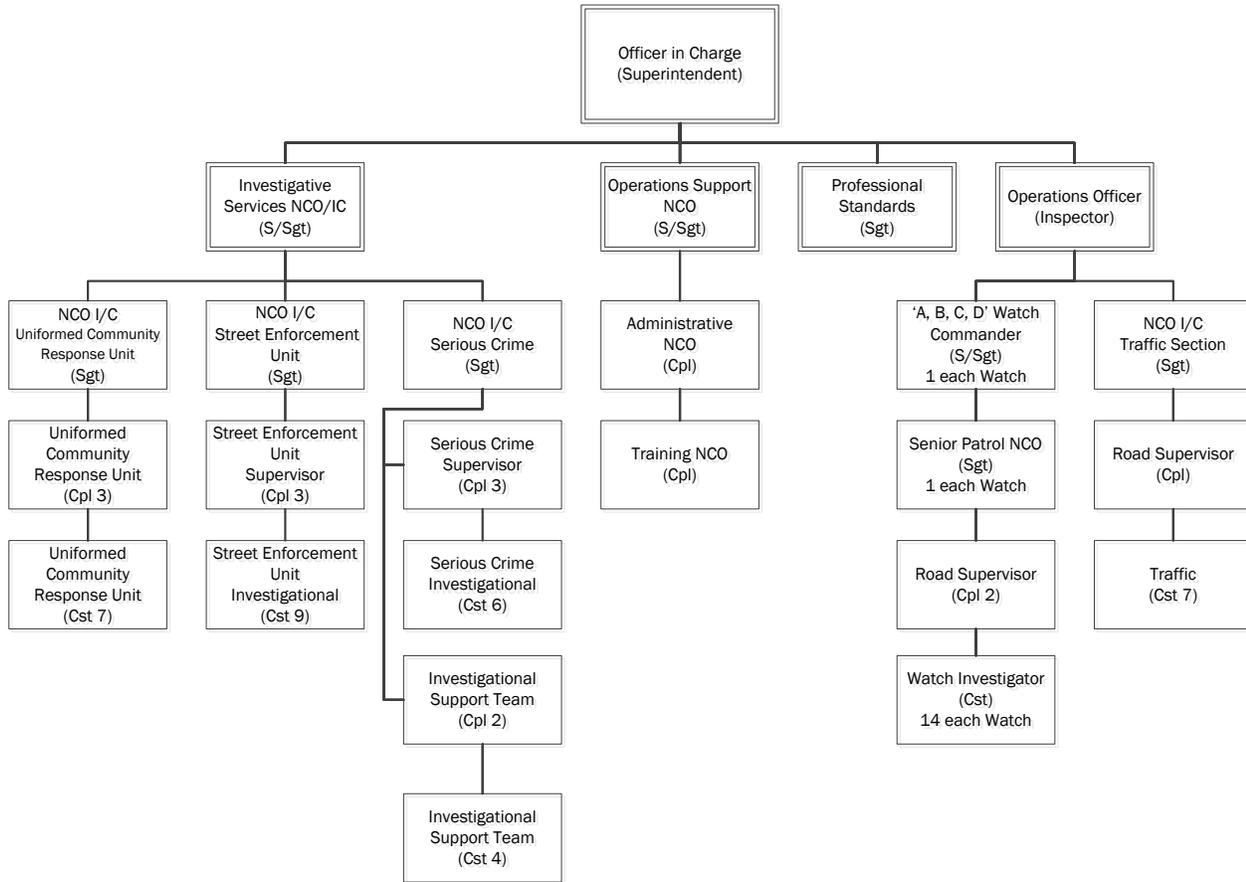
The Ridge Meadows RCMP's strategic priorities are based on three broad focus areas. They are Community Safety, Effective & Efficient Policing and Communications & Public Relations. The detachment achieves their objectives through a variety of critical partnerships within the community and the citizens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

The Ridge Meadows RCMP Detachment is proud to provide policing services for Maple Ridge and Pitt Meadows. The detachment is fully integrated between both cities and operates the hub of operations in Maple Ridge supplemented by a newly renovated and expanded Community Police Office in Pitt Meadows. The Ridge Meadows RCMP currently has 127 police officers on strength, with 101 assigned to Maple Ridge, 23 assigned to Pitt Meadows and 3 funded by the Province of BC. Maple Ridge and Pitt Meadows also contributes the equivalent of 12 members (10 Maple Ridge and 2 Pitt Meadows) in integrated specialized integrated teams, serving the Metro Vancouver area.

45 (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, Block Watch and the RCMP Auxiliary Constable Program.

The total expenditure budget for this department is \$22,372,000.

Organization Chart



Full-Time Equivalent Staff = 45

Strategic Alignment

Public safety is an over-arching theme in most of Council's priorities and police have designed 3 focus areas to meet these goals:

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

Business Perspective/Environmental Scan

- **Multi-Jurisdictional Nature of Crime.** With increased access to our community through enhanced infrastructure such as the Golden Ears Bridge and the imminent Skytrain Evergreen Line to Coquitlam, 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.
- **Complexity of Policing.** The capacity of police officers to deliver police services has been greatly affected by court decisions, legislative policies, social policies and technological advancements which have increased the time and costs associated with completing the required work. Today's laws are more complex and require significant additional education and training of police officers and the fact is that investigations may need to involve several specialized units depending on the complexity of the file.
- **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. Police are not able, nor do they have the resources, tools or training to deal with the social ills of our society, however many citizens have no alternative but to call the only service who is available 24/7.
- **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 them via cell phones and tablets, however police must balance these expectations with oversight of risk to harming an investigation and privacy laws.

Ongoing Deliverables

From Senior Management:

1. Increase personal connection to the community
2. Be accountable to the community
3. Provide innovative vision and leadership to the detachment

From Uniformed Policing Units:

1. Provide exemplary first response to our communities
2. Increase uniform visibility and accessibility of officers for our citizens
3. Enhance road safety strategies for increased public safety

From Plainclothes Policing Units:

1. Serious Crime investigational excellence and conduct
2. Street Enforcement Unit (SEU) targeting of high risk offenders who are active in our communities
3. Enhance public safety and partnerships via Uniformed Community Response Unit (UCRU) collaboration and 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 such as communications & crime analysis
3. Offer innovative and effective community policing programs

Found Milestones

Action Item	Status or Outcome	Origin: Council Resolution, Operational Adaptation
Hosting the RCMP Musical Ride	Well attended by the community	Normal Operations
Logan Lay - Chief for a Day video release	48.7 thousand views on Facebook	Normal Operations
Investigational successes in serious high risk files (attempt murder charges)	Attempt Murder, Baby Murder, Drug cases (fentanyl)	Normal Operations
Officer In Charge Reporting	Bi-Weekly reports on significant issues are sent to Mayor and Council	Normal Operations
Pink Shirt Day Video release	44 thousand views on Facebook	Normal Operations
Worked with CSET	Worked with CSET dealing with marginalized and addicted citizens at the camp and the effects on local businesses and neighbours,	Normal Operations
Restructuring of pro-active police work (Operations Strategy Sessions)	Creation of go-to pro-active work files for uniformed members	Normal Operations
Uniformed Community Response Unit (UCRU) restructure	Reporting structure changes and creation of 2 teams	Normal Operations
Revised job descriptions for volunteer programs & activities	Volunteers can do many differing tasks instead of only those specific to one program	Normal Operations
On-line subscription to Block Watch Newsletters	Use of Mail Chimp to disseminate statistical and information to subscribers	Normal Operations
2016 Community Report	Visual representation of the year's highlights, statistics and commitments	Normal Operations

Prior Years' Deliverables

Action Item	Status or Outcome	% Complete (and ETA if not 100%)
Revitalize the Auxiliary Constable program. 1. Adapt to policy changes and community expectations.	The Auxiliary Constable Program in British Columbia continues to evolve. A survey of serving Auxiliary Constables and community stakeholders was completed. Modified police	0% Q4 2018

Action Item: Community Safety	Lead	ETA
<ul style="list-style-type: none"> ii) Increase visibility of police iii) Police walks through local bar and pub establishments iv) Increased school zone presence v) Increased road blocks vi) Participation in policing components of the City's Community Safety Plan process 		

Measures/Outcomes

- Property Crime statistics
- Violent Crime rate per capita
- Injury & fatal collision statistics
- Crime Severity Index rankings
- External and internal satisfaction through police and city surveys

Action Item: Effective & Efficient Policing	Lead	ETA
1. Continuous Improvement: <ul style="list-style-type: none"> i) Complete ongoing mandatory and formalized police officer training ii) Provide informal training at Briefings iii) Implementation of the new Crime Prevention program model for volunteering iv) Crime Prevention Unit branding v) Values process with detachment staff to define principles and operations 	<i>Operations Officer</i>	Q1-4
2. Fiscal Responsibility <ul style="list-style-type: none"> i) Fund operational projects using alternative revenue sources ii) Meet both RCMP "Post" budget and city budget guidelines and budget allocations 	<i>Officer In Charge</i> <i>Officer In Charge/ Manager Police Services</i>	Q1-4
3. Long-Term Planning <ul style="list-style-type: none"> i) Plan for police and support services growth ii) Identify facility requirements for growth iii) Identify specialized team requirement 	<i>Officer In Charge/ Manager Police Services</i>	Q3

Measures/Outcomes

- File clearance rates
- Cost savings
- Time savings

Action Item: Communications & Public Relations	Lead	ETA
1. External Communications Strategies <ul style="list-style-type: none"> i) Increase Social Media usage (including education & general information) ii) Release Leadership messaging "From the Desk" stories to the public iii) Enhance the Crime Map to include "shade in" Block 	<i>Officer In Charge</i> <i>Manager Police Services</i>	Q1-4 Q1-4 Q3

Action Item: Communications & Public Relations	Lead	ETA
Watch covered areas		
2. Internal Communications Strategies i) Increase usage of Employee TV (ETV) for in-house messaging ii) Officer In Charge weekly Friday messaging to members iii) Create and implement an “after hours” media strategy to enhance social media messaging in real time for the public	Senior Management Team	Q1-4 Q1 Q2

Measures/Outcomes

- Website and social media activity
- External and internal satisfaction levels through police and city surveys

**Proposed Financial Plan 2018 – 2022
Corporate & Financial Services – RCMP/Police Services**

All \$ values in 000's (thousands)	Adopted	Proposed	Proposed Changes		Proposed			
	2017	2018	\$	%	2019	2020	2021	2022
Revenue								
Fines	90	90	-	0%	90	90	90	90
Lease Revenue	11	11	-	0%	11	11	11	11
PM - Cost Recovery	1,110	1,126	16	1%	1,149	1,173	1,200	1,227
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
	1,520	1,536	16	1%	1,559	1,583	1,610	1,637
Expenditures								
Auxiliary Training-Etc.	25	25	-	0%	25	25	25	25
Contract	18,409	18,888	479	3%	19,603	20,210	20,969	21,472
Insurance Expense	20	23	3	15%	23	23	23	23
Lease Expense	78	78	-	0%	78	78	78	78
Maintenance - General	165	167	2	1%	168	170	171	173
Other Outside Services	973	1,003	30	3%	1,033	1,064	1,095	1,128
Program Costs	29	29	-	1%	29	29	30	30
Salaries	3,539	3,573	34	1%	3,656	3,739	3,834	3,932
Miscellaneous	54	56	2	4%	56	56	56	56
Utilities - Telephone	45	45	-	0%	45	45	45	45
Vehicle Charges	17	21	4	3%	21	22	23	23
	23,354	23,908	554	2%	24,737	25,461	26,349	26,985
Totals	21,834	22,372	538	2%	23,178	23,878	24,739	25,348

Proposed Changes or Remarks:

Contract--The increase in the RCMP contract is 2.6%

Insurance--All risk insurance was updated based on recent history.

Other Outside Services--ECOMM Contract for dispatch services.

Vehicle Charges--The budget increases reflects an additional 0.5 vehicle

Capital Budget

- \$6,000 in Admin for a wall/door small reno.
- \$2,500 because of the fentanyl fan installation a warning light if needed to meet safety standards for when members' are processing fentanyl to stop anyone from entering the room and being contaminated.

Information Technology

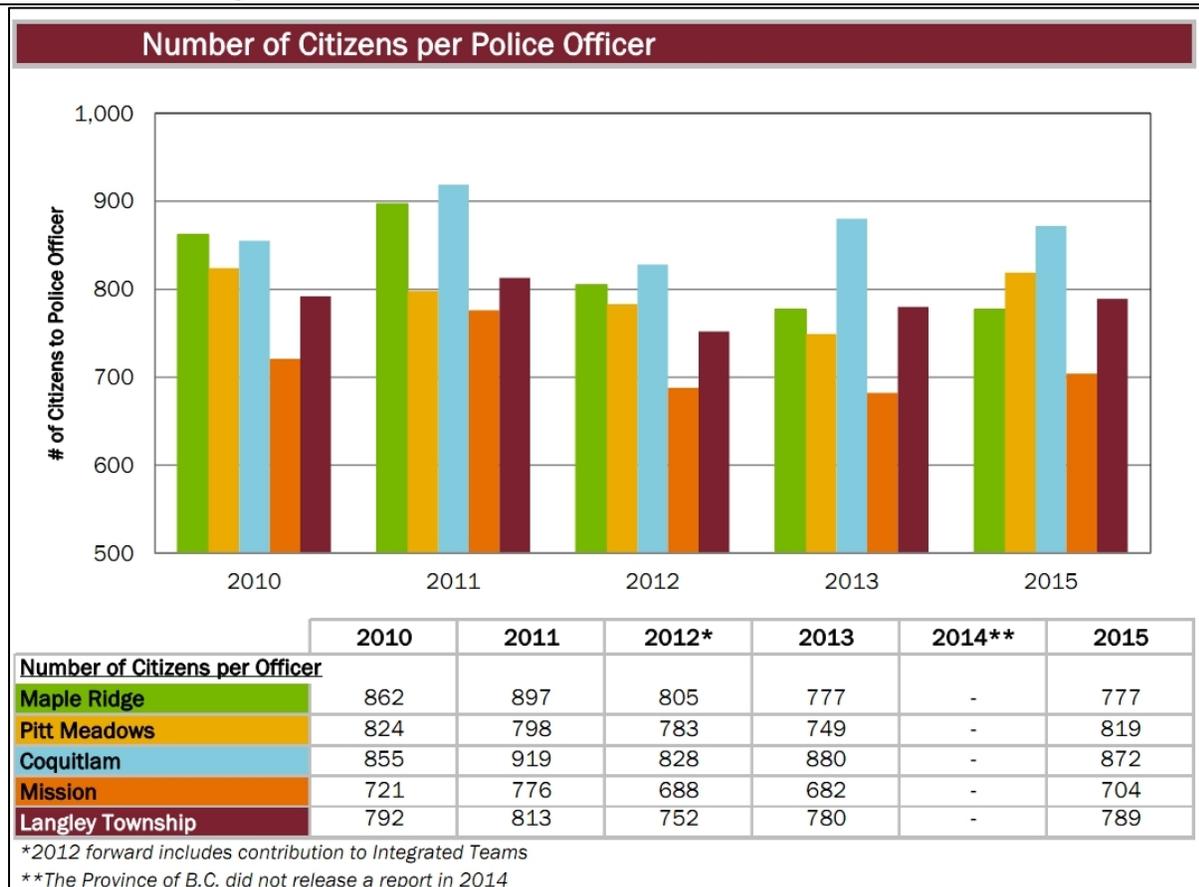
- Computers are supplied by the RCMP as per the Provincial Policing Agreement

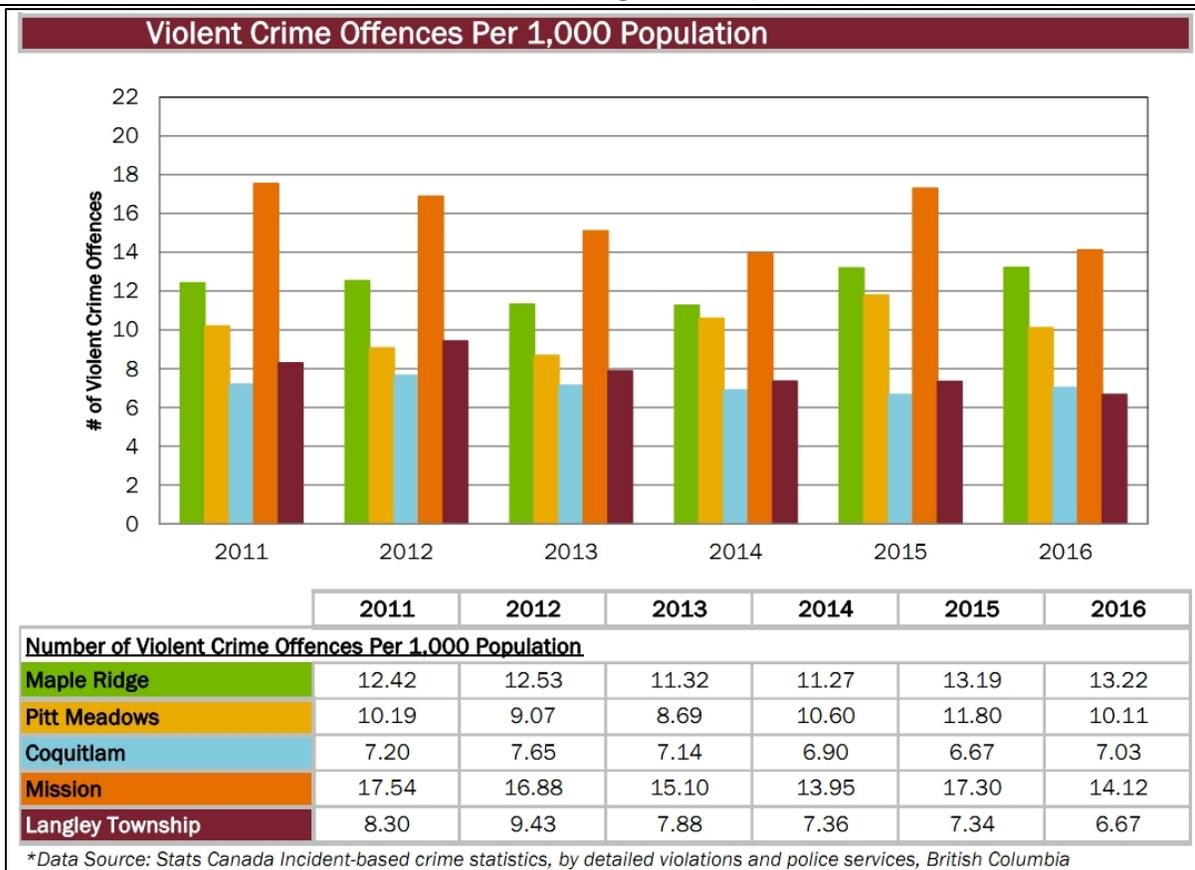
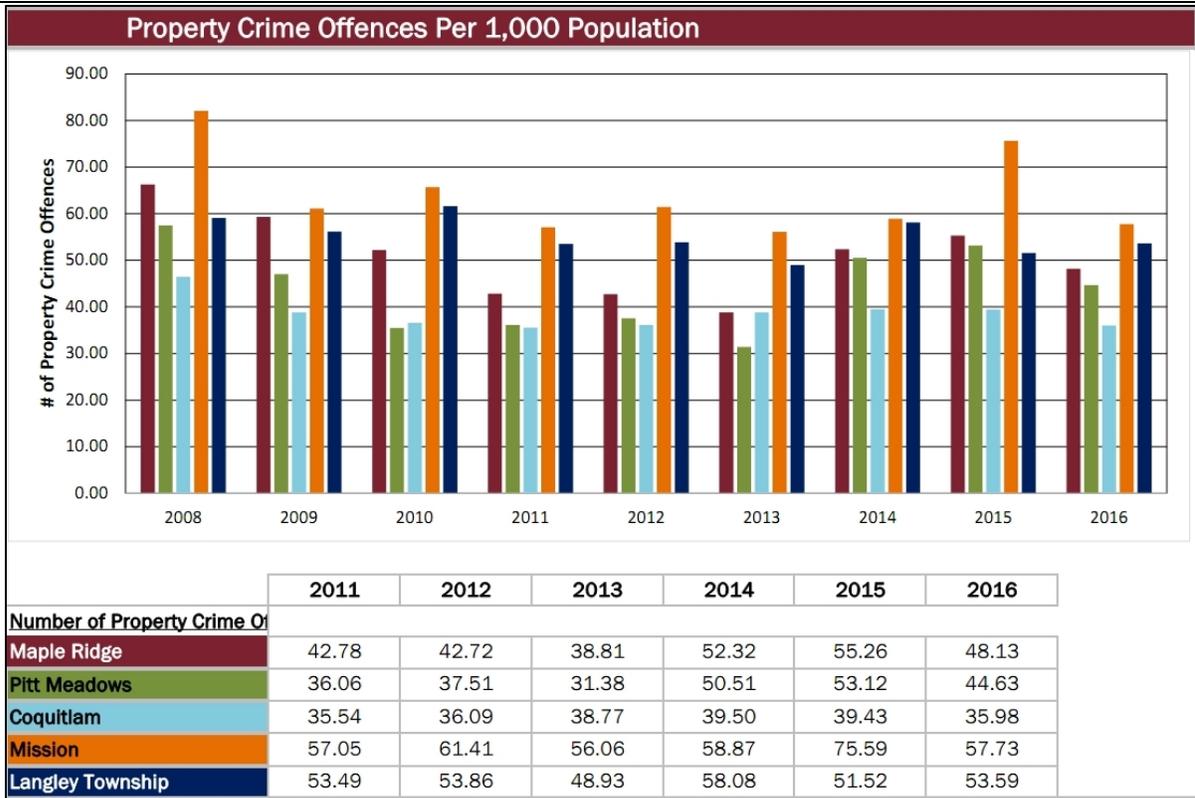
Performance Measures/Indicators

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. Full scorecards can be found under the Scorecards tab in your binder.

To access the "live" scorecard, visit 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>
SL13	Population Served by Authorized Police Strength	Comparison indicator to other jurisdictions





Incremental Package Report

2018 Proposed Budget

Division: Corporate & Financial Services
Department: Police Services

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

Request For: Executive Assistant
Package: 1 of 3

Activities/Purpose:

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

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

Functions Performed/Degree of Service:

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

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

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

Alternatives Considered/Reasons for Not Recommending:

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

Staff Position:

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

Performance Measure:

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

Package:

2018
Budget
\$ 95,000

Incremental Package Report

2018 Proposed Budget

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

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

Activities/Purpose:

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

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

Functions Performed/Degree of Service:

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

Alternatives Considered/Reasons for Not Recommending:

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

Staff Position:

An addition of .5 FTE (Paygrade 17)

Performance Measure:

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

Package:

2018
Budget
\$ 37,000

Incremental Package Report

2018 Proposed Budget

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

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

Activities/Purpose:

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

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

Functions Performed/Degree of Service:

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

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

Alternatives Considered/Reasons for Not Recommending:

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

Staff Position:

1 FTE position

Performance Measure:

- Relieving administrative work from serious crime police officers

Package:

2018
Budget
\$ 69,616



City of Maple Ridge

TO: Her Worship Mayor Nicole Read
and Members of Council

MEETING DATE: November 7, 2017

FROM: Chief Administrative Officer

MEETING: Council Workshop

SUBJECT: Annual Update: Fire Department

EXECUTIVE SUMMARY:

For the past number of years, the City's Business Planning process has culminated with departmental presentations to Council followed by consideration of the 5-year Financial Plan Bylaw. In recognition of the fact that 2018 is the last year of the current Council term and Council has heard from all the departments a number of times, a schedule for receiving business and financial plan presentations over the next several months was adopted by Council on October 24, 2017.

The attachment to this report is the Fire Department's 2018-2022 business plan. Howard R Exner, Fire Chief, will provide a short presentation and will then answer any questions Council may have.

RECOMMENDATION:

Received For Information Only

"Original signed by Howard Exner"

Prepared by: Howard R Exner, Fire Chief

"Original signed by Paul Gill"

Concurrence: Paul Gill, CPA, CGA
Chief Administrative Officer

City of Maple Ridge
Corporate & Financial Services – Fire Department
Business Plan 2018 – 2022

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 the 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 also quite Fiscally Responsible,

There are three main tenants of our service delivery that affects our Citizens and the City:

Fire Prevention

- The department is actively engaged in proactive fire prevention measures that have a huge positive impact in the community and for the City. We conduct fire and life safety inspections, public education, development planning and initiating bylaws that contribute to promoting a Safe and Resilient City. Further by being proactive the City and its citizens enjoy the benefits of the ensuing fiscal responsibility that is realized.

Administration

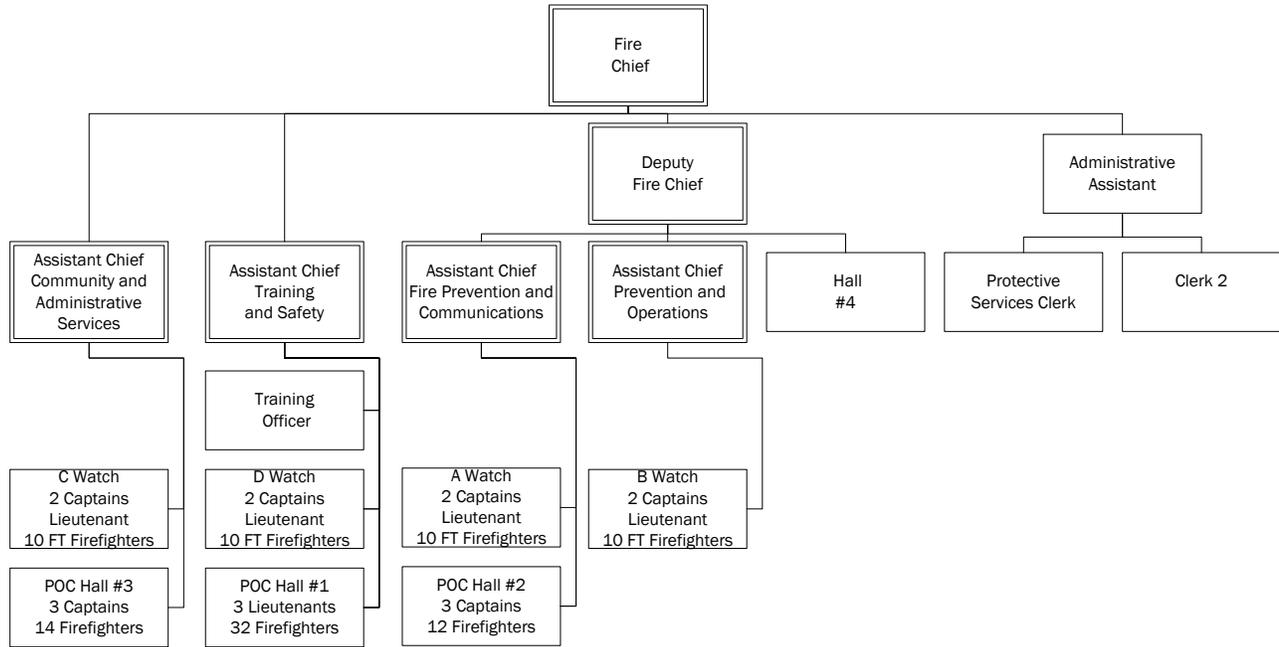
- The “business end” of operating the Fire Department is the responsibility of the Administration Division. This group is charged with the difficult task of balancing service demands with affordability in a sustainable fashion. Here, we conduct the day to day duties of running the fire department.

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.
- The Chief Officers each assume specialized administrative duties as well as assuming the role of Duty Chief on a rotating basis.

The total expenditure budget for this department is \$13,139,000.

Organization Chart



Full-Time Equivalent Staff = 63

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 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 have great pride in the community, from our Honour Guard, public relations and charity support to the way our members conduct themselves on and off duty. What we do is for sure a form of Civic Branding, saying we have a great and professional fire department here in Maple Ridge.
- Our prevention efforts contribute to a resilient city. There are specialized public education programs that are specifically for our youth and seniors and the whole of our prevention efforts provide for greater public safety.
- We strive to provide exceptional customer service in all areas.

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 Four 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 to guiding the City and the Department in future decision making.

- Fire Hall Three was built to house and operate as a volunteer fire hall. With the implementation of Career Firefighting staff, the facility is lacking in the needed space for such an operation. Original plans for renovations and/or additions have proven to be difficult and cost prohibitive.
- As the City grows, there has been a change in the demographics of the people moving into Maple Ridge who don’t have the time or the interest to join as Paid on Call members. Moreover, as the cost of housing and indeed living increases, the need by many to find ways to meet these challenges outweighs the want to belong to us.
- As we expect significant changes in the Captain and Chief levels over the next 5 years, we are enhancing our Succession Planning Program to ensure that we have the resilience and excellence for future internal growth.

Ongoing Deliverables

- Continue to support open government through the use of Laserfiche and other City initiatives.
- 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/high hazard 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, web site, and Facebook postings and electronic sign messaging, monthly Council reports and major incident updates.
- With recruiting certain areas of Maple Ridge more difficult than other areas, adequate Paid on Call staffing remains somewhat a challenge. We have continued and expanded our program of aggressive recruiting by utilizing mail out flyers and open houses in an attempt to draw in more applicants.
- Derelict structure mitigation efforts continue to ensure that those hazardous structures are removed from the City.
- The Hot Summer Nights program began in 1997 and has run every summer since. The program fosters positive community relations and offers children and adults an opportunity meet their firefighters, experience some “hands on” fun and learn about fire safety. The community makes online requests and neighbourhoods now compete for HSN visits! This program has been adopted by several other departments here in British Columbia as well as in Ontario.

Ongoing Deliverables – cont’d

- The Maple Ridge Fire Department Charities Committee began their fundraising efforts in 2002. Since then, events have been organized to support Ridge Meadows Hospital Oncology Unit, Friends in Need Food Bank, Christmas Hamper Society, Vancouver General Hospital / BC Children's Hospital Burn Units and Muscular Dystrophy Canada. It is anticipated that in 2018 the firefighters will surpass the \$500,000 mark in total funds raised. That’s a half million dollars that the community has contributed to our campaigns!
- The Maple Ridge Fire Department participates on the Community Standards Enforcement Team

(CSET). Weekly meetings are held with the intent to discuss relevant homelessness and social issues facing the community as a whole and implement solutions on an as needed basis.

- Applying for UBCM Fire Smart grants and using them to promote “Fire Smart” within the Rural, Agricultural Lands and Community Wild Fire Development areas.

Found Milestones

Action Item	Status or Outcome	Origin: Council Resolution, Operational Adaptation
St. Anne Lands Camp, weekly fire and life safety inspections	Ongoing	Council
New JI Agreement for collaborative mutual beneficence.	75% Will be complete by the end of year.	Operational
New Annual Community Report	Complete	Operational
Non-Sprinklered Apartment Building fire safety education program	Complete for this year.	Operational
Paid On Call hiring mail program in Silver Valley/Rock Ridge similar to FH #2 program.	Complete for this year. Will become an ongoing deliverable.	Operational

Prior Years' Deliverables

Action Item	Status or Outcome	% Complete (and ETA if not 100%)
The financial feasibility of an addition or simple renovation to #3 Hall is considered poor. The renovation of Fire Hall No. 3 was for the expanded role it plays because of career staffing.	Currently engaged in pursuing alternative options. Report presented to Council September 2017. More work is continuing to find a solution.	10% 2021
Hall 4 and Training Center Fire Hall No. 4 and training ground construction.	Re zoning first reading was completed. A request for proposals for the architectural firm was completed. A report to council was prepared to fund the architectural firm for design work and costing which was adopted in September 2017. This work is now underway.	30% Q3 2019
Develop interim plan to provide training facilities for on-duty career staff with the identified response parameters as per the Fire Department Master Plan	On Hold. Not fully achievable until Fire Hall No. 4's training ground is constructed. New agreement with JI in progress	10% Q1 2018
RFP and purchase the replacement of Tower 1.	RFP Complete. Contract signed in Nov 2017. Construction under way - completion Q2 2018	75% RFP Q3 2016 Delivery Q2 2018

Action Item	Status or Outcome	% Complete (and ETA if not 100%)
RFP and purchase the replacement of Engine 3-2.	RFP Complete. Contract signed in Nov 2017. Construction under way – completion Q1 2018	75% RFP Q3 2016 Delivery Q1 2018
Inventory Control Maintenance Program for small equipment and tool	Implementation Nov 2016/ Completion Q2 2017. Bulk data entry is underway.	100%
Implementation of new inspections/software- application to create electronic records directly into the database reducing our reliance on paper forms.	Project delayed. Continue into 2018. Encountered an issue with the data in the existing records. A fix for the issue is being completed.	10% Q2 2018
Train firefighters on the appropriate use of the new Inspection software and hardware	Project delayed due to the implementation delay. Continue into 2018	0% Q4 2018
Implementing FDM Win6 in the Fire Department	Implementation Nov 2017	50% Q4 2017
Apply for an UBCM grant to conduct several Community Wildfire Protection Plan Fire Smart Education programs in conjunction with our Hot Summer Nights Programs.	Completed for 2017, will become an ongoing deliverable in 2018.	100%
Apply for an UBCM grant to conduct a review of our Community Wildfire Protection Plan	Project delayed. We will be coming to Council with a report concerning the achievements of the existing CWFP and the recommendations in 2018.	5%
Through an RFP, to spec and order a new Public Education Vehicle, ½ ton Pick-up.	Completed.	100%
Through an RFP, to spec out, order, and install new laptops that will fit into the existing truck mounting systems.	In progress Two RFPs are underway one for supply and another for install.	50% Q1 2018
Create an RFP and to design and build a suitable carport to protect the trailers.	In progress Design work completed. Construction underway.	33% Q2 2018
Maintain the training that we current conduct by renting the JIBC FSD on 256 th .	We have reached a new agreement that is mutually beneficial to the City and the JIBC FSD at a much reduced cost to the City.	100% Q4 2017

Action Item	Status or Outcome	% Complete (and ETA if not 100%)
Apply to UBCM for grant funds under the SWPI program to conduct operational fuel management and to conduct the recommended treatments	Postponed until a new CWFP is prepared and in place, project to be 2018.	0%
To conduct a review and refresh of the Fire Department Master Plan	Postponed to 2018	0%

New Deliverables for 2018 (*highlights only*) – Any incomplete items from prior years may also form part of the 2018 workplan.

Action Item	Lead	ETA
Replace Tender 1 as it has exceeded 20 years of service.	Doug Armour <i>Support: Exner</i>	Q4 2018

Measures/Outcomes

- Replace Tender 1 to maintain our excellent Fire Underwriter Status for both pumping and tanker operations.

Action Item	Lead	ETA
Revitalisation for Engine 2, Engine 1-2 and Rescue 1.	Doug Armour <i>Support: Exner</i>	Q4 2018

Measures/Outcomes

- To complete some urgent preventative maintenance to these most important fire trucks to ensure they maintain their capability to 20 years of service mark.

Action Item	Lead	ETA
Fire Department fee schedule review.	Deb Kinar <i>Support: Exner</i>	Q4 2018

Measures/Outcomes

- To complete a review of our fee structure for reports, letters, FOI requests and equate to internal and external comparators in order to recommend a new fee schedule.

Operating Budget

Proposed Financial Plan 2018 – 2022 Corporate & Financial Services – Fire Department

All \$ values in 000's (thousands)	Adopted	Proposed	Proposed Changes		2019	Proposed		
	2017	2018	\$	%		2020	2021	2022
Revenues								
Fees	15	15	-	0%	15	15	15	15
Fines	35	35	-	0%	35	35	35	35
	50	50	-	0%	50	50	50	50
Expenditures								
Contract	136	139	3	2%	141	145	150	150
Equipment	184	184	-	0%	184	184	184	184
Equipment Maintenance	78	78	-	0%	78	78	78	78
Insurance	52	53	1	1%	54	55	56	57
Miscellaneous	28	28	-	0%	28	28	28	28
Operating Repairs	241	291	50	21%	291	291	291	291
Professional Fees - Other	48	48	-	0%	48	48	48	48
Program Costs	271	271	-	0%	96	96	96	96
Salaries	9,263	9,575	312	3%	9,976	10,244	10,517	10,772
Seminars/Prof Meetings/Training	25	25	-	0%	25	25	25	25
Special Events	15	15	-	0%	15	15	15	15
Supplies	237	238	1	1%	238	238	238	238
Vehicle Costs	210	216	6	3%	223	230	236	244
	10,788	11,161	373	3%	11,397	11,677	11,962	12,226
Internal Transfers								
Transfers to Reserve Funds	1,925	2,028	103	5%	2,191	2,363	2,542	2,729
	1,925	2,028	103	5%	2,191	2,363	2,542	2,729
Totals	12,663	13,139	476	4%	13,538	13,990	14,454	14,905

Proposed Changes or Remarks:

Operating Repairs--The operating repairs were increased using growth funds that are normally contributed to the Fire Capital Acquisition Reserve, there by not requiring new additional funds from revenue.

Program Costs--There was an increase of \$175,000 budgeted in 2017 and 2018 for anticipated increased training costs at the Justice Institute until the Fire hall 4 Training Facility is developed. These funds were allotted from the surplus and were adopted in the 2017 budget.

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 Fire Fighters under IAFF.

Transfers to Reserve Funds--These transfers are contributions to the Fire Equipment Replacement Reserve and to the Fire Capital Acquisition Reserve.

Incremental Packages

- Increase in Staffing Levels.

Capital Budget

- Hydraulic Tools for Fire Engines.
- Firefighter Decontamination Equipment.

Information Technology

- I am Responding Application.
- Security at Fire Hall 1 and 2.

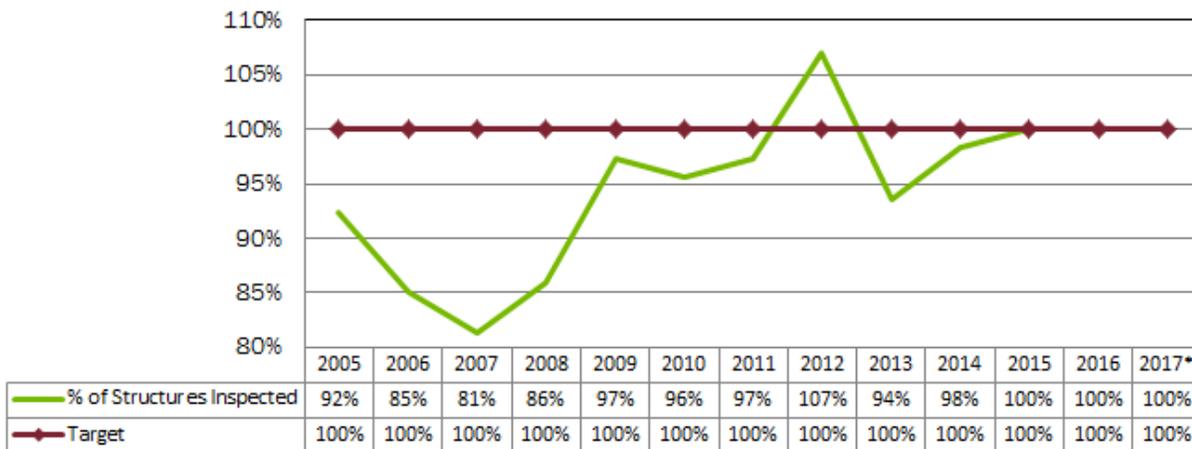
Performance Measures/Indicators

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 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>
CRO6	Support Firefighters’ Charities	This is a strong indicator of the fire department’s involvement with the 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.
ENO4	Fire Hall No. 1 Energy Consumption & GHG Emissions	To maintain the LEED Gold standard the facility was designed to meet.

SL07 - Fire Inspections

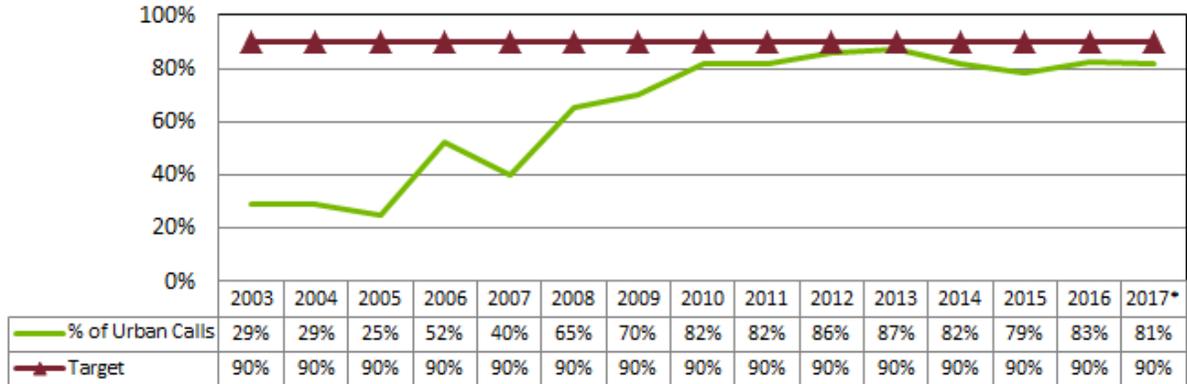


* as at September 26, 2017

- Represents the highest possible life hazard in any occupancy.
 - Because people live and sleep there.
- About 50 of these buildings are older 3 story apartments buildings that;
 - Were built with older building and fire safety codes

- Using older fire monitoring, some with no monitoring from an alarm company
- Have no sprinklers systems.
- In such structures we have increased the inspection cycle to twice per year.

SL16 - Urban Response Zone Calls Responded to within 7 Minutes



*as at October 24, 2017

- In 2017, of twenty-seven Structure Fire - Residential calls attended, twenty-two were responded to within the targetted 7 minutes. Five calls that did not meet the target may have been due to inclement weather, wrong or incomplete address information, traffic or other reasons.
- In 2016, of twenty-three Structure Fire - Residential calls attended, nineteen were responded to within the targetted 7 minutes. Four calls that did not meet the target may have been due to inclement weather, wrong or incomplete address information, traffic or other reasons.



City of Maple Ridge

TO: Her Worship Mayor Nicole Read and Members of Council **DATE:** November 7, 2017
FROM: Chief Administrative Officer **MEETING:** Workshop
SUBJECT: Environmental Management Strategy Implementation Report – Phase Two;
Short Term High Priority Implementation Recommendations for 2017 – 2020

EXECUTIVE SUMMARY:

On February 12, 2016 Council endorsed the formation of the Maple Ridge Environmental Advisory Committee (EAC) which held its first official meeting on September 14, 2016. As part of the overall EAC mandate, members were asked to familiarize themselves with the Maple Ridge Environmental Management Strategy (EMS), dated April 2014 as a key resource and guide for EAC members.

EAC members were also asked to review and recommend the next phase of high priority short term EMS strategies/action items for Council's consideration and endorsement from the remaining strategies originally identified by the consultant of record, Urban Systems. (*Appendix A*) The time frame for commencement and implementation of the second phase of short term high priority strategies is approximately three years, commencing late 2017 until 2020. These action items will also form an important part of the EAC annual business plan over the next several years will be reviewed on an annual basis by Mayor and Council.

At the March 15, 2017 Environmental Advisory Committee meeting, members voted unanimously in favour of five new short term high priority EMS implementation strategies. Some of these items are incremental steps or action items that can help move towards achieving some of the larger, more complex, medium and longer term strategies identified in the original EMS report. The staff liaison was directed to prepare a report for Council with the EAC's recommendations and forward them onto Council for consideration and endorsement.

The following 2017-2020 implementation items have been identified by the EAC:

1. Improve environmental communications including updates and clarification about existing environmental requirements and processes, raising awareness of municipal environmental initiatives and successes, and continue to support a strong community stewardship ethic;
2. Prepare recommendations for updating and improving the Watercourse Protection Bylaw;
3. Continue to work with educational institutions and innovative cost effective technologies to help update and develop the municipal natural asset inventory with emphasis on benefits and importance of urban forests and green infrastructure;
4. Update OCP Natural Features mapping and provincial aquifer boundaries;
5. Prepare a scoping report with a comparative review of what other municipalities are doing to support resilient watersheds, maintaining healthy networks of habitat hubs/corridors for wildlife management, and how they are supporting more sustainable green urban design.

This report includes information on some background history about the EMS implementation process, the rationale and considerations behind the recommendations, along with a brief summary of potential implications, timelines, and resources required for the successful implementation of the 2017-20 implementation items identified by the EAC members.

RECOMMENDATIONS:

That the Phase Two (2017-2020) Implementation items recommended by the Environmental Advisory Committee, identified in the report entitled “Environmental Management Strategy Implementation Report – Short Term High Priority Implementation Recommendations for 2017-2020” dated November 7, 2017 be endorsed.

BACKGROUND:

Overview of the EMS Implementation Selection Process

The overall purpose of the Maple Ridge Environmental Management Strategy (EMS) is to help recognize environmental strengths, challenges, and opportunities for the municipality. The EMS serves as a kind of road map or guide for the municipality to help continue to move towards its environmental goals of developing in a sustainable manner to maintain a healthy, safe, and natural environment for its citizens and future generations. The EMS document is also a key environmental resource document and guide for EAC members.

The EMS goals, findings and recommendations were identified through a community wide consultation process in 2013-2014. Overall, there was significant community support for the final EMS goals, objectives, findings, and recommendations. The environmental goals and objectives of the EMS report are closely aligned with the current OCP environmental management framework and corporate sustainability plans. The main environmental goals are listed below:

- Protect significant, unique, and fragile ecosystems, natural features, and ecologically significant processes in the Municipality;
- Anticipate and respond to the impacts of climate change on land, water, and air resources;
- Determine and develop appropriate information, regulations, standards and best practices that are necessary to promote and encourage sustainable development practices;
- Continue to invest in a strong community wide stewardship ethic.

In February 2016, Council endorsed the Environmental Management Strategy (EMS) report dated April 2014. In addition to the endorsement of the general findings and recommendations of the EMS report, there was an implementation framework that accompanied the original report back in 2014 with a list of recommended strategies prepared by the consultant of record, Urban Systems. Please see Appendix A.

The consultant developed a prioritization scheme for implementation strategies into low, medium, and high priorities. It also organized and categorized strategies into short, medium, and longer term implementation periods and included a number of considerations to help rank action items.

Phase I (2014-2017) Short Term High Priority EMS Action Items

The first phase of short term, high priority implementation action items was selected by the consultant of record Urban Systems and endorsed by Council in April 17, 2014. Please refer to Appendix A. There were four implementation action items selected to commence and be undertaken during the three year period between 2015 and 2017. Council directed that the balance of the remaining EMS implementation items were to be referred to the “to be formed” EAC. The original Phase One Short Term High Priority action items that were endorsed by Council back in April 2014 are listed below:

Strategy – Action Item	Resources	Time Line
1. Establish An Environmental Advisory Committee	Planning staff	Completed
2. Review and Update the Tree Protection Bylaw	Planning staff	Completed
3. Update the Soils Bylaw	Planning staff	2017- 75%
4. Improve Environmental Communications	Planning staff	Ongoing

Three of the four items were successfully completed or will likely be completed by the end of 2017. The fourth item which involves communications updates continues on as part of a long term strategy.

DISCUSSION:

Role of the Environmental Advisory Committee

With the endorsement of the first phase of high priority short term implementation items in 2014 and the more recent endorsement of the EMS report in 2016, the Council's of the day noted that for future EMS implementation phases, high priority short term action items would be reviewed and recommended by the soon to be formed 'Environmental Advisory Committee' members.

One important role for EAC members is to help sort through the complexities and priorities of the remaining EMS implementation strategies every three years to determine and recommend to Council appropriate next steps for commencement and implementation.

Phase II (2017-2020) Short Term High Priority EMS Action Items

On March 20, 2017 EAC members considered, voted, and unanimously approved the second phase of recommended implementation items put forward in this report. The EAC reviewed the remaining 55 EMS strategies and action items that had been identified by the consultant of record in the original report. An initial list of 15 potential EMS strategies/action items was selected out of the original 55 based on a number of considerations which are outlined in this report. Some of the longer term recommendations had to be broken down into short term actionable items. This list was broken down and refined into a top five list which is outlined and discussed in this report.

The implementation strategies and action items require appropriate consideration with respect to costs, effective use of available resources, timeliness, relevance to current and long term municipal priorities, and chances of successful completion or commencement during the three year period.

Please refer to the colour coded list of strategies in Appendix B which includes a list of implementation items that have been completed, that are currently underway, and that have been selected to be the next Phase of action items.

Phase Two. Implementation Items

1. Improve communications and environmental awareness – (Ongoing)

Specific short term communications action items include the following:

- Continue to provide clarity for stakeholders involved with development and environmental permit related requirements, and environmental processes related to environmental review including watercourse protection requirements, hillside management, tree protection/management, soils management, and enhancement programs.
- Help to make the municipal environmental information more accessible and promote greater understanding of the rationale, requirements, and benefits associated with the current environmental framework. Raise awareness of the importance of existing environmental programs, tools, processes, and best management practices that help us continue to work towards achieving municipal environmental objectives and targets.
- Highlight and celebrate some of the important municipal environmental successes over the years including numerous awards and recognition received for environmental programs and efforts to protect, manage, and restore natural environmental & assets.
- Continue to support and invest in a strong stewardship ethic, promote connections, and raise awareness about the role of the EAC and community initiatives at public events.
- Support for an environmental outreach signage program that can help raise awareness about the significance, sensitivity, and values associated with natural heritage features, sensitive areas, and natural processes with assistance from community stakeholders.

Resources: Environmental Advisory Committee members will take the lead on these projects, with support from a sub-committee along with assistance from Planning, Information Services, Communications Department and possibly with help from other municipal Advisory boards including Heritage, Arts & Culture, Agriculture Committees.

2. Update and improve Watercourse Protection Bylaw & DP Guidelines (2018)

Provide appropriate updates to the Watercourse Protection Bylaw and Environmental DP guidelines to improve consistency and compliance with current senior environmental agency requirements. The updates would help provide greater efficiencies, clarity, and effectiveness to existing regulations, enforcement tools, and processes.

Staff Resources: The Planning Department would be the lead on these projects, with technical support from the Bylaws Enforcement and Finance Departments. The EAC will provide feedback on this project.

3. Prepare A Scoping Report - Ecological Network Management Strategies. (2019)

The scoping report will include a comparative review of what other local governments are doing to protect and manage their natural assets, their unique, threatened or significant ecosystems, and how they are managing wildlife hubs and corridors. The scoping report will help Maple Ridge address the following public concerns identified through the EMS:

- What kinds of wildlife management strategies, plans, or tools are being utilized by local governments to help protect or manage significant natural assets, wildlife, and unique flora/fauna that isn't currently protected by legislation or regulations?

- What kinds of ecological urban design strategies and incentives are being utilized by other local governments in urban infill areas, suburban, and green field or rural estate areas to support cost effective, safe, healthy, and attractive places to live, work and play?
- How are other local governments working together with stakeholders in surrounding crown lands and between municipal boundaries to help support mutually beneficial sustainable watershed management objectives?

Staff Resources: The Planning Department's Environment Section would be the lead on this scoping report, possibly with the assistance of a consultant. Other departments will be asked to participate such as Parks, Communications, Corporate Sustainability, Finance, and EAC members will help with the findings and recommendations.

4. Natural Asset Inventory and Evaluation (Ongoing)

Continue to work with educational institutions such as BCIT, UBC, and SFU using innovative cost effective remote sensing techniques and iTree software mapping technologies for carrying out urban forest inventories on municipal public lands and for the municipality as a whole. The emphasis is on the inventory of municipal trees on public lands, to understand their characteristics & condition, and to help support the evaluation of their benefits. A \$45,000 BCIT grant was approved to help Maple Ridge continue with its pilot studies on forest inventory techniques and urban forestry applications for local government.

This is an extremely cost effective method of carrying out a tree inventory for the City. It will help us determine the number of trees, types and sizes of trees, and specific benefits or challenges associated with certain types of trees.

The inventory of trees can also help the City evaluate the services and benefits that these trees provide to home owners, neighborhoods, and to the community. There are many examples of how urban forest management strategies are effectively being used across the globe and North America to assist with energy conservation, climate change impact abatement and carbon sequestration programs, integrated watershed and stormwater management plans, bio-diversity and ecosystem health conservation programs, and natural hazard resiliency programs.

Staff Resources: The Planning Department Environment Section would be the lead on this project with continuous support from Information Services, Parks, Engineering, Corporate Sustainability, and Communications Depts. The EAC will provide feedback on this project.

5. Update the OCP Natural Features Aquifer Mapping and Natural Features DP

Update municipal OCP Natural Features vulnerable aquifer maps and Natural Features DP guidelines to promote awareness and appropriate best management practices for development in these sensitive groundwater areas. In addition, review and update existing municipal ecosystem mapping including OCP mapping using more current and accurate information that has become available to the City of Maple Ridge over the past decade.

Staff Resources: The Planning Department Environment Section would be the lead on this project with continuous support from Information Services. The EAC will provide feedback on this project.

A. Establishing Priorities, Pacing and Timing.

The EAC was tasked with identifying the Phase Two Implementation Items for the next three years. In some cases a longer term strategy may require a series of ongoing short term action items to assist in moving towards and achieving longer term targets. Larger strategy recommendations were discussed and broken down into smaller actionable items where possible. Priority action items that could be successfully completed over the short term were given higher weighting. Short-term is defined as 1-3 years, medium-term 4-6 years, and long-term over 7 years. Some short term action items however are simply stepping stones to help the City move towards larger more complex strategies with longer term horizons.

B. Staff Complement and Interdepartmental Implications:

The EAC members will be responsible for assisting and taking the lead on the recommended communications strategy updates and public relations action item initiatives for the next several years, given the expertise and interest by members in assisting in this particular area. They will also be assisting with grant applications, public event planning, and training programs.

The Planning Department will be responsible for taking the lead on the majority of the implementation with some support from other departments.

Departments that are anticipated to be involved in the implementation from the short-term through to the long-term include:

- Planning
- Parks and Leisure
- Engineering and Operations
- Sustainability
- Finance
- Information Services

It is noted that the EAC will provide feedback on the Planning led initiatives.

C. Financial Implications:

It is noted that annual Business Planning will provide a mechanism to ensure that the Implementation Plan for the Environmental Management Strategy reflects Council priorities. This will provide an opportunity to reaffirm direction, consider budgets, and required resources.

CONCLUSIONS:

The *Environmental Management Strategy* contains a significant amount of information, findings and recommendations that will continue to aid in meeting future environmental demands over the short, moderate, and long-term. With the assistance of the Environmental Advisory Committee, there are opportunities for ongoing review and consideration of the information and recommendations.

The consolidated list of 2017-2020 Implementation Items recommended for endorsement in this report will help to provide additional improvements and new tools for helping the City meet its broader environmental objectives over the next several years.

“Original signed by Rod Stott”

**Prepared by: Rodney Stott,
Environmental Planner**

“Original signed by Christine Carter”

**Approved by: Christine Carter, MCP, M.C.I.P.
Director of Planning**

“Original signed by Frank Quinn”

**Approved by: Frank Quinn, M.B.A., P. Eng.
General Manager of
Public Works & Development**

“Original signed by Paul Gill”

**Concurrence: Paul Gill, CPA, CGA
Chief Administrative Officer**

Attachments:

Appendix A – Environmental Management Strategy Implementation Plan April 2014

Appendix B – Colour Coded Update of EMS Implementation Table

APPENDIX A

Figure 7: Implementation Plan Table

Key Actions		Resources Required	Phasing	Relative Priority	Role
Refine Existing Bylaws and Strategies					
A4 a	Update Soil Deposit Bylaw	Low	Short	High	D, MAg
B3 a	Update Watercourse DP and Watercourse Protection Bylaws	Low	Med	Med	D, DFO
B3 b	Update Natural Features DP map	Low	Med	Med	D
B4 a	Stormwater/rainwater in Subdivision Servicing Bylaw	Low	Med	Med	D
B5 a	Update Natural Features DP focus and guidelines	Med	Med	Med	D
B8 a	Sustainable design standards in Subdivision Servicing Bylaw	Med	Med	Med	D
New Bylaws, Strategies, Plans and Tools					
A1 a	Sustainable management plans at a broad scale	High	Med	Med	D, Met, MFL
A1 b	Interdepartmental IWMPs	Med	Med	High	D
A1 c	Groundwater management plans	High	Med	High	D, MFL
A2 a	Ecological network management strategy	Med	Med	High	D, Met, MFL
A3 a	Quantify values of natural assets	Low	Long	Low	D
B2 a	New Tree Preservation and Management Bylaw	Low	Short	High	D
B2 c	New tools for tree protection and planting	Med	Long	Med	D
B2 d	Update bylaws re: tree protection and planting	Low	Med	High	D
B2 e	Expand tree protection and management programs	Med	Med	Med	D
B2 f	Urban Forest Management Plan	High	Long	Low	D
B3 c	New Watercourse DP map	Low	Med	Med	D
B4 b	Stormwater and rainwater design standards	Med	Med	Med	D
B5 b	New Natural Features DP map	Low	Med	Med	D
B6 a	Natural Hazards DP for slopes and creeks	Med	Med	Med	D
B6 b	Integrate wildfire into Natural Hazards DP	Low	Long	Low	D
B7 a	System for sustainable development practices review	Low	Short	High	D
B7 b	Incentives for sustainable development practices	Low	Short	High	D
B9 a	Integrate monitoring and enforcement into policies and processes	Low	Short	High	D, P
B9 b	Use indicators and targets	Med	Med	Med	D
B9 c	Use full-cost accounting for decision-making	High	Long	Low	D
C1 a	Consider an EnvAC	Med	Short	High	D
C2 a	EMS website as an information hub	Med	Med	High	D
Management Activities					
A1 d	Collaborate on broad scale resource management	Med	Ongoing	High	D
A4 b	Improve soil deposit practices	Med	Ongoing	High	D
A4 c	Improve environmental farm practices	Med	Ongoing	Low	D
B1 a	Development process incentives and tools for nature protection	Low	Ongoing	High	D
B2 b	Development process tree protection and planting	Med	Ongoing	High	D
B3 d	Collaborate on watercourse implementation, monitoring, enforcement	Med	Ongoing	High	D
B4 c	Integrate ISMPs in area planning	Low	Ongoing	Med	D
B8 b	Coordinate among departments for EMS consistency	Low	Ongoing	High	D
C1 b	Refine communication processes	Low	Ongoing	High	D
C2 b	Environmental marketing in communications strategy	Med	Ongoing	High	D
C3 a	Expand environmental education partnerships	Med	Ongoing	Med	D
C4 a	Encourage businesses offering nature experiences	Low	Ongoing	Low	D
Other					
C5 a	Provide more resources to environmental section to implement the EMS	Med	Short	High	D

EMS Implementation Plan Table, April 2014

Please refer to original table found on line with the Environmental Management Strategy, April 2014 for more detailed information on this table

<http://www.mapleridge.ca/DocumentCenter/View/2947>

APPENDIX B

Colour Coded EMS Implementation Item Update – 2017

Key Actions	Resources Required	Phasing	Relative Priority	Role	
Refine Existing Bylaws and Strategies					
A4 a	Update Soil Deposit Bylaw	Low	Short	High	D, MAg
B3 a	Update Watercourse DP Watercourse Protection Bylaws	Low	Med	High	D, DFO
B3 b	Update Natural Features DP map	Low	Med	High	D
B4 a	Stormwater/rainwater in Subdivision Servicing Bylaw	Low	Med	Med	D
B5 a	Update Natural Features DP focus and guidelines	Med	Med	Med	D
B8 a	Sustainable design standards in Subdivision Servicing Bylaw	Med	Med	Med	D
New Bylaws, Strategies, Plans and Tools					
A1 a	Sustainable Natural Asset Management Plans	High	Med	High	D, Met, MFL
A1 b	Interdepartmental IWMPs/ISMPs	Med	Med	High	D
A1 c	Groundwater management plans	High	Med	High	D, MFL
A2 a	Ecological Network Management Strategy	Med	Med	High	D, Met, MFL
A3 a	Quantify values of natural assets	Low	Long	Low	D
A4 b	Improve soil deposit practices	Med	Ongoing	High	D
B2 a	New Tree Preservation and Management Bylaw	Low	Short	High	D
B2 b	Development process tree protection and planting	Med	Ongoing	High	D
B2 c	New tools for tree protection and planting	Med	Long	Med	D
B2 d	Update bylaws re: tree protection and planting	Low	Med	High	D
B2 e	Expand tree protection and management programs	Med	Med	Med	D
B2 f	Urban Forest Management Strategy	High	Long	Low	D
B3 c	New Watercourse DP map	Low	Med	Med	D
B3 d	Collaborate on watercourse implementation, monitoring, enforcement	Med	Ongoing	High	D
B4 b	Stormwater and rainwater design standards	Med	Med	Med	D
B5 b	New Natural Features DP map	Low	Med	Med	D
B6 a	Natural Hazards DP for slopes and creeks	Med	Med	Med	D
B6 b	Integrate wildfire into Natural Hazards DP	Low	Long	Low	D
B7 a	System for sustainable development practices review	Low	Short	High	D
B7 b	Incentives for sustainable development practices	Low	Short	High	D
B9 a	Integrate monitoring and enforcement into policies and processes	Low	Short	High	D, P
B9 b	Use indicators and targets	Med	Med	Med	D
B9 c	Use full-cost accounting for decision-making	High	Long	Low	D
C1 a	Consider an EnvAC	Med	Short	High	D
C2 a	EMS website as an information hub	Med	Med	High	D
Municipal Environment Management Plans					
A1 d	Collaborate on broad scale resource management	Med	Ongoing	High	D
A4 c	Improve environmental farm practices	Med	Ongoing	Low	D
B1 a	Development process incentives and tools for nature protection	Low	Ongoing	High	D
B4 c	Integrate ISMPs in area planning	Low	Ongoing	Med	D
B8 b	Coordinate among departments for EMS consistency	Low	Ongoing	High	D
C1 b	Refine communication processes	Low	Ongoing	High	D
C2 b	Environmental marketing in communications strategy	Med	Ongoing	High	D
C3 a	Expand environmental education partnerships	Med	Ongoing	Med	D
Other					
C4 a	Encourage businesses offering nature experiences	Low	Ongoing	Low	D
C5 a	Provide more resources to environmental section to implement the EMS on adaptive basis when required	Med	Short	High	D

Completed
Underway
To Be Determined
Potential Priority

City of Maple Ridge

TO: Her Worship Mayor Nicole Read
and Members of Council
FROM: Chief Administrative Officer
SUBJECT: Hammond Heritage Character Area – Community Consultation Process

MEETING DATE: November 7, 2017
FILE NO. 2017-478-CP
MEETING: Council Workshop

EXECUTIVE SUMMARY:

Hammond is one of the oldest neighbourhoods in Maple Ridge. It was established as a township in 1883 and grew into a prosperous community that included a train station, a mill, and a commercial centre. Much of the character from Hammond's early days still remains.

On January 24, 2017, Council adopted the Hammond Area Plan Bylaw No. 7279-2016. The Hammond Area Plan process involved extensive community consultation and the result is a detailed document that will guide land use and development in Hammond over the next several years. One of the most predominant messages received from the community throughout the consultation process is the desire to retain Hammond's heritage character.

During the process, a technical study was undertaken to identify one or more neighbourhood areas containing the greatest concentration of heritage character. One area was identified and is located in the oldest part of the neighbourhood, which includes the historic commercial heart of Hammond. This study was undertaken by Donald Luxton & Associates in February 2015 and is entitled "Hammond Historic Character Area". The following Area Plan policy is the result of the community feedback received and the outcomes of the technical study:

- 3-4 Maple Ridge will establish a community engagement process to explore potential legislation and regulatory tools for conservation of the Heritage Character Area identified in Figure 1. Examples of some potential tools include a Heritage Conservation Area Bylaw, a property tax exemption for protection of a heritage property, heritage conservation covenants, and/or a specific Heritage Character Area zone that permits uses, densities, setback, etc. that are specific to this historic enclave of Hammond.

Figure 1 in the Hammond Area Plan identifies the boundaries of the Hammond Heritage Character Area (see Appendix A).

It is anticipated that with the Hammond Area Plan in place, redevelopment will begin to increase and may place Hammond's heritage character at risk. This report outlines the proposed Hammond Heritage Character Area consultation process as an ongoing implementation step of the Plan. Through this process it is intended to re-engage the community in discussions regarding the most effective, desirable and feasible policy, regulatory and/or incentive tools for retaining the historic character of this resilient and unique area of Hammond. The consultation process will conclude with a report to Council recommending a proposed approach, including conservation tools, for the

Heritage Character Area, which may require an amendment to the Official Community Plan, Zoning Bylaw, or both.

RECOMMENDATION:

- 1) Whereas Council has considered the requirements of Section 475 of the *Local Government Act* that it provide, in respect of an amendment to an Official Community Plan, one or more opportunities it considers appropriate for consultation with persons, organizations and authorities it considers will be affected and has specifically considered the matters referred to in Section 475(2) of the Act;
- 2) And whereas Council considers that the opportunities to consult, proposed to be provided by the City in respect of an amendment to an Official Community Plan, constitute appropriate consultation for the purposes of Section 475 of the Act;
- 3) And whereas, in respect of Section 475 of the *Local Government Act*, requirement for consultation during the development or amendment of an Official Community Plan, Council must consider whether consultation is required with specifically:
 - a. The board of the Regional District in which the area covered by the plan is located, in the case of a Municipal Official Community Plan;
 - b. The Board of any Regional District that is adjacent to the area covered by the plan;
 - c. The Council of any municipality that is adjacent to the area covered by the plan;
 - d. First Nations;
 - e. School District Boards, greater boards and improvement district boards, and
 - f. The Provincial and federal governments and their agencies;
- 4) And that the only additional consultation to be required in respect of this matter beyond the consultation program outlined in this report titled, “Hammond Heritage Character Area – Community Consultation Process”, dated November 7, 2017, and the early posting of the proposed Maple Ridge Official Community Plan Amending Bylaw on the City’s website, together with an invitation to the public to comment, is referral to the Katzie First Nation;
- 5) And that the “Community Consultation Process” identified in the report titled “Hammond Heritage Character Area – Community Consultation Process”, dated November 7, 2017 be endorsed.

1.0 BACKGROUND:

Hammond has a long and interesting history with a story that tells us much about the early settlement of the neighbourhood and how it grew into the Maple Ridge community. Increasing development pressure in the neighbourhood was the impetus for commencing an Area Plan process in 2014. At the outset, the intent was to ensure that new development within the neighbourhood is considered under a detailed land use plan and that local citizens potentially impacted by change provide input. Council adopted the Hammond Area Plan Bylaw No. 7279-2016 on January 24, 2017.

Throughout the Area Plan process, the predominant message heard from the community was the desire to retain the neighbourhood’s heritage character. A technical study was undertaken by Donald Luxton & Associates to identify one or more areas with a concentration of heritage character. The study was completed in February 2015 and entitled “Hammond Historic Character Area”. It

identifies one core area having the greatest concentration of heritage character that is located where settlement in Hammond began. Figure 1 in the Hammond Area Plan (Appendix A) identifies the Heritage Character Area boundaries. The character of this area has remained resilient over time, but in this predominantly single-family area, this may soon change as redevelopment occurs over time. The community's desire to retain the heritage character of Hammond is reflected in the Area Plan and supporting policies.

1.1 Hammond Area Plan Policies Specific to Heritage Conservation

The community's desire to retain heritage character and the study's findings resonated through drafting of the Area Plan and resulted in three key policies that specifically speak to conserving the existing heritage resources within the neighbourhood:

- 3-2 The adaptive reuse of heritage sites and buildings is encouraged. Rehabilitation of a heritage site may involve the use of heritage conservation legislation identified in the *Local Government Act* and *Community Charter*. This policy applies to sites and buildings determined by Maple Ridge to have heritage value and/or heritage character, including listings on the "Heritage Resources of Maple Ridge" and specific properties identified within the Heritage Character Area shown in Figure 1.
- 3-3 For heritage projects requiring a Statement of Significance or a Heritage Conservation Plan, Maple Ridge may consider the "Standards and Guidelines for the Conservation of Historic Places in Canada" published by Parks Canada. This tool helps users to understand the historic place and secondly determine the best approach in its conservation.
- 3-4 Maple Ridge will establish a community engagement process to explore potential legislation and regulatory tools for conservation of the Heritage Character Area identified in Figure 1. Examples of some potential tools include a Heritage Conservation Area Bylaw, a property tax exemption for protection of a heritage property, heritage conservation covenants, and/or a specific Heritage Character Area zone that permits uses, densities, setback, etc. that are specific to this historic enclave of Hammond.

Policy 3-4, above, speaks directly to undertaking a community consultation process to explore potential policy, regulatory and incentive tools for conserving Hammond's Heritage Character Area.

1.2 Official Community Plan Policies

There are several heritage policies in the Official Community Plan, Section 4.3, Heritage, that support heritage conservation and four of these specifically apply to the intent of exploring certain tools for known community heritage resources:

- 4-40 Maple Ridge will encourage the conservation and designation of significant heritage structures, and natural and cultural landscape features in each neighbourhood.
- 4-41 Maple Ridge will continue to recognize significant heritage areas and will consider identification of these areas as Heritage Conservation Areas or

Heritage Districts to ensure development that respects their heritage character and historic context.

- 4-43 The development application review process will include an opportunity to evaluate the overall impact of a proposed development on the heritage characteristics and context of each historic community or neighbourhood. Conservation guidelines and standards should be prepared to aid in this evaluation and provide a basis from which recommendations can be made to Council.
- 4-44 Maple Ridge will endeavour to use tools available under Provincial legislation more effectively to strengthen heritage conservation in the District. Other planning tools will also be utilized where appropriate to establish a comprehensive approach to heritage management in the District.

1.3 Background Research

The prior “Hammond Historic Character Area” study provides the foundation for the proposed community discussion on potential policy, regulatory and incentive tools for character retention. Since this study was completed in 2015, two other pieces of research have been undertaken that will help further inform and guide the discussion through this process: 1) An update to the “Heritage Resources of Maple Ridge”, (which is anticipated to be brought forward to Council by early 2018); and 2) “Hammond Heritage Conservation Area Discussion Paper” (attached as Appendix B). Both of these studies were prepared by Donald Luxton & Associates and are discussed below.

1.3.1 Heritage Resources of Maple Ridge

The original and current version of this document was created in 1998 and contains over 100 listings of places in Maple Ridge identified with heritage value. Each place is listed in the historic community in which it is located, such as Port Haney, Yennadon, and Hammond. In 2016, the Community Heritage Commission undertook a project to update this document and involved researching the origins and significance of each listing. The document includes write-ups for each place with all information known to date. The places identified in the 2015 “Hammond Historic Character Area” study have been included in the inventory update and as such, much of the supporting research for Hammond’s Historic Character Area will be available for public viewing prior to starting the community consultation process.

1.3.2 Hammond Heritage Character Area Discussion Paper

In preparation for the upcoming community engagement, research on possible heritage conservation tools was undertaken by Donald Luxton & Associates, and is compiled in the attached “Hammond Heritage Character Area Discussion Paper”, dated October 2017 (see Appendix B). This paper provides a comprehensive listing of policy, regulatory and incentive tools for heritage conservation within British Columbia and includes research and discussion on community benefits. Several examples of approaches undertaken by other municipalities are also presented. The intent of the community consultation process is to explore the available tools and identify which are most effective, desirable and feasible for implementation.

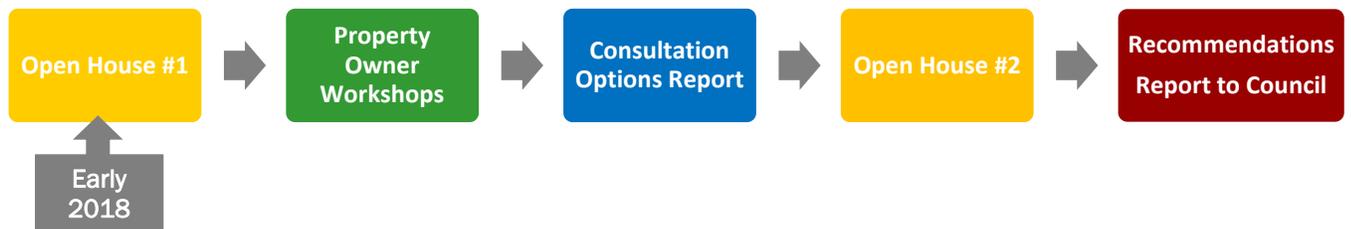
2.0 COMMUNITY CONSULTATION PROCESS

Further to the supporting policies discussed in sections 1.1 and 1.2 above, a consultation process is proposed to discuss the retention of heritage character in the Hammond Heritage Character Area. This process, which is outlined below in section 2.1 will build on the work already completed through the Hammond Area Plan process and ongoing implementation of the Plan. Some additional research will be undertaken prior to commencing this process and also discussed in section 2.1 below.

2.1 Proposed Hammond Character Area Consultation Process

2.1.1 Timeline

There are five steps proposed for the Hammond Heritage Character Area Consultation process, as shown in the diagram below. It is anticipated the consultation process will commence with an open house in the first quarter of 2018. The process will take approximately five months to complete, plus an additional two months for Council approval of any Zoning or Official Community Plan bylaw amendments. Each of the five steps in the process are discussed below.



Open House #1: The initial open house event will introduce the background information, technical studies, and potential regulatory and incentive tools to the community. Participants will be requested to provide input either directly at the event or through a questionnaire. For those not able to attend the event, the questionnaire will be made available online and also at the Planning Department front counter. The deadline for completing questionnaires will be approximately three weeks after the open house.

Property Owner Workshops: These will be specifically for those who own property within the Hammond Heritage Character Area. A workshop format will be prepared and scheduled for two separate dates and times to enable more local property owners to attend. A direct mailout will be sent to property owners requesting their participation in the community workshops.

Consultation Options Report: The outcomes of open house #1 and property owner workshops will be compiled and preferred conservation tools will be identified in a Council report. Council will be asked to direct staff on proceeding with next steps or refinement of the preferred options.

Open House #2: Community feedback will be requested on heritage conservation options refined from earlier consultation and the update to Council. A questionnaire for additional community input will also be provided at this event and available online and at the Planning Department front counter for approximately three weeks.

Recommendations to Council: The outcomes of open house #2 will be presented to Council for direction on whether to proceed with bylaw changes.

Notification for the open house events will be made through newspaper advertisements, information updates on the City's website, and postings on FaceBook, including the Hammond Neighbours FaceBook page.

The Community Heritage Commission and the Maple Ridge Historical Society will be included in the process and provided with regular updates.

2.1.2 Additional Research Needed

Prior to commencing the community consultation process, an economic impact study will be undertaken to help identify how implementation of potential conservation tools may impact the property owners and larger neighbourhood. This information will help guide the public discussion and help residents identify the possible tools that may be best suited for the Hammond neighbourhood.

2.1.3 Possible Future Research

Future research may be needed if the preferred tool for heritage conservation is determined to be a heritage conservation area bylaw. This bylaw could include a Statement of Heritage Value that identifies the heritage significance of the area as well as Design Guidelines to ensure the heritage character is retained within existing and new development. Direction whether to proceed with these studies will be sought when staff provide recommendations to Council.

2.4 Formal Referrals

Katzie First Nation staff will be invited to the open house events and provided with electronic links to information in the process. Staff will also offer to meet with Katzie staff at their office to present options, answer questions, and receive feedback. After First Reading of any proposed amendment to the Official Community Plan, a formal referral from the Mayor's office will be sent to the Katzie First Nation.

It is determined that no additional formal referrals are necessary. However, a draft of any proposed Official Community Plan amending bylaw will be forwarded to School District 42 and the City of Pitt Meadows after First Reading.

3.0 INTERDEPARTMENTAL IMPLICATIONS:

It is anticipated that the Building Department, Engineering Department, and the Finance Department may be involved in this process.

4.0 FINANCIAL IMPLICATIONS:

The Hammond Heritage Character Area consultation process and the research identified in section 2.1.2 above forms part of the 2017 Planning Department business Plan and will be completed under existing funding. Should the future research directions outlined in 2.1.3 be considered necessary, additional funding may be sought at that time.

CONCLUSION:

The proposed Hammond Heritage Character Area consultation process is an important step in the ongoing implementation of the Hammond Area Plan. Throughout the Area Plan process, the predominant message received from the community was that they value the heritage character within their neighbourhood and want to see it retained. This consultation process will re-engage the community in a discussion on heritage character preservation with a focus on the area where it is highly concentrated. The intent of this process is to determine which policy, regulatory and/or incentive tools are best suited to retain the historic character of this unique and valued area within Hammond.

“Original signed by Lisa Zosiak”

Prepared by: Lisa Zosiak, M.R.M., MCIP, RPP
Planner

“Original signed by Christine Carter”

Approved by: Christine Carter, MPL, MCIP, RPP
Director of Planning

“Original signed by Frank Quinn”

Approved by: Frank Quinn, MBA, P. Eng.
GM: Public Works & Development Services

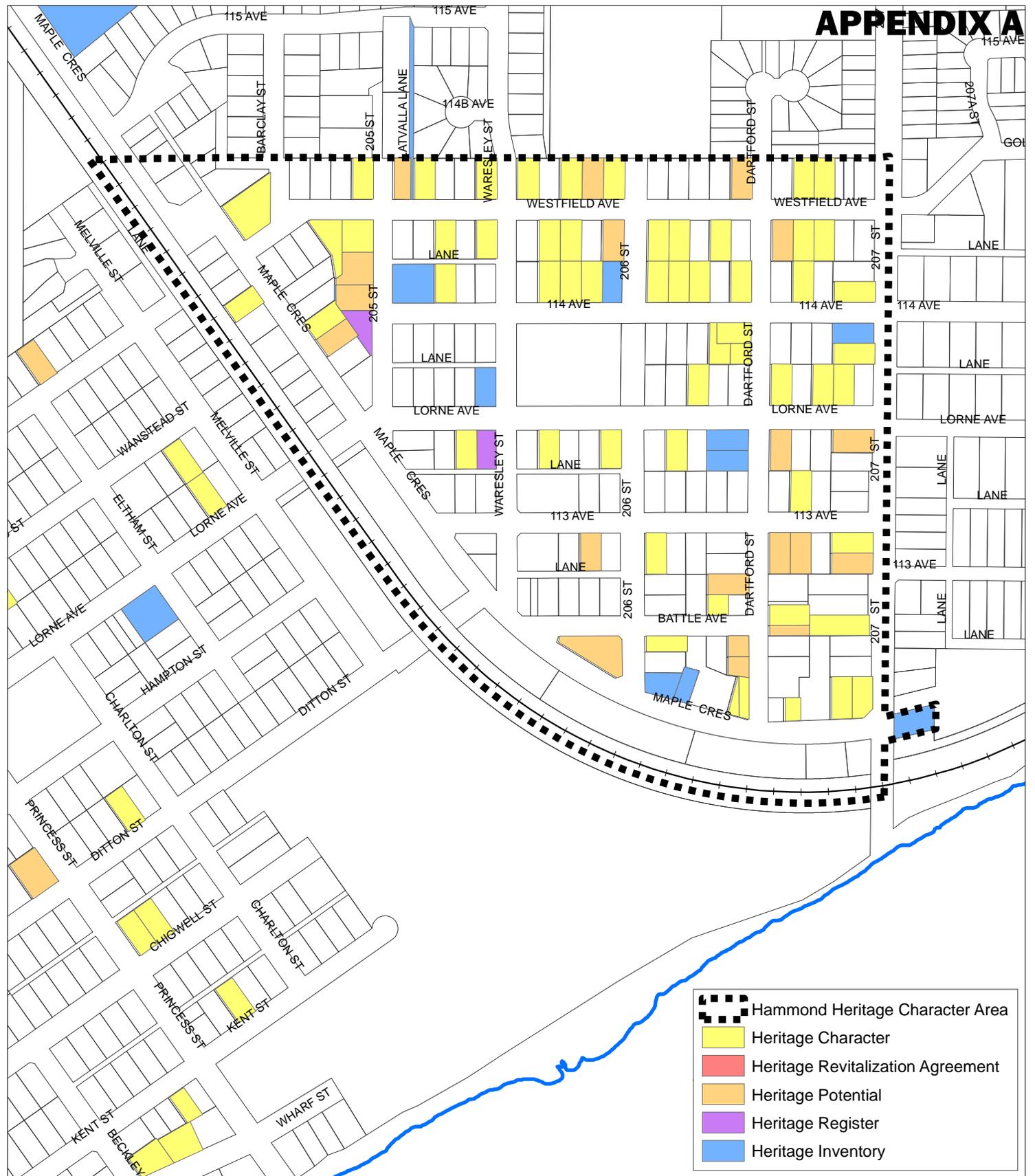
“Original signed by Paul Gill”

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

Attachments:

Appendix A: Hammond Area Plan Figure 1: Hammond Heritage Character Area

Appendix B: “Hammond Heritage Character Area Discussion Paper”, Donald Luxton & Associates,
(October 2017)



N.T.S.

**FIGURE 1
HAMMOND HERITAGE
CHARACTER AREA**

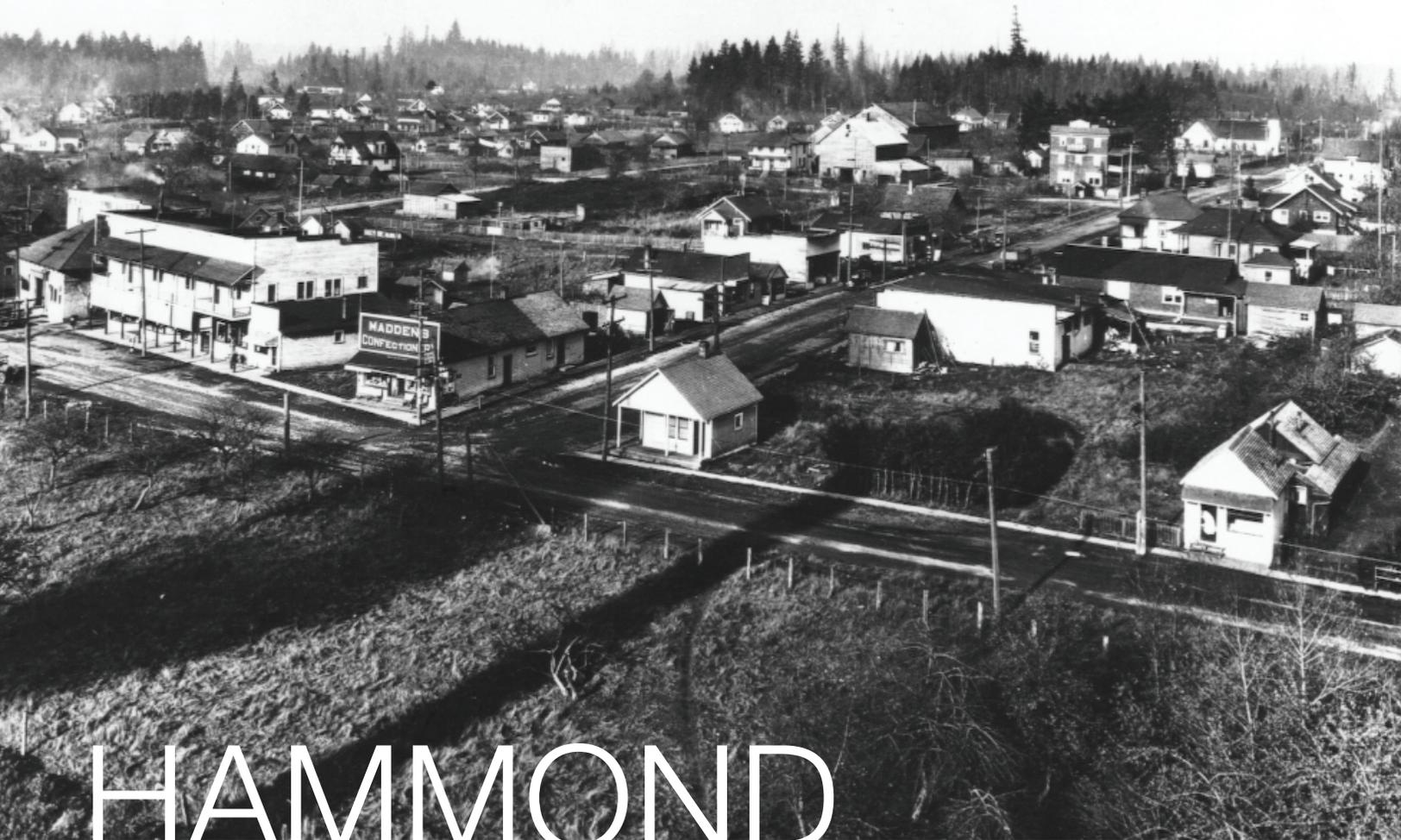


**CITY OF
MAPLE RIDGE**
PLANNING DEPARTMENT

DATE ADOPTED: Jan, 24 2017

DATE OF LAST REVISION: Jan 24, 2017

BY: DT



HAMMOND

HERITAGE CHARACTER AREA

DISCUSSION PAPER

OCTOBER 2017

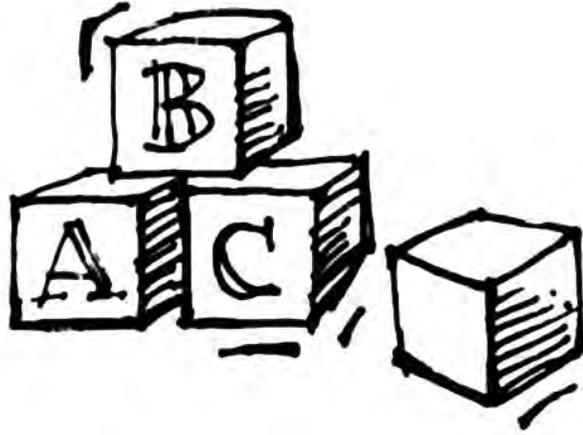
DONALD LUXTON
AND ASSOCIATES INC



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1. INTRODUCTION



The goal of this project is to assist the City of Maple Ridge in taking the next steps towards the development of realistic and effective heritage incentives, regulations and heritage procedures that will promote the conservation of heritage resources in the historic community of Hammond. This report outlines a broad range of incentive and regulation-based heritage tools, and forms an important step in the proactive management of the community's significant heritage resources.

Heritage can be defined as anything of a physical, cultural or social nature that is unique to, and valued by, a community, and can be passed from generation to generation. Each community's heritage is distinctive, and the retention of heritage character helps instill a sense of community identity and pride, develops a sense of continuity for residents, and promotes an understanding of place character for current and future generations. Heritage conservation is also important economically; protection of heritage resources can protect property value as well as provide opportunities for businesses, property owners and tourism.

The value of conserving a community's heritage is not always immediately recognized, especially if there are perceived financial benefits from redevelopment. Municipal heritage programs provide a balance of regulations ("sticks") and incentives ("carrots") based on owner cooperation; in virtually all cases, heritage protection is achieved on a voluntary basis. Where there are external pressures threatening heritage assets, it has been recognized that conservation will be achieved more effectively through incentives rather than by stringent regulation.



2. COMMUNITY BENEFITS OF HERITAGE CONSERVATION



Heritage conservation has many potential cultural, social and economic benefits. Conserving and celebrating a community's heritage allows it to retain and convey a sense of its history, and provides aesthetic enrichment as well as educational opportunities. Heritage resources help us understand where we have come from so that we can appreciate the continuity in our community from past to present to future. Historic sites become physical landmarks and touchstones, and many other intangible heritage features - such as traditions, events and personal histories - add to the City's vibrancy and character. This broad range of heritage resources represents a legacy that weaves a rich and unique community tapestry.

Cultural and heritage-based tourism, including visits to historic sites, is now one of the fastest growing segments of the burgeoning tourism industry. Over the last twenty years, international tourism arrivals in Canada have been growing consistently at an average of 4% per year. The United Nations World Tourism Organization forecasts the number of international tourists globally will nearly double from 880 million in 2009 to 1.6 billion by 2020. Tourism is an important sector of the economy in B.C., generating nearly \$6.5 billion dollars or over 4% of the provincial real GDP. In addition, employment in the tourism sector in 2010 totalled 127,000, accounting for approximately 1 in every 15 jobs in the province.

Travel research organizations have tracked cultural tourism data in recent years, identifying the trends and characteristics of an attractive, accessible and large market. The cultural tourism market is leisure-travel based and grows globally by 15% every year. Cultural tourists in North America tend to be represented by the baby boomers (those over 45 years old) although there is also an emerging trend of cultural tourists in the 20-34 'young professionals' age group, who use the internet to identify where and how to travel.¹ Other current research clearly identifies the growing trend for heritage and cultural tourism, and the strength of the cultural sector in our economy.²

Other benefits of strong heritage policies include maintaining distinctive neighbourhoods, conserving cultural heritage, strengthening community identity and promoting civic pride. Heritage conservation is also inherently sustainable, and supports initiatives such as landfill reduction and conservation of embodied energy. It reinvests in existing infrastructure and promotes avoided impacts through reduced GHG emissions. These are all important considerations in the long-term management of our built environment.

¹ Ontario Cultural & Heritage Tourism Product Research Paper, February 2009.

² <http://www.allianceforarts.com/research-publications/>

HAMMOND HERITAGE CHARACTER AREA DISCUSSION PAPER

The public benefits of heritage conservation include:

- encouraging retention of unique community heritage;
- celebrations of historical events and traditions;
- partnership opportunities with senior levels of government;
- engagement of the broader community including the private and volunteer sectors;
- flexible heritage planning that assists private owners in retaining historic resources;
- conservation of a broad range of historical sites that supports other public objectives such as sustainability initiatives, tourism development and education;
- reduction of greenhouse gases through avoided impacts;
- investment in heritage sites through community partnerships; and
- generation of employment opportunities and other economic benefits.

Heritage initiatives provide many tangible and intangible benefits, and have a strong positive impact on the development of a complete community and the emergence of a vibrant culture of creativity and innovation. There is, however, a widely-held perception that protecting heritage property reduces property values or inhibits development. Numerous studies have demonstrated that this is not so; Professor Robert Shipley of the University of Waterloo assessed almost 3,000 properties in 24 communities across Ontario between 1998 and 2000. His study concluded that heritage designation could not be shown to have a negative impact on property values. In fact, there appears to be a distinct and generally robust market in protected heritage properties. Generally, these properties perform well, with 74% of them maintaining their value at average or better than average market value. The rate of sale among designated properties is also as good, or better than, average market trends. Moreover, the values of heritage properties tend to be resistant to downturns in the general market. Additionally, two reports³ in 2008 and 2012 on a two-phase study of 32 well-established Heritage Conservation Districts in Ontario, many of which were designated in or before 1992, found that real estate values in these districts remain strong. Conducted by the Architectural Conservancy of Ontario with cooperation from the Heritage Resources Centre at the University of Waterloo, the studies conclude “real estate values in Heritage Conservation Districts generally rise more consistently than surrounding areas.”

The Vancouver Heritage Foundation undertook a research project to determine whether there were positive or negative impacts to heritage designation, through a comparison of the assessed values of heritage and non-heritage properties in four Vancouver neighbourhoods (Strathcona, Kitsilano, Mount Pleasant & Hastings Sunrise). The study found that between 1999 and 2005, Heritage Register and designated heritage houses increased in value by 42%, while non-heritage houses increased in value at a slightly lower rate of 39%.⁴

The Victoria Heritage Foundation has tracked the market values and assessments of 142 heritage houses designated prior to 1988. Between 1988 and 1999 the tax assessments for these individual designated (and well-maintained) heritage houses increased at a rate 26% higher than the average tax assessments for residences throughout the City.⁵

The experience of these two heritage foundations – and others in the province – is that when incentives are available, the property values of heritage houses rise at a higher rate than normal building stock.

As part of the process that led to the establishment of the First Shaughnessy Heritage Conservation Area, the City of Vancouver commissioned an economic study by Coriolis Consulting Corp.⁶ to examine the financial impact of the proposed HCA; it was concluded that the downward pressure on price was not likely to translate into an immediate, significant, persistent drop in value, but that lot values could see small short term decreases and

³ See *Heritage Districts Work! Heritage Conservation District Study Summary Report 2009* and *Heritage Districts Work – More Stories of Success Heritage Conservation District Study Phase Two Summary Report* available at <https://uwaterloo.ca/heritage-resources-centre/projects/recent-projects>

⁴ Research information provided by the Vancouver Heritage Foundation.

⁵ Research information provided by the Victoria Heritage Foundation.

⁶ Economic Analysis of Proposed Changes to First Shaughnessy Zoning District: Supplemental Report, June 2015. Coriolis Consulting Corp. <http://former.vancouver.ca/ctyclerk/cclerk/20150721/documents/phea-YellowMemo-Appendix2.pdf>

HAMMOND HERITAGE CHARACTER AREA DISCUSSION PAPER

experience smaller future increases than would otherwise have occurred, if buyers did not choose to take advantage of the new benefits offered in the proposed new regulations and did not factor these benefits into the price they would be willing to pay for a property with a pre-1940 house. In fact, there was no perceptible change in property values after the HCA enactment until other intervening factors came into effect, such as the Additional Property Transfer Tax (a 15% tax that foreign entities or taxable trustees pay in addition to the general property transfer tax on transfers of residential property located in Metro Vancouver Regional District).

In general, heritage conservation initiatives provide stability in the marketplace and help protect property values.



View of [buildings and businesses on] Maple Crescent - Port Hammond, circa 1921.
[Philip T. Timms, photographer. City of Vancouver Archives CVA 677-1105]

3. ENABLING LEGISLATION



Prior to 1994, there were two provincial Acts that most directly enabled municipal heritage conservation initiatives: the *Heritage Conservation Act* and the *Municipal Act*. These two Acts, and a number of others, were amended by the *Heritage Conservation Statutes Amendment Act 1994*, which allowed municipalities to comprehensively integrate heritage conservation activities into the mainstream of development and community planning. The Act enabled procedures for more powerful regulations (Heritage Conservation Areas, Community Heritage Commissions, heritage site maintenance standards, tree protection, etc.) and heritage incentives (negotiated agreements, tax exemptions, an expanded legal protection toolkit, consolidated approvals for heritage rehabilitation work, etc.).

Heritage tools are referenced in a number of provincial acts, such as the *Community Charter* (revitalization tax exemptions) and the *Land Titles Act* (which enables covenants to be registered on land titles), but the majority of the tools the City is liable to use in the conservation of heritage resources are now enabled under the *Local Government Act*. Other provincial acts and policies can have adverse impacts on heritage sites unless specific exemptions or equivalencies apply; the *B.C. Building Code*, the *Energy Efficiency Act* and the *Homeowner Protection Act* now provide alternate compliance allowances for heritage buildings.

3.1 Local Government Act

Under the *Local Government Act (LGA)*, a legal framework is provided for the establishment and continuation of local governments to represent the interests and respond to the needs of their communities. Local governments are enabled with the powers, duties and functions necessary for fulfilling their purposes, including stewardship of public assets, and the flexibility to respond to the different needs and changing circumstances of their communities. The City of Maple Ridge is empowered to regulate land development through zoning, subdivision control, building bylaws, maintenance and occupancy bylaws, and a number of other regulatory mechanisms, based on an Official Community Plan. Most of the tools that the City will use to provide incentives and regulations for the heritage program are enabled under Part 15 of the *LGA* (see *Appendix B: Local Government Act Excerpts*).



One of the tools commonly used as the basis of a municipal heritage program is a Community Heritage Register, an official listing of properties having heritage value, passed by resolution of local government. The City of Maple Ridge has already established an official Heritage Register. In addition to the tracking and regulatory powers implied by a Heritage Register listing, there are also important incentives that can be offered to assist owners with conservation. Properties on a Register are eligible for special provisions, including equivalencies under the *B.C. Building Code* and exemptions and alternative compliance under the *Energy Efficiency Act* and the *Homeowner Protection Act*.

HAMMOND HERITAGE CHARACTER AREA DISCUSSION PAPER

The City can legally protect heritage sites through heritage designation (as has been undertaken for several sites) or through a Heritage Revitalization Agreement, a voluntary negotiated agreement that may vary bylaw and permit conditions (the City has already undertaken several HRAs). The City has also established a Community Heritage Commission to advise Council on heritage matters; a commission can also undertake other activities as directed by Council. Further information on the provincial legislation is available in a publication, "*Heritage Conservation: A Community Guide*" that is available online (see *Appendix D: Websites*).

3.2 Heritage Conservation Act

The purpose of this Act is to encourage and facilitate the protection and conservation of heritage property in British Columbia. This Act is most relevant when dealing with archaeological issues, the management of which remains a provincial jurisdiction. The province may enter into a formal agreement with a First Nation, with respect to the conservation and protection of heritage sites and heritage objects that represent the cultural heritage of the aboriginal people who are represented by that First Nation. Owners of identified archaeological sites are required to conform to provincial requirements.

3.3 Community Charter

The *Community Charter* came into effect in 2004, and provides municipalities with a framework for local activities and services. This legislation applies to all municipalities whose core powers were previously found in the *Local Government Act*, and replaces the tradition of prescriptive legislation with enabling legislation that allows municipalities to be innovative in meeting the needs of their communities. The *Charter* gives municipalities broad powers, including revitalization tax exemptions, to regulate activities. The tax exemption provisions in the *Charter* that can be used for facade improvement and heritage conservation projects are listed below:

- *Section 225:* Revitalization tax exemptions can be offered to "eligible heritage property." A rebate on municipal and provincial taxes can be provided. There is no specified time limit to the exemption that can be negotiated. These provisions require a 2/3 supporting vote of Council for enactment.
- *Section 226:* Tax exemptions can be offered to revitalization projects. A rebate can only be provided on municipal taxes, and can be offered to any property. There is a 10-year time limit to this exemption, however it requires only a simple majority vote of Council for enactment.

A number of municipalities have utilized these provisions to promote revitalization, including:

City of Chilliwack: The Official Community Plan for the City of Chilliwack identified the revitalization of the downtown as a priority. In 2004, the *Community Charter* was introduced, offering a new revitalization tax exemption opportunity. As a result of this, the City of Chilliwack has established a downtown revitalization tax exemption program. Council may enter into an agreement with property owners within the designated areas and upon issuance of an exemption certificate to the assessor, those improvements are exempt from municipal property value taxes for a period of time not longer than five years, and with a 50% phase-in for the 6th year.

City of Port Moody: in 2011, the City established a revitalization tax exemption program for heritage properties under *Heritage Revitalization Tax Exemption Bylaw, 2011, No. 2913*.

The purposes of Port Moody's tax exemption program are to:

- support conservation of heritage properties;
- foster revitalization through heritage and cultural awareness;
- increase the economic viability of the Heritage Conservation Area and Heritage Character Areas of Moody Centre; and,
- enhance quality of life in the city.

HAMMOND HERITAGE CHARACTER AREA DISCUSSION PAPER

The program is intended to accomplish these objectives by:

- lowering costs for heritage property owners to invest in the restoration, rehabilitation and repair of heritage properties;
- establishing a financial incentive for redevelopment that meets heritage and sustainability guidelines;
- cultivating a heritage precinct for business attraction and cultural tourism; and,
- promoting a heritage aesthetic that improves the sense of place and promotes vitality in the identified historic area of the city.

Eligible properties must be listed on the City's Heritage Register or located within the Moody Centre Heritage Conservation and Character Areas. To qualify, a project must be either 1) heritage conservation projects of \$15,000 or above in eligible costs, or 2) projects that retain the existing principal building with a construction value of \$100,000 or greater, as follows:

- i. Wherein the land use is consistent with the Official Community Plan land use designation, as amended from time to time; and
- ii. That involves preservation of the heritage significance of a building on the City's Heritage Register and results in qualifying project costs of \$15,000 or greater (Type I); or
- iii. Improvements on a Lot which result in a construction value of \$100,000 or greater as determined by the building permit(s) issued where (Type II):
 - (a) the existing principal building is retained; and
 - (b) the Project is exemplary of the Moody Centre Heritage Conservation Area Guidelines as determined by the Director of Development Services; and
 - (c) green building elements are included such as reused materials, and/or conservation of water and energy as demonstrated through the completion of the City's Checklist for Community Sustainability; or
 - (d) a heritage Statement of Significance is prepared to direct the Project and, upon completion of the heritage conservation works as per the *Standards and Guidelines for the Conservation of Historic Places in Canada*, the Lot is added to the Heritage Register.
- iv. In the case of a Type I project as described in this bylaw, qualifying project costs shall include any of the following:
 - (e) conservation and repair of significant original architectural elements, including doors, windows, roofing, or other significant features as identified in the Statement of Significance documented in the Heritage Register;
 - (f) reconstruction of significant historical features, using materials that replicate the original;
 - (g) work to restore a building to structural soundness as per the *Standards and Guidelines for the Conservation of Historic Places in Canada*, with reference to the B.C. Building Code;
 - (h) the conservation of interior elements will be eligible if it is necessary for a building's structural integrity;
 - (i) interior services including plumbing, electrical and heating are eligible if necessary to ensure the continued use of the building and the replacement technology is consistent with a recognized Canadian green building standard;
 - (j) professional design and engineering reports, drawings, cost estimates, and specifications as required by the City for the project.

Notably, the tax provisions are tied to recognized heritage conservation *Standards and Guidelines*.

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3.4 B.C. Building Code

Building Code upgrading is the most important aspect of heritage building rehabilitation, as it ensures life safety as well as long-term protection for the resource. It is essential to consider heritage buildings on a case-by-case basis, as the blanket application of Code requirements does not recognize the individual requirements and inherent strengths of each building. Over the past few years, a number of Code equivalencies have been included in the *British Columbia Building Code*, which facilitate heritage building upgrades. For example, the use of sprinklers in a heritage structure helps to satisfy fire separation and exiting requirements. Heritage sites eligible for alternate compliance provisions are defined as those protected through heritage designation or included in a community heritage register by a local government under the *Local Government Act*,

Given that Code upgrading is a significant factor in the conservation of heritage buildings, it is important to provide viable alternative methods of compliance that protect heritage value and are economically feasible. The City should explore the full range of potential heritage building code equivalencies in order to provide consistent review and knowledgeable advice to building owners. On individual projects, the City can also accept the report of a Building Code Engineer as to acceptable levels of code performance.

Under the current Code, alternate compliance is offered only for interior rehabilitation; building envelope compliance must be negotiated through HPO exemptions or site-specific equivalencies negotiated through the City. The one exception is for windows; the wording of the code requires “two sheets of glass” rather than double-glazing (as it is usually interpreted) and therefore Code requirements can be met through the use of interior or exterior storm windows, or exempted under the heritage definitions of the *Energy Efficiency Act*.



3.5 Energy Efficiency Act

Heritage conservation and sustainability initiatives have mutual goals of conservation. In the case of heritage buildings, this includes considering the inherent performance and durability of their character-defining assemblies, systems and materials, and the minimal interventions required to achieve the most effective sustainability improvements. The conservation of heritage buildings avoids potential impacts by retaining their embodied energy and carbon, and reduces landfill requirements and greenhouse gases. The *Energy Efficiency Act (Energy Efficiency Standards Regulation)* was amended in 2009 to include the following definition:

"designated heritage building" means a building that is

- (b) protected through heritage designation or included in a community heritage register by a local government under the *Local Government Act*.

Under this legislation, Energy Efficiency standards do not apply to windows, glazing products, door slabs or other products installed in heritage buildings. This means that the City, as an incentive to listing a site on a Heritage Register or as part of a negotiated agreement, can allow exemptions to energy upgrading measures that would destroy heritage character-defining elements such as original windows and doors.

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These provisions do not preclude that heritage buildings must be made more energy efficient, but they do allow a more sensitive approach to alternative compliance and a higher degree of retained integrity. Increased energy performance can be provided through non-intrusive methods such as attic insulation, improved mechanical systems, and storm windows. Please refer to the *Standards & Guidelines for the Conservation of Historic Places in Canada* for further information.

3.6 Homeowner Protection Act

Amendments to the *Homeowner Protection Act Regulation (HPA)* were made in 2010 to allow for exemptions for heritage sites from the need to fully conform to the B.C. Building Code under certain conditions, thus removing some of the barriers to compliance that previously conflicted with heritage conservation *Standards and Guidelines*. The changes involved:

1. An amendment to the *Homeowner Protection Act Regulation*, B.C. Reg. 29/99 that allows a warranty provider, in the case of a commercial to residential conversion, to exclude components of the building that have heritage value from the requirement for a warranty; and
2. Clarification of the definition of 'substantial reconstruction.' The *Act* explains that 75% of a home must be reconstructed for it to be considered a 'new home' under the *HPA*, thus enabling single-family dwelling to multi-family conversions and strata conversions without the *Act* now coming into play.

The definition of a heritage building under the *HPA* is consistent with that under the *B.C. Building Code* and the *Energy Efficiency Act*.



Street scene in Hammond from mill structure. Train station, telephone office and Dale store in view, 1930s.
[Maple Ridge Museum & Archives P09078]

4. HERITAGE REGULATIONS

Under the provincial enabling legislation, there are a number of regulatory tools that the City can use in the management of heritage sites. Some of these tools also offer the possibility of providing negotiated incentives, especially through the use of a Heritage Revitalization Agreement. The primary regulatory tools that the City will use in heritage management are enabled under Part 15 of the *Local Government Act (LGA)*:

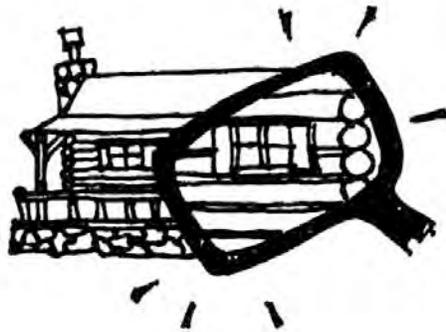
PLANNING TOOLS

- *Official Community Plan (LGA)*: Sets out the City's intent for development. States overall goals for heritage conservation and can also include heritage area designations.
- *Development Permit Guidelines (LGA)*: Provide specific requirements for areas designated as Development Permit Areas.
- *Zoning Bylaws (LGA)*: Outline the general requirements for site development. An appropriate zoning schedule can be tailored to conserve the character of a heritage site or area.
- *Heritage Conservation Areas (LGA)*: The City can define special areas in the Official Community Plan to provide long-term protection to distinct heritage areas.
- *Community Heritage Register (LGA)*: The City can establish an official listing of properties defined as having heritage character or heritage value; this can act as the basis for offering incentives.



ASSESSMENT TOOLS

- *Heritage Inspection (LGA)*: The City can order heritage inspections to assess heritage value and conservation needs.



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- *Heritage Impact Assessment (LGA)*: The City can order an assessment to be prepared at either the expense of the owner or the municipality in order to predict the impact of a proposed development on adjacent heritage resources.



PROTECTION TOOLS

There is one temporary way and four permanent ways in which legal protection can be provided:

- *Temporary Heritage Protection (LGA)*: A heritage resource can be temporarily protected through the withholding of permits and approvals, or the adoption of protection orders and bylaws. The resource must be listed on a Heritage Register. Specific time periods apply, and this protection cannot be indefinitely extended.
- *Heritage Designation (LGA)*: This tool provides continuing protection and demolition control. Designation is generally negotiated in exchange for development incentives. This is considered a form of continuing protection.



- *Heritage Conservation Covenants (Land Titles Act)*: Allows for the negotiation of a contractual agreement with the owner, which is then registered on the Land Title. This may not vary siting, use or density. This is considered a form of continuing protection.
- *Heritage Revitalization Agreements (LGA)*: This is potentially the most useful conservation tool, and has been widely used by other local governments. It allows for a voluntary negotiated agreement, which may vary bylaw and permit conditions. If use and density are not varied, a Public Hearing is not required. This is considered a form of continuing protection.
- *Heritage Conservation Area (LGA)*: Scheduled properties in a Heritage Conservation Area are considered protected, but their development potential under existing zoning cannot be superseded through the use of this tool.

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HERITAGE MANAGEMENT TOOLS

- *Heritage Procedures Bylaw (LGA)*: The City has enacted *Heritage Procedures Bylaw No. 6951-2012* that establishes civic procedures and guidelines for heritage conservation.
- *Heritage Alteration Permits (LGA)*: HAPs are used to allow changes to legally protected heritage property. If a Heritage Conservation Area is established, HAPs may be used for subdivision, additions, new construction or alteration to an existing building.
- *Heritage Site Maintenance Standards (LGA)*: The City has enacted *Heritage Maintenance Standards Bylaw No. 6710-2009* that establishes minimum requirements for the care and maintenance of protected heritage properties.

4.1 ZONING BYLAWS

Zoning Bylaws are enabled under the *Local Government Act* and outline the general requirements for site development; they are enacted to specify the use, density, siting and subdivision of land, buildings or structures permitted in a community. In order to protect heritage character, a zoning schedule can be calibrated to appropriately conserve the character of a heritage area or neighbourhood. To promote conservation rather than redevelopment, zoning should recognize and be aligned with the heights, FSR, densities and lot coverage of existing heritage and character sites.

4.2 HERITAGE CONSERVATION AREAS

The City can define special areas in the Official Community Plan to provide long-term protection for a distinctive heritage area. A Heritage Conservation Area (HCA) designation is intended to provide long-term protection to a distinctive area that contains resources with special heritage value and/or heritage character, and can provide protection to all or some of the properties in the area. An HCA can include a Schedule of identified properties that become “protected heritage property” under the *Act*. In the HCA, a property owner may not do any of the following without a Heritage Alteration Permit (HAP):

- subdivision of a property;
- addition of a structure;
- addition to an existing structure;
- construction of a new building; or
- alterations to a building, structure, land, or feature.

Implementation of an HCA involves:

- A process of planning and research, through which a community identifies a distinctive area that it determines should be managed by long-term heritage protection.
- In consultation with the area property owners, the City agrees that an HCA is the best tool to provide long-term protection.
- Consultation with area property owners regarding the control mechanisms (including design controls) that may be included in the bylaw.

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- Preparation of a bylaw to amend the Official Community Plan to identify the HCA. The bylaw must include:
 - a description of the special features or characteristics which justify the establishment of the HCA;
 - the objectives of the HCA; and
 - either the official community plan or a zoning bylaw must specify guidelines respecting the manner by which the objectives are to be achieved.
- The bylaw may also:
 - identify circumstances for which an HAP is not required; and
 - include a schedule listing the protected properties in the area, and identify features or characteristics that contribute to the heritage value or heritage character of the area.
- At least ten days before a public hearing is held to discuss the amendment, The City must notify all owners of property listed on the HCA schedule.
- The City adopts the HCA bylaw.
- The City notifies the Land Title Office and the minister responsible for the *Heritage Conservation Act* of the adoption of the HCA bylaw, as well as any additions or deletions that may be made to the HCA schedule.

The principal implications of an HCA designation are:

- An HAP is required for most types of development unless an exception is provided.
- HAPs may vary zoning, subdivision and DCC bylaws but cannot vary use or density of use.
- HAPs may not prevent the use of the land at the density allowed under the zoning bylaw.
- All properties, including non-scheduled sites, would be subject to a heritage site maintenance standards bylaw.
- Notices must be placed on title to any “protected heritage property” in the HCA.
- Owners of “protected heritage property” are eligible for heritage tax exemptions and might benefit from reduced assessment under the *Assessment Act*.
- Owners of “protected heritage property” are eligible for alternative compliance solutions for heritage buildings set out in the *B.C. Building Code*, the *Energy Efficiency Act (Energy Efficiency Standards Regulation)* and the *Homeowner Protection Act Regulation*.
- No compensation claims are permitted.

Relationship to Zoning Regulations

HCA designations are intended to operate together with zoning regulations, as an overlay enabling the local government to manage in some detail how the changes permitted by the zoning regulations will occur. The zoning schedules should not be in conflict with heritage conservation objectives; if allowable density is greater than that of the properties that are intended for conservation, redevelopment will likely be the preferred option.

Scheduled properties in an HCA are considered to be legally protected, but their development potential under existing zoning cannot be superseded through the use of the HCA tool. In order to be successful, HCA heritage objectives and design guidelines must recognize and be aligned with the existing zoning, or the zoning must be revised to recognize heritage conservation objectives.

Design Guidelines

Either the official community plan or a zoning bylaw must specify guidelines respecting the manner by which the HCA objectives are to be achieved. The key role of the design guidelines is to provide the benchmark or standard against which HAP applications will be evaluated; an HAP can be refused if the action would not be consistent with the purpose of the heritage protection of the property. The more fully the Guidelines articulate this purpose, the stronger the City’s position will be to refuse to issue HAPs for inappropriate applications. The inclusion of design guidelines in a bylaw means that they cannot be amended except by bylaw amendment.

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Heritage Alteration Permit Requirements

Under an HCA designation, the heritage alteration permit requirement is triggered in relation to any subdivision of land, building construction, building addition or alteration, or alteration of a feature that is protected heritage property within the area, unless the bylaw provides a permit exemption for the type of development involved. HAPs must be issued in accordance with guidelines set out in the HCA or the zoning bylaw.

A permit may be refused if the development would not be consistent with the purpose of the property's heritage protection, as determined by the Council (or its delegate if this power has been delegated). If the refusal bars the development of the land to the maximum density permitted by the zoning bylaw, the City must inform the applicant of the requirements or conditions under which the use or density proposed by the applicant would be allowed. For example, if an owner was entitled under the zoning to a 100 m² addition to a building in the HCA and the HAP application showed the addition located in the front of the building, interfering with its heritage character as viewed from the street, the City could stipulate that the addition be located to the rear and could vary the required rear yard setback to accommodate the addition. HAPs issued for heritage conservation areas have the same features as those issued for designated heritage buildings and properties that are subject to HRAs.

Limits on Use of HAPs To Vary Bylaws

HAPs may not vary the use permitted on the land that's subject to the permit, or vary the permitted density up or down. As regards density, the 2014 decision in *Society of Fort Langley Residents for Sustainable Development v. Langley (Township) BCCA 271* suggests that density of use regulations cannot be varied by an HAP:

Summary of Decision: A third party seeks to construct a mixed-use building in Fort Langley, which has been designated as a heritage conservation area by the appellant Township. The proposed development exceeds the height and lot coverage requirements established for the heritage conservation area under the Local Government Act. The Township issued a heritage alteration permit pursuant to s. 972 of the Act to facilitate the development. However, s. 972(4) prevents the Township from using such a permit to vary the "density of use" of the property. In the court below, the respondent Society had the heritage alteration permit set aside. The chambers judge concluded that increasing the height and footprint of a building increased the density of use. The Township's power to regulate the density of use of land and buildings is distinct from its power to regulate the siting, size, and dimensions of buildings. Only variations to the former are restricted by s. 972(4) and courts should not impute restrictions on density of use from a bylaw that only restricts the siting, size, and dimensions of buildings. The proposed development complies with the residential density of use provisions in the applicable bylaw and, given the distinction in powers, there are no commercial density of use provisions for the heritage alteration permit to vary.

In cases where the City wishes to provide a density increase as an incentive for heritage conservation work, an HRA could be used as it is now.

Schedule of Protected Heritage Properties

An HCA can optionally include "a schedule listing buildings, structures, land or features within the area that are to be protected heritage property." If the HCA contains such a schedule, there is a public hearing requirement, and the owners of properties listed on the schedule are entitled to individual notice of the hearing. The City must file Land Title Office notices of such status as well as advising the Minister responsible for the *Heritage Conservation Act*. No person is entitled to compensation for any loss or damage or reduction in the value of property that results from the good faith exercise of the power to designate a heritage conservation area. The special consequences of "protected heritage property" status for these buildings include:

- Under the *Assessment Act*, they are dealt with in the same way as designated heritage properties, with potential property tax advantages for the owner.
- Their owners may also be eligible for discretionary heritage property tax exemptions under the *Local Government Act* and the *Community Charter*.
- Alternative Compliance Solutions are available to the owner under the *B.C. Building Code*, the *Energy Efficiency Act (Energy Efficiency Standards Regulation)* and the *Homeowner Protection Act Regulation*.

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- Certain heritage inspection, impact assessment and temporary protection powers can be exercised in relation to protected heritage property.

The protection afforded these properties under the HCA designation is similar to the protection that would be afforded by a heritage designation, but the City would run no risk of a compensation claim. That being the case, the inclusion of such a schedule in an HCA can be very controversial, with particular owners likely to request that Council delete their property from the schedule despite the advantages that accrue to the owner. Using a heritage registry from existing Council-approved guidelines as a basis for scheduled properties could reduce the potential controversy associated with this additional HCA component.

HCA Advantages and Implications

Many municipalities in British Columbia have established HCAs since they were first enabled by provincial legislation in 1994. There are approximately 70 existing HCAs in British Columbia, and nearby examples are found in Abbotsford, Port Moody, West Vancouver, North Vancouver, Vancouver and Victoria (which has 9). The tool is also successfully employed in cities throughout the world, including Sydney, Melbourne, Perth and Toronto.

Coupled with heritage site maintenance standards, the HCA designation can effectively prevent owners from both demolishing heritage buildings and allowing them to fall into disrepair. The extent to which retaining the buildings can preserve the character of the area depends on how much, if any, excess density the applicable zoning allows.

Advantages: The principal advantage of the use of the HCA tool is that the City's heritage conservation objectives would be addressed proactively within the context of the OCP for a particular area, rather than on the *ad hoc* basis typified by heritage designations, heritage revitalization agreements and other arrangements precipitated by more or less random owner redevelopment initiatives within the area. Secondly, the City could achieve significant heritage conservation objectives, including the retention of specific buildings and other features having heritage value, without having to deal with compensation claims. Thirdly, heritage site maintenance standards would apply to all properties within an HCA as well as to designated heritage properties, and the enforcement of such standards could be used to discourage owner neglect of heritage properties. Though the HAP requirement, the City can control the redevelopment of significant heritage buildings in the area, as well as controlling the development of any vacant sites and the redevelopment of sites developed with non-heritage buildings, to ensure that they complement the heritage character of the area rather than disrupting it.



Implications: The principal implication to the City is that the designation of an HCA requires a proactive planning effort, in comparison to a heritage conservation approach that reacts to redevelopment proposals for sites having heritage value. Not having sufficient staffing resources allocated to the administration of the HCA could produce delays, inconvenience and expense for property owners in relation to HAP requirements, especially if the designation is not accompanied by judicious HAP exemptions. Care needs to be taken to provide reasonable HAP exemptions for minor changes to “protected heritage property” and relatively major

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changes to non-heritage buildings within the area. These exemptions can themselves be used to promote heritage objectives; for example there could be an exemption from an HAP requirement for scheduled properties for repainting in the same colours, minor repairs or replacing roofing provided that the roofing material is compatible with the heritage character of the building.

RECOMMENDATIONS

A Heritage Conservation Area framework will provide the most effective results when:

1. The HCA boundaries are clear and logical, and appropriately sized to capture the key areas of heritage value. HCAs are generally less successful if used for very small areas, as demonstrated by the Corporation of Delta (where in the past as little as three properties have been listed as an HCA).
2. Identified heritage sites are legally protected through scheduling. A larger number of scheduled sites will ensure better protection of heritage value. This is especially true with residential properties in HCAs; in the experience of other municipalities (e.g. Township of Langley, City of North Vancouver) HCA guidelines for non-scheduled residential properties are difficult to interpret and enforce.
3. The zoning schedule is not in conflict with heritage conservation objectives. Scheduled properties in an HCA are legally protected, but their development potential under existing zoning cannot be superseded through the use of the HCA tool. In order to be successful, HCA heritage objectives and design guidelines must recognize and be aligned with the existing zoning, or the zoning must be revised to recognize heritage conservation objectives.
4. Design Guidelines are clear and site-specific in defining heritage conservation goals both for individual projects and for landscaping and public realm improvements. HCA guidelines need to be specifically tailored to the individual circumstances of the identified area. Reference should be made to the *Standards and Guidelines*, and there should be no conflict in intent (e.g.; *Standard 4*: Do not create a false sense of historical development). *Standard 11* should be referenced for related new construction or interventions within the historic area.
5. The *Heritage Site Maintenance Standards Bylaw* is applicable to all sites within the HCA to ensure proper long-term maintenance.



View from atop a mill building looking north to Maple Crescent, 1921. [Maple Ridge Museum & Archives P09090]

5. HERITAGE INCENTIVES



The most effective way to encourage heritage resource owners or potential owners to conserve and invest in the rehabilitation of their properties is by offering incentives. Incentives refer to programs or measures administered by the City or other community-based agencies to encourage the protection and retention of historic resources. Unlike regulatory measures, these tools usually offer something to the owner or developer in return for undertaking rehabilitation work or legal protection. Often they work hand-in-hand with the regulatory policies referred to above, in order to offer tangible advantages to heritage property owners. Examples of incentives include grant programs, tax incentives, technical assistance, or negotiated agreements that waive or vary standard requirements.

Property owners likely to benefit directly from heritage conservation incentives may be individuals, businesses, corporations or organizations, including the following broad categories of ownership:

- Commercial (revenue-generating)
- Residential (revenue-generating)
- Residential (owner-occupied)
- Religious, Governmental, Institutional

Each of these categories has different requirements for incentives, and different types and levels of incentives may need to be offered. For example, religious buildings will not benefit from tax incentives. Similarly, developers of strata-titled residential property will not benefit from tax holidays, as the intent is to sell the property upon completion. Any incentives program will need to consider the broad range of property owner requirements.

5.1 FINANCIAL INCENTIVES

Heritage conservation incentives can be provided through financial support. Each project needs to be individually assessed to determine which incentives may apply, as different levels of assistance may be required to ensure financial viability.

5.1.1 City Financial Incentives

There are a number of financial incentives that the City can offer to encourage heritage conservation. Generally these can be considered to be of five types, including: (1) direct grants (“out-of-pocket”), from either the City or a Heritage Foundation; (2) tax incentives (“tax holiday”); (3) revitalization tax exemptions; (4) interest-free / low-interest loans; and/or (5) reduced permit fees.

5.1.1.1 Direct Grants

One of the most motivating incentives, especially for homeowners, can be direct financial assistance. Modest financial grants are sometimes extremely effective in promoting conservation, especially in the residential context. These are often only seed money or a show of support, rather than reflecting a large share of restoration costs. Grants sometimes “top up” a project so that the specific heritage character-defining elements (e.g., porches) can be restored. Sometimes relatively small projects can have a dramatic impact on the appearance of a heritage building exterior (e.g., opening of an enclosed verandah, heritage paint colours, or re-installation of wood windows and doors). The City of Maple Ridge could consider

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allocating a budget amount for heritage restoration grants that could be directed towards the conservation of properties, similar to what occurs in the City of Surrey and the Township of Langley. The City of Kelowna offers a grant program that is administered by an outside agency (the Central Okanagan Heritage Society).

There are a number of municipalities throughout the province that offer programs through municipally-funded foundations that provide direct financial assistance to the owners of residential heritage properties. These include Vancouver, New Westminster, Oak Bay and Saanich; Victoria has separate heritage foundations for residential and commercial properties. The City of Maple Ridge may wish to consider the feasibility of establishing a similar heritage foundation, which in addition to administering grant programs could also serve an education and awareness function. A heritage foundation would also be able to actively fundraise to fulfill its mandate and establish an identity distinct from the municipal government. Matching funding could be sought for potential grant programs through corporate sponsorship, private foundations and other sources.



5.1.1.2 Property Tax Incentives

Currently, if a property owner undertakes a rehabilitation of a heritage building, they usually encounter an increased property tax assessment due to an increase in market value. This, combined with the high cost of meeting building code requirements, can make the upgrade of heritage properties a marginal economic proposition. The assessment and taxation process is governed by provincial legislation.

Municipalities may choose to forgive all or part of the municipal portion of the property tax on a heritage property as long as the property is protected. In these cases, the tax relaxation may be calculated based on the extent and cost of the rehabilitation.

Experience in the United States has demonstrated that incentives tied to income tax are amongst the most effective mechanisms for the preservation of heritage buildings. In Canada, federal income tax incentives for conservation do not currently exist, but municipal tax-based heritage grants have been proven to be successful in many cities including Vancouver and Victoria. The potential for tax-based heritage incentives will need to be explored further as to their applicability within the Maple Ridge context.

5.1.1.3 Revitalization Tax Incentives

Revitalization tax exemptions are enabled under Section 226 of the *Community Charter*. The City of Port Moody has enacted a *Heritage Revitalization Tax Exemption Bylaw, 2011, No.2913* under these provisions (See *Section 3.3 Community Charter*). This is designed to encourage revitalization by lowering costs for property owners in the initial years after a major capital investment.

5.1.1.4 Reduced Permit Fees

The City has already offers HRAs and HAPs at negligible rates, which sends a message of administrative support as well as a financial incentive to heritage projects.

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5.1.2 Provincial Financial Incentives

Under its Heritage Conservation Program, The Heritage Legacy Fund provides financial contributions of up to \$25,000 for projects involving the preservation, rehabilitation and/or restoration of a built community heritage resource. Eligible applicants include the City, registered non-profit societies and registered federal charities.

5.1.3 Federal Financial Incentives

The Residential Rehabilitation Assistance Program (RRAP), offered through the Canada Mortgage and Housing Corporation, helps low-income Canadians, people with disabilities and First Nations people live in decent, affordable homes. These programs also support renovations to rooming houses and rental units to increase the availability of housing for those in need. Depending on the individual situation for each resource, one of the following programs may apply:

- **Homeowner RRAP:** Financial assistance to repair substandard housing to a minimum level of health and safety
- **Rental RRAP:** Assistance for landlords of affordable housing to pay for mandatory repairs to self-contained units occupied by low-income tenants
- **Secondary/Garden Suite RRAP:** Financial assistance for the creation of a Secondary or Garden Suite for a low-income senior or adult with a disability, making it possible for them to live independently in their community, close to family and friends.
- **RRAP for Persons with Disabilities:** Assistance for homeowners and landlords to improve accessibility for persons with disabilities
- **RRAP for Conversions:** Assistance for converting non-residential buildings into affordable housing

It is recommended that there be further exploration of other available funding sources, especially for non-profit organizations. Additional funding assistance may be available from a variety of other government and private programs. Private foundations may also be willing to support local heritage conservation efforts.

5.2 NON-FINANCIAL INCENTIVES

Heritage conservation incentives may also be provided through non-monetary support. In addition to the measures listed below, the City should examine the permit application and approval process, to ensure the removal of any disincentives to heritage conservation.

5.2.1 Heritage Revitalization Agreements

Heritage Revitalization Agreements provide a powerful and flexible tool that enable agreements to be specifically written to suit unique properties and situations. This formal written agreement can be negotiated by the City and an owner to protect a heritage property, and may be used to set out the conditions that apply to a particular property, thus providing both regulation and incentive at the same time. A Heritage Revitalization Agreement (HRA) is a contractual agreement between a property owner and the City. The terms of the agreement supersede local government zoning regulations, and may vary use, density, and siting regulations. Through an HRA, heritage projects can be designed with special conditions that promote financial viability for projects that could not otherwise proceed.

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An HRA outlines the duties, obligations, and benefits negotiated by both parties to the agreement. An HRA may:

- detail the timing of the agreement terms;
- vary or supplement the provisions of a bylaw that concerns land use designation, development cost recovery, subdivision and development requirements;
- vary or supplement a permit, bylaw or Heritage Alteration Permit under Part 15 of the *Local Government Act*; and/or
- include other terms agreed to by the City and the property owner.

HRAs are intended to provide a powerful and flexible tool that enables agreements to be specifically written to suit unique properties and situations. They may be used to set out the conditions that apply to a particular property. This tool is suited to unique / non-conforming conservation situations that demand creative solutions. The terms of the HRA supersede local government zoning regulations, and may vary use, density, and siting regulations. This can also be used to provide incentives that the owner can accept in lieu of compensation for continuing protection.

An HRA application requires the following process:

1. The City identifies the need for the use of an HRA. The need may arise from the unusual siting of a building, a unique lot configuration or other unique circumstances.
2. The City and the property owner negotiate the terms of the HRA, including the obligations, duties, and benefits of the agreement.
3. The City seeks legal advice and drafts the HRA bylaw.
4. If the use and/or density of the property are proposed to be changed, a public hearing must be held.
5. Council adopts the HRA bylaw.
6. Within 30 days of adoption of the bylaw, The City files a notice in the Land Title Office to register the HRA on the property title. The City must also notify the minister responsible for the *Heritage Conservation Act*.
7. The HRA may only be altered with the consent of the property owner and the City. The City must adopt a bylaw to amend the HRA. Amendments to legally protected property are enabled through a Heritage Alteration Permit.

Other ways in which HRAs can be used to conserve heritage resources and their heritage value is to:

- enable relocation of a threatened resource;
- create or transfer density; and/or
- permit uses not allowed by existing zoning

The requirements of the HRA can be changed through consultation with the City, and if approved the changes can be authorized by the issuance of an HAP. An HAP provides the flexibility to respond to the requests and needs of owners over time. The requirements for HAPs must be established in the HRA bylaw, which can provide exemptions for minor repairs and maintenance, repainting in the same colours, etc. An HAP cannot vary use or density provisions, which would require a revised HRA bylaw.

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IMPLICATIONS:

- The HRA supersedes local government zoning regulations and provides continuing protection. Therefore the issue of zoning is rendered moot as each HRA is site specific.
- The application needs to conform generally to the intent of City policies, zoning and bylaws, while making certain exceptions for the conservation of heritage property.
- HRAs are NOT precedent setting. They are always site specific. Any concerns about setting precedents are based on how policy is applied.
- HRAs are generally used to regularize non-conforming situations and provide conservation incentives. They should not be used as a tool for relocation except as a last resort.
- As an HRA specifies development potential, including on any newly-subdivided lots, rezoning is not required.
- If the heritage resource is damaged or destroyed, the owner is obligated to obtain a Heritage Alteration Permit and restore and repair to the same condition and appearance as before the damage. If the resource is considered completely destroyed, the building is required to be constructed in a heritage style acceptable to the City and substantially similar in design.
- An HRA can include minimum site maintenance requirements.
- An HRA can outline the owner's obligations to protect, conserve, maintain and rebuild the resource. This may include penalties for lack of protection until completion of the HRA, including compensating the City in the event the heritage improvements or features on the site are moved or destroyed other than through natural causes, or allow additional penalties if the resource has to be replicated.⁷

The primary reason for the use of a Heritage Revitalization Agreement should be to ensure conservation of an identified heritage resource. The proposed conservation interventions should protect the heritage value of the resource, and should conform to the *Standards & Guidelines for the Conservation of Historic Places in Canada*.

5.2.1.1 NEW WESTMINSTER HERITAGE REVITALIZATION AGREEMENT POLICY

The City of New Westminster commonly uses HRAs to protect heritage properties.⁸ Due to community concerns over what were considered to be inappropriate interventions being enabled by HRAs, in 2011 the City defined a process for the use of HRAs⁹, as follows:

Guiding Principle and Objectives for the Use of Heritage Revitalization Agreements

Principle: Preserve and encourage the rehabilitation of valued heritage resources using a clear Heritage Revitalization Agreement policy.

Objectives:

- 1) Ensure that the HRA policy is integrated with other important City policies. This includes the *Official Community Plan*, the *Affordable Housing Strategy* and the *Livable City Strategy*.
- 2) Ensure that HRAs are used appropriately, and that they balance both public and private benefits.
- 3) Create an application process that is clear.
- 4) Establish a follow-up procedure to ensure that heritage conservation work is completed as promised.

⁷ *City of Surrey Bylaw No.16993: George Lawrence House, 6945 185 Street.*

⁸ https://www.newwestcity.ca/database/files/library/Guide___Heritage_Revitalization_Agreements.pdf

⁹ <https://www.newwestcity.ca/database/rte/files/Heritage%20Policy%20for%20the%20Use%20of%20HRAs%20Jan%202011.pdf>

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This HRA process defines a seven-step HRA Application Process

Step #1: Preliminary Inquiry

Step #2: Application

Step #3: Departmental Review

Step #4: Community Consultation: includes the Heritage Commission, relevant Neighbourhood Associations, the Advisory Planning Commission, the Design Panel and immediate neighbours.

Step #5: Heritage Revitalization Agreement and Bylaw Readings

Step #6: Project Phase

Step #7: Project Completion Phase

The *HRA Heritage Policy* states: “Finally, for heritage conservation to be successful, it must meet a community standard of reasonableness. A heritage building owner should be given the opportunity to upgrade or add to the building, especially when the zoning allows it, and provided the proposed changes do not impair the identified character-defining elements of the building.”

Overall, the City of New Westminster’s HRA policy framework is generally applicable to other municipalities, and forms a reasonable basis for the assessment of similar applications in the City of Maple Ridge.

5.2.2 Relaxations/Variations

When approving Development Permit applications, the City has discretionary powers and may relax some requirements, especially when other amenities are being offered. In return for the conservation and rehabilitation of a heritage building, the City may be able to relax requirements related to parking, setbacks and access. Similarly, some requirements could be relaxed in order to prevent conservation principles and guidelines from being compromised. One example would be a lot with an existing heritage home that is zoned for duplex use. In this case, an infill house could be built on the property instead, and perhaps a slight increase in allowable density could also be allowed. Each situation will be unique and will require special consideration.



5.2.3 Density Bonus and Transfer Procedures

One of the most effective heritage incentives that can be offered is the redistribution of density or an increase in allowable density. Density refers to the ratio of floor area to the lot size. Sometimes there is an option to increase the allowable onsite density without compromising the context of the heritage building. In other cases, a heritage building may be located on a property that has much higher development potential than currently occupied by the building, meaning that there is residual density that is not being utilized. In this situation, the residual density can be transferred or sold to another property, negating the need to achieve the allowable density onsite. In other cases, a conservation incentive – usually used to offset the costs of rehabilitation – may be offered through the creation of an additional bonus density that can be sold to a

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receiver site, with the resulting financial benefits being considered part of the incentives (compensation) package. Each of these situations requires careful study of the potential impact on the heritage site, and an understanding of appropriate receiver sites for transferred density. The transfer of density can be accomplished either through the use of a Heritage Revitalization Agreement (for individual sites) or the creation of a municipal density bank process. The density transfer process is considerably simplified when a receiver site is identified at the time of application.

5.2.4 Heritage Register Equivalencies and Exemptions

As discussed in Sections 3.4, 3.5 and 3.6, equivalencies and exemptions are currently available to Heritage Register or Protected Heritage Sites under the *B.C. Building Code*, the *Energy Efficiency Act (Energy Efficiency Standards Regulation)* and the *Homeowner Protection Act Regulation*. The definition of a heritage building is consistent under all three pieces of legislation. These equivalencies and exemptions are offered on a case-by-case basis, and must be individually applied in each circumstance.

5.2.5 Administrative Support

Streamlining the development and building permit application processes for heritage properties is a desirable objective (also known as a “Green Door” policy). Heritage projects are sometimes more complex and can require additional review; property owners will object to a complicated procedure if they are already concerned about costs. Time equals money, therefore it is recommended that the permit review procedure be simplified as much as possible, and that every consideration be given to expediting heritage permit applications.



5.2.6 Heritage Support Programs

The municipality can also provide support through:

- the provision of technical advice;
- complementary public works projects in defined heritage character areas (e.g., street improvements such as pedestrian lighting, paving, street furniture and way-finding signage); and/or
- referral to other agencies or organizations for further assistance.

6. HERITAGE CONSERVATION AREA EXAMPLES

Many other municipalities in British Columbia have established HCAs since they were enabled by provincial legislation in 1994. There are approximately 70 existing HCAs in British Columbia, and examples are found in Port Moody, West Vancouver, North Vancouver and Victoria (which has 9). The following are some relevant examples that demonstrate the challenges and opportunities presented by the use of an HCA bylaw.

CITY OF ABBOTSFORD

The City of Abbotsford has established one HCA in the Clayburn community; after the *Municipal Act* was changed in 1994 to enable heritage conservation areas, this was the first in the province to be established.

CLAYBURN HERITAGE CONSERVATION AREA

Clayburn Village was the first company town to be established in British Columbia. The settlement dates from 1905, when the Vancouver Fireclay Company - later to become the Clayburn Company - built a brick making plant just to the west of Sumas Mountain, convenient to deposits of high grade fireclay in the Straiton area on the southwest slopes of the mountain. A small townsite was laid out to the south of the brick plant where the company built homes for its managers and workers. The identified heritage sites were scheduled.

Implications: To date, the Clayburn HCA has been successful in conserving the heritage character of the area. In November 2016, *Heritage Alteration Permit Guidelines* were released to assist in the public understanding of application procedures.

CITY OF PORT MOODY:

Port Moody's Official Community Plan, adopted in 2000, identified two potential Heritage Conservation Areas (HCAs) in Port Moody.

IOCO HERITAGE CONSERVATION AREA

The first is known as the loco Townsite HCA and includes the former company town that served the Imperial Oil Refinery. The loco Townsite HCA, which was approved by Council in 2002, provides long-term protection of the heritage resources remaining on the loco Townsite. A total of seventeen buildings are scheduled as part of the HCA Bylaw; it is anticipated that all of these buildings will be preserved as part of the current proposed redevelopment.

Implications: To date, the loco HCA has been successful in conserving the heritage character of the area by identifying those buildings that will not be demolished. In anticipation of redevelopment, a stabilization program was undertaken to ensure that the buildings will not deteriorate further. No buildings have been demolished since the HCA was enacted, except for one that had been severely fire damaged prior to 2000.

MOODY CENTRE HERITAGE CONSERVATION AREA

This was the second area identified for heritage conservation purposes in Moody Centre. A process to establish a Heritage Conservation Area in Moody Centre was spearheaded by the community and the Heritage Commission. In 2009, design guidelines were prepared for properties within the identified area and presented to the community. The Moody Centre HCA was adopted as part of the Official Community Plan in January of 2011. A total of 26 buildings – comprised of a mix of commercial, institutional and residential sites – were legally protected in Schedule A of the Bylaw; none of these sites have been demolished, and several buildings that were not scheduled have been subject to HRA agreements.

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Implications: In general, the Moody Centre HCA has been successful in conserving the heritage character of the area. There has been ongoing discussions about the residential areas that were not included as part of the HCA, which demonstrate historic character and a large lot pattern. As redevelopment pressures have increased, there is renewed interest in either extending the HCA or identifying more sites for the Heritage Register; there is no current agreement on any changes to the HCA.

CITY OF NORTH VANCOUVER: OTTAWA GARDENS HERITAGE CONSERVATION AREA

The Ottawa Gardens HCA was enacted in 2009; it includes design guidelines and one scheduled heritage site, 254 West 6th Street (the Larson Residence); this site was already protected through an HRA when the HCA was enacted. No other Heritage Register sites were added at the time of enactment. It is noted that other properties will be added as protection occurs. No changes to the existing zoning were introduced as part of the HCA process.

Implications: To date, the Ottawa Gardens HCA has been only moderately successful in conserving the heritage character of the area; it has provided design controls but has overall not been effective in providing any regulatory control. HRA projects are proceeding individually but these would likely have occurred without the HCA.

CORPORATION OF DELTA

Delta currently has two HCAs identified in the OCP, one in Ladner (still under the Ladner Heritage Control Period) and one that includes the historic portion of Arthur Drive. Neither of the two HCAs list scheduled properties, but this may be considered in the future. In addition, two other areas suggested as HCAs are included in the Ladner Area Plan, which is a document separate from the OCP; these HCAs will be considered through the 2017 Heritage Action Plan.

Implications: As they are relatively untested, it is unknown how successful these HCAs will be. The first Delta HCAs were notably small, which presented some challenges in their administration. The lack of scheduling may create further challenges over time, as there is considerable development pressure and there may be disagreements over which sites should be preserved.

TOWNSHIP OF LANGLEY

The Township of Langley has enacted Heritage Conservation Area bylaws in two of the community's oldest settlements, Fort Langley and Murrayville.

FORT LANGLEY HERITAGE CONSERVATION AREA

(Excerpts from the *Fort Langley Community Plan Bylaw #2527*)

The Fort Langley Official Community Plan provides a statement of the Township of Langley's policies for the future of Fort Langley. It conforms with the goals and objectives of the Langley Official Community Plan and provides more detailed land use policies. The community of Fort Langley is a place with a significant historical role that has retained much of the scale and character of a rural small town in the midst of the urbanization of the Fraser Valley. The area's residents prize its character and ambiance. Fort Langley's beauty and small town atmosphere also attract visitors from out of-town. This attractiveness to tourists is the strength of Fort Langley's commercial area and its hope for future expansion and growth.

Implications: The biggest challenge to the Fort Langley HCA has been the recent Coulter Berry application, for a building that was granted zoning variances but was considered by the community to be completely out of character with the heritage area (43 feet in height instead of 29.5 feet guideline height); part of the intention of the variances was to provide additional parking on site. The design was also considered to be out of character due to the use of uncharacteristic facing materials (brick). In October 2013, the Supreme Court of B.C. heard a legal challenge by the Society of Fort Langley Residents for Sustainable Development and ruled that the Township's heritage alteration permit was invalid, as the Township did not have legal right to allow altering of the density of a site within the Heritage Conservation Area through the use of an HAP. The Township responded by introducing other bylaws that essentially spot-zoned the Coulter Berry site. The process was very controversial, and the resulting building proves both the weakness of the

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existing design guidelines, and the problems with the misfit between the existing zoning for the area and its low-scale character. It is also instructive that the character of an area can be significantly altered through the introduction of ill-conceived interventions.

MURRAYVILLE HERITAGE CONSERVATION AREA

The special historic character of Murrayville had been identified in its community plan as early as 1988, but redevelopment pressure and the potential of destructive road widenings triggered further consideration of a revised regulatory framework. The area contains a mix of early commercial, residential and institutional buildings. After a rancorous community debate over the road widenings ('Keep Five Alive' – the public campaign to keep Murrayville's unique five-cornered intersection intact), a set of design guidelines were developed that would ultimately be included as part of the HCA. A total of 12 sites were scheduled under the HCA Bylaw.

Implications: To date, the Murrayville HCA has been successful in conserving the heritage character of the area. In the midst of overall development pressure, the HCA has provided a strong framework for revitalization, and has been accompanied by complimentary streetworks and infrastructure improvements. The renewal of area business in the historic buildings has been seen as a key part of its success.

STEVESTON

A Steveston Village Heritage Conservation Area was enacted as part of a larger Steveston Village Conservation Strategy and Implementation Program in 2009. This was the culmination of a four-year process that involved extensive community consultation. This included revised zoning and a local area grant program. As part of the bylaw, 17 sites were scheduled.

Implications: To date, the Steveston Village HCA has been successful in conserving the heritage character of the area. It has been instructive that success was due to strong community support and involvement. Over the time of its development, the program was comprehensively studied, and the background documents indicate a high level of analysis and consideration. In general, it has stabilized the situation in the area by providing a strong vision for revitalization based on historic character and tourism potential.

NEW WESTMINSTER

Under the Queen's Park Heritage Conservation Area passed in June 2017, those wishing to renovate the front/sides or demolish a pre-1941 house, or build a new house in the Queen's Park neighbourhood are required to obtain a Heritage Alteration Permit and follow a set of area-specific design guidelines. Through the HCA, the City is authorized to reject applications if the proposed change is not consistent with the design guidelines and other heritage-related criteria. No properties were scheduled as part of the HCA Bylaw.

Implications: The Queen's Park HCA is very recent, and there are many aspects of the process that have not yet been sorted out. There are still questions about how applications will be reviewed (staff or appointed community committee). Also, the intent of the design guidelines is slanted towards a "traditional appearance" and may encourage ersatz or copycat historical-looking new houses.

VANCOUVER: FIRST SHAUGHNESSY HERITAGE CONSERVATION AREA

The First Shaughnessy District (FSD) of Vancouver is one of the city's premier and most historic communities. Vancouver's original 'garden city' suburb, First Shaughnessy evokes the high British Arts and Crafts movement, which is rooted in traditional tastes and a refined, estate character. This auspicious neighbourhood, now over a century old, is a unique expression of Vancouver's early development and a lasting reminder of the influence of one of the city's most powerful and active real estate developers, the Canadian Pacific Railway. After its first century of growth and development, First Shaughnessy found itself struggling to maintain its distinct character, as the erosion of the historic building stock and the insertion of new homes detracted from its genteel and historic ambience. Demolition enquires had dramatically increased and recent site redevelopments put pressure on remaining heritage properties. Due to an escalating number of demolitions, the City of Vancouver declared a one-year moratorium on redevelopment in First Shaughnessy in June 2014 to allow for the evaluation of an HCA

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framework for the area; in the 18 months prior to the moratorium, there were inquiries to demolish 19 of the 317 pre-1940 homes that remained in the neighbourhood.

The existing First Shaughnessy Official Development Plan (FSODP) dated to the early 1980s and, considering the contemporary real estate environment, was no longer able to proactively encourage heritage retention, with respect to both individual, historic homes and the overall historic garden suburb landscape. Many residents of the area and the general public had expressed significant concerns about the loss of neighbourhood character. City staff had additionally identified ongoing issues with the existing FSODP that resulted in a general departure from the historic identity of the community.

As part of the Heritage Action Plan process, a full range of issues regarding the establishment of an HCA in FSD were assessed, including:

- The development of a neighbourhood Historic Context Statement and Thematic Framework.
- A field survey of every house within FSD to verify integrity and approximate date of construction.
- Comprehensive research into all pre-1940 buildings to ensure the accuracy of dates and heritage information.
- Assessment of two primary options that to address the heritage management framework in First Shaughnessy. The first involved maintaining the exiting FSODP and incorporating changes to increase the potential for historic house/landscape retention. The second option involved the introduction of Heritage Conservation Area legislation designed to promote the historic character of the neighbourhood through a carefully considered suite of stronger regulatory policies.
- The Impacts of a Heritage Conservation Area were assessed from legal, economic, public and stakeholder perspectives. Each analysis resulted in a positive outcome for First Shaughnessy's historic identity through the protection measures afforded by a Heritage Conservation Area.
- A revised zoning schedule and comprehensive design guidelines were developed to provide incentives for retention projects.
- Public and stakeholder consultation was held to present information and solicit comments.

Through this process, a Heritage Conservation Area was recommended to be the most effective tool to achieve the goal of heritage character retention. In addition, the project consultant recommended scheduling all 317 pre-1940 sites, in order to provide the strongest possible management framework for the area. Retaining the existing FSODP would not have had the desired effect of protecting the established heritage value of the neighbourhood, and would have led to additional demolitions and the continued erosion of the garden suburb aesthetic.

The recommendations were presented to Vancouver City Council, and after a series of three public hearings, the First Shaughnessy Heritage Conservation Area bylaw was enacted on September 29, 2015. As the integrity of every site had not been fully assessed, a process was put in place to allow for reconsideration when a pre-1940 site was determined to have lost sufficient integrity to warrant removal.

Implications: To date, the FSDHCA has been successful in conserving the heritage character of the area. A strong signal was given that the old way of doing business in the area had been forcefully changed. Given other changes in the economic situation, and an unsuccessful lawsuit challenging the process, it is too early to assess exactly how the new initiatives will roll out, but in general it appears that owners have accepted the idea that retention of the legally-protected sites is now mandatory.

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A: HERITAGE CONSERVATION TOOLKIT

The Heritage Conservation Toolkit lists the legislative tools available before, during and after a permit application is made. For further information please refer directly to the relevant legislation (Revised Statutes and Consolidated Regulations of British Columbia: Web Site: <http://www.bclaws.ca/>).



TOOLS THAT NEED TO BE IN PLACE BEFORE NEGOTIATION:

- Official Community Plan (*Local Government Act*)**
Sets out the City's intent for development. States overall goals for heritage conservation and can also include heritage area designations. (Maple Ridge has enacted)
- Zoning and Development Bylaws (*Local Government Act*)**
Outlines the existing general requirements for site development. (Maple Ridge has enacted)
- Development Permit Controls (*Local Government Act*)**
Provides specific requirements for areas designated as Development Permit Areas. (Maple Ridge has enacted)
- Heritage Conservation Areas (*Local Government Act*)**
The City can define special areas in the Official Community Plan to provide long-term protection to distinct heritage areas.
- Community Heritage Register (*Local Government Act*)**
The City can establish an official listing of properties defined as having heritage character or heritage value; this can act as the basis for offering incentives. (Maple Ridge has enacted)
- Community Heritage Commission (*Local Government Act*)**
Enables the establishment of a Community Heritage Commission, which may have a citywide mandate or be limited to a specific area or purpose. (Maple Ridge has established)
- Heritage Procedures Bylaw (*Local Government Act*)**
The City can enact a bylaw that establishes civic procedures and guidelines for heritage conservation. This bylaw may also delegate authority to an officer or authority for the negotiation of heritage issues. (Maple Ridge has enacted)
- Heritage Site Maintenance Standards (*Local Government Act*)**
The City can enact a 'Heritage Site Maintenance Standards Bylaw,' that establishes minimum requirements for the care and maintenance of legally protected heritage properties. (Maple Ridge has enacted). This can also include any property within an HCA.
- Reservation and Dedication of Municipal Property (*Local Government Act*)**
The City can commit to the long-term protection of public property. Although previously enabled, there is new scope added to this tool.

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☐ **Administrative Procedures**

- *Priority Routing*
The City can institute a policy of expediting applications involving identified heritage resources.
- *Heritage Awareness Programs*
The City can continue to make the public aware of the importance of heritage resources through education programs.
- *Commemoration and Interpretation*
The City can provide for commemoration and/or interpretation of historic sites or buildings. This is not the equivalent of designation.
- *Complementary Public Works*
The City may commit to public works that complement the character of heritage sites or areas.

TOOLS AVAILABLE DURING NEGOTIATION:

☐ **Financial Incentives**

- *Financial Assistance (Local Government Act)*
Direct monetary grants can be offered in exchange for heritage conservation.
- *Tax Incentives/Exemption (Local Government Act)*
Full or partial tax exemptions for up to ten years can be offered.
- *Revitalization Tax Exemption (Community Charter)*
Full or partial tax exemptions can be offered for eligible property and revitalization projects.

☐ **Development/Zoning Incentives**

- *Heritage Revitalization Agreements (Local Government Act)*
This is potentially the most useful conservation tool, and has been widely used by other local governments. It allows for a voluntary negotiated agreement, which may vary bylaw and permit conditions. If use and density are not varied, a Public Hearing is not required. This is considered a form of continuing protection. (Maple Ridge has enacted HRAs)
- *Heritage Conservation Covenants (Land Titles Act)*
Allows for the negotiation of a contractual agreement with the owner, which is registered on the Land Title. This may not vary siting, use or density, and is considered a form of continuing protection. (Maple Ridge has enacted Covenants)
- *Equivalencies and Exemptions*
Buildings identified on a Heritage Register or legally protected are eligible for building code equivalencies under the *British Columbia Building Code*, the *Energy Efficiency Act* and the *Homeowners Protection Act*.
- *Heritage Density Bonuses (Local Government Act)*
Increases in density, although previously available, may now be achieved more easily through a Heritage Revitalization Agreement.
- *Transfer of Density (Local Government Act)*
Although previously enabled, transfers may now be expedited through negotiated agreements.
- *Development Variance Permits (Local Government Act)*
Allow for development requirements to be varied or waived.

☐ **Alternate Compliance**

Alternate compliance provisions (including exemptions and equivalencies) are enabled for heritage sites (including Heritage Register sites) under the following legislation:

- *B.C. Building Code*
- *Energy Efficiency Act*
- *Homeowner Protection Act*

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- Heritage Designation (*Local Government Act*)**

This tool is now enabled under the Local Government Act, and provides long-term protection and demolition control. Designation is generally negotiated in exchange for development incentives. This is considered a form of continuing protection. (Maple Ridge has enacted)
- Heritage Alteration Permits (*Local Government Act*)**

Once a Heritage Conservation Area is established, HAPs may be required for subdivision, additions, new construction or alteration of an existing building. HAPs may also be used to allow changes to legally protected heritage property.
- Tree Protection (*Local Government Act*)**

Although previously enabled, there are now procedures that streamline the ways in which the City can protect and maintain significant identified trees.

TOOLS AVAILABLE IF NEGOTIATION BREAKS DOWN:

- Temporary Heritage Protection (*Local Government Act*)**

A heritage resource can be temporarily protected through the withholding of permits and approvals, or adopting protection orders and bylaws. The resource must be listed on a Heritage Register, and a Heritage Procedures Bylaw should be in place. Specific time periods apply, and this protection cannot be indefinitely extended.
- Heritage Designation (*Local Government Act*)**

See above for details; if the resource is of sufficient community value, the City may enact an involuntary designation. However, doing so will make the City liable for financial compensation.
- Heritage Inspection (*Local Government Act*)**

The City can order heritage inspections to assess heritage value and conservation needs.
- Heritage Impact Assessment (*Local Government Act*)**

The City can order an assessment to be prepared at either the expense of the owner or the municipality in order to predict the impact of a proposed development on adjacent heritage resources.
- Relocation**

When it is not possible to save a structure on its original site, it may be desirable to move it to another location to ensure its conservation. Costs may be borne either by the developer or the City.
- Documentation**

When it is not possible to save a structure, it may be desirable to document it before demolition. Costs may be borne either by the developer or the City. The City can set standards for documentation (such as provided by the Township of Langley).
- Salvage**

When it is not possible to save a structure, it may be desirable to salvage artifacts or portions of the structure before demolition.

Further information on these tools may be found in “Heritage Conservation: A Community Heritage Guide,” or through reference to the appropriate legislation.

B: LOCAL GOVERNMENT ACT EXTRACTS

PART 15: HERITAGE CONSERVATION

Division 5 — Continuing Protection

Designation of heritage conservation areas

- 614** (1) For the purposes of heritage conservation, an official community plan may designate an area as a heritage conservation area to which section 615 (1) [*requirements for heritage alteration permit*] applies.
- (2) If a heritage conservation area is designated under subsection (1),
- (a) the official community plan must
 - (i) describe the special features or characteristics that justify the designation, and
 - (ii) state the objectives of the designation, and
 - (b) either the official community plan or a zoning bylaw must specify guidelines respecting the manner by which the objectives are to be achieved.
- (3) If a heritage conservation area is designated under subsection (1), the official community plan may do one or more of the following:
- (a) specify conditions under which section 615 (1) does not apply to property within the area, which may be different for different properties or classes of properties;
 - (b) include a schedule listing buildings, other structures, land or features within the area that are to be protected heritage property under this Act;
 - (c) for the purposes of section 615 (3), identify features or characteristics that contribute to the heritage value or heritage character of the area.
- (4) At least 10 days before the public hearing on an official community plan that includes a schedule under subsection (3) (b), the local government must give notice in accordance with section 592 to the owner of each property that is to be included in the schedule, unless the property was already included in the schedule.
- (5) Within 30 days after the adoption of a bylaw that includes a property in or deletes a property from a schedule under subsection (3) (b) to an official community plan, the local government must
- (a) file a notice in the land title office in accordance with section 594, and
 - (b) give notice to the heritage minister in accordance with section 595.

Permit requirements in relation to heritage conservation areas

- 615** (1) If an official community plan designates a heritage conservation area, a person must not do any of the following unless a heritage alteration permit authorizing the action has been issued:
- (a) subdivide land within the area;
 - (b) start the construction of a building or structure or an addition to an existing building or structure within the area;
 - (c) alter a building or structure or land within the area;
 - (d) alter a feature that is protected heritage property.
- (2) Subsection (1) does not apply if conditions established under section 614 (3) (a) apply.
- (3) If a heritage alteration permit is required by subsection (1), a delegate may act in relation to such a permit only if
- (a) the property is protected heritage property, or
 - (b) the permit relates to a feature or characteristic identified under section 614 (3) (c).

Heritage site maintenance standards

- 616** (1) A local government may, by bylaw, establish minimum standards for the maintenance of real property that is
- (a) designated as protected by a heritage designation bylaw, or
 - (b) within a heritage conservation area.
- (2) Different standards may be established under subsection (1) for different areas or for different types or classes of property.

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Division 6 — Heritage Alteration Permits

Heritage alteration permits

- 617** (1) A local government or its delegate may issue a heritage alteration permit authorizing alterations or other actions if the authorization is required by
- (a) this Act or by a bylaw or order under this Act,
 - (b) a heritage revitalization agreement, or
 - (c) a covenant under section 219 of the *Land Title Act*.
- (2) Subject to subsection (4), the heritage alteration permit may, in relation to protected heritage property or property within a heritage conservation area, vary or supplement provisions of one or more of the following:
- (a) a bylaw or heritage alteration permit under this Part;
 - (b) a land use permit under Part 14 [*Planning and Land Use Management*];
 - (c) a land use regulation bylaw under Part 14;
 - (d) a bylaw under Division 11 [*Subdivision and Development: Requirement and Other Related Matters*] of Part 14;
 - (e) a bylaw under Division 19 [*Development Costs Recovery*] of Part 14.
- (3) A permit issued under this section prevails over a bylaw or permit referred to in subsection (2) to the extent of any conflict.
- (4) The following restrictions apply to subsection (2):
- (a) the use or density of use may not be varied;
 - (b) a flood plain specification under section 524 (3) may not be varied;
 - (c) in relation to property within a heritage conservation area, the permit must be in accordance with the guidelines established under section 614 (2) (b) for the heritage conservation area.
- (5) A local government or its delegate may refuse to issue a heritage alteration permit for an action that, in the opinion of the local government or delegate, would not be consistent with the purpose of the heritage protection of the property.
- (6) If the refusal to issue a heritage alteration permit prevents
- (a) the use of land that is allowed under the applicable zoning bylaw, or
 - (b) the development of land to the density that is allowed under the applicable zoning bylaw in respect of that permitted use, the local government or delegate must inform the applicant of the requirements or conditions under which a use or density proposed by the applicant in accordance with section 588 (2) [*limits on use of this Part*] would be allowed.

Terms, requirements and conditions in a heritage alteration permit

- 618** (1) A heritage alteration permit may be made subject to the terms, requirements and conditions that the local government or its delegate considers consistent with the purpose of the heritage protection of the property.
- (2) Without limiting subsection (1), a heritage alteration permit may include one or more of the following:
- (a) conditions respecting the sequence and timing of construction;
 - (b) conditions respecting the character of the alteration or action to be authorized, including landscaping and the siting, form, exterior design and finish of buildings and other structures;
 - (c) if the permit is required by this Part or a bylaw or order under this Part, a requirement that the applicant provide a specified amount of security, in a form satisfactory to the local government, to guarantee the performance of the terms, requirements and conditions of the permit.
- (3) Interest earned on security under subsection (2) (c) becomes part of the amount of the security.
- (4) If a local government considers that the holder of a heritage alteration permit has contravened or failed to comply with a term, requirement or condition of the permit, the local government may undertake and complete the work required to satisfy the term, requirement or condition, or to ameliorate the effects of the contravention or noncompliance, at the cost of the holder of the permit.
- (5) The local government may recover the cost of the work undertaken under subsection (4) and the cost of incidental expenses incurred by the local government by applying the security provided under subsection (2) (c) in payment for the cost of the work and incidental expenses, with any excess to be returned to the holder of the permit.

HAMMOND HERITAGE CHARACTER AREA DISCUSSION PAPER

- (6) If there is no security deposit or the amount of security is insufficient, the local government may add the cost of work undertaken and incidental expenses, or the remaining costs, to the taxes payable to the local government with respect to the property for the year in which the work is performed.
- (7) When a permit lapses or the actions it authorizes are completed, the local government must, subject to subsection (5), return any security provided under subsection (2) (c) to the person who provided it.
- (8) If a local government delegates the power to require security under subsection (2) (c), the delegation bylaw must include guidelines for the delegate as to how the amount of security is to be determined.

C: DEFINITIONS

Character-Defining Elements: the materials, forms, location, spatial configurations, uses and cultural associations or meanings that contribute to the *heritage value* of a *historic place*, which must be retained in order to preserve its *heritage value*.

Conservation: all actions or processes that are aimed at safeguarding the *character-defining elements* of a cultural resource so as to retain its *heritage value* and extend its physical life. This may involve “*Preservation*,” “*Rehabilitation*,” “*Restoration*,” or a combination of these actions or processes. Reconstruction or reconstitution of a disappeared cultural resource is not considered conservation and is therefore not addressed in this document.

Heritage Guidelines: statements that provide practical guidance in applying the *Standards for the Conservation of Historic Places*. They are presented as recommended and non-recommended actions.

Heritage Value: the aesthetic, historic, scientific, cultural, social or spiritual importance or significance for past, present or future generations. The *heritage value* of a *historic place* is embodied in its character-defining materials, forms, location, spatial configurations, uses and cultural associations or meanings.

Historic Place: a structure, building, group of buildings, district, landscape, archaeological site or other place in Canada that has been formally recognized for its *heritage value*.

Intervention: any action, other than demolition or destruction, that results in a physical change to an element of a *historic place*.

Maintenance: routine, cyclical, non-destructive actions necessary to slow the deterioration of a *historic place*. It entails periodic inspection; routine, cyclical, non-destructive cleaning; minor repair and refinishing operations; replacement of damaged or deteriorated materials that are impractical to save.

Minimal Intervention: the approach that allows functional goals to be met with the least physical intervention.

Standards: Principles for the respectful conservation of historic places.

D: WEBSITES

FEDERAL GOVERNMENT

Canadian Register of Historic Places

<http://www.historicplaces.ca>

Standards and Guidelines for the Conservation of Historic Places in Canada

<http://www.historicplaces.ca/en/pages/standards-normes.aspx>

Canada Mortgage and Housing Corporation

<https://www.cmhc-schl.gc.ca/en/>

PROVINCE OF BRITISH COLUMBIA

Statutes and Consolidated Regulations of British Columbia

<http://www.bclaws.ca/>

Local Government Act

http://www.bclaws.ca/civix/document/id/complete/statreg/r15001_00

Heritage Branch, Province of British Columbia

<http://www2.gov.bc.ca/gov/content/governments/celebrating-british-columbia/historic-places/conserving-buildings-properties>

Heritage Conservation: A Community Guide

<http://www2.gov.bc.ca/gov/content/governments/celebrating-british-columbia/historic-places/conserving-buildings-properties>

Heritage Legacy Fund of British Columbia

<http://www.heritagebc.ca/funding/heritage-legacy-fund>

TO: Her Worship Mayor Nicole Read and Members of Council **MEETING DATE:** November 7, 2017
FILE NO:

FROM: Chief Administrative Officer **MEETING:** Workshop

SUBJECT: 2018 Age-friendly Communities Grant Program

EXECUTIVE SUMMARY:

The Age Friendly (AF) Committee is a sub-committee of the Maple Ridge, Pitt Meadows and Katzie Senior's Network (SN) and is seeking Council endorsement of the attached UBCM AF grant application. The grant would support the development of an accessible transportation plan that would support vulnerable and isolated seniors by increasing social participation opportunities.

The current 2018 UBCM AF Communities Grant Program targets local governments that have completed an AF assessment or action plan. The grant is designed to support local governments to undertake projects identified within the assessment or action plan that enable seniors to age in place.

On March 14, 2016, Council approved the following recommendation:

That the Age-friendly Initiative Action Plan dated March 1, 2016 for the purpose of applying for Age-friendly Community Status be approved.

Transportation accessibility and social participation are high priority actions within the endorsed AF plan.

RECOMMENDATION:

That the 2018 Age-friendly Communities Grant Program application be endorsed for the purpose of creating a transportation accessibility plan for the City of Maple Ridge.

DISCUSSION:

a) Background Context:

In December of 2014, CMR applied for and received an UBCM grant that allowed our community to facilitate the completion of a local age-friendly community report and action plan. Within the action plan there are sixty-six specific recommendations that will support our older population to age in place. Additionally, the work completed allowed the CMR to apply for and receive the UBCM Age-friendly Community Designation on June 2016.

Although the AF committee is a joint endeavor between City of Maple Ridge and the City of Pitt Meadows, for the purpose of this specific grant, all proposed activities and outcomes will be Maple Ridge based. The City of Pitt Meadows has the same opportunity to apply for the same grant, if desired.

Within the current AFI action plan, transportation accessibility, respect and inclusion and social participation are identified as high priority actions, bringing isolated seniors together to share and experience community based outings and opportunities. The Seniors Accessibility Transportation Initiative will focus on increasing community accessibility and improving social participation. Additionally, the bus co-op system will be promoted to relevant community organizations that transport groups of seniors to events, workshops, and social and recreational programs in our community.

b) Desired Outcome:

To develop a community based transportation accessibility plan that will support the isolated aging population in accessing community based social activities.

c) Strategic Alignment:

This work aligns with the Age Friendly Action plan while creating an age-friendly environment that allows seniors to “age in place” in their own communities by increasing opportunities for community based transportation accessibility and social participation.

d) Citizen/Customer Implications:

The entire community will benefit from the development and potential implementation of a senior transportation accessibility plan. Seniors will be supported through opportunities that will allow them to age actively, remain socially involved and independent. In addition, community agencies and organizations will have the ability to plan and implement opportunities for seniors to participate in local community activities (events) and shopping which in turn will increase older adults’ participation in community life.

e) Interdepartmental Implications:

The City’s Parks, Recreation and Culture Department is identified as a key stakeholder and will be directly responsible for the overall administration of the grant and associated budget. Additionally, the Finance department will be involved in the overall management of the grant funds and other departments will be consulted on the project when necessary.

f) Business Plan/Financial Implications:

Improved transportation needs and social participation are noted in the City’s age-friendly action plan. The staff liaison to seniors’ tables will provide support and there are no additional financial implications.

CONCLUSIONS:

The attached 2018 Age-friendly Communities Grant application outlines the process in which staff, the Age-friendly Implementation Committee, the Maple Ridge-Pitt Meadows and Katzie Senior Network, along with a number of community partners, agencies and organizations will work together to identify a local senior transportation accessibility plan. The transportation accessibility plan will ensure that our aging population is able to connect to the community and that our seniors are socially engaged in activities and outings. Identifying a transportation accessibility plan for our aging (vulnerable) population will ensure individuals are able to live independently and age in place.

“Original signed by Shawn Matthewson for Petra Frederick”

Prepared by: Petra Frederick, Recreation Coordinator, Community Services

“Original signed by Tony Cotroneo”

Reviewed by: Tony Cotroneo, Manager, Community Services

“Original signed by Wendy McCormick”

Reviewed by: Wendy McCormick, Director: Recreation & Community Services

“Original signed by Kelly Swift”

Approved by: Kelly Swift, General Manager: Parks, Recreation & Culture

“Original signed by Paul Gill”

Concurrence: **Paul Gill, CPA, CGA**
Chief Administrative Officer

:pf
Attachments:
2018 Age-friendly Communities Grant Program Application
2018 Age-friendly Communities Grant Program Application Budget

2018 Age-friendly Communities Grant Program

Phone: 250 356-2947 E-mail: lgps@ubcm.ca

Mail: 525 Government Street, Victoria, BC, V8V 0A8

APPLICATION FORM for STREAM 2

Age-friendly Projects

Please complete and return this form by **November 10, 2017**. All questions are required to be answered by typing directly in this form.

Applicant Information

Local Government: City of Maple Ridge

Complete Mailing Address: 11925 Haney Place
Maple Ridge, BC V2X 6G2

Contact person: Tony Cotroneo

Position: Manager-Community Services

Phone: 604-467-7392

E-mail: tcotroneo@mapleridge.ca

1. PROJECT INFORMATION

Project title: On The Move: Seniors Transportation Initiative

Proposed project start and end dates: Start: Jan. 1, 2018 End: Dec. 31, 2018

Proposed project budget: 27,000

2. PROPOSED FOCUS AREA(S) - Please indicate which age-friendly components will be the primary focus of the proposed project:

- | | |
|---|--|
| <input type="checkbox"/> Outdoor spaces & buildings | <input checked="" type="checkbox"/> Social participation |
| <input checked="" type="checkbox"/> Transportation (including traffic safety) | <input type="checkbox"/> Communications & information |
| <input type="checkbox"/> Housing | <input type="checkbox"/> Civic participation & employment |
| <input checked="" type="checkbox"/> Respect & inclusion | <input type="checkbox"/> Community support & health services |

3. CONFIRMATION OF AGE-FRIENDLY PLAN OR ASSESSMENT. As outlined in the Program & Application Guide, in order to be eligible for Stream 2, applicants must have a completed age-friendly assessment or action plan, or demonstrate that their Official Community Plan, Integrated Sustainability Community Plan, or equivalent, is inclusive of age-friendly planning principles.

Please outline how your local government meets this requirement and attach completed plans, and/or assessments, or excerpts from higher-level plans, with the application form.

The City of Maple Ridge completed an Age-friendly Communities Initiative in 2015-2016 that included two community consultations as well as many outreach initiatives (surveys, small group discussions, public event participation) to gather input from seniors in our city. From this work, an Age-friendly Assessment was created and an Age-friendly Action Plan was endorsed by Council. In June of 2016 the City of Maple Ridge received the Age-friendly City designation.

4. AGE-FRIENDLY RECOGNITION. Many BC communities have already completed steps required to be recognized as an age-friendly community. In addition to Question 3 above, please indicate if your community has completed the following:

- Established an age-friendly advisory or steering committee that includes the active participation of older adults. An existing committee may also have taken on this mandate.
- Passed a council or district board resolution to actively support, promote and work towards becoming an age-friendly community. As an alternative, local governments may have chosen to commit to being age-friendly through specific goals, objectives or policies in an official community plan or strategic plan.
- Conducted an age-friendly assessment in consultation with older adults.
- Developed and published an action plan.

Can BC Healthy Communities (BCHC) Society contact you to discuss completing Age-friendly Community recognition?

Yes No

5. DESCRIPTION OF PROPOSED ACTIVITIES - Please describe the specific activities you plan to undertake. Refer to Section 4 of the Program & Application Guide for eligible activities under Stream 2.

The Seniors Transportation Initiative will focus on increasing community accessibility and improving social participation. Research will be done on the most effective way for our community to structure a system for community groups to share a bus. The system will be implemented and volunteer drivers trained. The bus co-op system will be promoted to relevant community organizations who transport groups of seniors to events, workshops, social and recreational programs in our community. The Seniors Transportation Initiative will also help provide recreation and healthy living activities for seniors.

Over the course of one year, a steering committee will undertake the following activities:

Host a stakeholder consultation event around provision of group transportation for seniors.

Research and identify a suitable co-op structure for sharing a vehicle.

Purchase a multi-passenger bus (approx. 20 persons).

Establish a bus co-op for non-profit organizations in Maple Ridge providing programs for seniors.

Provide training for three volunteer drivers in the community to obtain their Class Four license.

Research and map existing handicapped parking (number and location) and develop a proposal to Council for improvements.

Expand offering of social and recreational programs available to low-income and isolated seniors. Currently seniors residing in subsidized assisted living do not have access to group

transportation to community events, shopping, etc. and are therefore often excluded from community life.

6. PROGRAM GOALS & OBJECTIVES - How will the proposed project meet the goals of the 2017 Age-friendly Communities grant program? How will this make your community more age-friendly?

The Seniors Transportation Initiative will:

Engage local seniors in identifying transportation challenges and solutions.

Create a clear and actionable plan for a community bus co-op.

Support community organizations in providing social and recreational programs for isolated seniors by making bus transportation available.

Engage multiple sectors related to seniors transportation.

Engage multiple city departments to ensure alignment and inform municipal planning and policies related to seniors transportation.

The Seniors Transportation Initiative is Community Driven - older adults will provide input into the best local solution to the need for group transportation.

The project is also a Catalyst for Action - The Seniors Transportation Initiative will likely grow to involve more local organizations, service clubs, non-profits and businesses which will in turn expand the number and kind of programs available to local seniors. Data gathered in the consultation process will also be used to support requests to Translink and HandyDART for improved service in our area.

The project is Coordinated - It will involve multiple levels of government to assist with securing a bus. Multiple community groups are already involved advocating for this bus co-op program in order to make their programs possible. Research will include exploring existing programs in neighbouring communities to determine if there is an opportunity to collaborate.

7. INTENDED OUTCOMES & DELIVERABLES - What do you hope the proposed project will achieve? What will be the specific deliverables?

A community assessment of the service gaps in local seniors transportation.

Research to determine best system for sharing a bus, driving requirements, location to park, etc.

The purchase of a bus to be shared by community organizations providing social and recreational programs for seniors.

Licensing of volunteer drivers for the bus.

Education workshops for seniors on pedestrian and scooter safety.

Promotion of available seniors transportation.

Submission to Council on possible changes to existing handicapped parking spots (number and location).

8. COMMUNITY PARTNERS & PARTICIPATION BY SENIORS

- A) Local governments are encouraged to work with their local Health Authority. How will the proposed project include your health authority?

A Fraser Health Community Health Specialist actively participates on the Age-friendly Task Group. The individual is supporting this application with research on similar projects in other communities and involving other staff from the health authority to consult as needed.

- B) List all confirmed partners (e.g. school districts, First Nations or Aboriginal organizations, seniors, senior-serving organizations, community organizations and other local governments) that will directly participate in the proposed project and the specific role they will play.

City of Maple Ridge: Age-friendly Task Group member, grant management.

Maple Ridge, Pitt Meadows, Katzie, Seniors Network: Chair, Age-friendly Task Group, project coordination.

Fraser Health: Age-friendly Task Group member, research and knowledge brokering.

Maple Ridge-Pitt Meadows Community Services: Task Group member, service provider offering social programs for low-income, isolated seniors.

- C) Describe any direct participation by seniors in the proposed project.

The Age-friendly Task Group is made up of representatives from Municipal Advisory Committee on Accessibility and Inclusiveness, Fraser Health, and Maple Ridge/Pitt Meadows Community Services as well as four, older adult community members. The Task Group is a sub-committee of the Maple Ridge, Pitt Meadows, Katzie, Seniors Network - a seniors led community planning table in operation since 2008.

Seniors will be active participants in the community consultation on transportation needs. They will help identify local solutions and develop recommendations that will form part of the seniors transportation initiative.

9. EVALUATION - What tools will be used to evaluate the completed project (e.g. participant surveys, tracking tools, external evaluation, etc.)? How will this information be used?

Number of participants in stakeholder consultations.

Increase in social and recreational programs for seniors.

Number of seniors able to participate in programs (before and after).

Inventory of Impact Stories - Local newspapers, social media, presentations.

Creation of bus co-op system.

Number of volunteer drivers.

Increase in number of handicapped parking spaces.

10. IMPACT ON LOCAL GOVERNMENT - List any policies, practices, plans or local government documents that will be developed or amended as a result of your proposed project.

It is not anticipated at this time there will be any policies, practices, plans or local government documents that will be developed or amended; however as the project progresses the task group may identify a need, and will act accordingly.

11. SUSTAINABILITY – How will the proposed project be sustained after the grant funding?

Going forward the Seniors Transportation Initiative will be led by the Senior Planning Table, Seniors Network, which involves representatives from local stakeholder groups including: older adults, representatives from local and provincial government, Fraser Health, non-profit organizations such as Maple Ridge-Pitt Meadows Community Services, Ridge Meadows Seniors Society, Begin Again Widows Support Group; as well as for-profit businesses including local care homes and home support service providers and will be supported by the City of Maple Ridge, Parks, Recreation and Culture Department.

Furthermore, sustainability will be part of the senior transportation plan discussions and will be build into the developed plan.

12. SUPPORT FROM BC HEALTHY COMMUNITIES (BCHC) SOCIETY. Applicants approved under the 2018 Age-friendly Communities program may be eligible to apply for a range of services from BCHC Society.

The purpose of this support is to: 1) engage sector leaders so they can collaboratively prioritize the goals intended to be achieved through their age-friendly community grant; 2) understand and utilize key capacities and innovative practices that will support community groups to bring their age-friendly initiatives to the next level; and 3) determine the next wise actions to achieve the community's age-friendly goals.

Would you be interested in additional information to learn more about possible supports from BCHC Society?

Yes No

13. ADDITIONAL COMMENTS - Please use this space to add any additional comments.

14. REQUIRED ATTACHMENTS - Please submit the following with your application:

- Council/Board Resolution – Indicating local government support for the proposed project and a willingness to provide overall grant management
- Detailed budget
- Copies of completed age-friendly plans, and/or assessments, or excerpts from higher-level plans

15. SIGNATURE – Applications are required to be signed by the local government applicant.
Please note all application materials will be shared with the Province of BC and BCHC Society.

Signature

Name and Title

Please send the completed Application Form and all required attachments as an e-mail attachment to Local Government Program Services (UBCM) at lgps@ubcm.ca.

If you submit by e-mail, hardcopies and/or additional copies of the application are not required. Please submit your application as either a Word or PDF file(s) and note "2018 Age-friendly" in the subject line.

UBCM AGE FRIENDLY PROJECT GRANT 2018: "Seniors Transportation Initiative"

PROJECT BUDGET - Maple Ridge

Item	UBCM Grant Request	Applicant Contribution: City In Kind	TOTAL Project Expense
Grant Management: coordination, facilitation services (Steering Committee, Dialogue events), research, etc.	\$7,500	\$	\$7,500
Business Manager financial monitoring Recreation Manager planning and coordination support	\$	\$5,500	\$5,500
Seniors Transportation Dialogue Workshops - Guest speaker, refreshments		\$2,500	\$2,500
Promotions/Marketing (eg. design & ads)		\$1,500	\$1,500
* City Web promotions (deisgn and updates)		\$1,500	\$1,500
18 or 20 Accessible Bus	\$6,000	\$	\$6,000
Supplies and Hosting Events Expenses (food, snacks etc)		\$1,000	\$1,000
Licensing Class Four Drivers \$500x3	\$1,500	\$	\$ 1,500
	\$	\$	\$
TOTALS			Total Project Budget
	\$15,000	\$ 12,000	\$ 27,000