

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

**July 9, 2015  
1:30 P.M.  
Blaney Room**

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**Chairperson:** Councillor Masse

**Committee Members:** Mayor Read; Councillors: C. Bell; T. Shymkiw

**Staff:**

Acting Chief Administrative Officer:	F. Quinn
GM – Corporate & Financial Svc:	P. Gill
Manager of Accounting:	C. Nolan
Manager of Financial Planning	T. Thompson
Manager Sustainability & Corporate Planning	L. Benson

**Recording Secretary:** Amanda Gaunt

**AGENDA**

- 1. *Approval of agenda***
- 2. *Approval of minutes of June 15, 2015***
- 3. *Assurance Requirements – Downtown Parking Society***
- 4. *Business Planning Process – Information on Pitt Meadows 2015 Process***
- 5. *Fiscal Impact Analysis Model***
- 6. *Next meeting***
  - *To be determined*

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

## City of Maple Ridge

### Audit & Finance Committee Meeting Minutes

June 15, 2015

The Minutes of the Audit and Finance Committee Meeting held in the Blaney Room of the Municipal Hall, 11995 Haney Place, Maple Ridge, BC on Monday, June 15, 2015 at 7:34a.m.

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#### ***PRESENT***

##### ***Committee Members***

Councillor Masse, Chair  
Councillor Bell  
Councillor Shymkiw

##### ***Municipal Staff***

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

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The meeting was called to order at 7:34 a.m.

#### **1. *Approval of agenda***

The agenda was approved with the addition of the following item:

##### ***Business Planning Expectations***

**MOVED** by Councillor Masse and **SECONDED** by Councillor Bell that the agenda be approved as amended.

**CARRIED**

#### **2. *Approval of minutes of May 4, 2015***

**MOVED** by Councillor Masse and **SECONDED** by Councillor Bell that the minutes of May 4, 2015 be approved.

**CARRIED**

Note: Councillor Shymkiw joined the meeting at 7:39 a.m.

#### **3. *Fiscal Impact Analysis Model***

The Committee discussed options for cost allocation methodologies for protective services and transportation costs.

The Committee was in agreement that it was appropriate to allocate protective services costs on a per capita basis, and transportation costs on an appropriate linear measure.

4. ***Business Planning Expectations***

The Committee discussed the level of detail Council would like to see in business plans this year. The Chair of the Audit & Finance Committee will look for Council input at the June 15 2015 Council Workshop meeting.

5. ***Next Meeting –***

Within the next 2 weeks. Staff liaison is to provide the committee with options for meeting times.

***Adjournment – 8:55***

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B. Masse, Chair

**TO:** Councillor Bob Masse and  
Members of the Audit & Finance  
Committee  
**FROM:** Manager of Accounting  
**SUBJECT:** Assurance Requirements – Downtown Parking Society

**MEETING DATE:** 9-July-2015  
**FILE NO:**  
**MEETING:**

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**EXECUTIVE SUMMARY:**

The City entered into an agreement with the Downtown Parking Society (DPS) in 1993 for the management of City owned parking facilities. That agreement entitles the City to the net revenue generated by those facilities and includes a requirement for annual audited financial statements. Since 1993 the cost of audit services has increased and the City has started to incorporate different requirements into more recent agreements. In order to balance the need for independent verification of financial information provided by the DPS with the cost, staff recommend that the agreement be amended to require a financial statement audit once every five years with either City staff using standard audit methods to confirm financial assertions or by requiring a review engagement for intervening years. A review engagement provides assurance that nothing has come to the auditor's attention that would indicate the financial statements are inaccurate.

**RECOMMENDATION:**

**That the agreement with the Downtown Parking Society be amended to require a financial statement audit once five years with assurance achieved in intervening years either through the work of City staff or through a review engagement.**

**DISCUSSION:**

The City has a long-standing agreement with the Downtown Parking Society (DPS) for the management of City owned parking facilities. Under that agreement the City is entitled to receive the net revenues generated from these facilities. In 2014, the operation of the parking facilities generated \$18,208; after retaining \$5,000 toward 2015 operating expenses, the DPS has remitted \$13,208 to the City.

The agreement between the City and the DPS currently requires the annual submission of audited financial statements. The agreement was first drafted in 1993 and the requirement for audited financial statements was a standard provision at that time. Since then, the cost associated with audit services has increased and the city has started to incorporate different requirements into more recent agreements. The last audit of DPS financial statements was conducted for 2013 and cost in excess of \$7,000. Total DPS revenues for 2013 were \$38,000. DPS financial statements for 2014 were compiled by an accounting firm at a cost of \$2,000; this type of engagement does not provide any assurance as to their accuracy.

In order to balance the need to independently verify the financial information provided by DPS with the cost of doing so staff recommend that the requirement for annual audited financial statements be amended. Sufficient assurance could be achieved by asking for an audit once every five years. In

the intervening years assurance could be achieved by city staff applying standard audit methods to confirm financial assertions or by requiring a review engagement. A review engagement provides assurance that nothing has come to the auditor's attention to indicate the financial statements are not accurate.

**CONCLUSIONS:**

Amending the assurance requirements asked of the DPS balances the need to independently verify financial information provided against the cost of doing so while providing sufficient assurance about the accuracy of the financial information provided to the City.

*"Original signed by Catherine Nolan"*

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

*"Original signed by Paul Gill"*

Approved by: Paul Gill, CPA, CGA  
GM, Corporate and Financial Services

*"Original signed by Frank Quinn"*

Concurrence: **Frank Quinn, MBA, P. Eng**  
**Acting Chief Administrative Officer**

## City of Maple Ridge

**TO:** Audit and Finance Committee **DATE:** July 7, 2015  
**FROM:** Chief Administrative Officer **MEETING:**  
**SUBJECT:** Business Planning Process – Information on Pitt Meadows 2015 Process

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### **EXECUTIVE SUMMARY:**

At the Audit and Finance Committee meeting on June 15, 2015, questions were asked about the budget process in Pitt Meadows. We spoke to Pitt Meadows staff and reviewed the material provided to Pitt Meadows Council. This report summarizes our findings.

**RECOMMENDATION(S):** None, for information purposes only.

### **DISCUSSION:**

At the Audit and Finance Committee meeting on June 15, 2015 (when the next Maple Ridge business planning process was discussed) the process used by Pitt Meadows in their 2015 financial plan deliberations was raised.

We spoke to Pitt Meadows staff and reviewed their business planning material. Here are the highlights:

- Late October 2014: A financial overview was presented that included operating and capital budgets. The presentation is attached as Appendix 1.
- Early December 2014: Each department presented their business plans which included a summary table of their budget.
- January 21, 2015: All department budget summaries were reviewed by Council. Each departmental budget was approved by Council Resolution. The minutes and material presented at budget deliberations are attached as Appendix 2.

Pitt Meadows and Maple Ridge have similar business planning and financial planning processes. The written material provided to Councils include an overview of services, key challenges as well as budget summaries. Pitt Meadows does not produce a Financial Overview report like Maple Ridge does.

Pitt Meadows believes they have less of an opportunity to adjust service levels for shared services such as Police Housing and Support and Parks and Recreation. They classify these areas as “contract partners”. In Maple Ridge, these areas receive a higher level of scrutiny.

Pitt Meadows Council received a “2015 Executive Summary” which is a two page table showing the budget changes in 2015 compared to 2014. This summary can be found in the last two pages of Appendix 1. In Maple Ridge, the changes to each year of the five year plan are described over seven pages of tables and explanatory notes in the Financial Plan Overview Report. We also provide a reconciliation of budget changes made to the previously approved budget. In this regard, our information is more detailed.

#### Opportunities to improve our own processes and reports

There are some areas in which our presentation and processes could be improved.

1. Pitt Meadows provided changes in costs in terms of the percentage property tax increase. In other words, the tax increase driven by each department was highlighted.
2. After each section, Pitt Meadows Council considered a separate resolution confirming their satisfaction with that portion of the budget.

Adopting these changes would further enhance our process. The first item regarding the property tax impact could be shown on each budget page. Further, as each section presents their business plans, Council may wish to consider separate resolutions in support of the business plan and associated budget. As can be seen from the minutes of the January, 2015 meeting in Pitt Meadows, some items may require further discussion and can be brought back to a future meeting. Where the discussion relates to personnel, further discussion would be at a Closed meeting.

Another relatively new feature to the Maple Ridge Business Planning process is the process review; the reviews for each area are identified in the business plans.

Our business planning process has evolved over the years and the changes outlined herein will be a further enhancement.

“Original signed by Trevor Thompson  
Prepared by: Trevor Thompson, CPA, CGA  
Manager of Financial Planning

“Original signed by Paul Gill”  
Approved by: Paul Gill, CPA, CGA, FRM  
General Manager: Corporate & Financial Services

“Original signed by Frank Quinn”  
Concurrence: **Frank Quinn**  
**Acting Chief Administrative Officer**

Attachments:  
Appendix 1: City of Pitt Meadows 2015 Financial Plan Workshop, October 28, 2014  
Appendix 2: City of Pitt Meadows 2015-2019 Budget Deliberations, January 21, 2015

Minutes of the **SPECIAL MEETING** of Pitt Meadows City Council held on **Tuesday, October 28, 2014** at 6:00 p.m. in the Meadows Room of the Pitt Meadows City Hall, 12007 Harris Road, Pitt Meadows, British Columbia.

**PRESENT:**

Elected Officials: Mayor D.A. Walters  
Councillor B. Bell  
Councillor J. Elkerton  
Councillor T. Miyashita  
Councillor D. Murray  
Councillor G. O'Connell

Staff K. Grout, Chief Administrative Officer  
M. Roberts, Director of Financial Services & Facilities  
D. Philp, IT Coordinator/Business Analyst  
K. Zanon, Acting Director of Operations and  
Development Services  
L. Jones, Director of Human Resources & Communication  
D. Jolley, Fire Chief  
L. Graham, Economic Development Coordinator  
C. Harding, Manager of Financial Services  
A. Berry, Manager of Development Services  
D. Boag, Director of Parks and Facilities  
D. Cramb, Senior Recreation Manager, Pitt Meadows Area  
Inspector D. Fleugel, OIC, Ridge Meadows Detachment  
M. Jones, Manager, Police Services,  
Ridge Meadows Detachment  
L. Kelly, Deputy Clerk

The meeting was called to order at 6:00 p.m.

**A. ADOPTION OF AGENDA**

**MOVED** by Councillor O'Connell, **SECONDED** by Councillor Bell, THAT the Agenda for the October 28, 2014 Special Meeting of Council be adopted as amended with the addition of a Question Period.

CARRIED.

**B. WORKSHOP**

**1. 2015 Financial Plan Workshop.**

Mr. Mark Roberts, Director of Finance and Facilities, provided a presentation regarding the Financial Planning process, the capital and operating budgets, some of the financial opportunities and challenges and



the next steps to be taken, which include presentations on December 10 and 11, deliberations on January 21 and 22, 2015, adoption of the Financial Plan Bylaw on March 3, 2015, and adoption of the Tax Rate Bylaw in early May, 2015.

The PowerPoint is included as Attachment 1 and forms part of these Minutes.

The 2015 Executive Summary of Budget Drivers – Proposed is included as Attachment 2 and forms part of these Minutes.

Discussion ensued with the following points included:

- Mill rates for each municipality are different; staff were requested to provide mill rates to compare municipal property taxes; staff advised that a presentation during the Finance 101 workshop on November 27, 2014 will include information regarding mill rates;
- Two comments regarding construction of the North Lougheed corridor: how will Pitt Meadows pay for building the North Lougheed corridor at an estimated cost of \$18.1 Million; a second comment was that the road would be constructed by developers through negotiations at the appropriate time; staff advised that it is not possible to speculate on how the road will be paid for at this time since we do not have sufficient information, however if, in fact, \$18.1 Million was required to be funded by the City, staff advised there are not sufficient funds in reserves for this purpose;
- 2% of the money received by the City is through grants; is there an opportunity to be more proactive in applying for grants; staff advised that the 2% grants number is primarily for operating grants and the opportunities are getting fewer and fewer; however, there are possible opportunities for capital grants through the New Building Canada Plan program; the funding is 1/3 federal, 1/3 provincial and 1/3 local government; the City would have the option of using its reserves, for example, from the remaining land sale proceeds from the South Bonson sale, or through debt;
- DCCs - 38%, the City must provide 62% for the North Lougheed corridor - where will we get it; also expropriation of land is a significant concern;
- disappointed that further budget reductions not made in the last budget for items identified as no risk, would have further reduced tax increase.

**C. QUESTION PERIOD**

Bill Dingwall, Pitt Meadows, said the presentation was excellent, very informative; suggested webcasting of the presentation would be beneficial.

Mike Stark, Pitt Meadows, asked if the written version of Mr. Roberts' presentation would be made publicly available; staff advised that it will be posted on the website.

Mike Stark, Pitt Meadows, with the single family assessment at \$450,000; does this include condos; staff advised that multi-family homes are not included in the assessment.

Michael Hayes, Pitt Meadows, said it was an excellent presentation.

Andrew Thompson, Pitt Meadows, requested the number of employees; staff advised that there are 60 full time equivalent employees including 7 part time employees.

**D. ADJOURNMENT**

**MOVED** by Councillor O'Connell, **SECONDED** by Councillor Bell, THAT this meeting now be adjourned at 7:30 p.m.

CARRIED.

**Signed:**

**Certified Correct:**

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Mayor

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Corporate Officer

Attachment 1

# City of Pitt Meadows

2015 Financial Plan Workshop  
Special Council – October 28, 2014



## 2015 Financial Plan Workshop

### Agenda

- Purpose of Today's Workshop
- Financial Planning Process
- Budget Facts & Figures
- 2015 Capital Budget
- 2015 Operating Budget
- Financial Opportunities and Challenges
- Next Steps
- Opportunity for Questions, Comments & Public Input



# 2015 Financial Plan Workshop

# Purpose of Today's Workshop

- **To provide:**
  - Context for Council Budget Deliberations
  - Information for decision making purposes during the budget finalization meetings in January
- **No decisions are required**



# Financial Planning Process



# 2015 Financial Plan Workshop

## Financial Planning Process

- Guidelines Set & Budget Packages Distributed – Jun 2014
- Capital & Operating Budgets Drafted by Departments – Jul/Aug 2014
- Finance Department Budget Review – Sep 2014
- Corporate Leadership Team Review – Oct 2014
- Budget Workshop & Public Input – Oct 28, 2014
- New Council Orientation & Finance Concepts – Nov 27, 2014
- Business Plan Presentations & Public Input – Dec 10/11, 2014
- Budget Deliberation by Council & Public Input – Jan 14/15, 2015
- Final Presentation to Council & Public Input – Feb 17, 2015
- Financial Plan Bylaw – Three Readings – Feb 17, 2015
- Financial Plan Bylaw – Adoption – Mar 3, 2015

Note - All presentations are advertised and are open for public attendance



# 2015 Financial Plan Workshop

## Financial Planning Process

- Improvements to 2015 Planning Process:
  1. Budget Guideline Document
  2. Executive Summary
  3. Assets Management Plans



## 2015 Financial Plan Workshop

### Financial Planning Process

- **Budget Guideline Principles:**

1. Business Plans must align with Corporate Strategic Plan
2. Base budgets prepared to match existing services levels
3. Cost increases in excess of inflation will be highlighted to Council
4. New or enhanced service levels require a Decision Package
5. Capital plans balance replacement needs, funding constraints & reserves' long-term health



## 2015 Financial Plan Workshop

### Financial Planning Process

- **Budget Guideline Principles – (cont'd):**

6. Increased annual provisions to reserves will continue
7. Only conservative & sustainable revenues will be incorporated
8. Taxation from new construction (growth) allocation method
9. Debt used as a last option



# 2015 Financial Plan Workshop

## Financial Planning Process

- **Budget Approach:**

- Approach: Zero-based budgeting
- Review: Contemplate spent versus budget amount for last 3 years
- Involve: Staff at all levels



# 2015 Financial Plan Workshop

## Financial Planning Process

- **Budget Approach:**

- Ask: Is this the best way of doing business? Is this process still required?
- Ask: Would it be more economical to hire someone or pay a contract fee?
- Ask: Would a multi-year contract be more economical than buying when needed?
- Ask: Would two departments benefit by working together?
- Ask: Could this service be shared with another municipality or agency?
- Ask: Are fees competitive and/or reasonable?
- Ask: Are cost recovery fees high enough to recover all costs?
- Ask: Is this a new or enhanced service level?



# 2015 Financial Plan Workshop

## Financial Planning Process

- **Strategic Plan** – Articulates Council's high level Goals & Objectives
- **Business Plan** – Identifies measurable departmental Tasks to meet the Strategic Plan
- **Financial Plan** – Attaches the Resources to achieve the Business Plan



# 2015 Financial Plan Workshop

## Financial Planning Process

Provision of Services ➡ Budget Driver

- **Essential Services:**
  - Police, Fire, Water, Sewer, Drainage, Dyking, Roads
- **Priority Services:**
  - Parks, Recreation, Library, Bylaw Enforcement, Licensing, Arts, Culture, Heritage, Planning, Garbage/Recycling, Enviro/Sustainability Management, Economic Development
- **Support Services:**
  - Communications, Human Resources, Payroll, Finance, Administration, Legislative Services, Information Technology, Facilities





# 2015 Financial Plan Workshop

## Financial Planning Process – Governed by a Legislated Process

- **Municipal Purpose** (Community Charter, Section 7)
  - Provide good government
  - Provide services, laws and other matters for community benefit
  - Provide stewardship of public assets
  - Foster economic, social and environmental well-being of community
- **Financial Plan** (Community Charter, Section 165)
  - Adopt a 5-Year Plan (can be amended anytime during the year)
- **Annual Property Tax Bylaw** (Community Charter, Section 197)
  - Tax rates adopted by bylaw before May 15, 2015
  - Authority to levy taxes on properties to allocate funding for services
- **Public Consultation Process** (Community Charter, Section 166)
  - Ensures the public have the opportunity to comment

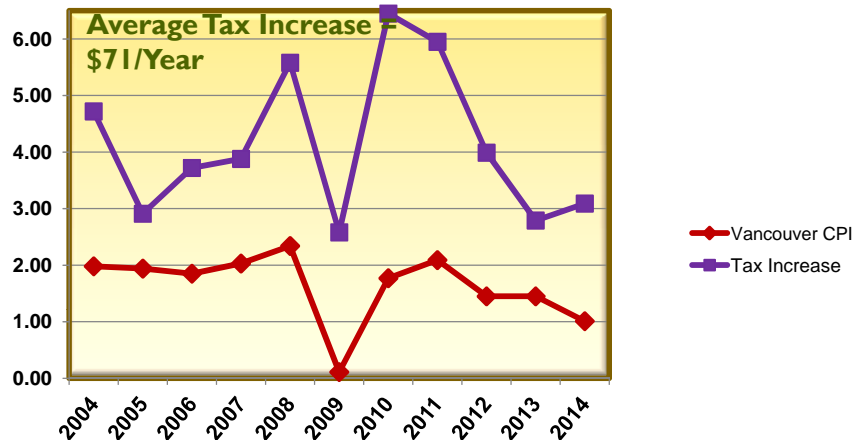


## Budget Facts & Figures



## 2015 Financial Plan Workshop

### Budget Facts & Figures – Tax Increases 2004 - 2014



## 2015 Financial Plan Workshop

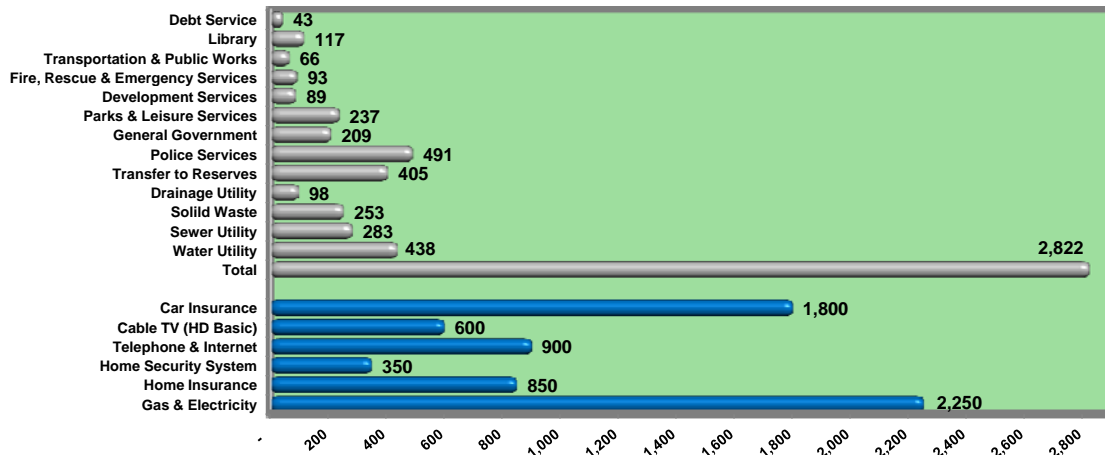
### Budget Facts & Figures – New / Improved Services Since 2004

Department	New / Improved Services		
Recreation & Parks	<ul style="list-style-type: none"> <li>•South Bonson Community Ctr</li> <li>•Arena</li> <li>•Senior centre</li> </ul>	<ul style="list-style-type: none"> <li>•Harris skateboard park</li> <li>•Rehabilitated Harris pool</li> <li>•Artificial turf field</li> </ul>	<ul style="list-style-type: none"> <li>•New parks (McLean Park, Waterfront Park)</li> <li>•Recreation centre expansion</li> <li>•Spirit Square</li> </ul>
Transportation	<ul style="list-style-type: none"> <li>•Built Airport Way</li> </ul>	<ul style="list-style-type: none"> <li>•Replaced Harris Rd North Alouette Bridge</li> <li>•Replaced Kennedy Rd Katzie Slough Bridge</li> </ul>	<ul style="list-style-type: none"> <li>•Active transportation (bike lanes, trails, crosswalks, sidewalks)</li> </ul>
Arts & Culture	<ul style="list-style-type: none"> <li>•Library</li> </ul>		
Economic Development	<ul style="list-style-type: none"> <li>•Support business community</li> </ul>		
Fire	<ul style="list-style-type: none"> <li>•Paid-on-call services</li> </ul>	<ul style="list-style-type: none"> <li>•2 career full-time members</li> <li>•1 Assistant Chief</li> </ul>	<ul style="list-style-type: none"> <li>•Fire Hall renovation and addition</li> </ul>
Police	<ul style="list-style-type: none"> <li>•City reached 15,000 people costs went to 90% from 70%</li> </ul>		<ul style="list-style-type: none"> <li>•New community police office</li> </ul>
Other	<ul style="list-style-type: none"> <li>•Bylaw officer</li> <li>•Hazardous spill response</li> <li>•Health &amp; safety coordinator</li> </ul>	<ul style="list-style-type: none"> <li>•Invasive weed control</li> <li>•Emergency preparedness</li> <li>•Works yard expansion (underway)</li> </ul>	<ul style="list-style-type: none"> <li>•City Hall renovation – Meadows Room</li> </ul>



## 2015 Financial Plan Workshop

### Budget Facts & Figures – Service Value (2014)



## 2015 Financial Plan Workshop

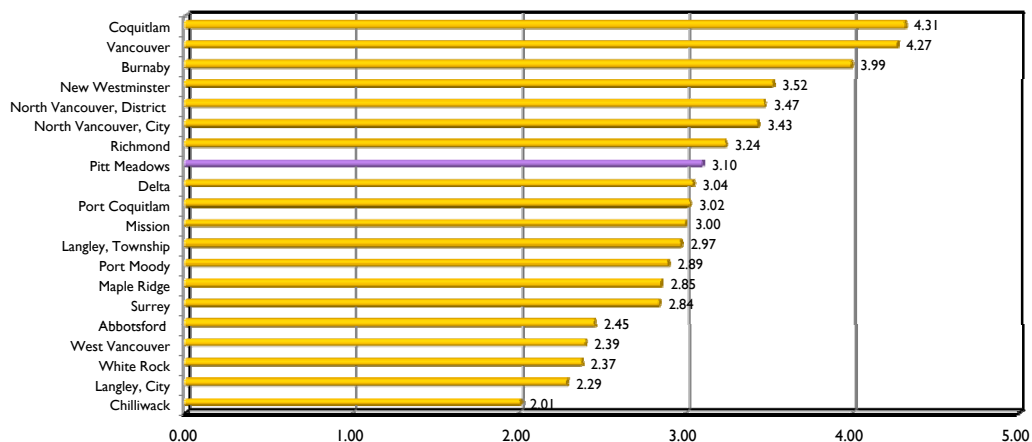
### Budget Facts & Figures – 2014 SF Residential Tax Comparison

Municipality	Taxes	Utilities	Total Charges
West Vancouver	3,301	936	4,237
North Vancouver District	2,469	1,473	3,942
White Rock	3,276	484	3,760
New Westminster	2,534	1,196	3,730
Port Moody	2,674	964	3,638
Vancouver	2,541	1,030	3,571
Coquitlam	2,244	1,093	3,337
Burnaby	2,184	1,133	3,317
Richmond	2,113	1,117	3,230
North Van, City of	2,148	1,057	3,205
Port Coquitlam	2,048	909	2,957
Maple Ridge	2,041	894	2,935
Delta	2,074	818	2,892
Langley Township	1,754	1,126	2,880
<b>Pitt Meadows</b>	<b>1,835</b>	<b>1,012</b>	<b>2,847</b>
Surrey	1,601	1,173	2,774
Langley City	1,797	933	2,730



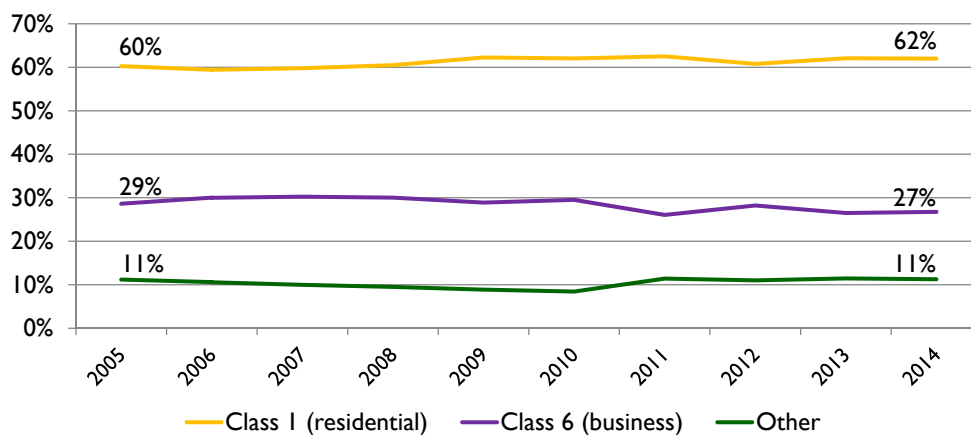
## 2015 Financial Plan Workshop

### Budget Facts & Figures – 2014 Business to Residential Tax Ratio



## 2015 Financial Plan Workshop

### Budget Facts & Figures – Allocation of Tax Burden Over Time



## 2015 Financial Plan Workshop

### Budget Facts & Figures – Growth

Year	Population	Growth %	1% Tax Equates to	Growth (\$)
2005	15,812	8.27%	87,000	719,800
2006	(Census) 16,302	6.09%	95,200	579,700
2007	16,557	4.23%	102,400	433,300
2008	17,387	6.04%	113,100	682,900
2009	17,875	2.02%	119,900	242,000
2010	18,054	2.26%	124,800	282,200
2011	(Census) 18,282	0.37%	132,900	48,600
2012	18,472	3.51%	146,500	514,700
2013	18,648	0.84%	150,700	-126,300
2014	(estimate) 18,834	1.51%	156,000	235,700
2015	(estimate) 19,022	1.25%	159,600	200,000



CITY OF  
**Pitt Meadows**  
The *Natural* Place

## 2015 Financial Plan Workshop

### Budget Facts & Figures – Reserve Balances 2007-2013

Year	Operating	Capital	Current Year Surplus	Development Cost Charges		Total
2007	3,252,000	12,795,000	273,000	6,714,000		23,034,000
2008	2,280,000	12,590,000	731,000	4,502,000		20,103,000
2009	2,988,000	11,418,000	908,000	2,876,000		18,190,000
2010	1,984,000	11,089,000	72,000	3,464,000		16,609,000
2011	1,938,000	9,680,000	485,000	4,029,000		16,132,000
2012	1,958,000	13,339,000	207,000	4,581,000		20,085,000
2013	2,898,000	13,285,000	14,000	5,544,000		21,741,000
Average	2,471,000	12,028,000	384,000	4,530,000		19,413,000

The City Manages Assets Valued at \$173 Million



CITY OF  
**Pitt Meadows**  
The *Natural* Place

## 2015 Financial Plan Workshop

### Budget Facts & Figures – Assets

- City has approximately **\$173 Million** in assets
  - \$51 Million land / \$122 Million infrastructure/equipment – original cost
  - Depreciation **\$4.8 Million** per year
  - Annual replacement cost is significantly higher (conservative estimate) **\$8,100,000**
- Asset Funding - 2014
 

– General Fund Capital	3,200,000
– Utility Capital	1,700,000
– Road Levies (estimate)	300,000
	<b>\$5,200,000</b>

Total Annual Infrastructure Funding Gap (estimate) **\$ 2,900,000**



## 2015 Financial Plan Workshop

### Budget Facts & Figures – Tax Classes - 2014

Class Description	Tax Class	#	Tax Rate Per \$1,000	Net Taxable Values (\$)	Revenue (\$)	(%)	Ratio
Residential	1	7,010	3.8720	2,593,230,388	10,040,988	62.01	1.00
Utilities	2	41	36.5980	6,271,380	229,520	1.42	9.45
Major Industry	4	2	38.5609	3,282,800	126,588	0.78	9.96
Light Industry	5	44	16.8457	46,091,400	776,442	4.79	4.35
Business & Other	6	216	11.9989	360,863,300	4,329,963	26.74	3.10
Recreation/Non Profit	8	53	10.3067	21,854,600	225,249	1.39	2.66
Farm	9	468	29.8554	15,542,662	464,032	2.87	7.71
<b>TOTALS</b>				<b>3,047,136,530</b>	<b>16,192,782</b>	<b>100%</b>	



# 2015 Capital Budget



## 2015 Financial Plan Workshop

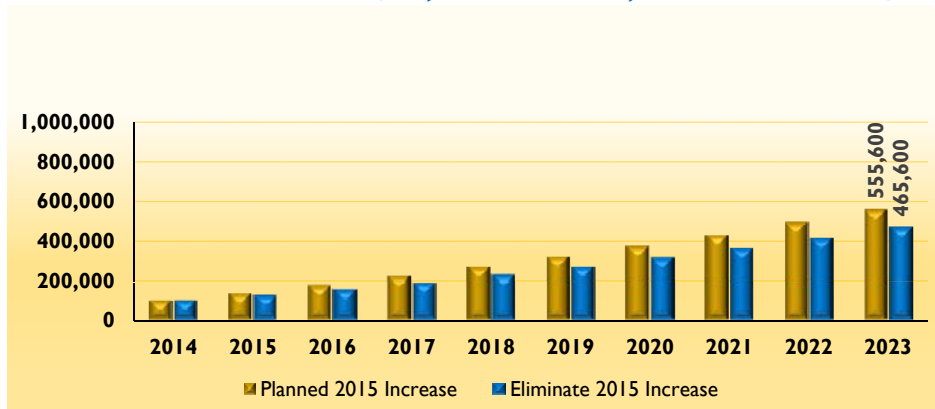
### Capital Budget - Arena Reserve

Description	Amount
Interest Allocation – Yes (estimate)	\$1,000
Funding – Taxation (2015 increase = \$10K or 0.06%)	80,000
Funding – Arena Operations	82,700
Funding – Arena Operating Results	27,800
Balance – Minimum 5-Year Plan (2015)	135,300
Balance – Maximum 5-Year Plan (2019)	315,600
Significant Project – Ice Resurfacer Replacement (2015)	-110,000
Significant Project – New Lighting: Chrysler Rink (2015)	-24,500
Significant Project – Canopies at Ice Resurfacer Entrances (2015-2016)	-19,000
Purpose – To provide annual funds for the maintenance and repair of the arena facility.	

## 2015 Financial Plan Workshop

### Capital Budget – Arena Reserve Balance

**Planned 2015 Tax Increase = \$10,000 or 0.06%; 2023 Balance > \$90,000**



## 2015 Financial Plan Workshop

### Capital Budget – Development Cost Charges

Description	Amount
Interest Allocation – Yes (estimate)	\$87,000
Funding – DCC's (Estimate for Drainage, Roads, Parks)	160,000
Balance – Minimum 5-Year Plan (2015)	4,952,600
Balance – Maximum 5-Year Plan (2018)	5,448,100
Significant Project – Drainage: McKechnie Pump Replacement 2 <sup>nd</sup> Year (2014-2015)	-187,000
Significant Project – Minor Roads: Bonson Rd (north) Asphalt Lift (2016)	-150,500
Significant Project – Minor Roads: Fraser Way Upgrade (2019)	-450,000
Significant Project – Parks: Fitness Circuit (2015)	-50,000
Significant Project – Parks: New Walking Trails (2015)	-25,000
Significant Project – Parks: Community Garden: additional (2019)	-150,000
Purpose – To provide funding for new infrastructure resulting from growth.	





## 2015 Financial Plan Workshop

### Capital Budget – Equipment Replacement Reserve

Description	Amount
Interest Allocation – Yes (estimate)	\$13,000
Funding – Taxation (2015 increase = \$25K or 0.16%)	562,500
Balance – Minimum 5-Year Plan (2019)	-37,500
Balance – Maximum 5-Year Plan (2015)	526,600
Significant Project – Fire Hub Mack Engine (2019)	-650,000
Significant Project – Fire Hub FL80 Rescue (2016)	-300,000
Significant Project – SCBA Equipment (2018)	-250,000
Significant Project – Server/SAN Refresh (2017)	-226,600
Significant Project – Tractor Replacement (2016)	-245,000
Purpose – To provide annual funds for the replacement of machinery, equipment and vehicles at the end of their useful life.	

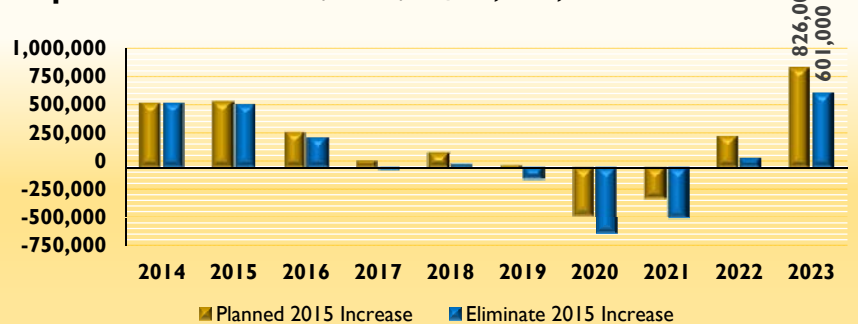


## 2015 Financial Plan Workshop

### Capital Budget – Equipment Replacement Reserve Balance

**Planned 2015 Tax Increase = \$25,000 or 0.16%; 2023 Balance > \$225,000**

**Replacement Value (estimate) = \$10,700,000**



## 2015 Financial Plan Workshop

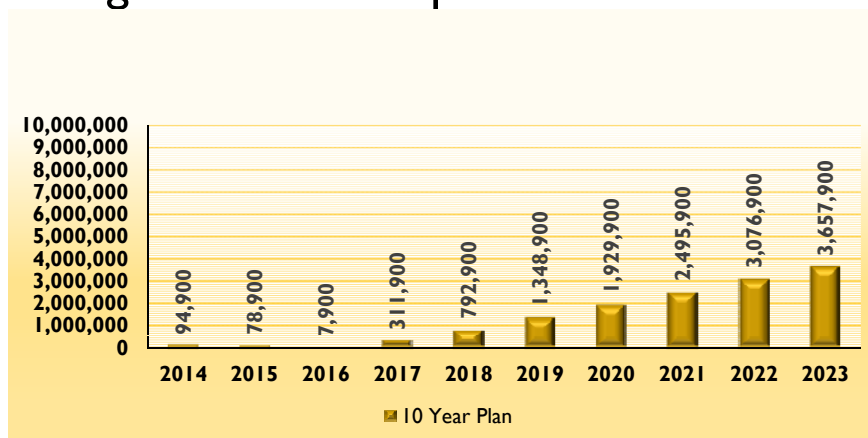
### Capital Budget – Future Capital Reserve

Description	Amount
Interest Allocation – Yes (estimate)	\$6,000
Funding – Taxation (2015 increase = \$0K or 0.0%)	575,000
Balance – Minimum 5-Year Plan (2016)	7,900
Balance – Maximum 5-Year Plan (2019)	1,348,900
Significant Project – Core Business System Renewal (2015-17)	-700,000
Significant Project – Fibre (2016-17)	-299,000
Significant Project – Broadcast Audio System – Meadows Room (2015)	-30,000
Significant Project – Broadcast Camera System – Council Chambers (2015)	-45,000
Significant Project – Asset Management Plans (2015)	-20,000
Purpose – To provide funds for capital expenditures, primarily emergency or strategic in nature.	



## 2015 Financial Plan Workshop

### Capital Budget – Future Capital Reserve Balance



## 2015 Financial Plan Workshop

### Capital Budget - Life Cycle Reserve

Description	Amount
Interest Allocation – Yes (estimate)	\$3,900
Funding – Taxation (2015 increase = \$15K or 0.09%)	636,000
Funding – Facility Lease Revenue (Struthers, Akasaka, Daycare)	25,000
Balance – Minimum 5-Year Plan (2015)	35,300
Balance – Maximum 5-Year Plan (2018)	505,000
Significant Project – Maintenance: Recreation Facilities (2015-2019)	-160,000
Significant Project – Maintenance: Municipal Buildings (W/Yard, Fire Hall, Municipal Hall, Rentals, CPO, Arena) (2015-2019)	-100,000
Significant Project – Maintenance: Parks Infrastructure (2015-2019)	-145,000
Significant Project – Harris Road Water Play Park (2016-2017)	-250,000
Significant Project – Pitt Meadows Athletic Sports Field Renovation (2019)	-350,000
Purpose – Annual funds for facility asset maintenance , repair & replacement	

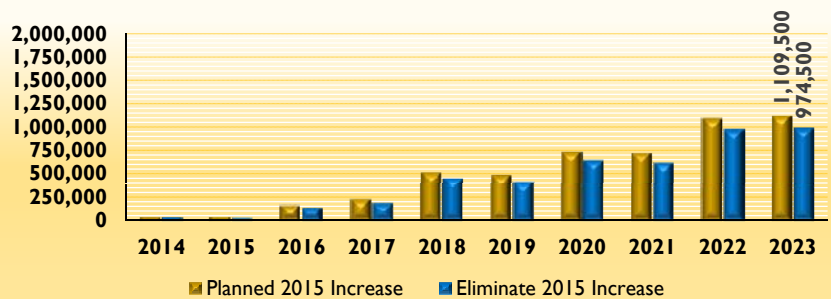


## 2015 Financial Plan Workshop

### Capital Budget – Life Cycle Reserve Balance

**Planned 2015 Tax Increase = \$15,000 or 0.09%; 2023 Balance > \$135,000**

**Replacement Value (estimate) = \$55,000,000**



## 2015 Financial Plan Workshop

### Capital Budget – Strategic Capital Reserve

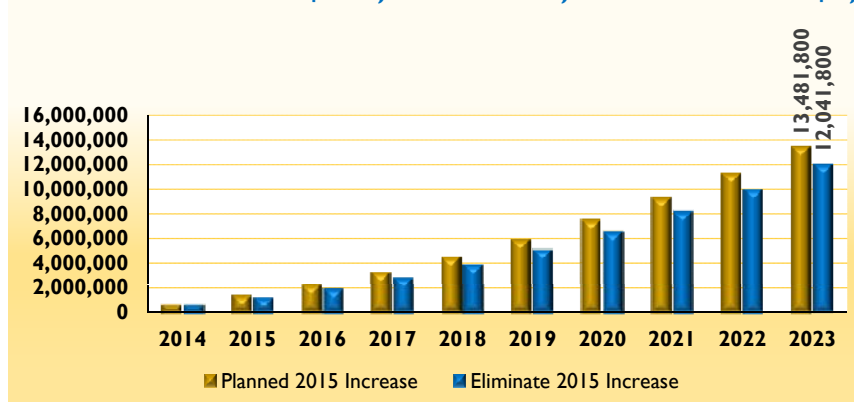
Description	Amount
Interest Allocation – Yes (estimate)	\$15,000
Funding – Taxation (2015 increase = \$160K or 1.0%)	711,000
Balance – Minimum 5-Year Plan (2015)	1,313,800
Balance – Maximum 5-Year Plan (2019)	5,917,800
Significant Project – None Identified	
Purpose – To provide funding for new infrastructure.	



## 2015 Financial Plan Workshop

### Capital Budget – Strategic Capital Reserve Balance

**Planned 2015 Tax Increase = \$160,000 or 1.0%; 2023 Balance > \$1,440,000**



## 2015 Financial Plan Workshop

### Capital Budget – Transportation Reserve

Description	Amount
Interest Allocation – Yes (estimate)	\$6,000
Funding – Taxation (2015 increase = \$50K or 0.31%)	1,150,000
Balance – Minimum 5-Year Plan (2018)	778,300
Balance – Maximum 5-Year Plan (2016)	1,376,800
Significant Project – Thompson Rd, Ford Rd Detour Repave (2015)	-450,000
Significant Project – Wildwood Cr, McKechnie Rd, Misc Repave (2016)	-650,000
Significant Project – Hammond Rd Overlay Bonson to Katzie; Arena Parking Lot Repave (2017)	-450,000
Significant Project – Katzie Slough Bridge – Harris Rd (2017)	-850,000
Significant Project – Wildwood Cr, McKechnie Rd, Ford Rd, Middleton Rd Repave (2018)	-948,000
Significant Project – Ladner Rd Bridge (2018)	-712,500
Significant Project – Rannie Road Repave (2019)	-575,000
Purpose – To provide funding primarily to repave & rehabilitate local road network.	



## 2015 Financial Plan Workshop

### Capital Budget – Transportation: Road Use Levies

Description	Amount
Interest Allocation – Yes (estimate)	\$45,000
Funding – Levies (estimate)	400,000
Balance – Minimum 5-Year Plan (2016)	1,661,000
Balance – Maximum 5-Year Plan (2018)	2,333,500
Significant Project – Harris Rd Repave (2015)	-350,000
Significant Project – Ford Rd Detour Repave (2015)	-100,000
Significant Project – Ford Rd Overlay: Harris to 189B (2015-2016)	-500,000
Significant Project – Cranberry Slough Bridge Replacement (2015)	-530,000
Significant Project – McNeil Rd Repave: 196C to Rannie (2016)	-400,000
Significant Project – Ladner Rd Bridge (2018)	-237,500
Significant Project – Ladner Rd: Rannie to Middleton & Baynes Rd Repave (2019)	-500,000
Purpose – To provide funding primarily to repave & rehabilitate local road network.	

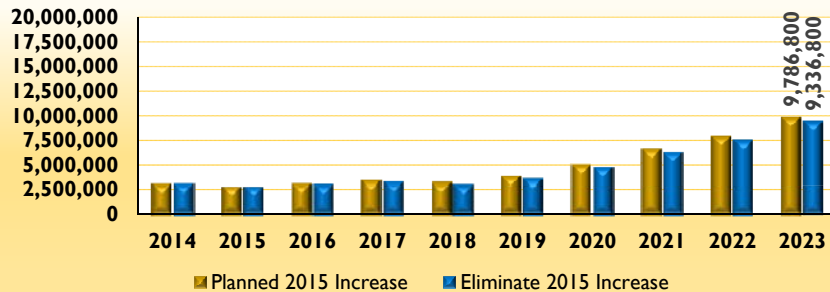


## 2015 Financial Plan Workshop

### Capital Budget – Transportation Reserve & RUL Balance

**Planned 2015 Tax Increase = \$50,000 or 0.31%; 2023 Balance > \$450,000**

**Replacement Value (estimate) = \$71,200,000**



## 2015 Financial Plan Workshop

### Capital Budget - Summary

- **General Comments:**

- Continue to develop Asset Management Plans to ascertain optimum funding levels
  - Sewer & Facilities plans will be complete in 2014; Other plans in 2015/16
- Arena Reserve
  - Relatively new and needs to build over time
  - Acknowledged to fund maintenance rather than building replacement
  - Arena is forecasted to become profitable and the City's 50% share will assist with building the reserve
- Development Cost Charges
  - Roads, Parks & Drainage DCC Bylaw review underway
- Equipment Replacement Reserve
  - Funding challenged in years subsequent to 2015 5-year plan
  - Permitted by legislation to go in a deficit provided there is a recovery plan



# 2015 Financial Plan Workshop

## Capital Budget - Summary

- **General Comments:**

- Future Capital Reserve
  - Annual taxation funding (\$575K) not increasing
  - Funds strategic capital & emergency capital
  - Later years may have some funds to reallocate to the Life Cycle Reserve to assist with existing infrastructure replacement
- Life Cycle Reserve (Includes facilities; Not including utilities)
  - Very small balance in 2015 but begins to build slowly over 10 year plan
  - Reserve funding barely sufficient to meet existing infrastructure maintenance and upgrade needs
  - Significant demand on reserve will continue to increase as infrastructure ages
  - Strong consideration should be given to re-directing 1% levy to replace existing facilities rather than to fund new initiatives



# 2015 Financial Plan Workshop

## Capital Budget - Summary

- **General Comments:**

- Strategic Capital Reserve
  - No projects have been identified for this reserve over the next 10 years
  - Recommend moving annual funding to Life Cycle Reserve to alleviate significant funding challenges
- Transportation Reserve
  - Builds to what 'appears' to be a large # (\$9.8 million) in 2023
  - However, City has high lane kilometers so pavement funding won't go far
  - Data from 40-Year Transportation Plan needs to be incorporated into the Capital Plan to create better projections



# 2015 Financial Plan Workshop

## Capital Budget – Key Messages

1. Do not remove reserve increases or 1% levy
2. Deposit remaining South Bonson land sales proceeds to:
  - Life Cycle Reserve to fund eventual facility replacement or
  - Utilize to fund the Pitt Polder pump station if the grant does not materialize
3. Reassign 1% levy to Life Cycle Reserve in order to replace existing facilities that are needed to deliver current services
4. Building reserves is a good thing because they reduce costs, allow for proper asset management and ensure sustainable City services



# 2015 Operating Budget





# 2015 Financial Plan Workshop

## Operating Budget – Summary

Description	Amount \$	Tax \$	Tax %	Comment
•Taxes from New Development - Growth	\$-200,000	\$-21.30	-1.25%	Estimate
•Corporate Revenue & Expense Changes	-94,000	-10.01	-0.59%	Port PILT; Tax Penalties; 2014 Tax Adjustment; 1% Utility
•Operating Reserve Changes	157,000	16.72	0.98%	Development Revenue Subsidy; BC Assess Error; IT System Maintenance Temporary Funding
•Capital Reserve Changes	260,000	27.69	1.63%	1% Strategic Asset Levy; Capital Maintenance Reserve Increases; BC Assessment Error
<b>Corporate Finance: Sub-total</b>	<b>123,000</b>	<b>13.10</b>	<b>0.77%</b>	
•Department Revenue Changes	-63,800	-6.79	-0.39%	Daycare, Billboard; Business/Pet Licences; Fees; Development Revenues
•Salaries & Benefits	138,000	14.70	0.86%	Cost of Living; Steps; Reclassifications; Position Changes
•Other Expenses	4,100	0.43	0.02%	
<b>City Departments: Sub-total</b>	<b>78,300</b>	<b>8.34</b>	<b>0.49%</b>	
•Library	79,900	8.51	0.50%	
•Parks & Leisure	42,900	4.57	0.27%	
•Police - RCMP	131,300	13.98	0.82%	
<b>Service Delivery Partners: Sub-total</b>	<b>254,100</b>	<b>27.06</b>	<b>1.59%</b>	Contractual commitments
<b>Total</b>	<b>\$455,400</b>	<b>\$48.50</b>	<b>2.85%</b>	



# 2015 Financial Plan Workshop

## Operating Budget – Corporate Finance Drivers

Description	Amount \$	Tax \$	Tax %	Comment
<b>GROWTH:</b>				
•Taxes from New Development	\$-200,000	\$-21.30	-1.25%	Estimate
<b>REVENUE &amp; EXPENSES:</b>				
•Port Metro Vancouver - PILT	-18,000	-1.92	-0.11%	Payment in-lieu of taxes
•2014 Taxes Collected Deficiency	7,000	0.75	0.04%	Unanticipated tax appeals; growth adjustment
•Tax Interest & Penalties	-15,000	-1.60	-0.09%	Trending higher (2014 budget variance review)
•Administration allocation to Utilities	-52,000	-5.54	-0.33%	Analysis reflects appropriate salary & non-salary allocation to utilities
•Legal Services	-5,000	-0.53	-0.03%	Corporate effort to rely less on legal services (\$55K to \$50K)
•Janitorial	-11,300	-1.20	-0.07%	Tender process resulted in total savings of \$20K
•Other	300	0.03	0.03%	
<b>Sub-total</b>	<b>\$ -94,000</b>	<b>\$-10.01</b>	<b>-0.59%</b>	



# 2015 Financial Plan Workshop

## Operating Budget – Corporate Finance Drivers (Cont'd)

Description	Amount \$	Tax \$	Tax %	Comment
<b>OPERATING RESERVES:</b>				
•Development Revenue Subsidy	\$150,000	\$15.97	0.94%	Phase-out Operating Reserve funding (\$200K to \$50K)
•IT System Maintenance	-16,000	-1.70	-0.10%	Temporary funding from Operating Reserve (2015 & 2016) until budget no longer required
•BC Assessment Non-Market Change Error	50,000	5.33	0.31%	Phase-out Operating Reserve funding (2 <sup>nd</sup> Year of 2 Years: \$50K to Zero)
•South Bonson Community Centre Debt	-27,000	-2.88	-0.17%	Full year debt interest funding from South Bonson Amenity Reserve
<b>Sub-total</b>	<b>\$157,000</b>	<b>\$16.72</b>	<b>0.98%</b>	
<b>CAPITAL RESERVES:</b>				
•Strategic Asset Levy	160,000	17.04	1.00%	Funds new infrastructure: Planned increase (\$551K to \$711K)
•Equipment Replacement	25,000	2.66	0.16%	Maintain & Replace Existing Vehicles & Equipment: Planned increase (\$537.5K to \$562.5K)
•Life Cycle	15,000	1.60	0.09%	Maintain & Minor Upgrades of Existing Facilities: Planned increase (\$621K to \$636K)
•Arena	10,000	1.07	0.06%	Maintain & Minor Upgrades of Arena: Planned increase (\$70K to \$80K)
•Transportation	50,000	5.32	0.32%	Maintain & Replace Existing Local Road Network: Planned increase (\$1.1M to \$1.15M)
<b>Sub-total</b>	<b>\$260,000</b>	<b>\$27.69</b>	<b>1.63%</b>	
<b>TOTAL – CORPORATE FINANCE</b>	<b>\$123,000</b>	<b>\$13.10</b>	<b>0.77%</b>	

# 2015 Financial Plan Workshop

## Operating Budget – City Departments Drivers

Description	Amount \$	Tax \$	Tax %	Comment
<b>DEPARTMENT REVENUES:</b>				
•Daycare Lease	\$-24,800	\$-2.64	-0.16%	Long-term lease (plus property taxes \$5K)
•Billboard Advertising & Transit Shelter	-7,000	-0.75	-0.04%	Pattison long-term agreement
•Development Revenues	-15,000	-1.60	-0.09%	Can be increased slightly to match sustainable levels
•Business & Dog Licences	-30,000	-3.20	-0.19%	Reflect trend of increasing past actuals
•Miscellaneous Revenues	14,000	1.49	0.09%	Fire and Facilities miscellaneous revenue correction
•Other	-1,000	-0.09	0.00%	
<b>Sub-total</b>	<b>\$-63,800</b>	<b>\$-6.79</b>	<b>-0.39%</b>	

# 2015 Financial Plan Workshop

## Operating Budget – City Departments Drivers (Cont'd)

Description	Amount \$	Tax \$	Tax %	Comment
<b>SALARIES:</b>				
•Salary & Benefits	\$109,500	\$11.66	0.69%	CUPE, IAFF & exempt contractual agreements
•Step Adjustments	35,200	3.75	0.22%	Performance increases to full job rate
•Mayor & Council Remuneration	-10,600	-1.13	-0.07%	Council salaries held at 2013 level
•Position Adjustments	9,500	1.01	0.07%	Restructuring changes
•Other	-5,600	-0.59	-0.05%	Various
<b>Sub-total</b>	<b>\$138,000</b>	<b>\$14.70</b>	<b>0.86%</b>	
<b>OTHER EXPENSES:</b>				
•Equipment & Fleet	33,500	3.57	0.21%	Vehicle fuel, insurance, maintenance, internal fleet allocation adjustment
•Janitorial	-8,700	-0.93	-0.05%	Tender process resulted in total savings of \$20K
•Roads – Inclement Weather	-20,000	-2.13	-0.13%	Establish Inclement Weather Reserve and remove contingency from base budget
•Other	-700	-0.08	-0.01%	Various
<b>Sub-total</b>	<b>\$4,100</b>	<b>\$0.43</b>	<b>0.02%</b>	
<b>TOTAL – CITY DEPARTMENTS</b>	<b>\$78,300</b>	<b>\$8.34</b>	<b>0.49%</b>	



# 2015 Financial Plan Workshop

## Operating Budget – Service Delivery Partners

Description	Amount \$	Tax \$	Tax %	Comment
<b>LIBRARY:</b>				
•New Funding Formula Phase-In Complete	\$51,700	\$5.45	0.32%	Balance of new funding formula impact
•Direct Costs	11,700	1.19	0.07%	Collective agreement rates
•Shared Costs	17,800	1.87	0.11%	Reorganization of administrative centre staffing, library materials
•Reserves	3,500	0.34	0.02%	Replenish depleted Collections reserve
•Other	-4,800	-0.34	-0.02%	Repairs & maintenance, hydro, gas
<b>Sub-total</b>	<b>\$79,900</b>	<b>\$8.51</b>	<b>0.50%</b>	
<b>PARKS &amp; LEISURE:</b>				
•Community Services	\$9,000	\$0.94	0.05%	Arts, neighbourhood development, seniors, youth including collective agreement (CA) rates
•Parks & Facilities	20,000	2.12	0.13%	Community, municipal and neighbourhood parks, fairgrounds, trails incl. CA rates
•Recreation	11,000	1.16	0.07%	Leisure Centre, PM Family Rec. Centre, children, historic sites incl. CA rates
•Art Gallery	5,000	0.53	0.03%	New contribution
•Other	-2,100	-0.18	-0.01%	Other
<b>Sub-total</b>	<b>\$42,900</b>	<b>\$4.57</b>	<b>0.27%</b>	



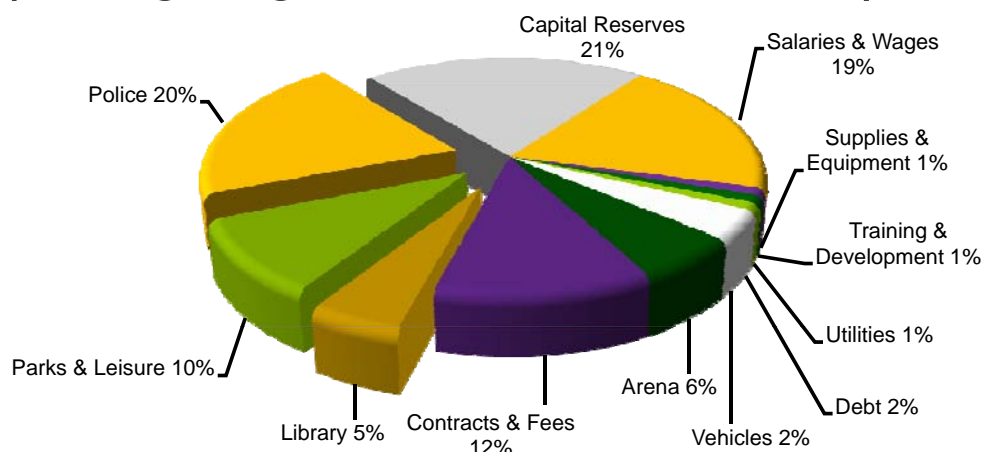
## 2015 Financial Plan Workshop

### Operating Budget – Service Delivery Partners (Cont'd)

Description	Amount \$	Tax \$	Tax %	Comment
<b>POLICE:</b>				
•Personnel	\$158,200	\$16.82	0.99%	Members regular pay and overtime
•Equipment Replacement Reserve	-38,500	-4.10	-0.24%	Fund contingency write off vehicle from reserve
•Division Administration	-67,000	-7.14	-0.42%	Health modernization
•Pensions	59,000	6.27	0.36%	Rate adjustments
•Housing & Support	16,300	1.70	0.10%	Office administration, records management
•Real Time Intelligence Centre	12,000	1.28	0.08%	New addition
•Other	-8,700	-0.85	-0.05%	Repairs & maintenance, utilities, supplies
<b>Sub-total</b>	<b>\$131,300</b>	<b>\$13.98</b>	<b>0.82%</b>	
<b>TOTAL – SVCE DELIVERY PARTNERS:</b>	<b>\$254,100</b>	<b>\$27.06</b>	<b>1.59%</b>	Contractual commitments

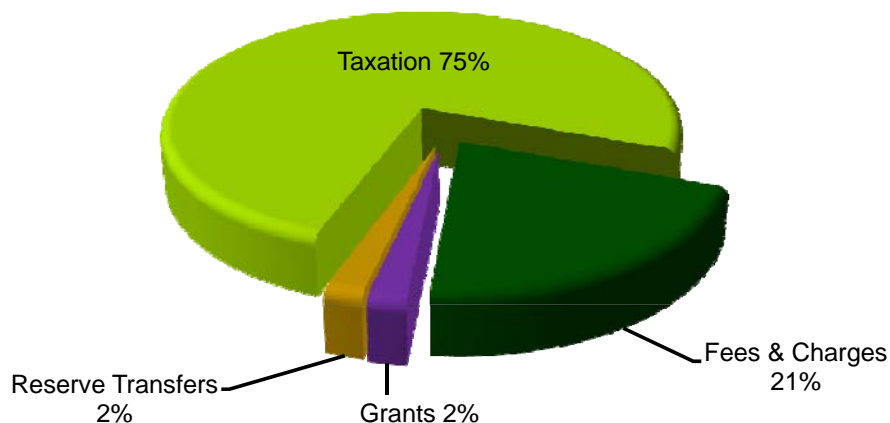
## 2015 Financial Plan Workshop

### Operating Budget – Where Does the Money Go?



## 2015 Financial Plan Workshop

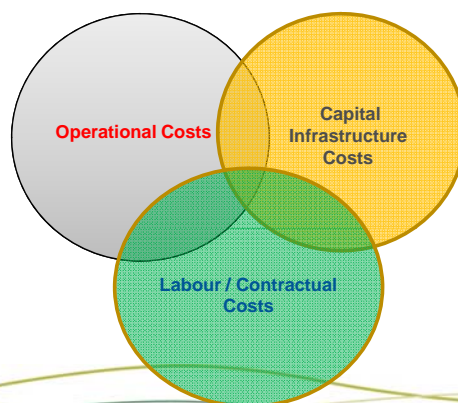
### Operating Budget – Where Does the Money Come From?



## 2015 Financial Plan Workshop

### Operating Budget – New Service Costs

Every time a Municipal Service is requested, the cost to taxpayers to deliver the service must also be considered and budgeted for.



## 2015 Financial Plan Workshop

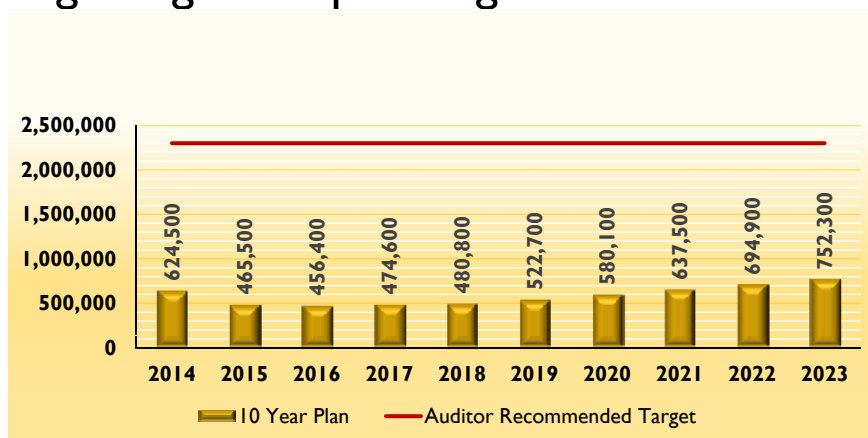
### Operating Budget – Operating Reserve

Description	Amount
Interest Allocation – No	0
Funding – Estimated Surplus (2015)	50,000
Balance – Minimum 5-Year Plan (2016)	456,000
Balance – Maximum 5-Year Plan (2019)	523,000
Significant Activity – Establish Inclement Weather - Roads Operating Reserve	-60,000
Significant Activity – Augment Development Services Revenue	-50,000
Significant Activity – Communications External Survey (2015 \$22,000, 2018 \$22,200)	-44,200
Significant Activity – IT Systems Support – phase in new cost saving program (2015 \$16,000, 2016 \$15,500)	-31,500
Significant Activity – MRN Capital Revenue – phase in unbudgeted transfer (2015 to 2019)	-165,000
Purpose – To provide funding for emergencies, one-time extraordinary costs, efficiency initiatives, cost spikes and revenue shortfalls.	



## 2015 Financial Plan Workshop

### Operating Budget – Operating Reserve Balance



# 2015 Financial Plan Workshop

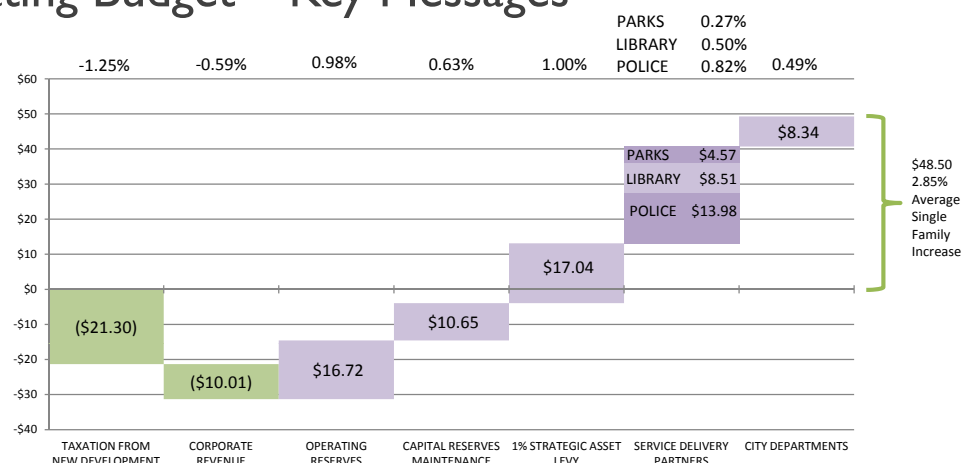
## Operating Budget – Key Messages

1. Avoid establishing a tax increase without service level context
2. Desired service levels should dictate the appropriate tax increase
3. Taxes are favourable compared to other municipalities in the region
4. City department budgets are being squeezed by contractual commitments to service delivery partners (RCMP, Library & Parks & Leisure)
5. City departments have experienced multi-year budget cuts and cannot sustain further budget cuts without impacting service levels
6. Very small labour pool – about 60 full-time equivalent employees
7. A 2.85% tax increase to maintain current service levels equates to \$48.50 to the average household



# 2015 Financial Plan Workshop

## Operating Budget – Key Messages





## Financial Opportunities & Challenges



## 2015 Financial Plan Workshop

### Financial Opportunities

- **Debt Capacity**
  - City's debt capacity is favourable
  - Debt allows the allocation of the capital cost to be spread over several generations
- **Leverage Technology**
  - Will provide opportunity for implementation of efficient processes
  - Will provide improved public access to better information and provides self-service options
- **Shared Services**
  - Economies of Scale – Potential cost savings however, possible loss in control over desired service levels
- **Future Commercial Development**
  - Relieve residential tax burden





# 2015 Financial Plan Workshop

## Financial Challenges

- **Finite Land Inventories**
  - City will not be able to sell land to finance capital – finite funding source
- **Replacement & Renewal of Critical & Existing Assets**
  - Assets are being used up and need more funding to eventually replace
- **Work Force (aging, skills shortage, knowledge gap)**
  - The City will need to compete for talent and skilled labour
  - Succession planning and alternative work force strategies (retirees)
- **Debt Servicing Rates**
  - Interest rates will go up making borrowing more expensive



# 2015 Financial Plan Workshop

## Financial Challenges

- **Assessment Appeals**
  - Not always known before the Tax Notices are mailed – not able to balance budget and collect sufficient taxes
- **Position Vacancy Accounting Practice**
  - Difficult to meet budget because staff backfill is needed when positions become vacant
- **Operating Reserve (i.e. Accumulated Surplus)**
  - Balance insufficient for emergency use
  - Auditor recommended guideline – 15% of taxation or approx. \$2.3 Million
  - Need to lessen reliance on reserve to fund projects in order for surplus to grow to acceptable level

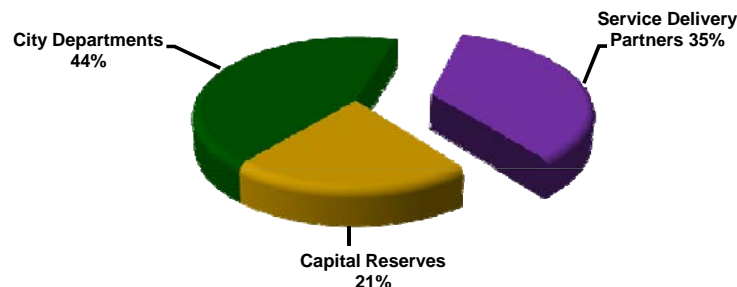


## 2015 Financial Plan Workshop

### Financial Challenges

- **Limited Discretionary Spending**

- Significant costs are based on agreements with Service Delivery Partners (Parks & Leisure, RCMP, Library)
- Lean organization for services provided



## 2015 Financial Plan Workshop

### Next Steps

Date	Time	Topic
December 10th	5:30 pm to 8:00 pm	Business Plan Presentations
December 11th	9:00 am to 4:00 pm	Business Plan Presentations Utility Plan
January 21st	5:30 pm to 9:00 pm	Budget Deliberations
January 22nd	5:30 pm to 9:00 pm	Budget Deliberations
February 17th	7:00pm (Council)	Budget Presentation – Public Input Financial Plan Bylaw – Three Readings
March 3rd	7:00pm (Council)	Financial Plan Bylaw – Adoption
Late April/Early May	7:00pm (Council)	Tax Rate Bylaw – Three Readings
Late April/Early May	7:00pm (Council)	Tax Rate Bylaw – Adoption



*Questions, Comments, Suggestions ???*



# City of Pitt Meadows 2015 Executive Summary Budget Drivers - Proposed

**Council Budget Workshop**  
**October 28, 2014**

## Attachment 2

[illegible]

# City of Pitt Meadows 2015 Executive Summary Budget Drivers - Proposed

**Council Budget Workshop**  
**October 28, 2014**

2014		2015		2016		2017		2018		2019		2020		2021		2022		2023		2024		2025		2026		2027		2028		2029		2030		2031		2032		2033		2034		2035		2036		2037		2038		2039		2040		2041		2042		2043		2044		2045		2046		2047		2048		2049		2050		2051		2052		2053		2054		2055		2056		2057		2058		2059		2060		2061		2062		2063		2064		2065		2066		2067		2068		2069		2070		2071		2072		2073		2074		2075		2076		2077		2078		2079		2080		2081		2082		2083		2084		2085		2086		2087		2088		2089		2090		2091		2092		2093		2094		2095		2096		2097		2098		2099		2100		2101		2102		2103		2104		2105		2106		2107		2108		2109		2110		2111		2112		2113		2114		2115		2116		2117		2118		2119		2120		2121		2122		2123		2124		2125		2126		2127		2128		2129		2130		2131		2132		2133		2134		2135		2136		2137		2138		2139		2140		2141		2142		2143		2144		2145		2146		2147		2148		2149		2150		2151		2152		2153		2154		2155		2156		2157		2158		2159		2160		2161		2162		2163		2164		2165		2166		2167		2168		2169		2170		2171		2172		2173		2174		2175		2176		2177		2178		2179		2180		2181		2182		2183		2184		2185		2186		2187		2188		2189		2190		2191		2192		2193		2194		2195		2196		2197		2198		2199		2200		2201		2202		2203		2204		2205		2206		2207		2208		2209		2210		2211		2212		2213		2214		2215		2216		2217		2218		2219		2220		2221		2222		2223		2224		2225		2226		2227		2228		2229		2230		2231		2232		2233		2234		2235		2236		2237		2238		2239		2240		2241		2242		2243		2244		2245		2246		2247		2248		2249		2250		2251		2252		2253		2254		2255		2256		2257		2258		2259		2260		2261		2262		2263		2264		2265		2266		2267		2268		2269		2270		2271		2272		2273		2274		2275		2276		2277		2278		2279		2280		2281		2282		2283		2284		2285		2286		2287		2288		2289		2290		2291		2292		2293		2294		2295		2296		2297		2298		2299		2300		2301		2302		2303		2304		2305		2306		2307		2308		2309		2310		2311		2312		2313		2314		2315		2316		2317		2318		2319		2320		2321		2322		2323		2324		2325		2326		2327		2328		2329		2330		2331		2332		2333		2334		2335		2336		2337		2338		2339		2340		2341		2342		2343		2344		2345		2346		2347		2348		2349		2350		2351		2352		2353		2354		2355		2356		2357		2358		2359		2360		2361		2362		2363		2364		2365		2366		2367		2368		2369		2370		2371		2372		2373		2374		2375		2376		2377		2378		2379		2380		2381		2382		2383		2384		2385		2386		2387		2388		2389		2390		2391		2392		2393		2394		2395		2396		2397		2398		2399		2400		2401		2402		2403		2404		2405		2406		2407		2408		2409		2410		2411		2412		2413		2414		2415		2416		2417		2418		2419		2420		2421		2422		2423		2424		2425		2426		2427		2428		2429		2430		2431		2432		2433		2434		2435		2436		2437		2438		2439		2440		2441		2442		2443		2444		2445		2446		2447		2448		2449		2450		2451		2452		2453		2454		2455		2456		2457		2458		2459		2460		2461		2462		2463		2464		2465		2466		2467		2468		2469		2470		2471		2472		2473		2474		2475		2476		2477		2478		2479		2480		2481		2482		2483		2484		2485		2486		2487		2488		2489		2490		2491		2492		2493		2494		2495		2496		2497		2498		2499		2500		2501		2502		2503		2504		2505		2506		2507		2508		2509		2510		2511		2512		2513		2514		2515		2516		2517		2518		2519		2520		2521		2522		2523		2524		2525		2526		2527		2528		2529		2530		2531		2532		2533		2534		2535		2536		2537		2538		2539		2540		2541		2542		2543		2544		2545		2546		2547		2548		2549		2550		2551		2552		2553		2554		2555		2556		2557		2558		2559		2560		2561		2562		2563		2564		2565		2566		2567		2568		2569		2570		2571		2572		2573		2574		2575		2576		2577		2578		2579		2580		2581		2582		2583		2584		2585		2586		2587		2588		2589		2590		2591		2592		2593		2594		2595		2596		2597		2598		2599		2600		2601		2602		2603		2604		2605		2606		2607		2608		2609		2610		2611		2612		2613		2614		2615		2616		2617		2618		2619		2620		2621		2622		2623		2624		2625		2626		2627		2628		2629		2630		2631		2632		2633		2634		2635		2636		2637		2638		2639		2640		2641		2642		2643		2644		2645		2646		2647		2648		2649		2650		2651		2652		2653		2654		2655		2656		2657		2658		2659		2660		2661		2662		2663		2664		2665		2666		2667		2668		2669		2670		2671		2672		2673		2674		2675		2676		2677		2678		2679		2680		2681		2682		2683		2684		2685		2686		2687		2688		2689		2690		2691		2692		2693		2694		2695		2696		2697		2698		2699		2700		2701		2702		2703		2704		2705		2706		2707		2708		2709		2710		2711		2712		2713		2714		2715		2716		2717		2718		2719		2720		2721		2722		2723		2724		2725		2726		2727		2728		2729		2730		2731		2732		2733		2734		2735		2736		2737		2738		2739		2740		2741		2742		2743		2744		2745		2746		2747		2748		2749		2750		2751		2752		2753		2754		2755		2756		2757		2758		2759		2760		2761		2762		2763		2764		2765		2766		2767		2768		2769		2770		2771		2772		2773		2774		2775		2776		2777		2778		2779		2780		2781		2782		2783		2784		2785		2786		2787		2788		2789		2790		2791		2792		2793		2794		2795		2796		2797		2798		2799		2800		2801		2802		2803		2804		2805		2806		2807		2808		2809		2810		2811		2812		2813		2814		2815		2816		2817		2818		2819		2820		2821		2822		2823		2824		2825		2826		2827		2828		2829		2830		2831		2832		2833		2834		2835		2836		2837		2838		2839		2840		2841		2842		2843		2844		2845		2846		28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Minutes of the **SPECIAL MEETING** of Pitt Meadows City Council held on **Wednesday, January 21, 2015** at 5:30 p.m. in the Meadows Room of the Pitt Meadows City Hall, 12007 Harris Road, Pitt Meadows, British Columbia.

**PRESENT:**

Elected Officials: Mayor J. Becker  
Councillor B. Bell  
Councillor B. Dingwall  
Councillor J. Elkerton  
Councillor T. Miyashita  
Councillor D. Murray  
Councillor M. Stark

Staff K. Grout, Chief Administrative Officer  
M. Roberts, Director of Finance and Facilities  
K. Zanon, Acting Director of Operations and  
Development Services  
D. Philp, Business Analyst / IT Coordinator  
L. Jones, Director of Human Resources & Communications  
L. Graham, Economic Development Coordinator  
K. Kenney, Manager of Legislative Services  
D. Boag, Director of Parks and Facilities  
D. Fleugel, OIC Ridge Meadows Detachment  
R. Evans, Operations Superintendent  
D. Jolley, Fire Chief  
L. Kelly, Deputy Clerk

The meeting was called to order at 5:31 p.m.

**A. ADOPTION OF AGENDA**

By unanimous consent, Council adopted the Agenda for the January 21, 2015 Special Meeting of Council.

CARRIED.

**B. REPORTS**

**MOVED** by Mayor Becker, **SECONDED** by Councillor Murray, THAT Council resolve into Closed Council under s. 90 (1) (c) at 8:15 p.m. to review labour issue ramifications of the budget discussions.

Ms. Kim Grout, Chief Administrative Officer, outlined how the deliberations would proceed. Ms. Grout advised that some revised budget documents were circulated on table and that a number of Departmental Business Plan Binders were available for viewing by the public at the meeting.

**1. 2015 – 2019 Budget Deliberations.**

**A. Review the 2015 Budget and Five Year Financial Plan.**

Mr. Mark Roberts, Director of Finance and Facilities, reviewed the proposed 2015 General and Utility Operating budgets as well as the associated 2015 spending increase.

The PowerPoint is included as Attachment 1 and forms part of these Minutes.

**Council**

Council reviewed the Council 2015 Financial Plan.

The PowerPoint is included as Attachment 2 and forms part of these Minutes.

Parking lot items:

- Indemnity review
- Conferences/Memberships/Education
- Travel & Training policy

**MOVED** by Mayor Becker, **SECONDED** by Councillor Dingwall, THAT the Federation of Canadian Municipalities membership be included in the 2015 budget.

CARRIED.

**MOVED** by Councillor Murray, **SECONDED** by Councillor Dingwall, THAT Council:

**A. Approve the Council 2015 Financial Plan as amended.**

CARRIED.

**Office of the CAO, Legislative Services, Emergency Preparedness**

Ms. Kim Grout, Chief Administrative Officer, presented the 2015 Financial Plan.

The PowerPoint is included as Attachment 3 and forms part of these Minutes.

**MOVED** by Councillor Miyashita, **SECONDED** by Councillor Bell, THAT Council:

- A. Approve the Office of the CAO, Legislative Services, and Emergency Preparedness 2015 Financial Plan as presented.

CARRIED.

Parks & Leisure Services

Council reviewed the line items for the 2015 Financial Plan. Mr. David Boag, Director of Parks and Facilities, advised that the increases seen in the line items are reflective of salary negotiations. Mr. Boag also advised the citizens satisfaction survey is part of the joint agreement with Maple Ridge.

The PowerPoint is included as Attachment 4 and forms part of these Minutes.

Councillor Stark left the meeting at 7:00 p.m. advising of a potential conflict of interest as his wife works for the Art Gallery.

**MOVED** by Mayor Becker, **SECONDED** by Councillor Elkerton, THAT the Art Gallery contribution of \$5,000 be removed from the Parks & Leisure Services 2015 budget.

DEFEATED.

Councillor Stark rejoined the meeting at 7:03 p.m.

**MOVED** by Councillor Dingwall, **SECONDED** by Councillor Miyashita, THAT Council:

- A. Approve the Parks & Leisure Services 2015 Financial Plan as presented.

CARRIED.

Library Services

Council reviewed the Library Services 2015 Financial Plan.

The PowerPoint is included as Attachment 5 and forms part of these Minutes.

Staff advised Council of the January 7, 2015 update with respect to the 2015 Library Services Financial Plan, including a reduction in the Fraser Valley Regional Library (FVRL) levy by \$42,300.



Council agreed that Councillor Dingwall will attend the FVRL Board meeting on February 2, 2015 and report back to Council.

Parking lot items:

- Increasing costs for services provided by the library – community meeting space and early childhood literacy
- Tax insert survey

The meeting was recessed at 7:30 p.m. and reconvened at 7:40 p.m.

**RCMP Police Services**

Officer-in-Charge Fleugel reviewed the 2015 Financial Plan, advising that 85% of the increased costs are due to anticipated salary increases.

The PowerPoint is included as Attachment 6 and forms part of these Minutes.

**MOVED** by Councillor Elkerton, **SECONDED** by Councillor Murray, THAT Council:

- A. Approve the RCMP Police Services 2015 Financial Plan as presented.

CARRIED.

**Economic Development**

This item was deferred to a Special (Closed) Council meeting to begin at 8:15 p.m.

**HR, IT, Communications**

Ms. Lorna Jones, Director of Human Resources and Communications, reviewed the items in the 2015 Financial Plan.

The PowerPoint is included as Attachment 7 and forms part of these Minutes.

**MOVED** by Councillor Elkerton, **SECONDED** by Councillor Murray, THAT Council:

- A. Direct staff not to undertake the Ipsos Reid survey in 2015 and reduce the budget accordingly.

CARRIED.

**MOVED** by Councillor Dingwall, **SECONDED** by Councillor Miyashita, THAT Council:

- A. Approve the HR, IT and Communications 2015 Financial Plan as amended.

CARRIED.

Council resolved into Closed session at 8:25 p.m. with all Council members and K. Grout, L. Jones, M. Roberts and K. Zanon in attendance.

The meeting reconvened at 5:30 p.m., Thursday, January 22, 2015.

**Economic Development**

Mayor Becker advised that the fee for service for the Pitt Meadows Economic Development Corporation has been reduced to \$0, with \$20,000 funded from the Operating Reserve retained for Strategic Planning.

**Fire & Rescue Services**

Mr. Don Jolley, Fire Chief, presented the Fire & Rescue Services 2015 Financial Plan.

The PowerPoint is included as Attachment 8 and forms part of these Minutes.

**MOVED** by Councillor Stark, **SECONDED** by Councillor Miyashita, THAT Council:

- A. Approve the Fire & Rescue Services 2015 Financial Plan as presented.

CARRIED.

**Finance & Facilities**

Mr. Mark Roberts, Director of Finance and Facilities, presented the line items for the Finance & Facilities 2015 Financial Plan.

The PowerPoint is included as Attachment 9 and forms part of these Minutes.

Parking Lot items:

- Identify the level of Council engagement in operational contract matters

**MOVED** by Councillor Dingwall, **SECONDED** by Councillor Elkerton, THAT Council:

- A. Approve the Finance and Facilities 2015 Financial Plan as presented.

CARRIED.

**Operations & Development Services**

Ms. Kate Zanon, Acting Director of Operations and Development Services, presented the 2015 Financial Plan.

The PowerPoint is included as Attachment 10 and forms part of these Minutes.

Parking lot items:

- Pedestrian and Cycling Transportation Master Plan review
- Bump-out complaints (suspend until bump-outs review and list of locations has been prepared)

**MOVED** by Councillor Stark, **SECONDED** by Councillor Miyashita, THAT Council:

- A. Approve the Operations & Development Services 2015 Financial Plan as presented.

CARRIED.

**Utilities Summary – Single and Multi Family**

Mr. Mark Roberts, Director of Finance & Facilities, presented the 2015 Utilities budget for Single and Multi Family Homes with centralized garbage collection.

**MOVED** by Councillor Miyashita, **SECONDED** by Councillor Dingwall, THAT Council:

- A. Approve the Utilities Summary for Single and Multi Family 2015 Financial Plan.

CARRIED.

**Decision Packages**

The PowerPoint is included as Attachment 11 and forms part of these Minutes.

1. Reallocation – 1% Strategic Asset Levy

**MOVED** by Councillor Miyashita, **SECONDED** by Councillor Dingwall, THAT Council:

- A. Direct staff to establish a new reserve that is limited to fund the eventual replacement of existing facilities and, accordingly, transfer past levies collected (\$700,000) for the 1% strategic levy as well as future 1% levies collected into this newly established reserve.

CARRIED.

2. Business Analyst (\$89,000 – phased in over three years)

**MOVED** by Councillor Dingwall, **SECONDED** by Councillor Elkerton, THAT Council:

- A. Approve an ongoing operating expenditure of \$89,000 to fund a new Business Analyst position as follows:
- 1<sup>st</sup> Year: 25% Operational 75% Operating Reserve
- 2<sup>nd</sup> Year: 75% Operational 25% Operating Reserve
- 3<sup>rd</sup> Year: 100% Operational

CARRIED.

3. Operational Support for Special Events

**MOVED** by Mayor Becker, **SECONDED** by Councillor Elkerton, THAT Council:

- A. Defer the following Decision Packages to the Strategic Planning discussion: (3) operational support for special events (\$3,000), (4) festival fund (\$5,000), and (5) cultural facilities rental grant (\$3,000).

CARRIED.

Parking Lot items:

- Delegation / authorization for nominal purchases
- Policy piece – user pay - events

6. Glass Recycling

**MOVED** by Councillor Elkerton, **SECONDED** by Councillor Miyashita, THAT Council:

- A. Defer the issue of Curbside Glass Pick Up to the Strategic Planning discussion on waste management.

CARRIED.

Reserves

1. Business Analyst

Utilize reserves to phase-in 100% funding of the Business Analyst position over three years. – no need for another resolution.

2. Fire Services Review

Chief Jolley advised that the intent of the review is to look at the department's core and non-core functions, evaluate them for legitimacy, whether they are being done properly, and any change required.

**MOVED** by Mayor Becker, **SECONDED** by Councillor Dingwall, THAT Council:

- A. Direct staff to engage a professional consulting firm to undertake a comprehensive review of the current operations and administration of the fire & rescue service, and to provide detailed recommendations for strategic priorities, in the form of a Strategic Master Plan, for the department and City to undertake moving forward for the next 10 years, and that Council establish the Terms of Reference for the review.

CARRIED.

3. Service Assessment

No action taken.

4. Historical Council Agenda Scanning

**MOVED** by Councillor Bell, **SECONDED** by Councillor Dingwall, THAT Council

- A. Approve a one-time operating expenditure of \$6,500 for external scanning of hard copy Regular, CIC and Closed agendas from the 1990s to 2006 to PDF with Optical Character Recognition (OCR) by an external resource.

CARRIED.

5. Universal H2O Metering Cost/Benefit Analysis

**MOVED** by Councillor Elkerton, **SECONDED** by Councillor Miyashita, THAT Council

- A. Defer indefinitely the Universal Water Metering decision package as the largest water users have already been included in the current program.

CARRIED.

Capital Budget

The PowerPoint is included as Attachment 12 and forms part of these Minutes.

**MOVED** by Councillor Elkerton, **SECONDED** by Councillor Bell, THAT Council:

- A. Suspend the installation of any further bump-outs pending a Council Workshop on the Pedestrian and Cycling Master Plan.

CARRIED.

Staff was directed to provide Council with a list of the bump-outs in Pitt Meadows.

**MOVED** by Councillor Elkerton, **SECONDED** by Councillor Bell, THAT Council:

- A. Approve the capital transportation plan, as amended.

CARRIED.

**MOVED** by Councillor Elkerton, **SECONDED** by Councillor Bell, THAT Council:

- A. Direct staff to install three Stop signs and remove the bump-outs at Park and Somerset.

**MOVED** by Councillor Miyashita, **SECONDED** by Councillor Dingwall, THAT Council:

- A. Defer consideration of the foregoing motion pending receipt of a staff report on options to address the issues identified at the intersection of Park and Somerset.

CARRIED.

Staff to advise the affected resident.

**MOVED** by Councillor Miyashita, **SECONDED** by Councillor Murray, THAT Council:

- A. Approve the Utility Infrastructure, Public Assets and Parks & Leisure Services Capital Budget.

CARRIED.

**Future years 2016 to 2019 General Fund Operating Budget**

The PowerPoint is included as Attachment 13 and forms part of these Minutes.

**MOVED** by Councillor Dingwall, **SECONDED** by Councillor Murray, THAT Council:

- A. Approve the 2016 to 2019 General Fund Operating Budget.

CARRIED.

**MOVED** by Mayor Becker, **SECONDED** by Councillor Bell, THAT Council:

- A. Allocate \$87,782.00 to the new reserve for building replacement.

CARRIED.

Proposed Next Steps & Timeline

**MOVED** by Mayor Becker, **SECONDED** by Councillor Elkerton, THAT Council:

- A. Approve the proposed next steps and timeline as outlined on slide 23 of the 2015 Financial Plan Workshop presentation.

CARRIED.

**MOVED** by Councillor Elkerton, **SECONDED** by Councillor Murray, THAT Council:

- A. Direct staff to prepare the 2015 Utilities Fees Bylaw and 2015 – 2019 Financial Plan Bylaw based on the budgets and rate adjustments discussed during budget deliberations.

CARRIED.

**C. QUESTION PERIOD**

There were no speakers.

**D. ADJOURNMENT**

**MOVED** by Councillor Elkerton, **SECONDED** by Councillor Bell, THAT this meeting now be adjourned at 8:10 p.m.

CARRIED.

**Signed:**

**Certified Correct:**

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Mayor

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Corporate Officer



# 2015 Financial Plan Workshop

## 2015 Operating Budget Summary (Single Family Home)

	Amount \$	Tax \$	Tax %
City Departments	\$ 78,300	\$ 8	0.49%
Service Delivery Partners	254,100	28	1.59%
Taxes from New Development - Growth	- 200,000	- 21	- 1.25%
1% Strategic Asset Levy	160,000	17	1.00%
Capital Reserves	100,000	11	0.63%
Operating Reserves	157,000	17	0.98%
Corporate Finance (Port PILT, Tax Penalties, 1% Utility)	-94,000	-10	-0.59%
<b>Corporate Business Plan Proposed Tax Increase</b>	<b>\$ 455,400</b>	<b>\$ 50</b>	<b>2.85%</b>
<b>Budget Adjustments</b>			
BC Assessment Completed Roll Additional Growth	-300,000	-33	-1.80%
Fraser Valley Regional Library Levy - 7.5% materials	-42,300	-5	-0.25%
Other adjustments	8,400	1	-0.07%
<b>Subtotal</b>	<b>\$-333,900</b>	<b>\$-37</b>	<b>-2.12%</b>
<b>Proposed Adjusted Tax Increase</b>	<b>\$ 121,500</b>	<b>\$ 13</b>	<b>0.73%</b>



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# 2015 Financial Plan Workshop

## Utilities Summary – Fees by Service Type

### Single Family Home



Service Type	2014 Budget	2015 Budget	\$ Variance
Sanitary Sewer Services	\$ 283	\$ 275	\$ -8
Water Services	438	438	0
Storm Drainage Services	36	39	3
Diking	2	2	0
Solid Waste Services	253	253	0
<b>Subtotal (User Fee Charges)</b>	<b>\$1,012</b>	<b>\$1,007</b>	<b>\$ -5</b>
Storm Drainage Services (mill rate)	63	68	5
<b>Total Utility Charges</b>	<b>\$1,075</b>	<b>\$1,075</b>	<b>\$ 0</b>



# 2015 Financial Plan Workshop

## Utilities Summary – Fees by Service Type

### Multi Family Home – Centralized Garbage Collection

Service Type	2014 Budget	2015 Budget	\$ Variance
Sanitary Sewer Services	\$ 283	\$ 275	\$ -8
Water Services	334	334	0
Storm Drainage Services	15	17	2
Diking	2	2	0
Solid Waste Services	10	10	0
<b>Subtotal (User Fee Charges)</b>	<b>\$644</b>	<b>\$638</b>	<b>\$ -6</b>
Storm Drainage Services (mill rate)	36	39	3
<b>Total Utility Charges</b>	<b>\$680</b>	<b>\$677</b>	<b>\$ -3</b>



# 2015 Financial Plan Workshop

Taxes & Utilities Combined: **Single Family Home**

Business Unit	2014 Budget	2015 Budget	\$ Variance	User Fee/Tax Impact
Corporate Finance	\$ -82	\$ -144	\$ -61	-3.49%
Operating Reserves	-30	-13	17	0.96%
Capital Reserves	359	369	10	0.56%
1% Strategic Asset Levy	60	77	17	1.00%
City Departments	596	604	8	0.45%
Library	124	128	4	0.23%
Parks & Leisure	243	248	4	0.23%
Police - RCMP	502	516	14	0.79%
<b>Subtotal - Before Utilities</b>	<b>\$ 1,772</b>	<b>\$ 1,785</b>	<b>\$ 13</b>	<b>0.73%</b>
<b>Storm Drainage (mill rate)</b>	<b>63</b>	<b>68</b>	<b>5</b>	<b>7.94%</b>
<b>User Fee Utilities (Drainage, Water, Sewer, Diking, Solid Waste)</b>	<b>1,012</b>	<b>1,007</b>	<b>-5</b>	<b>-0.49%</b>
<b>Total Property Charges</b>	<b>\$ 2,847</b>	<b>\$ 2,860</b>	<b>\$ 13</b>	<b>0.45%</b>



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# 2015 Financial Plan Workshop

Taxes & Utilities Combined: Multi-Family Home

Business Unit	2014 Budget	2015 Budget	\$ Variance	User Fee/Tax Impact
Corporate Finance	\$ -63	\$ -97	\$ -34	-3.35%
Operating Reserves	-18	-8	10	0.98%
Capital Reserves	208	214	6	0.59%
1% Strategic Asset Levy	35	45	10	1.00%
City Departments	349	353	4	0.39%
Library	72	74	2	0.23%
Parks & Leisure	141	143	2	0.20%
Police - RCMP	292	299	7	0.69%
<b>Subtotal - Before Utilities</b>	<b>\$ 1,016</b>	<b>\$ 1,023</b>	<b>\$ 7</b>	<b>0.73%</b>
Storm Drainage (mill rate)	36	39	3	8.33%
User Fee Utilities (Drainage, Water, Sewer, Diking, Solid Waste)	644	638	-6	-0.93%
<b>Total Property Charges</b>	<b>\$ 1,696</b>	<b>\$ 1,700</b>	<b>\$ 4</b>	<b>0.26%</b>



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# 2015 Financial Plan Workshop

## Spending Increase: General Fund

Department	2014 Expenses	2015 Expenses	\$ Change
Council	\$ 331,909	\$ 324,960	\$ -6,949
CAO, Legislation Services, Emergency Programs	699,875	702,700	2,825
Economic Development	299,100	307,700	8,600
HR, Communications, IT	1,011,583	1,043,300	31,717
Fire & Rescue Services	1,289,176	1,301,500	12,324
Finance, Facilities, Common Services	1,280,578	1,273,200	-7,378
Operations & Development Services	3,143,270	3,085,600	-57,670
<b>Sub-Total: City Departments</b>	<b>\$ 8,055,491</b>	<b>\$ 8,038,960</b>	<b>\$ - 16,531</b>
Service Delivery Partners	9,453,623	9,589,200	135,577
Corporate Finance (change: primarily utilities expense recovery)	334,700	284,400	-50,300
<b>Sub-Total: Operating Budget</b>	<b>\$ 17,843,814</b>	<b>\$ 17,912,560</b>	<b>\$ 68,746</b>
Capital Reserve Transfers	3,829,500	4,094,500	265,000
<b>Total: Spending Increase</b>	<b>\$ 21,673,314</b>	<b>\$ 22,007,060</b>	<b>\$ 333,746</b>

Funded By:

\$213,000: Enhanced Revenues

\$121,000: 0.73% Tax Increase

\$334,000: Increased Spending



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# 2015 Financial Plan Workshop

## Spending Increase: Utilities

Utility	Description	2014 Expenses	2015 Expenses	\$ Change
DRAINAGE	•Operating Expenses	\$ 1,114,240	\$ 1,114,400	\$ 160
	•Capital Reserve Transfer	500,000	580,000	80,000
WATER	•Operating Expenses	1,614,240	1,694,400	80,160
	•Capital Reserve Transfer	2,927,642	2,930,800	3,158
SEWER	•Operating Expenses	805,000	925,000	120,000
	•Capital Reserve Transfer	3,732,642	3,855,800	123,158
	•Operating Expenses	1,626,632	1,614,300	-12,332
	•Capital Reserve Transfer	357,000	368,000	11,000
SOLID WASTE	•Operating Expenses	1,986,632	1,982,300	-1,332
	•Stabilization Reserve Transfer	1,389,056	1,384,200	-4,856
TOTAL: SPENDING INCREASE	•Operating Expenses	1,365,193	1,425,100	59,907
	•Capital Reserve Transfer	7,057,570	7,043,700	-13,870
	•Operating Expenses	1,638,137	1,913,900	275,763
	•Capital Reserve Transfer	\$ 8,695,707	\$ 8,957,600	\$ 261,893

Funded By:  
\$261,000: New Growth & Enhanced  
Revenues (ex: MMBC Incentive)



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# 2015 Financial Plan Workshop

## Council

(Tab 2 - pg 48)

	2014		2015		Proposed Changes for 2015		2016		2017		2018		2019	
	Adopted Budget	Proposed Budget	Adopted Budget	Proposed Budget	\$	%	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget
<b>Operating:</b>														
Indemnity	\$ 244,500	\$ 233,900	\$ 233,900	\$ 233,900	\$ (10,600)	-4.3%	\$ 233,900	\$ 233,900	\$ 233,900	\$ 233,900	\$ 233,900	\$ 233,900	\$ 233,900	\$ 233,900
Conferences & Meetings	9,000	8,000	8,000	8,000	(1,000)	-11.1%	8,100	8,200	8,200	8,400	8,400	8,400	8,600	8,600
Memberships	10,200	10,500	10,500	10,500	300	2.9%	10,500	10,500	10,500	10,500	10,500	10,500	10,500	10,500
Mayor & Council Education	2,000	1,000	1,000	1,000	(1,000)	-50.0%	1,000	1,000	1,000	1,000	1,000	1,000	6,200	6,200
Phones & Devices	5,000	4,500	4,500	4,500	(500)	-10.0%	4,500	4,600	4,600	4,600	4,600	4,600	4,700	4,700
Community Relations	4,500	4,000	4,000	4,000	(500)	-11.1%	4,000	4,000	4,000	4,100	4,100	4,100	4,100	4,100
Election	30,000	-	-	-	(30,000)	-100.0%	-	-	-	33,000	-	-	-	-
New Council Orientation - Term	-	20,000	20,000	20,000	20,000	0.0%	-	-	-	-	-	-	21,000	21,000
Other	3,900	3,300	3,300	3,300	(600)	-15.4%	2,300	2,300	2,300	2,400	2,400	2,400	2,400	2,400
Transfer to Reserve	16,700	16,700	16,700	16,700	-	0.0%	15,900	15,900	15,900	15,900	15,900	15,900	16,000	16,000
Transfer from Reserve	(30,000)	(20,000)	(20,000)	(20,000)	10,000	-33.3%	-	-	-	(33,000)	(33,000)	(33,000)	(26,200)	(26,200)
<b>Net Operating Expenditures</b>	<b>\$ 295,800</b>	<b>\$ 281,900</b>	<b>\$ 281,900</b>	<b>\$ 281,900</b>	<b>\$ (13,900)</b>	<b>-4.7%</b>	<b>\$ 280,200</b>	<b>\$ 280,400</b>	<b>\$ 280,400</b>	<b>\$ 280,800</b>	<b>\$ 280,800</b>	<b>\$ 280,800</b>	<b>\$ 281,200</b>	<b>\$ 281,200</b>

### Key Budget Changes for 2015:

Mayor and Council remuneration	(10,600)
Professional development	(2,000)
Phones & Devices	(500)
Other	(800)
<b>Change in net operating expenditures</b>	<b>(13,900)</b>



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# 2015 Financial Plan Workshop

Office of the CAO, Legislative Services, Emergency Preparedness

(Tab 2 - pg 49)

	2014		2015		Proposed Changes for 2015		2016		2017		2018		2019	
	Budget	Proposed Budget	Budget	Proposed Budget	\$	%	Budget	Proposed Budget	Budget	Proposed Budget	Budget	Proposed Budget	Budget	Proposed Budget
<b>Operating:</b>														
Office of the CAO	\$ 288,200	\$ 302,400			\$ 14,200	4.9%	\$ 318,000	\$ 334,200	\$ 339,200	\$ 344,200				
Legislative Services	355,300	342,300			(13,000)	-3.7%	350,000	355,200	360,500	365,500				
Emergency Preparedness	56,300	58,000			1,700	3.0%	58,600	59,200	59,900	60,600				
<b>Net Operating Expenditures</b>	<b>\$ 699,800</b>	<b>\$ 702,700</b>			<b>\$ 2,900</b>	<b>0.4%</b>	<b>\$ 726,600</b>	<b>\$ 748,600</b>	<b>\$ 759,600</b>	<b>\$ 770,300</b>				
<b>Key Budget Changes for 2015:</b>														
Salary and benefits					4,100									
Inflation and other					(1,200)									
Change in net operating expenditures					<u>2,900</u>									



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# 2015 Financial Plan Workshop

Parks & Leisure  
Services  
(Tab 3 - pg 59)

	2014		2015		Proposed Changes for 2015		2016		2017		2018		2019	
	Approved Budget	Proposed Budget	Approved Budget	Proposed Budget	\$	%	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget
<b>Operating:</b>														
Expenditures														
Administration	80,000	75,000			(5,000)	-6.3%	76,000		82,000		79,000		80,000	
Community Services	482,000	496,000			14,000	2.9%	511,000		521,000		528,000		536,000	
Parks, Facilities & Open Space	722,000	742,000			20,000	2.8%	766,000		792,000		818,000		834,000	
Recreation	912,000	928,000			16,000	1.8%	955,000		983,000		1,007,000		1,032,000	
Sawyer's Landing	22,000	20,000			(2,000)	-9.1%	20,000		20,000		20,000		20,000	
<b>Net Operating Expenditures</b>	<b>\$2,218,000</b>	<b>\$2,261,000</b>			<b>\$ 43,000</b>	<b>1.9%</b>	<b>\$2,328,000</b>		<b>\$2,398,000</b>		<b>\$2,452,000</b>		<b>\$2,502,000</b>	
<b>Key Budget Changes for 2015:</b>														
Expenditures														
Arts, seniors, youth, neighbourhood development					9,000									
Community, municipal, neighbourhood parks, fairgrounds, trails					20,000									
Leisure Centre, PM Family Rec Centre, children, historic sites					11,000									
Art Gallery - new contribution					5,000									
Other					(2,000)									
<b>Change in Net Operating Expenditures</b>					<b>\$ 43,000</b>									



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# 2015 Financial Plan Workshop

## Library

## Services

(Tab 4 - pg 91)

	2014		2015		Proposed Changes for 2015		2016		2017		2018		2019	
	Approved Budget	Proposed Budget	Approved Budget	Proposed Budget	\$	%	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget
<b>Operating:</b>														
Expenditures														
FVRL Levy	886,600	971,400			84,800	9.6%	992,500	1,018,500	1,044,600	1,072,700				
Lease/Strata	206,000	205,200			(800)	-0.4%	207,600	218,400	220,800	223,200				
Operating and Maintenance	38,800	34,700			(4,100)	-10.6%	35,000	35,400	35,700	36,200				
<b>Net Operating Expenditures</b>	<b>\$ 1,131,400</b>	<b>\$ 1,211,300</b>			<b>\$ 79,900</b>	<b>7.1%</b>	<b>\$ 1,235,100</b>	<b>\$ 1,272,300</b>	<b>\$ 1,301,100</b>	<b>\$ 1,332,100</b>				
<b>Key Budget Changes for 2015:</b>														
New funding formula phase-in complete					51,700									
Collective agreement rates					11,700									
Administrative re-organization, library materials					17,800									
Replenish depleted collections reserve					3,500									
Other					(4,800)									
Change in net operating expenditures					<u>79,900</u>									

### Jan 7/15 Update:

#### Reduce FVRL levy by:

a) (\$42,300) for revised budget incl. 7.5% materials incr.

Decision Pkgs. (Feb 4 and 24 FVRL Board):

b) Additional (\$2,421) changing mat's incr. from 7.5% to 5% OR

c) Additional (\$5,325) changing mat's incr. from 7.5% to 2%



# 2015 Financial Plan Workshop

RCMP Police  
Services  
(Tab 5 - pg 101)

	2014	2015	Proposed Changes for 2015	2016	2017	2018	2019
	Approved Budget	Proposed Budget		Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget
<b>Operating:</b>			\$				
<b>Expenditures</b>			%				
Policing - RCMP Contract	3,519,000	3,634,000		3,828,000	4,017,000	4,226,000	4,342,000
Policing - Housing and Support	1,053,800	1,070,100	3.3%	1,093,900	1,120,600	1,144,200	1,167,100
Pitt Meadows CPO - Net	6,800	6,800	1.5%	5,900	6,900	7,000	7,100
Crimestoppers	3,000	3,000	0.0%	3,000	3,000	3,000	3,000
<b>Net Operating Expenditures</b>	<b>\$4,582,600</b>	<b>\$4,713,900</b>	<b>2.9%</b>	<b>\$4,930,800</b>	<b>\$5,147,500</b>	<b>\$5,380,200</b>	<b>\$5,519,200</b>
<b>Key Budget Changes for 2015:</b>							
Members' regular pay and overtime			158,200				
Fund contingency write off vehicle from reserve			(38,500)				
Medical Services Plan rate reduction			(67,000)				
Pension rate adjustments			59,000				
Office administration and records management			16,300				
Addition of a real time intelligence centre			12,000				
Repairs, maintenance, utilities, supplies			(8,700)				
<b>Change in net operating expenditures</b>			<b>131,300</b>				

ATTACHMENT 7

# 2015 Financial Plan Workshop

HR, IT  
Communications  
(Tab 7 - pg 121)

	2014		2015		Proposed Changes for 2015		2016		2017		2018		2019	
	Approved Budget	Proposed Budget	Approved Budget	Proposed Budget	\$	%	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget
<b>Operating:</b>														
Revenue														
Miscellaneous Revenue	\$ (500)	\$ (1,500)	\$ (500)	\$ (1,500)	\$ (1,000)	-200.0%	\$ (1,500)	\$ (1,500)	\$ (1,500)	\$ (1,500)	\$ (1,500)	\$ (1,500)	\$ (1,500)	\$ (1,500)
Total Revenue	(500)	(1,500)	(500)	(1,500)	(1,000)	-200.0%	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)
Expenditures														
HR/Customer Service	391,400	417,650			26,250	6.7%	426,950	435,950	435,950	435,950	444,850	444,850	451,850	451,850
HR/Professional Development	72,200	72,750			550	0.8%	72,750	72,750	72,750	72,750	72,750	72,750	72,750	72,750
Information Technology	513,900	503,900			(10,000)	-1.9%	525,300	532,200	532,200	532,200	539,000	539,000	545,800	545,800
Communications & Advertising	34,100	33,000			(1,100)	-3.2%	40,900	44,200	44,200	44,200	44,400	44,400	44,400	44,400
Total Expenditures	1,011,600	1,027,300			15,700	1.6%	1,065,900	1,085,100	1,085,100	1,101,000	1,101,000	1,114,800	1,114,800	1,114,800
<b>Net Operating Expenditures</b>	<b>\$ 1,011,100</b>	<b>\$ 1,025,800</b>			<b>\$ 14,700</b>	<b>1.5%</b>	<b>\$ 1,064,400</b>	<b>\$ 1,083,600</b>	<b>\$ 1,083,600</b>	<b>\$ 1,099,500</b>	<b>\$ 1,099,500</b>	<b>\$ 1,113,300</b>	<b>\$ 1,113,300</b>	<b>\$ 1,113,300</b>
<b>Key Budget Changes for 2015:</b>														
Salary and benefits					28,500									
Community relations					(1,400)									
Postage					5,000									
Records management					3,100									
IT Consulting					(2,700)									
Hardware and software support					(2,700)									
System maintenance reserve transfer					(16,000)									
Inflationary and other adjustments					900									
Change in net operating expenditures					<u>14,700</u>									

# 2015 Financial Plan Workshop

## Fire & Rescue Services (Tab 8 - pg 131)

	2014 Approved Budget	2015 Proposed Budget	Proposed Changes for 2015 \$ %	2016 Proposed Budget	2017 Proposed Budget	2018 Proposed Budget	2019 Proposed Budget
<b>Operating:</b>							
Revenue	\$ (83,300)	\$ (75,000)	\$ 8,300 10.0%	\$ (74,000)	\$ (73,000)	\$ (73,000)	\$ (73,000)
<b>Expenditures</b>							
Administration & Operation Support	768,600	775,000	6,400 0.8%	791,800	805,800	819,900	840,300
Fire Prevention & Training	55,800	57,800	2,000 3.6%	58,300	59,000	59,500	60,200
Paid on Call System	251,200	250,200	(1,000) -0.4%	255,400	262,500	268,800	275,000
Apparatus & Equipment	134,400	135,500	1,100 0.8%	137,600	139,600	141,400	143,400
Facility Operations	79,200	74,400	(4,800) -6.1%	74,900	75,800	76,300	77,200
Total Expenditures	1,289,200	1,292,900	3,700 0.3%	1,318,000	1,342,700	1,365,900	1,396,100
<b>Net Operating Expenditures</b>	\$ 1,205,900	\$ 1,217,900	\$ 12,000 1.0%	\$ 1,244,000	\$ 1,269,700	\$ 1,292,900	\$ 1,323,100
<b>Key Budget Changes for 2015:</b>							
Fire permits, fees, & fines			(1,000)				
Remove miscellaneous unidentified revenues budget			9,000				
Salary and benefits			6,800				
Professional development			2,100				
Dispatch services			(1,000)				
Janitorial			(7,100)				
Radio and alarm system			1,500				
Uniforms and protective clothing			2,000				
Other			(300)				
Change in net operating expenditures			12,000				



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# 2015 Financial Plan Workshop

## Finance & Facilities (Tab 9 - pg 143)

	2014		2015		Proposed Changes for 2015		2016		2017		2018		2019	
	Approved Budget	Proposed Budget	Approved Budget	Proposed Budget	\$	%	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget
<b>Operating</b>														
Revenue														
Property Revenue	\$ (260,900)	\$ (288,900)	\$ (260,900)	\$ (288,900)	\$ (28,000)	-10.7%	\$ (289,600)	\$ (325,400)	\$ (369,700)	\$ (373,000)	\$ (369,700)	\$ (373,000)	\$ (373,000)	\$ (373,000)
Finance Fees and Charges	(39,700)	(40,000)	(39,700)	(40,000)	(300)	-0.8%	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)
Total Revenue	(300,600)	(328,900)	(300,600)	(328,900)	(28,300)	-9.4%	(329,600)	(365,400)	(409,700)	(409,700)	(409,700)	(409,700)	(409,700)	(409,700)
Expenditures														
Finance	741,400	759,300	741,400	759,300	17,900	2.4%	770,700	782,300	795,100	795,100	795,100	795,100	795,100	795,100
Facility Operation and Maintenance	187,800	194,900	187,800	194,900	7,100	3.8%	196,900	198,900	200,900	200,900	200,900	200,900	200,900	200,900
Common Services	351,400	329,600	351,400	329,600	(21,800)	-6.2%	332,600	338,000	341,100	341,100	341,100	341,100	341,100	341,100
Total Expenditures	1,280,600	1,283,800	1,280,600	1,283,800	3,200	0.2%	1,300,200	1,319,200	1,337,100	1,337,100	1,337,100	1,337,100	1,337,100	1,337,100
Net Operating Expenditures	\$ 980,000	\$ 954,900	\$ 980,000	\$ 954,900	\$ (25,100)	-2.6%	\$ 970,600	\$ 953,800	\$ 927,400	\$ 927,400	\$ 927,400	\$ 927,400	\$ 927,400	\$ 927,400
<b>Key Budget Changes for 2015:</b>														
Revenues														
Daycare lease					(24,800)									
Other					(2,000)									
Expenditures														
Salary and benefits					19,600									
Hydro					4,300									
Audit fees					1,400									
Legal services					(5,000)									
Insurance - liability, property					(6,400)									
Facilities maintenance					2,000									
Janitorial					(16,700)									
Radio system, alarm system					3,000									
Inflation and other					(500)									
Change in Net Operating Expenditures					(25,100)									

## ATTACHMENT 10

## 2015 Financial Plan Workshop

Operations &  
Development Services  
(Tab 10 - pg 167)

	2014		2015		Proposed Changes for 2015		2016		2017		2018		2019	
	Approved Budget	Proposed Budget	Approved Budget	Proposed Budget	\$	%	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget
<b>Operating:</b>														
Revenue														
Bylaw Enforcement	\$ (165,000)	\$ (190,000)	\$ (165,000)	\$ (190,000)	\$ (25,000)	-15.2%	\$ (190,000)	\$ (190,000)	\$ (190,000)	\$ (190,000)	\$ (190,000)	\$ (190,000)	\$ (190,000)	\$ (190,000)
Animal Control	(25,000)	(30,000)	(25,000)	(30,000)	(5,000)	-20.0%	(30,000)	(31,000)	(31,000)	(31,000)	(31,000)	(31,000)	(31,000)	(31,000)
Development Services	(343,800)	(489,500)	(343,800)	(489,500)	(145,700)	-42.4%	(489,500)	(489,500)	(489,500)	(489,500)	(489,500)	(489,500)	(489,500)	(489,500)
Operations - Transportation	(522,000)	(540,300)	(522,000)	(540,300)	(18,300)	-3.5%	(537,500)	(534,700)	(534,700)	(531,900)	(531,900)	(529,100)	(529,100)	(529,100)
Equipment - Internal Charges	(644,100)	(601,850)	(644,100)	(601,850)	42,250	6.6%	(606,450)	(601,350)	(601,350)	(606,450)	(606,450)	(611,550)	(611,550)	(611,550)
Dyking Levies	(25,000)	(25,000)	(25,000)	(25,000)	-	0.0%	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
Sustainability	(10,000)	(15,000)	(10,000)	(15,000)	(5,000)	-50.0%	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
Total Revenue	(1,734,900)	(1,891,650)	(1,734,900)	(1,891,650)	(156,750)	-9.0%	(1,893,450)	(1,886,550)	(1,886,550)	(1,888,850)	(1,888,850)	(1,891,150)	(1,891,150)	(1,891,150)
Expenditures														
Bylaw Enforcement	159,900	156,200	159,900	156,200	(3,700)	-2.3%	159,600	160,900	160,900	165,000	165,000	166,100	166,100	166,100
Animal Control	12,500	12,800	12,500	12,800	300	2.4%	12,900	13,000	13,000	13,100	13,100	13,400	13,400	13,400
Development Services	1,089,100	1,276,300	1,089,100	1,276,300	187,200	17.2%	1,314,800	1,339,300	1,339,300	1,364,600	1,364,600	1,382,800	1,382,800	1,382,800
Operations - Administration	197,900	218,500	197,900	218,500	20,600	10.4%	222,700	226,500	226,500	230,500	230,500	234,400	234,400	234,400
Operations - Transportation	1,336,000	1,332,000	1,336,000	1,332,000	(4,000)	-0.3%	1,347,800	1,363,700	1,363,700	1,379,600	1,379,600	1,395,600	1,395,600	1,395,600
Equipment Maintenance	415,000	406,200	415,000	406,200	(8,800)	-2.1%	410,400	414,000	414,000	417,600	417,600	421,300	421,300	421,300
Dyking Maintenance	169,900	171,000	169,900	171,000	1,100	0.6%	175,100	177,700	177,700	180,400	180,400	183,100	183,100	183,100
Sustainability	43,000	28,100	43,000	28,100	(14,900)	-34.7%	28,300	28,400	28,400	28,600	28,600	28,800	28,800	28,800
Total Expenditures	3,423,300	3,601,100	3,423,300	3,601,100	177,800	5.2%	3,671,600	3,723,500	3,723,500	3,779,400	3,779,400	3,825,500	3,825,500	3,825,500
Net Operating Expenditures	\$ 1,688,400	\$ 1,709,450	\$ 1,688,400	\$ 1,709,450	\$ 21,050	1.2%	\$ 1,778,150	\$ 1,836,950	\$ 1,836,950	\$ 1,890,550	\$ 1,890,550	\$ 1,934,350	\$ 1,934,350	\$ 1,934,350



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# 2015 Financial Plan Workshop

## Operations & Development Services cont'd. (Tab 10 - pg 167)

	2014 Approved Budget	2015 Proposed Budget	Proposed Changes for 2015	2016 Proposed Budget	2017 Proposed Budget	2018 Proposed Budget	2019 Proposed Budget
<b>Net Operating Expenditures</b>	<b>\$ 1,688,400</b>	<b>\$ 1,709,450</b>	<b>\$ 21,050</b>	<b>\$ 1,778,150</b>	<b>\$ 1,836,950</b>	<b>\$ 1,890,550</b>	<b>\$ 1,934,350</b>
<b>Key Budget Changes for 2015:</b>							
Revenues							
Development revenues			(15,000)				
Business licenses			(25,000)				
Dog licenses			(5,000)				
Climate Action Revenue Incentive Program			(5,000)				
Expenditures							
Salary and benefits			82,700				
Equipment and fleet			33,500				
Roads - inclement weather			(20,000)				
Third party service requests			(3,100)				
Carbon Tax offset transfer			(15,000)				
Inflationary and other adjustments			(7,050)				
Change in net operating expenditures			<u>21,050</u>				

# 2015 Financial Plan Workshop

## Decision Packages

PRIORITY	CATEGORY	Name	Tab	Page	BUDGET	SF Tax or Fee Impact
<b>Taxation</b>						
1	Reallocation	1% Strategic Asset Levy	9	145	\$160,000	-
2 *	Incremental	Business Analyst \$89,000 - phased	7	123	\$22,250	\$2.43
3	Incremental	Operational Support for Special Events	7	125	\$3,000	\$0.33
4	Incremental	Festival Fund	3	81	\$5,000	\$0.55
5	Incremental	Cultural Facilities Rental Grant	3	83	\$3,000	\$0.33
6 **	Incremental	Glass Recycling	10	169	\$120,000 plus \$25,000 for upfront costs	\$24
<b>Reserves</b>						
1 *	Operating Reserve	Business Analyst \$89,000 - phased	7	123	\$66,750	\$0
2	Operating Reserve	Fire Services Review	8	133	\$50,000	-
3	Operating Reserve	Service Assessment	2	53	\$40,000	-
4	Operating Reserve	Historical Council Agenda Scanning	2	51	\$6,500	-
5 **	Water Reserve	Universal H2O Metering Cost/Benefit Analysis	10	171	\$40,000	-

\* Business Analyst position budget of \$89,000 is proposed to be phased in from Taxation over 3 years; Year 1 \$22,250 (25%); Year 2 \$44,500 (75%); Year 3 \$22,250 (100%)

\*\* Council requested decision packages



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# 2015 Financial Plan Workshop

## Capital Budget

ASSET GROUP	REFERENCE - BUSINESS PLAN BINDER	
	Tab	Page #
Utility Infrastructure	11	184
Public Assets	11	192 / 193
Parks & Leisure Services	11	197
Transportation	11	202



# 2015 Financial Plan Workshop

## 2016 to 2019 Proposed Financial Plan

General Operating Fund Summary – Tab 1; Page 19

	2016	2017	2018	2019
Revenues	\$ 23,582,200	\$ 24,396,800	\$ 25,165,000	\$ 25,779,900
City Departments	8,700,100	8,815,600	8,990,700	9,074,500
Service Delivery Partners	9,884,400	10,299,100	10,602,700	10,839,200
Reserve Provisions	4,997,700	5,282,100	5,571,600	5,866,200
Proposed Increase - Tax %	3.10%	2.97%	2.96%	2.87%



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