

City of Maple Ridge

***COUNCIL WORKSHOP AGENDA
November 27, 2018
1:30 p.m.
Council Chambers, 1st Floor, City Hall***

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

REMINDERS

November 27, 2018
Council Meeting

7:00 p.m.

1. ***APPROVAL OF THE AGENDA***

2. ***ADOPTION OF MINUTES***

2.1 Minutes of the September 4, 2018 Council Workshop Meeting

3. ***PRESENTATIONS AT THE REQUEST OF COUNCIL***

4. ***UNFINISHED AND NEW BUSINESS***

4.1 **Agri-Food Hub: Maple Ridge Food Hub Implementation Plan**

Staff report dated November 27, 2018 recommending that the Agricultural Advisory Committee explore options to build community capacity for a food hub in Maple Ridge.

4.2 **Parks, Recreation & Culture Infrastructure Projects**

Update by the Director Parks & Facilities

4.3 Social Media and Communications

Staff report dated November 27, 2018 providing information on the City's social media policy and practices around managing digital interactions.

Presentation by the Manager of Community Engagement & Relations

4.4 TransLink Major Road Network Expansion

Staff report dated November 27, 2018 providing information on the expansion of the major road network within Maple Ridge.

4.5 Grant-in-Lieu of Property Tax Payment

Verbal presentation by the Chief Financial Officer

4.6 Maple Ridge Ale Trail Initiative

Staff report dated November 27, 2018 providing information on the City of Maple Ridge's participation in the Ale Trail Program.

5. *CORRESPONDENCE*

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

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

Once direction is given the appropriate response will be sent.

5.1 Union of British Columbia Municipalities (UBCM) – Notification of Executive Vacancies

Correspondence dated November 19, 2018 from UBCM Executive notifying members of Executive vacancies and outlining the process to be followed for filling vacancies.

Recommendation:

5.2 Ministry of Citizens' Services – 2018 Grant-in-Lieu of Property Tax Payment

Correspondence dated November 8, 2018 from Jinny Jogindera Sims, Minister, Ministry of Citizens' Services advising the City of Maple Ridge on the issuance of the 2018 grant-in-lieu of property tax payment.

Recommendation:

- a) Acknowledge receipt of correspondence and advise that no further action will be taken

5.3 Upcoming Events

December 1, 2018 4:00 to 6:00 pm Parade: 6:00 pm	Christmas in the Park and the Santa Claus Parade, 224 Street, Maple Ridge BC Organizer: Maple Ridge Christmas Festival Society
December 10, 2018 3:00 to 6:00 pm	Alouette Addictions Christmas Open House, #106, 22838 Lougheed Highway, Maple Ridge, BC Organizer: Alouette Addictions
December 17, 2018 Train arrives 7:30 pm Event: 7:45 to 8:15 pm	CP Holiday Train, Port Haney, Maple Ridge, BC Organizer: Friends in Need Food Bank
December 24, 2018 6:00 to 9:00 pm	Christmas Haven, The Act Arts Centre, 11144 Haney Place, Maple Ridge, BC Organizer: Christmas Haven Committee

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

7. *MATTERS DEEMED EXPEDIENT*

8. *MAYOR AND COUNCILLORS' REPORTS*

9. *ADJOURNMENT*

Checked by: _____
Date: _____

COUNCIL WORKSHOP MINUTES

September 4, 2018

The Minutes of the City Council Workshop held on September 4, 2018 at 6:00 p.m. in the Council Chambers of City Hall, 11995 Haney Place, Maple Ridge, British Columbia for the purpose of transacting regular City business.

PRESENT

Elected Officials

Mayor N. Read
Councillor C. Bell
Councillor K. Duncan
Councillor B. Masse
Councillor G Robson
Councillor T. Shymkiw
Councillor C. Speirs

Appointed Staff

P. Gill, Chief Administrative Officer
K. Swift, General Manager of Parks, Recreation & Culture
D Pollock, Acting General Manager Public Works and
Development Services
L. Benson, Director of Corporate Administration
T. Thompson, Chief Financial Officer

Other Staff as Required

C. Carter, Director of Planning
B. Elliott, Manager of Community Planning
R. MacNair, Manager of Bylaw & Licensing Services
A. Bowden, Planner 1
D. Hall, Planner 2

Note: These Minutes are posted on the City Web Site at www.mapleridge.ca

Note: Councillor Duncan was not in attendance at the start of the meeting.

1. ***APPROVAL OF THE AGENDA***

R/2018-470

It was moved and seconded

That the agenda of the September 4, 2018 Council Workshop Meeting be approved as circulated.

CARRIED

2. ***MINUTES***

2.1 **Minutes of the July 17, 2018 Council Workshop Meeting**

R/2018-471

It was moved and seconded

That the minutes of the Council Workshop Meeting of July 17, 2018 be adopted as circulated.

CARRIED

3. ***PRESENTATIONS AT THE REQUEST OF COUNCIL*** – Nil

4. ***UNFINISHED AND NEW BUSINESS***

Note: Councillor Duncan joined the meeting at 6:04 p.m.

4.1 **Lougheed Transit Corridor Study Scoping Report**

Staff report dated September 4, 2018 recommending that the process and engagement strategy for the Lougheed Corridor Study and the study area boundaries be endorsed.

A. Bowden, Planner gave a PowerPoint presentation providing the following information:

- Background and Policies
- Study Area Boundaries and Phasing
- Timeline and Engagement Strategy
- Recommendations

MAIN MOTION

R/2018-472

It was moved and seconded

1. **In respect of Section 475 of the Local Government Act, requirement for consultation during the development or amendment of an Official Community Plan, Council must consider whether consultation is required with specifically:**
 - i. **The Board of the Regional District in which the area covered by the plan is located, in the case of a Municipal Official Community Plan;**
 - ii. **The Board of any Regional District that is adjacent to the area covered by the plan;**
 - iii. **The Council of any municipality that is adjacent to the area covered by the plan;**
 - iv. **First Nations;**

- v. Boards of Education, Greater Boards and Improvements District Boards; and
- vi. The Provincial and Federal Governments and their agencies.

and in that regard, it is recommended that the only additional consultation to be required in respect of this matter beyond the engagement strategy and timeline process outlined in the report titled “Lougheed Transit Corridor Study Scoping Report”, dated September 4, 2018 is the early posting of the proposed Official Community Plan amendments on the City’s website, together with an invitation to the public to comment, and;

- 2. That the process and engagement strategy for the Lougheed Transit Corridor Study outlined in the report titled “Lougheed Transit Corridor Study Scoping Report”, dated September 4, 2018 be endorsed; and
- 3. That the study area boundaries outlined in Appendix C of the report titled “Lougheed Transit Corridor Study Scoping Report”, dated September 4, 2018 be endorsed.

MOTION TO AMEND

R/2018-473

It was moved and seconded

That Item 2 in the main motion be amended to add the text “and encompassing both Phase 1 and 2” following the text “September 4, 2018,”

AMENDMENT CARRIED

MOTION TO AMEND

R/2018-474

It was moved and seconded

That Item 3 in the main motion be amended to add the text “with the addition of properties adjoining Dewdney Truck Road, Carshill Street and Patterson Avenue” following the text “September 4, 2018,”

AMENDMENT CARRIED

Question on the main motion

The question was then called on the Main Motion as amended.

CARRIED AS AMENDED

MAIN MOTION AS AMENDED

- 1. In respect of Section 475 of the Local Government Act, requirement for consultation during the development or amendment of an Official Community Plan, Council must consider whether consultation is required with specifically:

- i. The Board of the Regional District in which the area covered by the plan is located, in the case of a Municipal Official Community Plan;
- ii. The Board of any Regional District that is adjacent to the area covered by the plan;
- iii. The Council of any municipality that is adjacent to the area covered by the plan;
- iv. First Nations;
- v. Boards of Education, Greater Boards and Improvements District Boards; and
- vi. The Provincial and Federal Governments and their agencies.

and in that regard, it is recommended that the only additional consultation to be required in respect of this matter beyond the engagement strategy and timeline process outlined in the report titled “Lougheed Transit Corridor Study Scoping Report”, dated September 4, 2018 is the early posting of the proposed Official Community Plan amendments on the City’s website, together with an invitation to the public to comment, and;

2. That the process and engagement strategy for the Lougheed Transit Corridor Study outlined in the report titled “Lougheed Transit Corridor Study Scoping Report”, dated September 4, 2018, and encompassing Phase 1 and Phase 2, be endorsed; and
3. That the study area boundaries outlined in Appendix C of the report titled “Lougheed Transit Corridor Study Scoping Report”, dated September 4, 2018, with the addition of properties adjoining Dewdney Trunk Road, Carshill Street and Patterson Avenue, be endorsed.

4.2 Cannabis Retail Amendment Options

Staff report dated September 4, 2018 providing options to introduce zoning bylaw amendments directing the sale of cannabis within the community.

D. Hall, Planner gave a PowerPoint presentation providing the following information:

- Background
- Overview of Federal, Provincial and Municipal Jurisdictions
- Scan of what other municipalities are doing in terms of municipal bylaw
- Options for the City of Maple Ridge
- Recommendations for changes to the Zoning Bylaw
- Next steps in process
- Recommendations

MAIN MOTION

R/2018-475

It was moved and seconded

- 1) That the proposed Maple Ridge Zone Amending Bylaw No. 7487-2018 attached to this report be brought forward at the September 18, 2018 Council Meeting for First and Second Readings and forwarded to Public Hearing; and
- 2) That staff be directed to bring forward bylaw amendments to the Business Licencing and Regulation Bylaw to establish business licencing fees and conditions for cannabis retail use; and further
- 3) That staff be directed to bring forward bylaw amendments to the Zoning Bylaw to regulate the commercial production of cannabis on lands within the Agricultural Land Reserve.

CARRIED

AMENDMENT TO MAIN MOTION

R/2018-476

It was moved and seconded

That Item 1 be amended to read "That proposed Maple Ridge Zone Amending Bylaw No. 7487-2018 attached to this report be brought forward at the September 18, 2018 Council Meeting for first and second readings and forwarded to Public Hearing with an amendment to consider the 1000 metre separation outside the downtown area only and whereby applications within the downtown area will be considered on an application by application basis to a maximum of four outlets and that Items 2 and 3 reflect this amendment also.

AMENDMENT DEFEATED

Mayor Read, Councillor Bell, Councillor Masse, Councillor Robson, Councillor Shymkiw - OPPOSED

Question on the Main Motion

The question was called on the Main Motion.

CARRIED

4.3 Amendment to 2018 Council Meeting Calendar

Staff report dated September 4, 2018 recommending that Council Workshop Meetings scheduled for October 2018 be cancelled and that the remaining Council Meetings be advanced.

R/2018-477

It was moved and seconded

That the 2018 Council Meeting Calendar be amended as follows:

- Cancellation of Council Workshops on October 2 and October 16;
- Move the Regular Council Meeting and Closed Meeting on October 9 to October 2;
- Move the Public Hearing on October 16 to October 9;
- Move the Regular Council Meeting and Closed Meeting on October 23 to October 16;
- No meetings scheduled on October 23.

CARRIED

5. *CORRESPONDENCE*

5.1 Metro Vancouver Board – Metro Vancouver 2040: Shaping our Future Land Use Designation Amendment Request – Township of Langley – Williams Neighbourhood Plan

Letter dated July 26, 2016 from Greg Moore, Chair, Metro Vancouver Board providing notification to affected local governments and other agencies of a proposed amendment to Metro 2040 by the Township of Langley and requesting written comment on the proposed amendment.

The Manager of Community Planning provided clarification on the request by the Township of Langley.

R/2018-478

It was moved and seconded

That the letter dated July 26, 2016 from Greg Moore, Chair, Metro Vancouver Board providing notification to affected local governments and other agencies of a proposed amendment to Metro 2040 by the Township of Langley and requesting written comment on the proposed amendment be received into the record for information.

CARRIED

5.2 Port of Vancouver – Federal Funding for Key Goods-Movement Infrastructure Projects

Letter from Peter Xotta, Vice President, Planning and Operations, Vancouver Fraser Port Authority providing an update on federal funding commitments for projects within the Greater Vancouver Area.

R/2018-479

It was moved and seconded

That the letter from Peter Xotta, Vice President, Planning and Operations, Vancouver Fraser Port Authority providing an update on federal funding commitments for projects within the Greater Vancouver Area be received into the record for information and be forwarded to the Engineering Department.

CARRIED

5.3 Upcoming Events

September 8, 2018 9:30 a.m. to 11:00 a.m.	Parkinson SuperWalk, Spirit Square, Pitt Meadows, BC Organizer: Parkinson Society British Columbia
September 15, 2018 10:00 a.m. to 2:00 p.m.	GETI Fest, Memorial Peace Park, Maple Ridge, BC Organizer: Golden Ears Transition Initiative
September 15, 2018 8:00 p.m.	Hammond Movie Night, Hammond Stadium, Maple Ridge, BC Organizer: Maple Ridge Parks, Recreation & Culture

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

7. ***MATTERS DEEMED EXPEDIENT*** – Nil

8. ***MAYOR'S AND COUNCILLORS' REPORTS***

Councillor Speirs

Councillor Speirs awarded medals for children participating in the Summer Reading Club at Maple Ridge Library. He attended Pride in the Park, Bard in the Bandstand openings and the Lapidary Club BBQ. Councillor Speirs participated in a tour of the SunLab and attended an event titled “An Event to Acknowledge Lives Lost”

Councillor Masse

Councillor Masse spoke on a newspaper article titled “Study Shines Light on Student Struggles” which addresses mental illness in youth. He provided general information on the Foundry and the Youth Wellness Centre and events planned for fundraising.

Councillor Duncan

Councillor Duncan attended the opening ceremony for a mural done in downtown Maple Ridge by Brandon Gabriel of the Kwantlen First Nation. She also attended an educational event at Anita's Place.

Councillor Bell

Councillor Bell commented on the connection between the new mural in downtown Maple Ridge and the naming of the new school in Albion. She advised on the status of the hospital parking issue in Maple Ridge and expressed concern that this issue has not reached the Parliamentary Secretary. She requested a follow up prior to the end of the term of the current Council.

Councillor Robson

Councillor Robson commented on talks between the Alouette River Management Society, Kwantlen and Katzie First Nations and BC Hydro pertaining to the Alouette River Water Licence.

9. ***ADJOURNMENT*** - 8:06 p.m.

N. Read, Mayor

Certified Correct

L. Benson, Corporate Officer

City of Maple Ridge

TO: His Worship Mayor Michael Morden
and Members of Council
FROM: Chief Administrative Officer
SUBJECT: Agri-Food Hub: Maple Ridge Food Hub Implementation Plan

MEETING DATE: November 27, 2018
FILE NUMBER: 2017-359-CP
MEETING: Council Workshop

EXECUTIVE SUMMARY:

As part of their Council directed 2017 and 2018 work plan, the Agricultural Advisory Committee (AAC) has been exploring the feasibility of an agri-food hub as a way to support small scale farming in the community as well as to facilitate job creation. A food hub is a centrally-located facility which aggregates, processes, and distributes agricultural products and would support the local farming community by potentially sharing and therefore minimizing the costs and other challenges compared to those of individual Maple Ridge farmers. In the summer of 2017, Upland Agricultural Consulting Ltd was engaged to affirm potential demand and, with considerable stakeholder involvement, to draft an Implementation Plan for a food hub in Maple Ridge. With the Maple Ridge Food Hub Implementation Plan, the AAC is hopeful that it provides a clear business model for a successful food hub, to be owned and operated by the local farming community. With the Plan now complete, at the October 25, 2018 AAC meeting, the Committee voiced its support for the final Maple Ridge Food Hub Implementation Plan and recommended that it be forwarded to Council.

RECOMMENDATION:

That the Agricultural Advisory Committee, as part of its 2019 Business Plan, explores options to build community capacity for a food hub in Maple Ridge.

BACKGROUND:

a) Maple Ridge Context

The City of Maple Ridge has always had a strong agricultural sector. However, it also experiences unique challenges as many of the farms are under eight hectares (20 acres) and current farmers spend much of their time marketing and distributing, rather than farming. In addition, most farmland owners rely on primary income from other sources to offset land and home costs, making the time and effort required to market potential products another significant barrier. As well, because the farms are small, additional costs associated with processing and preserving facilities are difficult to justify, often resulting in the waste of unsold products and a limited season to market their products.

A food hub could support the local farming community by potentially minimizing costs and other challenges facing the City's farmers. A food hub is a centrally-located facility which aggregates, processes, and distributes agricultural products linking local producers with wholesale or retail buyers.

Recent trends indicate that the demand for local products is high, with noted increases in sales at farmers markets, restaurants and local retailers. Anecdotally, diners are seeking local options at Maple Ridge restaurants, and customers are asking for local produce at grocery stores. Demand for locally-sourced products is continuing to grow and is not only being noticed within Maple Ridge and the Lower Mainland but across North America, indicating a broader consumer support base for the local food movement.

With the intent of strengthening the local farming community, the primary goal of the Maple Ridge Food Hub project is to build upon past research and to develop an implementation plan for a shared facility that would help local farmers capitalize on the demand for local farm products. Specifically, the Plan outlines the business model upon which local farms could implement and run a successful food hub in Maple Ridge. Such a food hub could reduce the time and money typically required of local farmers as a result of processing and distributing their respective products at one centralized location. Resources including staff and equipment would be shared, by the operating group of farmers to lessen and distribute the often challenging costs of bringing products to market.

b) Background

On December 15, 2009, Council endorsed the Maple Ridge Agricultural Plan, prepared in collaboration with the Maple Ridge Agricultural Advisory Committee (AAC).

In 2013, work was undertaken with Pitt Meadows on a North Fraser Agri-Food Hub Feasibility Analysis. The work reviewed agri-food distribution hubs in North America and explored the potential demand and supply of Lower Mainland products.

On October 17, 2016, Council directed the exploration of a food hub in Maple Ridge as part of the 2017 AAC workplan through the following resolution:

That Option 2 identified in the report dated October 17, 2016 and titled “Agricultural Plan Facilitated Session – Next Steps” be selected as the basis for the Agricultural Advisory Committee actions in 2017, which includes:

- a) Preparation of Development Permit Area (DPA) guidelines to protect agricultural land;
- b) Exploration of the feasibility of an agro-industrial (food hub); and
- c) Evaluation of the remaining action items in Table 1 for Council consideration in the 2017 Business Planning process.

In the spring of 2017 a Request for Proposals was issued for consulting services to develop an implementation plan for a food hub in Maple Ridge. Building on the earlier studies, the intent of the work was to create an action-oriented business plan outlining how local farms could establish a food hub in Maple Ridge.

In the summer of 2017, with funding support from the Investment Agriculture Foundation of British Columbia, Upland Agricultural Consulting Ltd was selected and engaged to develop an organizational or business framework, affirm potential supply and demand, and to determine if the food hub enterprise would have sufficient support within the community to be viable.

Over the fall of 2017, the consultant conducted research and stakeholder engagement to identify appropriate markets, review relevant regulations, determine workable governance options, as well as develop a draft implementation plan. At key project milestones, feedback from members of the AAC Food Distribution Subcommittee was submitted to the consultant via the AAC Staff Liaison.

The consultant also provided updates to the AAC at large. On January 25, 2018 the consultant presented a project update to the Committee and an overview of the draft Implementation Plan on May 17, 2018. The draft Implementation Plan was available for community review over the summer of 2018.

At the October 25, 2018 AAC meeting, the Committee supported the final Maple Ridge Implementation Plan and recommended that the Plan be forwarded to Council.

DISCUSSION:

Working with the Agricultural Advisory Committee (AAC) throughout 2017 and 2018, Upland Agricultural Consulting Ltd. engaged with local stakeholders to solicit input and develop the Maple Ridge Food Hub Implementation Plan (attached in Appendix A for information).

a) Maple Ridge Food Hub Implementation Plan Overview

The City of Maple Ridge has always had a strong agricultural sector, however food processing (e.g. aggregation, promotion and distribution) components of the food system are missing locally. The gaps in local food system infrastructure are a challenge for farmers as they must spend much of their time marketing and distributing rather than farming. As well, because the farms are small, additional costs associated with processing and preserving facilities are difficult to justify, often resulting in the waste of unsold products and a limited season to market their products. The City's Agricultural Plan identifies the need to explore the feasibility of a food hub as a means to support local producers and pursue economic development opportunities locally.

A Maple Ridge Food Hub could benefit farmers by reducing the time they needed to promote and market in order to increase product sales. Most farmland owners rely on primary income from other sources to offset land and home costs, making the time and effort required to market potential products another significant barrier to increasing production.

In order to realize this potential, the AAC worked with its consultant to establish the Maple Ridge Food Hub Implementation Plan to provide recommendations and a clear business plan for a five-year pilot program. The Plan builds on information gathered during earlier processes, including studies undertaken in partnership with the City of Pitt Meadows, and sets out to determine the feasibility of a food hub being operated by the local farming community in Maple Ridge.

The Maple Ridge Food Hub Implementation Plan proposes a scalable business plan that would begin with approximately five farm members. Over the first five years, the Maple Ridge Food Hub could grow to a much larger operation of up to over 35 farm members. The Plan proposes starting with hardy crops already grown in Maple Ridge, such as cucumbers, leafy greens, potatoes and garlic. The Plan identifies that there is room to expand to more perishable items, such as tomatoes, strawberries and blueberries, as the capacity of the Maple Ridge Food Hub grows.

The Maple Ridge Food Hub Implementation Plan also identifies opportunities to partner with local community members as well as farms from neighbouring communities, depending on consumer demands. Initially, the Plan proposes residents, especially young families, and existing local small & medium sized retailers as the customer base for the pilot project. However, it is anticipated that opportunities to support larger restaurants and/or local institutions (e.g. hospitals and schools) may become available in the future as the Maple Ridge Food Hub grows and in recognition of senior levels of government supporting local farmers with the Grow / Buy / Feed BC program.

For the first five years, the Plan proposes a virtual set-up that would utilize existing storage space on a Hub member's farm. Initially, food hub orders will be picked-up by the customer; however delivery services may be available for a small additional fee. The Plan suggests that pick-up sites should be centrally located and easily accessible for both farmer drop-off and customer pick-up.

Operationally, the Plan proposes the Maple Ridge Food Hub would employ up to three staff members over the first five years. While the hiring of staff would be the responsibility of the group of participating farmers, it is recognized that the first hire, the Hub Manager, would oversee product aggregation, order coordination, delivery services as well as marketing and promotional services, which may complement local agri-tourism initiatives. The Plan notes that hiring an effective Hub Manager is a critical first step for the Maple Ridge Food Hub and that without the right Hub Manager, it will be more challenging to achieve the identified targets.

It is anticipated that the Maple Ridge Food Hub will require \$50,000 in start-up funding for the five year pilot project. This could come from a mix of loans, grants and in-kind support. Further, no assumption has been made in the Plan about the sources of such funding opportunities, including what role, if any, could be played by the City. Based on the projected financials, the Maple Ridge Food Hub could be solvent by Year 3 of the pilot project using a "price mark-up" model that assumes an increase in farm and customer growth year over year.

Lastly, based on the projected financials, a stand-alone bricks and mortar location will not be feasible during the initial five year timeframe. The Plan states that a bricks and mortar location could only be considered within the five year pilot project should a site, facility, and all associated overhead costs (e.g. utilities, rent, fees & taxes) be donated. However, the Plan does not account for such a donation. Therefore, should a sizeable donation or subsidy be offered to the Maple Ridge Food Hub, the financial feasibility provided in the Implementation Plan would need to be reassessed at that time. The Plan does identify that the bricks and mortar location, criteria and feasibility should also be re-assessed following the successful completion of the five year pilot project.

b) Next Steps

With the Maple Ridge Food Hub Implementation Plan now complete, the Agricultural Advisory Committee (AAC) is optimistic that the Plan establishes a workable business model upon which local farmers can establish a viable food hub. As a next step, and should Council so direct, members of the AAC will take advantage of the momentum and local farming interest developed through the recent process to begin building community ownership of the Maple Ridge Food Hub concept. Initial thinking recommends transitioning the Implementation Plan to the community through an AAC-facilitated meeting of interested farmers and local organizations to identify next step opportunities such as potential funding and grant sources. As well the discussion intends to identify interested parties that could take on the responsibility of moving the Maple Ridge Food Hub project forward and, ultimately, for the ownership of the Maple Ridge Food Hub. This work is envisioned as part of the AAC's 2019 Business Plan.

AGRICULTURAL ADVISORY COMMITTEE:

The Agricultural Advisory Committee (AAC) has been a strong proponent of exploring the feasibility of a food hub for Maple Ridge farmers and has been working to implement one of the visions stated in the Maple Ridge Agricultural Plan. Specifically, a Maple Ridge Food Hub is intended to encourage sustainable farming opportunities that engages with local residents, attracts new entrants, and takes profitable advantage of local marketing opportunities. Early on, the AAC set up a Food Distribution Subcommittee which oversaw and guided the development of the Maple Ridge Food Hub Implementation Plan.

At key project milestones, the project consultant met with members of the AAC Food Distribution Subcommittee for direction and feedback. At the January 25, 2018 AAC meeting, the consultant provided an overview of the work done to-date, including project background, methodology, situational analysis, proposed product mix and anticipated target sectors for food hub sales to the AAC at large. At this meeting, members of the AAC provided feedback to the consultant which was then incorporated into the next phase of work.

At the October 25, 2018 AAC meeting, the Agricultural Advisory Committee passed a resolution supporting the Final Plan and recommended that it be forwarded to Council.

The AAC also wishes to acknowledge the support of the City of Maple Ridge and Investment Agriculture Foundation of British Columbia in the development of the Maple Ridge Food Hub Implementation Plan.

CONCLUSION:

Recently, the concept of an 'Agri-Food Hub' has garnered a great deal of interest locally by the Agricultural Advisory Committee as well as our local community. With the intent of strengthening the local farming community, the primary goal of Maple Ridge Food Hub project is to develop an implementation plan for a shared facility that would be owned and operated by local farmers in an effort to reduce the time and financial costs by processing and distributing their respective products at one centralized location. This report provides Council with an overview of the work that has been completed to-date and seeks direction for the AAC, as part of their 2019 Business Plan, to explore options to build community capacity for a food hub in Maple Ridge.

"Original signed by Amanda Grochowich"

**Prepared by: Amanda Grochowich, MCIP, RPP
Planner I**

"Original signed by Christine Carter"

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

"Original signed by Frank Quinn"

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

"Original signed by Paul Gill"

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

Appendix A – Maple Ridge Food Hub Implementation Plan

Maple Ridge Food Hub Implementation Plan

Operational and Financial Recommendations
for a Five Year Pilot Project



October 2018

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Acknowledgements

This report was developed by Upland Agricultural Consulting in partnership with Farm|Food|Drink and AEL Agroecological Consulting. Additional research assistance was provided by K. Bonner.

Invaluable input was provided by City of Maple Ridge staff and the City's Agricultural Advisory Committee's Food Hub Subcommittee.

A number of stakeholders and experts were consulted throughout the course of this project, and we sincerely thank them for the time and resources that they were able to contribute. A complete listing of stakeholders is listed in Appendix I.

Cover photo credit: [Roaring Fork Lifestyle](#)

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Acronyms

ALC	Agricultural Land Commission
ALR	Agricultural Land Reserve
CEED Centre	Community Education on Environment and Development Centre
DSCR	Debt Service Coverage Ratio
FTE	Full Time Equivalent
HFMS	Haney Farmers Market Society
LFM	Local Food Marketplace
MRFH	Maple Ridge Food Hub

Executive Summary

The *Maple Ridge Food Hub Implementation Plan* (the 'Plan') provides recommendations regarding a five-year pilot program for hub operations and presents an associated set of financial projections. The Plan supports the *Maple Ridge Agricultural Plan* by exploring the feasibility of a shared agricultural infrastructure strategy. The Plan builds upon the Maple Ridge Food Hub *Situational Analysis* and *Market Identification Report* to include a robust and scalable strategy for the food hub framework. The primary goal of the Plan is to assist local farmers in saving time and money by selling their products collectively. Resources, including staff and equipment, would be shared to minimize overhead and operational costs.

The Maple Ridge Food Hub (MRFH) will be based on a broker fee model, whereby farmer members each set their own prices for their products and the hub then retains a 25% fee for the services provided. These services, overseen by a hub manager, include product aggregation, order coordination, delivery, and promotion. The financial projections have been built with growth in mind over a five year pilot program period.

The first two years represent the launch of the pilot program and therefore only a handful of suppliers (farmer members) are expected to join during this initial period. Approximately 60 weekly orders averaging \$35 per week, over a nine month period,

are targeted during the first year. An infusion of \$50,000 of external funds will be required to get the hub up and running and an additional infusion of \$15,000 of capital will be required during Year 2. These funds can be brought in as loans, grants, or a combination thereof.

Once the initial proof of concept is demonstrated more members are likely to participate in the hub. By Year 3 the hub is expected to be solvent, with steady growth in both membership, customers, and brokerage fees. By the final year of the pilot project (Year 5) the hub is expected to be fully self-sustaining with three staff members, 35 farmer members, and a dedicated delivery truck. However, the financial projections indicate that a bricks & mortar facility will not be affordable during the initial five year pilot project. Rather, the financial model allows for compensation for a farmer member who will provide space and cold storage for the other suppliers to use as a centralized aggregation point.

This report provides a detailed explanation of the assumptions and recommendations that are demonstrated in the financial projections, which has been developed in a conservative manner. The financial plan includes a cash flow projection and risk and sensitivity analysis. Table (i) on the following page summarizes the main features of the proposed plan over the MRFH's five year pilot program.

Table (i). Summary of key features of the Maple Ridge Food Hub Implementation Plan over a five year pilot project period.

Stage of Growth	Governance Type	Target Farm Members	Target Weekly Customers ¹	Coordination of Orders	Staffing	Aggregation Point	Distribution Methods	Infrastructure	Partnership Roles
Up and running Years 1-2	Non-profit co-operative	5 to 15	50 to 215	Email listserv Online software platform In-person	Hub manager	Farm with cold storage	Customers will pick up most orders	Cold storage	Assistance with promotion Order pick-up locations
Steady growth Years 3-4	Non-profit co-operative	20 to 30	350 to 640	Online software platform In-person	Hub manager Hub assistant	Farm with cold storage	Customers will pick up most orders Deliveries for additional fee	Cold storage Freezer Food dehydrator	Assistance with promotion Order pick-up locations
Independence Years 5 and later	For-profit co-operative after Year 5	At least 35	At least 800	Online software platform In-person	Hub manager Hub assistant Hub promoter	Farm with cold storage Consider shared space with a partner after Year 5	Customers will pick up most orders Deliveries for additional fee Dedicated pick-up truck or van	Cold storage Freezer Food dehydrator FoodSafe kitchen after Year 5	Assistance with promotion Order pick-up locations Possible co-location of rented or leased space after Year 5

¹ Assumes customers will place average weekly orders of \$35 over 9 months (40 weeks).

1. Introduction

This *Maple Ridge Food Hub Implementation Plan* (the 'Plan') supports Goal 7 of the *Maple Ridge Agricultural Plan* to "Develop Local Food System Infrastructure Capacity" by acting on the recommendation to "work with producers and local entrepreneurs to explore the feasibility of an agro-industrial infrastructure strategy that could include: shared industrial spaces; branding; small scale processing facilities; community kitchens; and mobile slaughter facilities."

With the intent of strengthening the local farming community, the primary goal of the Plan is to develop a strategy for a shared organizational structure that would help local farmers save time and money by aggregating, storing, packing, processing, distributing, and marketing their respective products together. Overhead and operational costs would be minimized. The Plan includes a series of recommendations for a five-year pilot program and presents a business case to get the first steps underway. It builds upon the *Situational Analysis* and *Market Identification Report* documents that were developed in support of the Plan.

2. Operations

A successful food hub is versatile and flexible, able to change course to meet and align with changes in the marketplace from season to season and year to year. This versatility must be anchored within a solid operations plan and be tied to a feasible and realistic financial plan.

The operations plan developed for the Maple Ridge Food Hub (MRFH) considers the following elements to ensure that the hub is functional:

- Governance: under what business model will the hub operate?

- Staffing: what are the needs for managing the food hub and how might those needs shift along with changes in profitability?
- Partnerships: what kinds of partners would benefit from aligning with the food hub, and vice versa?
- Members: what types of producers can be expected to join the organization? What products will customers be able to choose from?
- Customers: what are the primary and secondary target customers and how much can they be expected to spend per order?
- Orders and deliveries: how will the orders be placed and deliveries be coordinated?
- Marketing and Promotion: how will the hub be advertised and how will farm members benefit from this promotion?

The recommendations address these operational questions so that the implementation of the food hub can be undertaken right away, and will likely require adjustments over the life of the food hub. The recommendations should be revisited from time to time, particularly if targets within the associated business plan are either not being met or are being exceeded, and most importantly at the end of the five year pilot program, before additional investments are made.

2.1 MRFH Governance

A key first step in the development of the MRFH will be to establish the organization itself. It is recommended that the food hub commence as a not-for-profit co-operative that will eventually evolve into a for-profit co-operative. This approach has worked well for other food hubs². A local

² For example: the Cowichan Cow-Op, Sechelt Farm Collective, and Merville Organics have followed this route (either formally or informally).

champion will need to step forward to get these first steps underway. This champion will complete the co-operative's organizational paperwork and establish a volunteer Board of Directors, who will set the direction of the hub's policies and manage staff. This local champion may or may not end up participating as a farmer, Board member, or working for the MRFH as a staff (e.g. manager) but they will be instrumental in ensuring that these crucial first steps are completed. In addition to the local champion, volunteer farmer members will be required. Since the food hub would start out as a not-for-profit co-op, farmer members must be willing to volunteer some of their time to help the organization in order for it to become successful. Under this governance model, all profits are returned to the MRFH for re-investment into infrastructure and equipment.

2.2 MRFH Staffing

The most important ingredient in operating a successful food hub will be to hire the best possible food hub manager from day one. Without the right manager, it will be more challenging to achieve the targets for farm membership, brokerage fees, and overall financial success during the pilot project phase. Simply put, finding the right manager is the most critical first step.

The food hub manager will need to bring a combination of skills to the role, including agricultural production, processing, business management, marketing, and communications. Long hours and hard work will be required during peak summer months. Farming can be unpredictable, and therefore the manager will need to be flexible enough to accommodate fluctuations in effort requirements. A manager who knows the local farming community, and who has previous relationships with both producers and

buyers may be preferred, in order to jump-start the level of trust required to ensure that the hub succeeds. However, business skills and project management abilities are of primary importance.

While multiple staff positions are recommended, only one is expected to be employed during the first three years. Once the MRFH is financially solvent (by end of Year 3) hiring a second employee as an assistant to the manager will become feasible. By the end of the pilot project (Year 5) the financial model predicts that a third, albeit part-time, employee could be hired to focus on the ongoing promotion of the hub.

If, for whatever reason, the target revenues are not being met over the course of the five years, the recommendations should be reviewed and reassessed. For instance, if the hub is solvent before Year 3, it is possible that an assistant could be hired by Year 2. If the hub takes longer to generate revenues then the hiring of an assistant and/or promoter could be delayed.

A summary of the recommended positions are presented in Table 1.

Table 1. Staffing requirements over the five year pilot project.

Job Title	Role	Level of Employment Effort	Contract Amount ³
Food hub manager	Manage all day to day operations. General organizational management. Supplier relations. Order coordination. Developing relationships with potential funders. Overseeing and managing the budget.	0.75 FTE ⁴ during years 1, 2, and 3 1.00 FTE year 4 and year 5 (includes a raise)	Year 1: \$32,500 Year 2: \$32,500 Year 3: \$37,500 Year 4: \$37,500 Year 5: \$45,000
Food hub assistant	Assist with the coordination of customer orders, deliveries, and invoicing.	This position would begin in year 4, once the food hub becomes solvent. 0.75 FTE in year 4 1.00 FTE in year 5 and beyond.	Year 1: \$0 Year 2: \$0 Year 3: \$0 Year 4: \$25,000 Year 5: \$33,000
Food hub promoter	Coordinate and run all social media accounts, advertising campaigns, and general media and communications.	0.50 FTE beginning in year 5.	Year 1: \$0 Year 2: \$0 Year 3: \$0 Year 4: \$0 Year 5: \$22,000

³ The positions could be awarded through salaries or consulting fees.

⁴ FTE = full time equivalent position or 37.5 hour work week. Therefore a 0.50 FTE is equivalent to a 18.75 hour work week and 0.75 FTE is equivalent to a 28.125 hour work week.

2.3 MRFH Partnerships

A number of Maple Ridge-based organizations may provide partnerships with MRFH. The Community Education on Environment and Development (CEED) Centre and the Haney Farmers Market Society (HFMS) are described here, however others may exist and naturally emerge as the food hub gets underway.

A mutually beneficial relationship is expected between the MRFH and partners, whereby cross-promotion is anticipated. Customers of the Haney Farmers Market may also become customers of the MRFH and vice versa. One option could include purchasing food through the MRFH and potentially picking up orders at the CEED Centre or the HFM. Additional examples are provided below.

2.3.1 CEED Centre

The Community Education on Environment and Development (CEED) Centre serves the communities of Maple Ridge and Pitt Meadows. Over the years, the organization has explored the feasibility of a local food hub and continues to be active in programming for community gardens, school gardens, and organic farming. The CEED Centre provides natural partnership potential for the MRFH. This may include using the CEED Centre as a possible order pick-up location, combining efforts around advertising and workshops, or inviting CEED Centre staff and/or directors to join the food hub Board of Directors.

2.3.2 Haney Farmers Market Society

The HFMS aims to provide the public with direct access to food producers, stimulate and support the local economy, provide opportunities to inform and entertain, and to support and strongly encourage environmental sustainability. These goals align well with the MRFH, however the scope and intent of a partnership will require further discussion as the food hub

gets underway and grows. The vendors who sell at the HFM may also be interested in selling a portion of their produce through the food hub. The market location may provide an easy and accessible order pick-up location during the months that it is in operation. Furthermore, members of the HFMS may be interested in becoming Board Members of the food hub once the hub formally becomes a co-operative organization. The food hub manager may wish to align with the HFMS to help plan the product mix, consider sharing staff resource costs, branding, and marketing.

2.4 MRFH Customers

In order to ensure that the pilot program is a success, both in terms of revenues and marketing, the consumer sectors will need to be properly identified so that the amount of targeted sales, and associated broker fees, are met. The overall approach towards growing a customer base at the start of the hub's establishment must also be based upon a modest level of effort expended, as all of the MRFH's operations will be managed by a single staff member during the first two years. The *Market Identification Report* provides a detailed summary of the potential demand for local produce. The recommendations provided here are based on that report and on discussions with the AAC Food Hub Subcommittee and City staff.

Typical MRFH customers are expected to be single females and those buying food for households with young children. This demographic is based on anecdotal evidence⁵ and by spending trends noted by the Canadian Organic Trade Association⁶. In order to bolster the value of sales, the MRFH is also expected to solicit larger orders from medium-scale retailers in the

⁵ Sechelt Farm Collective and Cowichan Co-op, personal communication (2018).

⁶ [The BC Organic Market: Growth, Trends & Opportunities](#), 2013. S. MacKinnon. Canadian Organic Trade Association.

region (e.g. Bruce's, Hopcott's). The recommended focus is therefore directed to the following target sector sales:

Pilot project target sectors:

- Individuals and families (similar to a CSA).
- Existing small and medium sized retailers.

Longer term target sectors:

- Institutions, restaurants.

2.4.1 Expected Value of Weekly Orders

A 2016 report⁷ by the B.C. Provincial Health Services Agency found that the average monthly cost of a nutritious food basket for a family of four in BC was \$974 (or approximately \$244 per week). According to Statistics Canada, the actual food expenditures by the average BC household is \$9,139 per year (or an estimated \$175 per week)⁸. A 2012 report by the BC Farmers Market Association indicated that visitors to the Haney Farmers Market spend on average \$25-\$30 per visit, and numbers collected by the HFMS suggest this value may be higher⁹. In addition, a farm retail collective on the Sunshine Coast reports average customer sales in excess of \$40 per order, and the Cowichan Co-op reports an average of \$50-\$60 per weekly order per customer¹⁰.

The MRFH financial models are built on the assumption that annual target sales of \$75,000¹¹ will be met in Year 1, rising to over \$1 million per year by Year 5. In order to reach these targets, there will need to

be at least 60 customers spending an average of \$35 a week Year 1 (see call-out box, below), rising to over 800 customers by Year 5. An example of a typical weekly order, totaling \$38, is provided in the call-out box on the following page.

Question:

How many customers does the food hub need to reach \$75,000 of total sales in its first year?

Answer:

60 customers spending \$35 a week over 36 weeks (about 9 months) would amount to \$75,600 in sales.

2.5 MRFH Members & Product Mix

While the *Market Identification Report* pointed to the ability of both local and organic products to receive higher price points in the marketplace, it is recognized that only a small base of farms within the Maple Ridge community (approximately 10) are using practices that are certified organic. In order to ensure that the food hub has a wide enough membership to succeed, it is recommended that membership not be strictly limited to organic farms, although organic products will be welcomed. It is expected that price points between the organic and non-organic products will differ accordingly. At the end of the five year pilot program (or sooner if the demand and supply warrant) the possibility of an organic product stream could be considered.

Since a goal of the food hub is to strengthen the local farm community and to encourage new farms to enter into production and increase production, it is recommended that membership target small and medium-scale farms, as these operations are most likely to struggle with market entrance and expansion. If these

⁷ Provincial Health Services Agency, 2016. [Food Costing in BC 2015](#).

⁸ Statistics Canada, 2016. [Average household food expenditure, by province \(British Columbia\)](#).

⁹ Economic and Social Benefits Assessment: Final Report. 2012. Haney Farmers Market. BC Association of Farmers Markets.

¹⁰ Sechelt Farm Collective and Cowichan Co-op, personal communication (2018).

¹¹ As a point of reference, the Haney Farmers Market Society reports annual sales of over \$400,000/year or approximately \$15,000/week.

small and medium-scale operators can be showcased as achieving success through the hub it may encourage others to start farming activities on land that is currently unproductive or underproductive.

If the hub is challenged with membership early on the scope of possible members could be widened to producers in communities such as Pitt Meadows, Mission, and across the Fraser River into Langley and neighboring communities. By the end of the five year pilot project the MRFH membership should be reviewed to ensure that the membership criteria (location of farm members, farm size, and product offerings) are meeting the hub's needs.

In discussions conducted with representatives from local retailers, local food distributors, and local restaurants for the *Market Identification Report*, the general consensus was that most local fruits and vegetables sell well, although there may be challenges in selling any products that are new, or unfamiliar, with the general public.

Products such as berries, salad greens, root crops, and greenhouse vegetables easily sell. Organic produce, in particular, is in growing demand, but is not necessarily a requirement for sale. This reinforces the opportunity for the MRFH to provide a complement of organic product sales, while leaving the membership open to non-organic producers. Hub membership and corresponding product demand will therefore naturally affect the mix of products that are made available.

While meeting demand is an important factor, during the initial stages it will also be important to offer products that producers can ensure are consistently

available¹². Crops that farmers are already producing will directly influence the product mix during the first year or two, after which the product mix will naturally become more market driven and guide production. This speaks to the importance of crop planning based, in part, on sales generated during the previous season.

An example of a typical weekly food hub order that could satisfy the needs of a couple or a small family is presented in the call-out box, below.

Example of a weekly food hub order for a couple or a small family:

Bunch of kale:	\$4.00
Salad green mix:	\$4.00
Potatoes (1 kg):	\$4.50
Organic carrots:	\$4.00
Three garlic bulbs:	\$3.50
Four small onions:	\$3.00
Organic cabbage:	\$4.50
Broccoli head:	\$3.50
3 small cucumbers:	\$3.00
<u>Pint of blueberries:</u>	<u>\$4.00</u>
Total:	\$38.00

Note: prices are provided as examples only and may not illustrate exact final price points.

It is therefore recommended that the MRFH begin with a focus on a few key products that are both in demand and that can be supplied consistently and at a high level of quality from local producers. It may be prudent to focus on vegetables, in particular hardy crops, cucumbers, leafy greens, and possibly blueberries during the first year or two, with tomatoes, strawberries, raspberries, sweet peppers and other more perishable items added

¹² Interviews with the Tofino Ucluelet Culinary Guild and other co-operative suppliers indicated that the initial farmer members and what they are already producing will drive the product mix during the start of the food hub.

only when adequate storage and delivery systems are in place.

While the primary goal at the start of the MRFH is to create capacity by attracting existing farmers to the hub, the secondary goal will be to encourage new and emerging farmers to participate. While cranberries, nursery plants, dairy, poultry, eggs, and meat products are also produced locally, these products tend to be produced through larger-scale operations and/or must adhere to specific food safety and food quality regulations (i.e. egg grading) and were therefore not further considered for the purposes of launching the food hub. However, they may be options that can be made available after the pilot project is completed (i.e. after Year 5). It should be noted that the food hub manager will need to pay close attention to regulations affecting the aggregation, sales, and processing of food products within BC, and if these regulations shift then the product mix of the MRFH may need to change accordingly.

Product mix recommendations are therefore as follows:

- Years 1 and 2: a mix of vegetables, including leafy greens, cucumbers, and root crops. The seasonal addition of blueberries is possible, particularly if cold storage is available. Vegetable examples include yams, potatoes, parsnips, garlic, onions, beets, carrots, rutabagas, turnips, radishes, broccoli, brussels sprouts, cabbage, cauliflower, and squash.
- Years 3 and beyond: add a wider selection of vegetables and berries. Examples include celery, tomatoes, sweet peppers, and raspberries, strawberries.

2.6 MRFH Ordering Logistics

It is expected that the MRFH will need to use a variety of ordering methods so that a wide range of customers will be attracted to the hub. There are several tried-and-tested methods, including email listserves, online ordering platforms (in conjunction with a website), and phone call or face-to-face order placements. All of these methods are associated with varying degrees of effort. They are each recommended for the MRFH and are described below.

2.6.1 Email Listserv

During Year 1, the MRFH is expected to consist of a relatively small number of farm suppliers (up to 15) and less than 100 customers. At that scale, it will be efficient to start the ordering process with an email-based listserv, such as MailChimp¹³. MRFH staff will be able to customize the email using a fresh sheet approach, highlighting the availability of products on a weekly basis. The listserv can also direct customers to the MRFH website, which will be the main platform for the eventual online ordering software (see Appendix II for more details). The software will be purchased in Year 1 but may take time to be established, therefore the email listserv can provide a good additional layer for ordering starting immediately.

How it Works: Email listserv¹⁴

1. Farmers send in a list of type, quantity, and price of products to MRFH staff.
2. MRFH staff sends out weekly fresh sheet lists and associated pricing through the listserv to customers (e.g. individuals and/or retail buyers).

¹³ The Sechelt Farm Collective operates at a similar scale and uses MailChimp for all of its listserv-based orders.

¹⁴ Saanich Organics, a small-scale (3-7 farmers) business, uses this method and has a customized excel spreadsheet to manage orders and inventory.

3. Orders are returned to MRFH staff by a weekly deadline.
4. Follow-up/confirmation of order is made to ensure accuracy and confirm payment.

For example, if producers send in their product availability and pricing lists to MRFH staff on Mondays, an email can then be sent out by MRFH staff on Tuesday by noon to all potential customers. Orders are returned via email to MRFH staff by Wednesday at 5pm, and are ready for pick-up or delivery on Thursday afternoons. The cycle repeats weekly (days can be adjusted as needed to suit the needs of the suppliers).

2.6.2 Online Software Platform for Individual Customers

Individual and commercial customers order through an online interface where all the suppliers' products are listed in one place. MRFH staff would manage the software interface. As per the listserv approach, online software provides pricing flexibility for farmers. This will allow for price differentiation between organic and non-organic products.

It is recommended that the MRFH investigate software platform options and choose the model that best fits the needs and budget of the hub. The following two software platforms are used by other hubs and farm collectives:

Local Food Marketplace (LFM)¹⁵

LFM offers flexibility and scalability, including individualized design to meet website branding and layout needs. It also allows for mobile app usage, e-commerce options, and distribution routes based on orders placed.

The price is approximately \$1,500 to have the software setup, and a \$230/month fee thereafter.

¹⁵ [Local Food Marketplace](#):

Local Orbit¹⁶

Local Orbit offers a similar interface to LFM, with the ability to provide farmer profiles and stories alongside products, advanced pricing options, inventory management, and more.

The pricing is similar, although there is no setup fee, the monthly rates for a package that would be useful for the Maple Ridge food hub would be approximately \$450 per month.

2.6.3 Retail Customer Ordering

FarmFolk/CityFolk¹⁷ research indicates that in order to gain commercial customers (e.g. retailers, restaurants) suppliers must be able to develop a relationship with produce managers by being able to contact the businesses directly. This typically involves either direct calls or visits. MRFH staff would be expected to meet the produce manager at their work place with samples and product information such as pricing, farm source, and availability. It is expected that retail customers would be small or medium-sized commercial operations. There is an opportunity for MRFH to sell excess products, or develop a standing order for specific products, with retailers in the area such as Bruce's Country Market and Hopcott Meats. It may be expected that the MRFH offer discounted pricing compared to the pricing being offered to individual customers, as the retailer will also need to include their margin within their final sales. Retailers may also expect the order to be delivered at a pre-arranged schedule.

2.7 MRFH Order Aggregation and Distribution

Once orders are placed, operators will be required to bring their products to a central aggregation point on a weekly basis. During Years 1 to 4 of the pilot project this will ideally be located at a

¹⁶ [Local Orbit](#)

¹⁷ [FarmFolk CityFolk Food Hub Report 5](#)

members' farm, with access to cold storage. As the membership and customer base grows, and if the financial targets are being met, the hub would be able to plan to move into a physical location (bricks & mortar) once the pilot program is completed.

Based on projected financials, a bricks & mortar location will not likely be feasible during the first five years of the hub's inception¹⁸, unless the space and all overhead costs (e.g. hydro) are donated. Instead, it is recommended that the MRFH compensate a farmer member with existing storage space to provide a centralized product aggregation site. This compensation is established within the budget at 12% of the broker fees.

Therefore, the focus of the operations plan is on the majority of orders being distributed through customer pick-up. Pick-up sites could include the main order aggregation site (likely a member's farm); other members' farms, the HFM; the CEED Centre; or a local or regional retailer. Until such a time that a dedicated pick-up truck is purchased (expected in Year 5), the MRFH will need to borrow a truck on a weekly basis to ensure that the orders are dropped off at the pick-up locations. As one or two local retailers are also likely to form part of the customer base, delivery will be required for these larger orders. In Year 5, a dedicated vehicle would replace the borrowed truck, and the MRFH would then be able to make frequent smaller deliveries to residential areas, thereby increasing the customer base. Delivery costs could be offset by a small additional fee-for-service for smaller orders (e.g. \$2 to \$5 per delivery), in addition to offering pick-up available at pre-arranged dates, locations, and times.

¹⁸ After 5 years, it may be possible to begin discussions with financial institutions, funding agencies, and/or private investors regarding the establishment of a bricks & mortar facility.

2.7.1 MRFH Site Location Criteria

For either farm-based order aggregation and/or a future bricks & mortar location, the potential site must:

- Be in a central location for individual farmers to make order drop-offs.
- Be large enough for MRFH staff to physically arrange the orders.
- Include cold storage on-site (or the ability to purchase a walk-in fridge to place on-site).
- Be suitable (in terms of access, parking) for customers to pick-up orders safely.

Additional bricks & mortar location criteria must also¹⁹:

- Be able to accommodate a FoodSafe kitchen for the production of value-added products (this will become increasingly viable after the pilot project is successfully completed).
- Have topography that is relatively flat for ease of building development.
- Be located near a large group of producers who are members of the MRFH.
- Have access to major transportation routes to accommodate trucks, customer access, parking.
- Consider provincial Agricultural Land Reserve (ALR) regulation and align with municipal zoning as much as possible.

It is important to note that the Agricultural Land Commission's regulations and policies²⁰ will apply to the MRFH if it is situated within the ALR. The following additional considerations would then need to be made, and should be revisited after the pilot project is completed:

- Storage, packing, product preparation or processing, and retail of farm products is only permitted within the ALR if at least 50% of the farm (or co-

¹⁹ The bricks & mortar criteria should also be re-considered once the five year pilot project is completed successfully

²⁰ [ALR Regulations](#) & [ALR Policies](#)

operative's) products are produced on the farm. The 50% threshold is based on the quantity (measured by volume or weight of processed farm products used) calculated over the full product line.

- The parameters around the construction, maintenance and operation of a building for the food hub would be partly regulated by the City, and would stipulate building footprint and setbacks.

Since the food hub would likely be storing, aggregating, and distributing goods from multiple farms it would be unlikely that any one farmer will be able to provide a minimum of 50% of the products. However, if the food hub members formed a formal co-operative then the 50% rule would apply to the co-operative itself and not to individual members.

The *City of Maple Ridge's Zoning Bylaw (1985)* will also determine the potential location of a future bricks & mortar food hub. "Food hubs" are not currently an expressly permitted use within the zoning bylaw.²¹ and would therefore require a text amendment or re-zoning application if it were to be located on an Agriculture-zoned parcel. It is important to note that there may be a fee associated with this re-zoning process. Primary processing, warehouses, and wholesale use are permitted, but only in certain zones (e.g. Service Industrial zone M1) and Business Park zone (M3)).

Locating the food hub outside of the ALR or the Agricultural zones and directing it towards Industrial or Business Park (Commercial) zones is likely to create a simpler business licencing and permitting process. If the land is outside of the ALR then only the municipal zoning regulations will apply. The issue of zoning will be easier to address after the end of the five year pilot program, at which point any

specific potential food hub sites that have been identified can be more thoroughly assessed.

2.7.2 Other Site Location Considerations

While the Albion Flats had been noted as a possible location for a food hub during earlier discussions (e.g. when the Agricultural Plan was being developed), the MRFH implementation plan does not identify any one particular location as an ideal possible site for a future bricks & mortar. Based on the criteria identified during stakeholder engagement and presented in section 2.7.1, the Albion Flats may not be an ideal fit for the food hub.

2.8 MRFH Promotion

Promotion will be required in order to attract and retain customers and suppliers to the MRFH. Throughout all of the branding, marketing, and advertising efforts, statements representing the purpose and values of the MRFH will need to be consistent. This clarity regarding food hub brand statements will help to strengthen messaging towards the target customer base and ensure that it is maintained in all hub communications.

2.8.1 Name and Logo

While the True North Fraser brand is strong and well-recognized locally, it may not be the most appropriate use for the food hub itself. Rather, True North Fraser can be viewed as a larger initiative under which MRFH is one component. It may therefore provide more clarity for customers if the food hub is presented as a stand-alone entity that could be part of a larger True North Fraser campaign or suite of initiatives.

A simple approach to developing a brand is recommended. A name, logo and tagline will need to be developed for the MRFH, but this need not be complicated (such as Maple Ridge Food Hub or the Maple Ridge

²¹ [City of Maple Ridge Zoning Bylaw. Agriculture zones are A1, A2, A3, A4, and A5.](#)

Farm Collective). The food hub's name and logo should be in place by the end of Year 1 and should clearly express what the benefits will be for the distinct target audience segments (community, potential consumers, stakeholders/members). Along with a name and logo, brand positioning and value proposition statements must be developed, and may naturally begin to emerge over the first two years.

2.8.2 MRFH Website

Creation of a website specifically for the MRFH will be required during Year 1. The website will be the main touchpoint with the public and will need to be directly linked to any online ordering platform. A main feature of the website should be profiles of farm members, staff, and funders. Links to social media accounts, news stories of the food hub, and contact information should also be displayed.

2.8.3 Social Media

The MRFH should have several social media accounts, including Facebook, Twitter, and Instagram. MRFH staff will maintain these sites with regular updates regarding farm members, product availability, ordering deadlines, and special events. These accounts must be updated at least twice a week in order for followers to maintain interest. Other features, such as the website and email listserv can also link to the MRFH's social media accounts.

2.8.4 Public Relations, News Releases, and Print Media

In addition to a social media campaign, in-person public relationship building will be key. This may involve attending special events to represent the food hub (harvest fairs, farmers markets, community events). News releases (which can be written in the form of articles and stories) should be regularly submitted to local media. Once the food hub has a truck that it is using for deliveries the logo should be placed

directly on the truck. This can be done at a low cost using magnetic signage.

3. Financial Considerations

The following financial projections are based on a number of considerations, assumptions, and recommendations. Achieving a positive cash flow is a critical goal that will be met, in part, with the hiring of an adept and capable food hub manager. The manager will help to drive sales and assist suppliers in setting pricing that meets the needs of both the farmers and the MRFH. The three key issues that the MRFH manager will need to address at the start of implementation are start-up funding, product pricing, and communicating the hub's advantages over other sales avenues. These are discussed here prior to the presentation of the financial projections in Section 4.

3.1 Start-up Funding

It is expected that the hub will require an infusion of funding of about \$50,000 during Year 1 and an additional \$15,000 in Year 2 in order to become fully operational and financially solvent by Year 3.

Public or private funding (or a combination of both) could be used to initiate the food hub and help move it forward, particularly as it graduates from Year 1 to Year 2. Without this additional funding the food hub could still operate, however the main risk is that it would not be able to pay the MRFH manager's full wages. This management role is critical in getting the initiative off the ground and getting sales to a level that allows the hub to reach a breakeven point.

The \$50,000 could come from a mix of in-kind support, loans, and grants, such as:

- **In-kind support (\$5,000):** this type of support could be provided by hosting a webpage, providing advertising, meeting room space, and other

overhead and administrative needs. This support could be provided by the City of Maple Ridge and/or partners such as the HFMS or the CEED Centre.

- **Bank or Credit Union loan** (\$20,000 to \$30,000): this would be achievable for a portion of the required start-up cost, with an expected interest rate of approximately 10%. Major banks and credit unions such as BMO Financial, Vancity, CIBC, RBC, New Westminster Savings, and TD have small business start-up loans.
- **Investment Agriculture Foundation (IAF) grant** (\$5,000 to \$10,000): IAF is an industry-led, not-for-profit organization representing the agriculture, food processing, farm supply and post farm gate sectors across BC. IAF invests in projects that enhance the competitiveness, profitability and sustainability of BC agriculture and agri-food. The multi-million dollar *Buy Local Program* offers funding to enhance local marketing efforts to increase consumer demand and sales of BC agrifoods. Funding is 50% cost-shared.
- **Other Grants** (\$10,000 - \$20,000): grants can be attractive because there is no need to pay back the funding, however the reporting and other overhead can be somewhat onerous. Several grant opportunities may exist for the food hub, including BC Gaming Grant, Real Estate Foundation BC, or a grant from a credit union (e.g. Vancity, Westminster Savings).

3.2 Product Pricing

While the marketplace effectively establishes final pricing, the right brokerage fee (see definition in the call out box on the following page) set by the MRFH will ensure that producers feel adequately compensated, customers are willing to pay, and the food hub remains profitable (or break-even). The financial plan produced for the MRFH has been developed using a 25% brokerage fee²².

Farmers will set their own product pricing to include the 25% that will be allocated to the hub as a brokerage fee at the time of sale. The hub will therefore ultimately be a price “taker”, not a price maker. Transparency and direction from the MRFH manager, as well as communication with suppliers on an ongoing basis, will ensure that farmer members understand where and how the brokerage fees are being used. The manager will also need to track and evaluate customer response to pricing.

The price that the farmer decides to set will depend on a number of factors, and may vary week-to-week. Factors include:

- Whether the product is certified organic;
- The amount of choice of similar products being offered by the hub (supply);
- The quality of the product being offered (demand reflected through reputation); and
- The availability (products that are only in-season for a short period of time may fetch a better price).

The MRFH manager will need to track and assesses hub sales and monitor competitive

²² This fee was determined based on market research and discussions with existing food hub operators. A food hub on Vancouver Island with a brokerage fee of 20% indicated that if it could change one thing it would choose a higher brokerage fee in order to be able to be financially self-sustaining. It is currently considering raising its fee. On the other hand, producers indicated that brokerage fees in the range of 40-50% was too high to be an attractive avenue for sales.

pricing through other retail channels (e.g. verifying pricing at local retailers, at farm gates, at the farmers market) to ensure that the prices being offered by hub members is competitive.

The 25% brokerage fee will, in turn, provide several services for the farm members. These services will include:

- Access to a different demographic of customers (e.g. those that may not attend farmers markets or visit the farm gate).
- Order coordination, aggregation, and delivery.
- Promotion and public awareness of the farm and farm's products.
- Time savings that can be redirected into additional production or other on-farm or off-farm activities.

Brokerage Fee:

The brokerage fee is sometimes referred to as a "margin" or a "markup" that is paid to the hub at the time of sale. The fee is used to help pay for the services offered by the hub. For example, if spinach is being sold by the hub for \$4.00 a bunch, and the brokerage fee is 25%, then \$3.00 is returned to the farmer and \$1.00 is returned to the hub. The total price (in this example, \$4.00) is set and controlled by the farmer.

3.3 MRFH's Advantages

Product suppliers will be able to choose to offer as much product to be sold through the hub as they wish. They may choose to continue to sell a portion of their products through farmers markets, CSAs, farm gate sales, and/or other avenues. Therefore, the MRFH manager must be able to adeptly convey the benefits of selling through the hub. The ability for farm members to save time by accessing an additional sales channel for some of their products is perhaps one of the biggest advantages that the hub can offer. Ideally, farm operators

will join the hub and experience an increase in efficiency and a decrease in personal time/costs allowing them to increase capacity to a point where their true success and profitability potential aligns. Time previously devoted to making sales pitches, posting on social media, making deliveries, creating signs, and attending markets can now be re-directed to the farm work itself. The farmer can now re-invest those hours into the planning and labour needed for the farm to grow. This, in turn, will provide greater crop yield returns and result in more product being made available to sell through the MRFH in future years.

To be clear, the hub model may not work for all producers. For very small-scale farm operations there may be a capacity issue whereby economies of scale dictate that the costs of using a hub service outweighs the income the producer may obtain through independent marketing and sales, which is a fair consideration. The food hub manager's role will be, in part, to identify which farms would be a suitable fit as a supplier to the MRFH and to communicate to potential farmer members what the benefits and level of services are, in exchange for the brokerage fees.

4. Financial Projections

The MRFH's operational budget will be based mainly on brokerage fees from product sales revenue, with an additional infusion of \$50,000 of start-up capital in Year 1 and an additional \$15,000 in Year 2. The following discussion provides the rationale for the brokerage fee rate of 25% and the anticipated sales and associated brokerage fees over the pilot project's five year period.

4.1 Brokerage Fee Rationale

The brokerage fees represent 25% of total product sales. Throughout the projections

for income, expense and cash flow, the following ratio is used:

100% of brokerage fees is equivalent to 25% of product sales

This ratio between brokerage fees is maintained, for example 20% of brokerage fees is equivalent 5% of product sales, and so on.

As discussed previously in Section 3.2, a brokerage fee rate level of 25% of total product sales has been selected based on market research and discussions with existing food hubs. The brokerage fee level of 25% is expected to both reflect the level of services offered by the hub while presenting an attractive potential sales route for the producer.

This brokerage fee level was further tested using Industry Canada's benchmarks²³ for small-scale fruit and vegetable growers (see Figure 1, p16). The data represented in Figure 1 incorporates a 25% brokerage fee expense into typical product sales and returns on sales for small fruit and vegetable farms at various total product sales. The benchmarking test indicates the following:

- If fixed on-farm costs are constant (e.g. no reinvestments into infrastructure need to be made) as product sales rise from \$10,000 to \$30,000, and a 25% brokerage fee is applied, it can be projected that the farm's direct return on sales will still rise from 5% to 23% for vegetable growers and from -11% to 25% for fruit growers.

Therefore, the MRFH becomes an "affordable" (i.e. the return on sales is positive) sales channel for a small-scale vegetable producer with a brokerage fee of 25% even if they are only generating \$10,000 worth of annual sales (at which point the rate of return on sales would still be 5%). The rate of return for a small scale fruit farm would be negative at \$10,000 worth of annual sales, therefore the MRFH only becomes a viable option for a fruit farm once that farm is generating approximately \$20,000 worth of annual sales.

For context, the MRFH *Situational Analysis* indicated that the average annual farm sales (gross farm receipts) per hectare in Maple Ridge was \$27,579 (or \$11,000 per acre) in 2015²⁴. The food hub will benefit these small and medium-scale farmers by reducing the time they need to spend on promotion, marketing, and sales. With that additional time, it is hoped that farmers will be able to focus on production and see higher sales per acre in return.

4.1.1 Anticipated Suppliers and Sales

It is expected that in the first year of operation, the MRFH supplier (farm) membership will be low, therefore a conservative estimate of 5 members has been used in the income and expense projection modeling for Year 1, and gradually increases to 35 members by Year 5 (Table 2). Using the benchmarking in Figure 1, an expected initial product value per farm of \$15,000 is used, growing to an eventual value of \$30,000 by Year 5. In other words, by the end of the pilot project it is expected that the average food hub supplier will be able to sell \$30,000 worth of farm products annually

²³ Government of Canada. 2015. [Industry Canada: Financial Performance Data by Industry](#).

²⁴ Census of Agriculture, 2016. Land in crops excluding Christmas trees.

through the MRFH. It is also expected that some farm members would still maintain a portion of sales avenues through the HFM, farm gate stands, and small retailers.

Agri-business guidebooks published by the BC Ministry of Agriculture in 1995 suggested that 1.25 ha (3 acres) of vegetable production could generate over \$45,000 in direct market sales, or \$36,000/ha (gross revenue) in 1995 dollars.

This is equivalent to \$68,500 direct market sales or \$54,800/ha, in 2018 dollars.

It is therefore expected that a well-managed small-scale (less than 5 acres) mixed vegetable farm could feasibly achieve \$30,000 of product sales per year.

Notes:

BC Ministry of Agriculture, Fisheries, and Food. Direct Farm Market Guide, 1995.

Figure 1. Industry Canada benchmarks for small-scale fruit and vegetable farm operations when a 25% brokerage fee is applied.

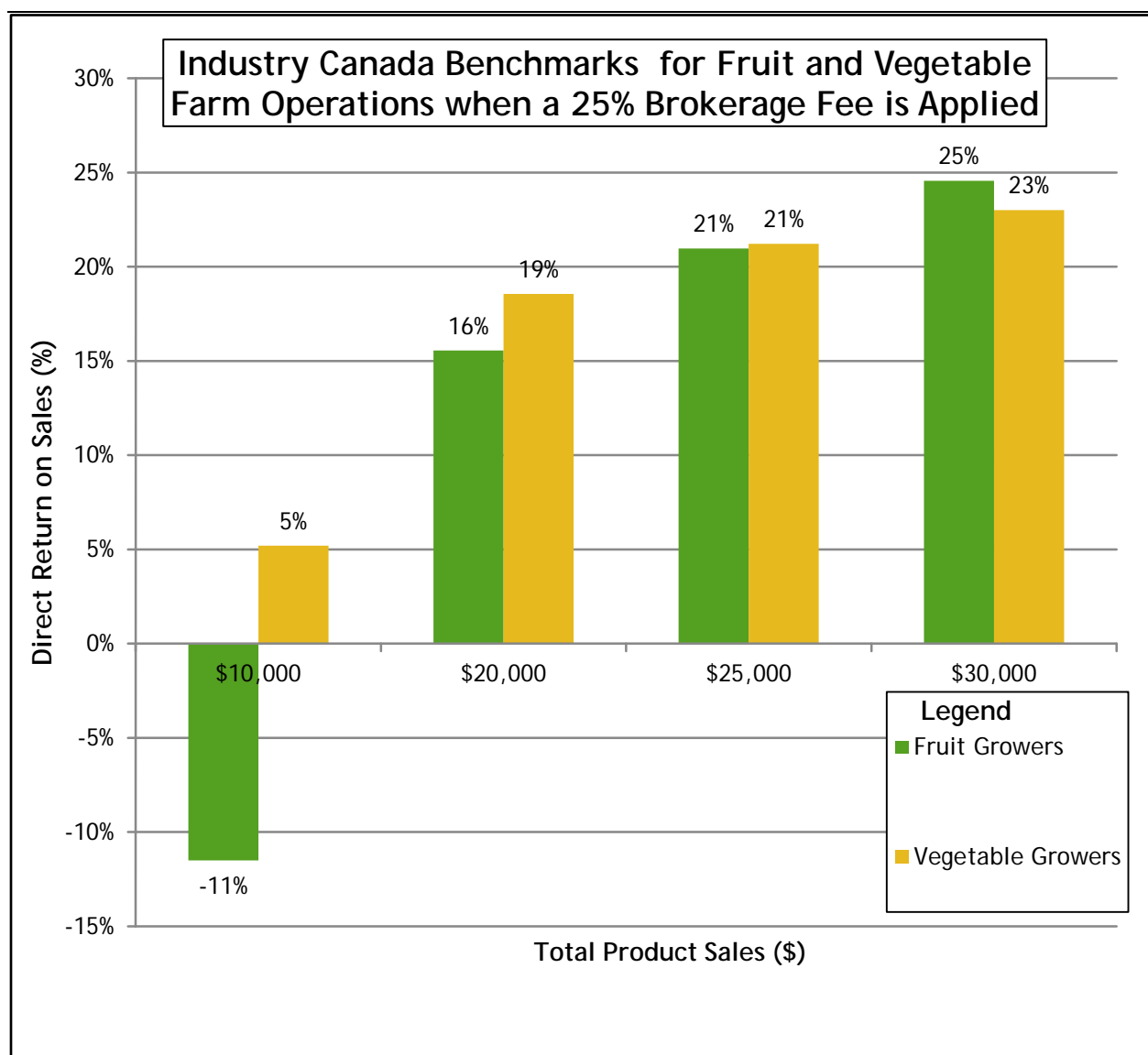


Table 2. Anticipated suppliers, sales, and brokerage fees for the Maple Ridge Food Hub during Years 1 - 5.

Line #	Parameter	Year 1	Year 2	Year 3	Year 4	Year 5
1	Number of farms	5	15	20	30	35
2	Product sales per farm	\$15,000	\$20,000	\$25,000	\$30,000	\$30,000
3	Total value of product (Line #1 x Line #2)	\$75,000	\$300,000	\$500,000	\$900,000	\$1,050,000
4	Brokerage fees (%)	25%	25%	25%	25%	25%
5	Brokerage fees (\$) (Line #3 x Line #4)	\$18,750	\$75,000	\$125,000	\$225,000	\$262,500

4.2 Income and Expense Projections

The following discussion presents the income and expense projections and the cash flow projections along with an explanation of assumptions used throughout all calculations.

4.2.1 Variable Expenses

Variable expenses are estimated to be 35% of brokerage fees (see Table 4, Lines #2-#5).

Throughout the pilot project's five years, this 35% will consist of:

- The MRFH's rent, to provide compensation to a farmer in exchange for the use of their farm site (12% of brokerage fees);
- The costs associated with deliveries to retail customers and order drop-off locations (8% of brokerage fees). These two expenses therefore represent a combined 20% of the MRFH's brokerage fees.
- Merchant fees associated with processing credit card and debit card payments (10% of brokerage fees).
- An additional standard contingency rate of 5% of total brokerage fees is included as a financial safety net.

As previously discussed, a bricks & mortar building would not be considered for the MRFH during the five year pilot period. Rather, the MRFH would coordinate with a local farm to act as the drop-off/aggregation point for all produce in exchange for compensation. This compensation would vary based on total sales, and therefore on total brokerage fees collected.

4.2.2 Fixed Expenses

Wages are the main component of the \$50,000 annual fixed expenses in the first 3 years (Table 3). Other fixed expenses are explained in the following page and are listed in Table 4 (Lines #7 - #18)²⁵.

Table 3. Staffing wages over Years 1 - 5.

Year	Staffing	Wages & Benefits	Total Wages & Benefits
1	Manager: 0.75 FTE	Manager: \$32,500	\$32,500
2	Manager: 0.75 FTE	Manager: \$32,500	\$32,500
3	Manager: 0.75 FTE	Manager: \$37,500	\$37,500
4	Manager: 1.00 FTE Assistant: 0.75 FTE	Manager: \$37,500 Assistant: \$25,000	\$62,500
5	Manager: 1.00 FTE Assistant: 1.00 FTE Promoter: 0.50 FTE	Manager: \$45,000 Assistant: \$33,000 Promoter: \$22,000	\$100,000

²⁵ Note that corporate income taxes are not considered as the assumption is that the hub will initially be a non-profit organization.

As previously described, a MRFH manager will need to be hired right away to develop the supplier base, create the email listserv (and later, the online ordering platforms), and to start promotion. This wage represents a relatively high fixed expense at start-up and will generate a loss in the first two years of the pilot project (or until brokerage fees reach \$125,000).

While the positions are referred to as “staff”, the tasks may be able to be completed by consultants or contractors. This can be negotiated at the time of hiring, but should not affect the total amount budgeted for wages without making similar adjustments throughout the projected income and expenses.

Within the total wages, the distribution amongst staff is somewhat flexible. For instance, if the manager is performing well then that position could be offered a raise and a 0.25 FTE or 0.50 FTE assistant could be hired with the remaining wages in Years 4 and 5. If the manager or assistant is capable and efficient at promotion, then the \$22,000 previously set aside for the promoter in Year 5 could be re-distributed to other staffing needs.

If the MRFH total product sales are underperforming (and therefore the brokerage fees are lower than targeted), then these staff wages and positions will need to be reviewed.

Other fixed expenses built into the income and expense projection assumptions include the following:

- Line #8: Depreciation of assets: Based at 20% declining balance.
- Line #9: Repairs and maintenance: \$500 per year. As there are no owned

facilities, the budget allows for the repair and maintenance of some minor equipment only.

- Line #10: Utilities and telephone: \$50 per month (\$600 per year) for cellphone communication.
- Line #11: Rent: \$200 per month to compensate for office space for staff who will be working from home offices.
- Line #12: Bank charges: Assumes \$20 per month (\$240 per year).
- Line #13: Interest on loans: Based on an interest rate of 10% (see Loan Schedule, Table 6).
- Line #14: Professional and business fees: Memberships in associations, accounting fees, bookkeeping fees, legal fees, and permits for the MRFH and staff.
- Line #15: Advertising and Promotion: Minimal, as advertising will likely be done through social media, some print and listservs like MailChimp
- Line #16: Travel (Mileage): Occasional mileage paid to MRFH staff to attend events and meetings.
- Line #17: E-commerce website: This line item includes \$3,000 to build an online sales platform and \$2,000 for a website during Year 1 and ongoing software and website fees thereafter.
- Line #18: Insurance: Assumes \$4,000 per year to cover delivery truck insurance and some liability insurance

Table 4 (following page) provides a breakdown of all anticipated income and expenses for the MRFH pilot project’s five year period. The model indicates that the hub would be able to turn a profit before the end of Year 3 assuming that the supplier numbers and gross sales match (or exceed) the projections.

Table 4. Anticipated Income and Expenses Years 1 - 5.

#	Statement of income and expense	Year 1	Year 2	Year 3	Year 4	Year 5
1	Income (brokerage fees)	\$18,750	\$75,000	\$125,000	\$225,000	\$262,500
	Variable Expenses					
2	MRFH location compensation at 12% of brokerage fees	\$2,250	\$9,000	\$15,000	\$27,000	\$31,500
3	Delivery at 8% of brokerage fees	\$1,500	\$6,000	\$10,000	\$18,000	\$21,000
4	Merchant fees (credit card and debit card processing fees) (10% of brokerage fees)	\$1,875	\$7,500	\$12,500	\$22,500	\$26,250
5	Contingency (5% of brokerage fees)	\$938	\$3,750	\$6,250	\$11,250	\$13,125
6	Total variable costs (35% of brokerage fees)	\$6,563	\$26,250	\$43,750	\$78,750	\$91,875
	Fixed Expenses					
7	Wages and benefits	\$32,500	\$32,500	\$37,500	\$62,500	\$100,000
8	Depreciation	\$500	\$1,900	\$1,520	\$1,216	\$4,973
9	Repairs and maintenance	\$500	\$500	\$500	\$500	\$500
10	Utilities and telephone/telecommunication	\$600	\$600	\$600	\$600	\$600
11	Rent	\$2,400	\$2,400	\$2,400	\$2,400	\$2,400
12	Bank charges	\$120	\$120	\$120	\$120	\$120
13	Interest on loans	\$3,000	\$4,009	\$852	\$0	\$0
14	Professional and business fees	\$500	\$750	\$1,000	\$1,000	\$3,500
15	Advertising and Promotion	\$680	\$250	\$250	\$250	\$250
16	Travel	\$1,200	\$600	\$600	\$600	\$600
17	E-commerce website	\$5,000	\$2,280	\$2,280	\$2,280	\$2,280
18	Insurance	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000
19	Total fixed expenses	\$51,000	\$49,909	\$51,622	\$75,466	\$119,223
20	Net operating income	\$-38,813	\$-1,159	\$29,628	\$70,784	\$51,402
21	Other income (income from fundraising or interest-free grants)	\$20,000				
	Net income	\$-18,813	\$-1,159	\$29,628	\$70,784	\$51,402

4.3 Cash Flow Projection

As previously discussed, a deficit of approximately \$40,000 is projected over the first two years. Based on the model a \$20,000 operating grant together with a \$30,000 loan or line of credit would cover the deficit and also make debt repayment feasible.

In Year 2, an additional \$15,000 would be required for equipment (Table 5). Loan repayments could begin as early as the third year or when sales exceed the \$75,000 milestone (see Table 6).

The capital budget for cash flow projections includes funds for the following equipment:

- Line #4: \$2,500 in Year 1 and Year 2 for office equipment;
- Line# 5: \$5,000 in Year 2 for a walk-in refrigerator;
- Line #5: \$5,000 in Year 5 for additional warehouse equipment; and
- Line #7: \$15,000 in Year 5 for an additional delivery truck.

Table 5. Anticipated cash flow for the Maple Ridge Food Hub pilot project from Year 1 to Year 5.

Line #	Cash flow	Year 1	Year 2	Year 3	Year 4	Year 5
1	Net income	\$-18,813	\$-1,159	\$29,628	\$70,784	\$51,402
2	Add back depreciation	\$500	\$1,900	\$1,520	\$1,216	\$4,973
3	Loan principal repayments	\$-4,914	\$-6,566	\$-26,396	\$-7,125	\$0
4	Office Equipment	\$-2,500	\$-2,500	\$0	\$0	\$0
5	Warehouse Equipment	\$0	\$-5,000	\$0	\$0	\$-5,000
6	Leasehold improvements	\$0	\$0	\$0	\$0	\$0
7	Vehicles	\$0	\$0	\$0	\$0	\$-15,000
8	Subtotal (Lines 1 to 7)	\$-25,726	\$-13,325	\$4,752	\$64,875	\$36,375
9	Proceeds on loans	\$30,000	\$15,000	\$0	\$0	\$0
10	Net change in cash	\$4,274	\$1,675	\$4,752	\$64,875	\$36,375
11	Opening cash	\$0	\$4,274	\$5,949	\$10,701	\$75,577
12	Closing cash	\$4,274	\$5,949	\$10,701	\$75,577	\$111,952

Loans and debt repayments are based on an operating line of credit with an interest rate of 10.0%. The projections indicate that the balance could be paid out by Year 4 (Table 6).

Table 6. Operating loan and debt repayments for the Maple Ridge Food Hub pilot project from Year 1 to Year 5.

Operating Debt	Year 1	Year 2	Year 3	Year 4
Opening balance	\$0	\$25,086	\$33,520	\$7,125
Proceeds/Lump sum payments	\$30,000	\$15,000	\$-25,000	\$-7,125
Interest at 10.0%	\$3,000	\$4,009	\$852	\$0
Loan payments	\$-7,914	\$-10,575	\$-2,248	\$0
Closing balance	\$25,086	\$33,520	\$7,125	\$0

A summary of total liabilities and equity are provided in Table 7.

Table 7. Anticipated liabilities and equity for the Maple Ridge Food Hub pilot project from Year 1 to Year 5.

Liability and Equity	Year 1	Year 2	Year 3	Year 4	Year 5
Working capital	\$4,274	\$5,949	\$10,701	\$75,577	\$111,952
Net equipment and vehicles	\$2,000	\$7,600	\$6,080	\$4,864	\$19,891
Total Assets	\$6,274	\$13,549	\$16,781	\$80,441	\$131,843
Operating Loan	\$25,086	\$33,520	\$7,125	\$0	\$0
Retained Earnings (Loss)	\$-18,813	\$-19,971	\$9,657	\$80,441	\$131,843
Total Liabilities and Equity	\$6,274	\$13,549	\$16,781	\$80,441	\$131,843

5. Ratios

The MRFH is projected to be solvent before the end of Year 3. The projected debt to equity ratio at the end of Year 3 is 74% (Table 8).

Assumptions regarding ratios include:

- Line #1: Debt to equity ratio: The lower the positive ratio, the more solvent the business. At the end of Year 3 the hub is solvent.
- Line #2: Interest coverage ratio: The ratio of net income before interest to interest expense. This ratio is an indication of debt risk. This ratio isn't relevant in the first two years because there is no interest coverage. The accumulated interest coverage at the end of Year 3 (Years 1 to 3 summed) is projected to be 28. That means earnings are 28 times higher than the projected interest expense over the first three years.
- Line #3: The debt ratio is calculated as total debt to total equity. This is also a solvency ratio indicating ability to repay long-term debt. This ratio also indicates the extent to which the business is financed. The lower the ratio the more solvent the business. The projected debt ratio shows a low debt ratio by the end of Year 3.
- Line #4: Revenue to equity is an indication of productivity and indicates how much revenue is earned for the amount invested. Equity is negative in the first two years so the ratio is not valid.
- Line #5: Net profit to equity is also an indication of productivity and is calculated as net income/equity. In the first two years the ratio is not relevant because equity is negative.

Table 8. Anticipated financial ratios for the Maple Ridge Food Hub pilot project from Year 1 to Year 5.

Line #	Financial ratios	Year 1	Year 2	Year 3	Year 4	Year 5
1	Debt to equity ratio	133%	168%	74%	0%	0%
2	Interest coverage ratio	-503%	72%	3148%	N/A	N/A
3	Debt ratio	400%	247%	42%	N/A	N/A
4	Revenue to equity ratio	-100%	-376%	1294%	280%	199%
5	Net profit to equity (%)	N/A	N/A	307%	88%	39%

6. Risk and Sensitivity Analysis

The following three scenarios were tested against the financial model in order to determine what impacts to the income & expense projections and cash flow projections may occur if:

- Scenario 1: Tests what occurs when the full \$50,000 of startup capital is not raised.
- Scenario 2: Tests what occurs when product sales (and therefore brokerage fees) do not meet targets.
- Scenario 3: Tests changes in projected variable and fixed expense levels in Year 1 and Year 3.

6.1 Risk Scenario 1: Lack of Start-up Capital

The investment in a competent MRFH manager at the outset is an important factor to the success of this financial model. This scenario assumes that the efforts to raise \$50,000 of startup capital is unsuccessful, and only \$5,000 is obtained, and therefore the funds for the manager's salary are not available. Without funding to hire a manager, the MRFH would have to rely on volunteers to promote the hub to suppliers (farmers) and customers and to develop the sales and ordering process. The volunteers would still need to generate the same amount in targeted brokerage fees in Year 1 to cover other expenses, and the hub would still require an injection of \$5,000 in cash (Table 9).

Table 9. Risk analysis scenario with \$50,000 vs. \$5,000 of startup capital in Year 1.

Projected Income and Expense Projections	Year 1 - \$20,000 in grants and \$30,000 in loans	Year 1 - \$5,000 in grants
Brokerage fees	\$18,750	\$18,750
Delivery, shipping and warehouse expenses	\$3,750	\$3,750
Wages & benefits, rent, phone	\$36,100	\$0
Other expenses	\$17,713	\$17,713
Total expenses	\$57,563	\$21,463
Income from fundraising	\$20,000	\$5,000
Net income	\$-18,813	\$2,288
Projected Cash Flow Projections	Year 1 - \$20,000 in grants and \$30,000 in loans	Year 1 - \$5,000 in grants
Net income	\$-18,813	\$2,288
Add back depreciation	\$500	\$500
Loan principal repayments	\$-4,914	\$0
Capital equipment, vehicles and leasehold improvements	\$-2,500	\$-2,500
Proceeds from loans	\$30,000	\$0
Net cash inflow	\$4,274	\$288
Opening cash	\$0	\$0
Closing cash	\$4,274	\$288

6.2 Risk Scenario 2: Product Sales Level Adjustments

The second scenario tests the impacts that adjustments made to the targeted product sales (and associated brokerage fees) have on the net income in Year 1 and Year 5. If product sales (and therefore brokerage fees) are 50% lower than targeted in Year 1, net income would be 16% lower than

projected. In Year 5, a 50% variance in brokerage fees would impact the bottom line by 166% (Table 10). Once sales exceed projected fixed expenses, sales variances will magnify the changes reflected in the net income. This reinforces the notion that the efforts of the MRFH must be focused on driving sales (and therefore brokerage fees) over the pilot project period of five years.

Table 10. Change in brokerage fees and associated net income during Year 1 and Year 5.

Change in brokerage fees - Year 1					Change in brokerage fees - Year 5				
% Change in Fees	Brokerage Fees	Net Income \$	DSCR ²⁶ %	% Change Net Income	% Change in Fees	Brokerage Fees	Net Income \$	DSCR %	% Change Net Income
-50	9,375	-44,906	-6,094	16%	-50	131,250	-33,910	-85,313	-166%
-40	11,250	-43,688	-4,875	13%	-40	157,500	-16,848	-68,250	-133%
-30	13,125	-42,469	-3,656	9%	-30	183,750	215	-51,188	-100%
-20	15,000	-41,250	-2,438	6%	-20	210,000	17,277	-34,125	-66%
0	18,750	-38,813	0	0%	0	262,500	51,402	0	0%
20	22,500	-36,375	2,438	-6%	20	315,000	85,527	34,125	66%
30	24,375	-35,156	3,656	-9%	30	341,250	102,590	51,188	100%
40	26,250	-33,938	4,875	-13%	40	367,500	119,652	68,250	133%
50	28,125	-32,719	6,094	-16%	50	393,750	136,715	85,313	166%

²⁶ DSCR is the Debt Service Coverage Ratio, which refers to the amount of cash flow available to pay debt obligations.

6.3 Sensitivity Analysis for Variable and Fixed Expenses in Year 1 and Year 3

In Year 1, a change in variable expenses (which are directly related to brokerage fees) will be less impactful (or risky) than potential changes in fixed expenses, which

do not correspond directly to the collected brokerage fees (Table 11 and Table 12).

Table 11. Sensitivity analysis for Year 1 - Variable Expenses.

Change in variable expenses				
% Change	Variable Expenses \$	Net Income \$	DSCR %	% Change Net Income
-20	5,250	-37,500	1,313	-3%
-15	5,578	-37,828	984	-3%
-10	5,906	-38,156	656	-2%
-5	6,234	-38,484	328	-1%
0	6,563	-38,813	0	0%
5	6,891	-39,141	-328	1%
10	7,219	-39,469	-656	2%
15	7,547	-39,797	-984	3%
20	7,875	-40,125	-1,313	3%

Table 12. Sensitivity Analysis for Year 1 - Fixed Expenses

Change in Fixed Expenses				
% Change	Fixed Expenses \$	Net Income \$	DSCR %	% Change Net Income
-50	25,500	-13,313	25,500	-66%
-40	30,600	-18,413	20,400	-53%
-30	35,700	-23,513	15,300	-39%
-20	40,800	-28,613	10,200	-26%
0	51,000	-38,813	0	0%
20	61,200	-49,013	-10,200	26%
30	66,300	-54,113	-15,300	39%
40	71,400	-59,213	-20,400	53%
50	76,500	-64,313	-25,500	66%

By Year 3, errors in projecting variable expenses are more critical. A 20% variance in fixed expenses will impact net income by 35% and a variance of 20% in variable expenses will impact net income by 84% (Table 13).

Table 13. Sensitivity analysis for Year 3.

Change in variable expenses						
% Change	Revenue \$	Variable Expenses \$	Fixed \$	Net Income \$	DSCR %	% Change Net Income
-20	125,000	18,750	51,622	54,628	25,000	84%
-15	125,000	25,000	51,622	48,378	18,750	63%
-10	125,000	31,250	51,622	42,128	12,500	42%
-5	125,000	37,500	51,622	35,878	6,250	21%
0	125,000	43,750	51,622	29,628	0	0%
5	125,000	50,000	51,622	23,378	-6,250	-21%
10	125,000	56,250	51,622	17,128	-12,500	-42%
15	125,000	62,500	51,622	10,878	-18,750	-63%
20	125,000	68,750	51,622	4,628	-25,000	-84%
% Change	Revenue \$	Variable Expenses \$	Fixed \$	Net Income \$	DSCR %	% Change Net Income
-20	125,000	43,750	41,298	39,952	10,324	35%
-15	125,000	43,750	43,879	37,371	7,743	26%
-10	125,000	43,750	46,460	34,790	5,162	17%
-5	125,000	43,750	49,041	32,209	2,581	9%
0	125,000	43,750	51,622	29,628	0	0%
5	125,000	43,750	54,203	27,047	-2,581	-9%
10	125,000	43,750	56,784	24,466	-5,162	-17%
15	125,000	43,750	59,365	21,885	-7,743	-26%
20	125,000	43,750	61,946	19,304	-10,324	-35%

7. Balance Sheet Summary

The balance sheet presented in Table 14 summarizes many of the key points of the financial projections.

Table 14. Summary balance sheet for the MRFH Year 1 through Year 5.

Balance sheet	Year 1	Year 2	Year 3	Year 4	Year 5
Assets					
Working capital	\$4,274	\$5,949	\$10,701	\$75,577	\$111,952
Office Equipment	\$2,500	\$5,000	\$5,000	\$5,000	\$5,000
Warehouse Equipment	\$0	\$5,000	\$5,000	\$5,000	\$10,000
Leasehold Improvements	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$15,000
Accumulated depreciation	-\$500	-\$2,400	-\$3,920	-\$5,136	-\$10,109
Total fixed assets	\$2,000	\$7,600	\$6,080	\$4,864	\$19,891
Total assets	\$6,274	\$13,549	\$16,781	\$80,441	\$131,843
Operating loan	\$25,086	\$33,520	\$7,125	\$0	\$0
Total Equity					
Retained earnings (accumulated deficit) - opening	\$0	\$-18,813	\$-19,971	\$9,657	\$80,441
Current year earnings (loss)	\$-18,813	\$-1,159	\$29,628	\$70,784	\$51,402
Cumulative earnings (loss)	\$-18,813	\$-19,971	\$9,657	\$80,441	\$131,843
Total liabilities and equity	\$6,274	\$13,549	\$16,781	\$80,441	\$131,843

8. Breakeven Analysis

The breakeven point in the MRFH pilot project will occur when net income is positive (Table 15, Line #7). Based on the income & expense projections, this can occur by Year 3 (or more specifically before the end of Year 3), when brokerage fees reach approximately \$80,000.

Since 35% of the brokerage fees will be dedicated to variable expenses, the

remaining 65% will be available to pay for fixed expenses (Table 15, Lines #3 and #4).

With fixed expenses projected to be about \$50,000 per annum, calculations indicate that the MRFH should break even once brokerage fees reach \$80,000 (this is equivalent to product sales of roughly \$320,000) (Table 15, Line #8).

Table 15. Breakeven analysis for Year 1 through Year 5.

Line #	Breakeven Analysis	Year 1	Year 2	Year 3	Year 4	Year 5
1	Brokerage fees	\$18,750	\$75,000	\$125,000	\$225,000	\$262,500
2	Variable expenses	\$6,563	\$26,250	\$43,750	\$78,750	\$91,875
3	Contribution margin	\$12,188	\$48,750	\$81,250	\$146,250	\$170,625
4	Contribution margin %	65%	65%	65%	65%	65%
5	Fixed expenses	\$51,000	\$49,909	\$51,622	\$75,466	\$119,223
6	Fixed expenses (Line #5) as a % of brokerage fees (Line #1)	272%	67%	41%	34%	45%
7	Net operating income	-\$38,813	-\$1,159	\$29,628	\$70,784	\$51,402
8	Breakeven brokerage fees	\$78,462	\$76,782	\$79,418	\$116,101	\$183,420

9. Conclusions

The MRFH has the potential to be a centralized service for small and medium-scale producers to be able to aggregate and coordinate the sale of their products in order to better meet local market demands.

This *MRFH Implementation Plan* provides a set of recommendations for operational and financial management. The financial projections are based on a robust and conservative analysis.

Key recommendations include:

- Establish the hub as a non-profit co-operative and move towards a for-profit co-operative governance model at the end of the five year pilot project.
- Raise \$50,000 of startup capital in Year 1 and aim for an additional infusion of \$15,000 in Year 2 through a combination of grants and loans.
- Hire a dynamic and competent food hub manager immediately, and hire other staff at later dates if profitability allows.
- Target a minimum of 5 suppliers (farmer members) during Year 1, and grow to at least 35 suppliers by Year 5.
- Target approximately 60 weekly customers by the end of Year 1, and aim to grow to over 800 by Year 5.
- Offer a product mix that includes a variety of vegetables and berries, and expand the fresh sheet list as cold storage and supply allows.
- Set up an online ordering platform and allow suppliers to set their own prices, which will be monitored by the hub manager.
- Ensure that the hub manager communicates back to the suppliers regarding appropriate price points and general customer feedback.
- Communicate the value of the hub services to potential suppliers, highlighting the savings of time and money over the long term.

By following these recommendations, the financial projections indicate that the hub can become solvent by Year 3 of the pilot project.

A bricks & mortar location could be considered after the five year pilot project has been successfully completed, but is not financially feasible during this initial timeframe.

Appendix I

Over two dozen stakeholders and experts helped to inform this report. The following is a list of the farms, businesses, organizations, and agencies that were consulted with in the preparation of this document. The communications included a combination of group meetings, phone calls, one-on-one conversations, and emails. The stakeholders are presented in alphabetical order.

- Amazia Farms
- BC Vegetable Marketing Commission
- Big Feast/Big Smoke
- Blue Moon Organics
- BMO Financial Group
- CEED Centre
- Cow-Op: Cowichan Valley Co-operative Marketplace
- Discovery Organics
- Duende Farm
- Fable Kitchen Restaurant
- Formosa Blueberries
- Fresh Ideas and Solutions
- Golden Ears Cheesecrafters
- Haney Farmers Market Society
- Hopcott Premium Meats
- KitchenPick Culinary Herbs
- Merville Co-operative Organics
- Ministry of Agriculture (Sector Development Branch)
- Ministry of Agriculture (Strengthening Farming Branch)
- Red Barn Farm
- RoosRoots Farm
- Saanich Organics
- Sechelt Farm Collective
- Sustainable Produce Urban Delivery (SPUD)
- Tofino Ucluelet Culinary Guild
- Triple Creek Farm
- Vancity Community Investment
- Vancouver Foundation
- Wandering Row Farms

Appendix II

Email listserv pros	Email listserv cons
<ul style="list-style-type: none">• More direct communication with farmers and customers, may help develop trust• Farmers and Coordinator could negotiate to set price for products• Coordinator can develop their own technique of ordering and inventory processes for the Hub	<ul style="list-style-type: none">• Coordinator may need to spend large amounts of time organizing emails and managing orders (especially when Hub is just beginning)• May not be as organized and may lead to more mistakes than other methods
Online Ordering Pros	Online Ordering Cons
<ul style="list-style-type: none">• Easy for hub coordinator or farmers to manage• Easy for customers to choose desired products each week• Potential for easy method of inventory• Some have mobile apps, flexible payment options, delivery truck route mapping• After learning curve of software, it has the potential to save producers and buyers time• Marketing tools may be included in software	<ul style="list-style-type: none">• Cost of monthly subscription• Initially may have to spend lots of time learning how software works, if Hub Coordinator employee changes frequently, the time spent on learning software increases• Farmers may also need to learn how it works and need to update quantity and type of produce available each week• Commercial buyers may need to spend time learning how to use online ordering website• May not provide everything the Food Hub needs or wants in the way the website is organized
In-person Ordering Pros	In-person Ordering Cons
<ul style="list-style-type: none">• More direct communication with, may develop trust	<ul style="list-style-type: none">• Time consuming for Coordinator and potentially the commercial retailers• Expenses of driving to meetings

City of Maple Ridge

TO: His Worship Mayor Michael Morden
and Members of Council
FROM: Chief Administrative Officer
SUBJECT: Social Media & Communications

MEETING DATE: November 27, 2018
FILE NO: Doc # 2089626
MEETING: Workshop

EXECUTIVE SUMMARY:

The City of Maple Ridge seeks to engage citizens through a variety of channels. In 2011, the City established Facebook, Twitter, Instagram and You Tube accounts to support community engagement with citizens.

In conjunction with the launch of the social media channels, the City established the Social Media Policy 30.10 (Attached) to guide our interactions and assign roles and responsibilities for the management of these tools.

The largest social media site is the City's Facebook page, which is followed and 'liked' by over 8500 citizens. The City leverages social media assets to direct citizens to our largest digital engagement asset, the City website, at mapleridge.ca for more detailed information on important topics.

The purpose of this report is to update Council on the City's Social Media Policy and practices around managing our digital interactions.

RECOMMENDATION:

For information [no recommendation].

"Original signed by Fred Armstrong"

Prepared by: **Fred Armstrong**
Manager Community Engagement & Relations

"Original signed by Kelly Swift"

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

"Original signed by Paul Gill"

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

Attachments:

(A) City of Maple Ridge Social Media Policy 30.10



POLICY MANUAL

Title: Social Media	Policy No: 30.10 (Rev. 2) Supersedes: • Social Media 30.10 (Nov. 16, 2012)
Authority: <input type="checkbox"/> Legislative <input checked="" type="checkbox"/> Operational Approval: <input type="checkbox"/> Council <input checked="" type="checkbox"/> CMT <input type="checkbox"/> General Manager	Effective Date: October 31, 2014
	Review Date: 2016
<p>Background Statement:</p> <p>The City of Maple Ridge seeks to engage citizens and provide information through a variety of communications media. The City understands that Social Media, in its many forms, has become a common form of engagement and communication for citizens to interact with the City.</p> <p>The term ‘Social Media’ describes the use of Internet-based communications tools that focus on interactivity, immediacy, user participation and information sharing in multiple ways.</p> <p>The launch of the City of Maple Ridge website, www.mapleridge.ca, and the growing use of email has accelerated the pace of interaction for citizens, elected representatives and staff of the City. In the last decade a number of platforms have been developed creating online digital communities where participants share information. In addition, the growth of search engine technology has dramatically changed how Internet users locate information.</p> <p>By participating in Social Media conversations, the City can reach out to citizens who are active on various platforms. By adding Social Media to the communications tools used by the City we can improve the quality of service to citizens by increasing the transparency of operations and the immediacy of responses to questions, requests and comments. Social Media also offers the delivery of time sensitive information as quickly as possible (i.e. Emergency communications).</p> <p>This Policy seeks to define the best practices in the hosting of Social Media sites and managing the interaction with the community.</p>	
<p>Purpose:</p> <p>This Policy applies to City employees with regard to their participation in City Social Media sites or any Social Media conversation related to the business of the City of Maple Ridge, or to the professional portfolio of the employee. It also sets out guidelines for hosting of discussion forums on City sites.</p> <p>Key Principles:</p> <ol style="list-style-type: none"> Respect for our citizens’ privacy and rights; The City will keep the interactions factual; The City will be transparent, open and objective in our interactions; 	

- d. The City will provide links to credible and more detailed sources of information to support our interactions when possible;
- e. The City will publicly correct any information that we have communicated that is later found to be in error, and do so in a way that acknowledges the error;
- f. The City will be forthright about our relationships, opinions and identity;
- g. The City will respect the rules of the Social Media venue (i.e. Facebook terms of use, Twitter terms of use, etc.)
- h. The City will protect privacy and permissions and move interactions off line to ensure the privacy and confidentiality of citizens;
- i. When the City moderates interactions, a poster's opinion will be respected and accepted regardless of whether it is positive or negative, provided that the opinion is 'on topic' and not offensive, denigrating, or out of context;
- j. Employees of the City will conduct themselves, at all times, in accordance with all City policies. Interaction on City Social Media sites will be considered as conducting City business. Employees found in violation of this Policy may be subject to disciplinary action;
- k. The City reserves the right to restrict or remove any content or users deemed in violation of this Policy or any applicable law.

Harmonizing Social Media Activity With Other Communications Channels:

The City of Maple Ridge website, www.mapleridge.ca, will remain the City's primary and predominant Internet presence.

Content provided to the Social Media Site Administrator should, when possible, refer users to links at www.mapleridge.ca so that the public can access detailed information, relevant forms and other documents related to the post. Content on Social Media posts should be consistent with information provided through other communications channels such as print advertising, media releases or publications available to the public. Links and content from external sources will, as much as possible, be aggregated to the City website.

City Social Media Site Postings

Postings will consist of communications that support the City's Vision, Mission, Value Statements and Strategic Goals. Social Media sites may be used for:

- a. Announcements, such as community or public events organized by the City or partner organizations, and engagement not subject to legal processes as defined by the Municipal Act (e.g. the Public Hearing process);
- b. Links to information or media releases relating to programs and initiatives of the City;
- c. Photo or video galleries of community events or gatherings;
- d. Information on volunteer opportunities and programs from partner organizations of the City;
- e. Links to career postings for employment at the City;
- f. Public safety information from the RCMP, Maple Ridge Fire Department or Emergency Operations personnel as approved by Site Administrators;

Social Media sites will not be used for:

- a. Personal postings by employees. Employees communicating through City Social Media sites will do so only in their official capacity. Further, when employees intervene on external Social Media sites with regard to either professional or City issues, they are expected to identify their connection and position with the City.
- b. Hosting of conversations relating to issues that will be dealt with through public hearings or other official consultations. These processes are subject to specific legislative processes and have statutory conditions and obligations.
- c. Platforms for campaigning during local, provincial or national elections or referendums. Postings by elected officials, prospective or declared candidates or their supporters will be removed immediately for the period of 60 days prior to the relevant election.

The City will post 'Terms of Use Statements' on each of its Social Media sites to ensure the content guidelines described above are clearly understood (*see section title 'Comments' for the Terms of use Statement content*).

The Social Media Site Administrator and Social Media Moderators may disclose titles and roles within the City, as well as 'official' contact information such as City telephone numbers and email addresses, as is the practice in media releases and print advertising. Personal contact information for City staff will never be posted on Social Media sites.

Posters must understand that any comment posted online is permanently available to the public and open to being reposted or published in other media. Personal privacy, libel, copyright and private-sector data protection laws apply.

If an error is made on a post, accurate information will be reposted by a Social Media Site Administrator or Social Media Moderator as quickly as possible with an acknowledgment of the error. It is critical that City interactions are transparent and honest. Using the term 'UPDATE' or 'REVISED' in front of a re-post, as well as a comment post to indicate that information has been updated is a respectful and 'best practice' for interacting with the public.

Employees who have more than one identity on Social Media sites (i.e. a 'work' identity and a 'personal' identity) must understand that they are bound by their obligations of confidentiality and accountability for ALL comments made in Social Media, not just those made on 'official' City Social Media outlets. All employees should be aware that personal comments may be misinterpreted as official City comments and therefore use social media responsibly.

Comments

Please note: This section of the Policy, up to and including point 'I' will serve as the Terms of Use Statement for City Social Media Sites.

Comments on the City's Social Media site posts are welcome. The Social Media Site Administrator monitors all posts.

The Social Media Site Administrator or Social Media Moderators will respond to comments as quickly as possible.

Comments or Posts containing the following forms of content will be reviewed and may be removed at the discretion of the Social Media Site Administrator or Moderators:

- a. Comments not topically related;
- b. Profane language or content;
- c. Content that violates the City of Maple Ridge *Respectful Workplace Policy No. 30.11* or violates the *British Columbia Human Rights Code*;
- d. Sexual content or links to sexual content;
- e. Solicitations of commerce unrelated to the work of the City or partner organizations;
- f. Repetitive or multiple postings by the same user;
- g. Conduct or encouragement of illegal activity;
- h. Information that may compromise the safety or security of the public or public systems;
- i. Content that violates the legal ownership interest of any other party;
- j. Comments that contain insults or disparaging comments about the general public, other posters, City staff or Council members;
- k. Content that violates our Public Hearing rules or other official consultations that are part of defined legislative processes;
- l. Comments that cannot be attributed to an individual, where the identity of the person writing the post is obscured or unclear.

If a discussion is moved off the Social Media site due to privacy matters, a subsequent post will be made to inform others that the matter has been dealt with.

Posts in violation of this Policy will be retained by the City in hard copy along with a description of the specific reason that the content was removed, and:

- Posters making the offending post will be contacted and given the reason(s) for the removal of the post and the Poster will be reminded of the site Terms of Use;
- Posters making more than two posts that are removed based on the criteria described in this Policy may be permanently banned from interacting on any or all City Social Media sites;
- Posters that are banned from City Social Media sites will be contacted and given the specific reasons for their removal from interaction on City sites.

Post threads relating to service delivery questions or issues of concern to citizens should be brought to the attention of the Social Media Site Administrator, General Manager and Director as quickly as possible for review to determine if any action needs to be taken.

Facebook Friend Requests within the City

Senior staff should be aware that other employees may feel uncomfortable if they are approached with a 'Facebook Friend' request from a Supervisor, Manager, Director, General Manager or the Chief Administrative Officer. As a matter of policy, managers will not send 'Facebook Friend requests' to employees or employee's families. Employees are free to send 'Friend Requests' to their managers, who are then free to accept or decline the requests as they see fit.

Definitions:

City means the City of Maple Ridge.

Employees means the employees of the City of Maple Ridge.

Partner Organization refers to groups whose work is funded in whole or in part by the City of Maple Ridge or groups that work under the umbrella of the Community Festival Network.

Post means the term used to describe a message that placed on a Social Media site.

Posters means anyone who places text on the City's Social Media sites.

Social Media means Internet and mobile-based tools used for sharing and discussing information, including but not limited to Facebook, Twitter and YouTube. Social Media describes the convergence of telecommunications, computing and social interaction to allow people to interact and share their opinions, photographs, videos and links to material from a wide variety of sources. The broad definition of Social Media currently includes message boards, blogs, video posting sites, photo posting sites, social networks, forums and online customer chat sites.

Social Media Sites used by the City of Maple Ridge currently include Facebook, Twitter, Google+, Instagram and YouTube.

Social Media Site Administrator means the individual responsible for the oversight of the City's Social media policy and is designated approve the posting of material on the City's Social Media sites.

Social Media Moderators means the employees of the City of Maple Ridge who have been appointed to speak on behalf of the City and post content on the City's Social Media sites. The Social Media Moderators will be identified as 'organizational' users on Social Media sites making it clear that they are speaking on behalf of the City.

Staff means an employee of the City of Maple Ridge.

Key Areas of Responsibility	Responsibility
Action to Take	
<ol style="list-style-type: none"> Users of the City's Social Media sites will be provided with training to ensure compliance with and adhere to: <ol style="list-style-type: none"> All applicable federal and provincial laws, regulations and policies including copyright and privacy provisions; The Terms of Use posted on each of the City's Social Media sites; City policies and guidelines; Observation of the City's Information Technology security protocols in all Social Media interactions. 	<p>All Staff</p> <p>All Staff</p> <p>All Staff</p> <p>All Staff</p>
<ol style="list-style-type: none"> Establish corporate standards for online communication on Social Media. 	By This Policy
<ol style="list-style-type: none"> Understand and adhere to the City's Social Media Policy. 	All Staff
<ol style="list-style-type: none"> Assignment of a Social Media Site Administrator to speak on behalf of the City of Maple Ridge and train and manage the team of Social Media Moderators. 	CAO
<ol style="list-style-type: none"> Assignment of Social Media Moderators to assist in the monitoring of City Social Media Sites and make posts and respond to enquiries consistent with this Policy. 	Social Media Site Administrator

6. Coordinate training sessions for Social Media Moderators and other related employees on use of the City's Social Media sites.	Social Media Site Administrator
7. Ensure that all employees using the City's Social Media sites are aware of this Policy.	Human Resources
8. Approval of all content that will be put on City Social Media sites including posts, photos, video and links.	Social Media Site Administrator or designates
9. Monitor feedback and participation on Social Media sites, and respond to posts in a timely and appropriate manner in accordance with this Policy.	Social Media Site Administrator Social Media Moderators
10. Maintaining the security of the City's Social Media tools with respect to login information and passwords, proprietary information, content and confidentiality in accordance with policies set out by the City Information Technology department.	Information Technology Director
11. Imbed Terms of Use statements, which outline the terms of use as noted in this Policy, on all Social Media sites.	Social Media Site Administrator
12. Imbed contact information for the City, and ensure this information is prominently displayed at all times on all City Social Media sites.	Social Media Site Administrator Social Media Moderators
13. Daily review of the City's Social Media sites (a minimum of once a day) to ensure that posts are in compliance with this Policy.	Social Media Site Administrator Social Media Moderators
14. Posting to the City's Social Media Sites. As much as possible, the Social Media Moderator who has the greatest knowledge of a topic.	Social Media Site Administrator Social Media Moderators
15. Approval of surveys or solicitations for input from the public on non-legislative issues.	Social Media Site Administrator
16. Contact of Posters who have had posts removed from City Social Media sites.	Social Media Site Administrator
17. Decision making for Posters who will be banned from interacting on City Social Media Sites.	Social Media Site Administrator
18. Contact of Posters who are banned from interacting on City Social Media sites.	Social Media Site Administrator Social Media Site Administrator
19. Retain hard copies of offending posts.	

City of Maple Ridge

TO: His Worship Mayor Michael Morden
and Members of Council
MEETING DATE: November 27, 2018
FILE NO: 05-1855-20
FROM: Chief Administrative Officer
MEETING: Workshop
SUBJECT: TransLink Major Road Network Expansion

EXECUTIVE SUMMARY:

Upon its creation by the Province in 1998, TransLink has assumed many of the transportation responsibilities previously held by the provincial government in Metro Vancouver (the Region). In addition to the various transit modes, TransLink has oversight of the Major Road Network (MRN) that when instituted in 1998 included over 600 kilometres (or 2,370 lane-kilometres) of major arterial roadways to promote the efficient movement of people and goods across the Region. TransLink provides funding for the on-going operation, maintenance and rehabilitation of the MRN roadways as well as capital funding and the municipalities are required to maintain the MRN roads at established performance levels.

In Maple Ridge, 69 lane-kilometres of roadways are currently designated in the MRN, namely Dewdney Trunk Road (200 Street to 232 Street); 232 Street (Dewdney Trunk Road to 132 Avenue; 128 Avenue (210 Street to 224 Street); Abernethy Way (224 Street to 232 Street); Fern Crescent (232 Street to Golden Ears Park) and Lougheed Highway (222 Street to Kanaka Way).

Phase One of the approved Mayors Vision includes a 10% expansion of the MRN for the whole Region. In early 2018 TransLink initiated a review of the MRN and municipalities had the opportunity to submit requests of candidate roads to be considered for inclusion in the expanded MRN.

Through the evaluation process the candidate roads submitted by Maple Ridge were ranked highly relative to other candidates across the Region resulting in an additional 18.96 lane-kilometres being recommended for inclusion into the MRN, an increase of approximately 8% which is in the top two largest increases in the Region.

The proposed MRN Expansion recommendations will be brought forward to TransLink's December Board Meeting for consideration. The supported locations in Maple Ridge are 240 Street (Lougheed Highway to Dewdney Trunk Road); Dewdney Trunk Road (232 Street to 240 Street); 132 Avenue (Sharpe Road to 210 Street); 210 Street (128 Avenue to 132 Avenue). A map is appended to this report for reference. Inclusion of these roadways into the MRN will result in additional annual funding of \$391,000 for the operation, maintenance and rehabilitation of roads. The allocated funding for capital works will also increase, but the value is not confirmed at this time.

RECOMMENDATION:

For information only (No motion required).

DISCUSSION:

a) Background Context:

The Province created TransLink in 1998 to assume responsibility for the majority of the transportation network across Metro Vancouver including transit buses, Skytrain, Seabus and the West Coast Express. TransLink also oversees the Major Road Network, over 600 kilometres (2,370 lane-kilometres) of major arterial roadways.

In Maple Ridge, 69 lane-kilometres of roadways are currently designated in the MRN, namely Dewdney Trunk Road (200 Street to 232 Street); 232 Street (Dewdney Trunk Road to 132 Avenue); 128 Avenue (210 Street to 224 Street); Abernethy Way (224 Street to 232 Street) and Lougheed Highway (222 Street to Kanaka Way).

Approval of the Mayors Vision 10-Year Plan included amongst other initiatives, a 10% increase in the MRN for the whole Region. In consultation with municipalities, in early 2018 TransLink compiled a list of potential candidate roads that were then evaluated based upon a suite of performance criteria. The roadways put forth by Maple Ridge were highly ranked relative to other locations throughout the Region and as a result an additional 18.96 lane-kilometres of roads in Maple Ridge are being recommended for inclusion into the MRN, an increase of approximately 8% which is in the top two largest increases in the Region.

The proposed MRN Expansion recommendations will be brought forward to TransLink's December Board Meeting for consideration. The supported locations in Maple Ridge are 240 Street (Lougheed Highway to Dewdney Trunk Road); Dewdney Trunk Road (232 Street to 240 Street); 132 Avenue (Sharpe Road to 210 Street); 210 Street (128 Avenue to 132 Avenue). A map is appended to this report for reference.

Inclusion of these roadways into the MRN will result in additional funds from TransLink for the maintenance of the roads and for capital improvements, as outlined later in this report.

The expansion of Golden Ears Way to four lanes between Lougheed Highway and 210 Street has become more pressing since the removal of the tolls on the Golden Ears Bridge. The City will continue to lobby TransLink to address this network limitation.

b) Citizen/Customer Implications:

The expansion of the MRN recognizes the ongoing growth in Maple Ridge and the accompanying additional funding will assist in the facility upgrades and maintenance to improve capacity on these major corridors.

c) Interdepartmental Implications:

The Engineering and Operations Departments work closely to identify candidate projects for capital improvements and Operations undertake all maintenance on the MRN roadways.

d) Business Plans / Financial Implications:

The Mayors Vision includes increased levels of funding dedicated to the MRN. The City receives an annual allocation of funds specifically for capital projects as well as funding per lane-kilometre for operation, maintenance and rehabilitation of the MRN. For 2018 the capital funding allocation was \$1,230,000 and the total maintenance funding was \$1,430,000.

The expansion of the MRN will increase these funds for operation, maintenance and rehabilitation by approximately \$391,000. The funding allocation for capital construction will also increase but the actual amount has not been determined yet.

CONCLUSION:

The City receives funding from TransLink for capital improvements and maintenance of MRN roadways. The expansion of the MRN, as identified in the Mayors Vision recognizes the continued growth of the municipality and will include additional roadways in Maple Ridge being incorporated into the MRN, and will provide additional funding for MRN roadways within the City.

“Original signed by David Pollock”

Prepared by: David Pollock, PEng.
Municipal Engineer

“Original signed by Frank Quinn”

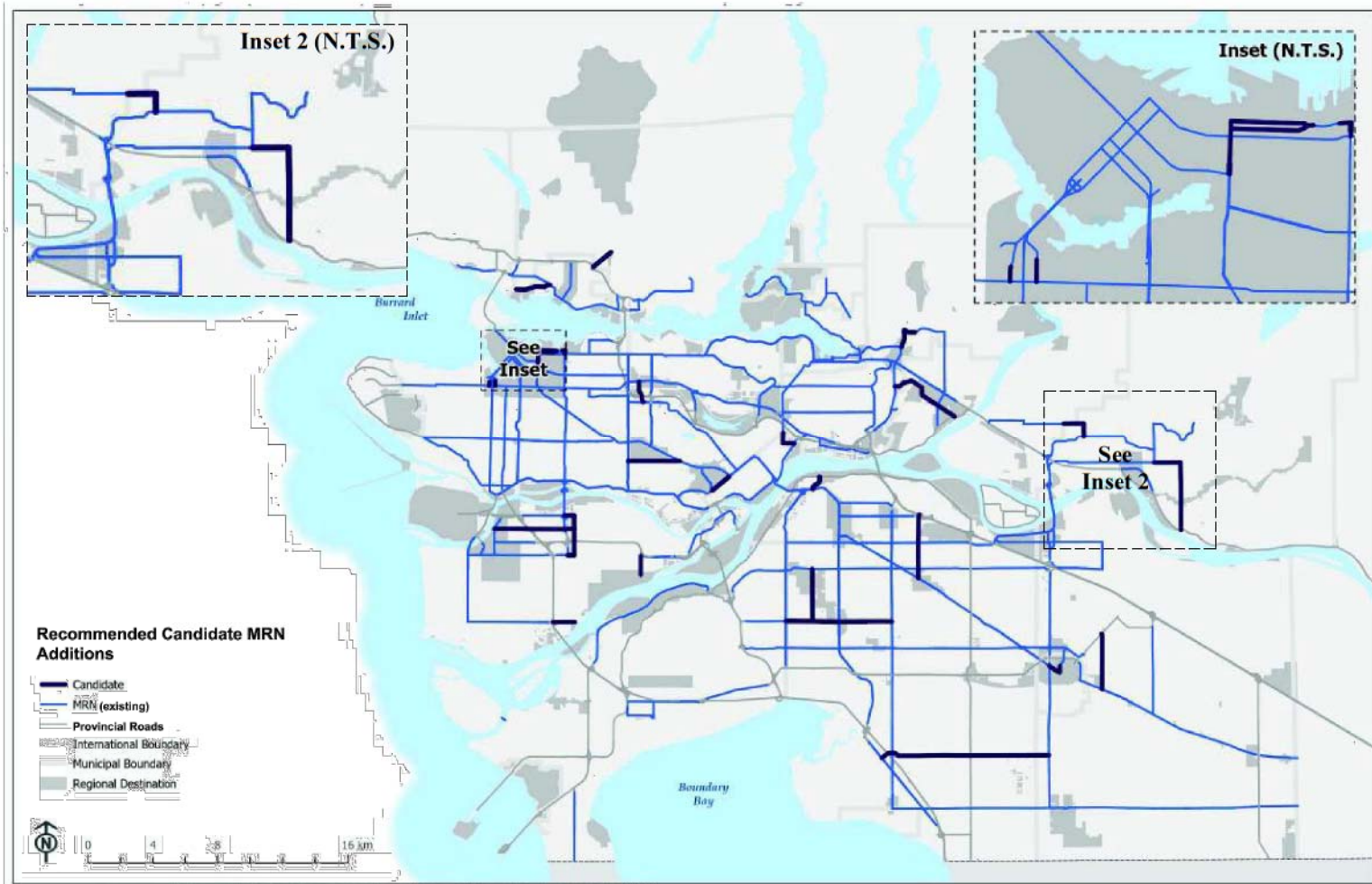
Approved by: Frank Quinn, MBA, PEng.
General Manager Public Works & Development Services

“Original signed by Paul Gill”

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

Attachments:

(A) Map of Major Road Network and Proposed Additions



TO: His Worship Mayor Michael Morden
and Members of Council
FROM: Chief Administrative Officer
SUBJECT: Maple Ridge Ale Trail Initiative

MEETING DATE: 2018-11-27
DOC NO: 2081228
MEETING: Council Workshop

EXECUTIVE SUMMARY:

Consistent with the Tourism Strategy and the Cultural Plan, the City of Maple Ridge will participate with Maple Ridge micro-breweries and interested pubs and restaurants in the Ale Trail initiative. The goal of this co-op marketing program is to stimulate increased visitation and spending and to develop various itineraries featuring destinations such as cafes, hiking and cycling trails, sightseeing opportunities, arts and culture activities, overnight accommodations and more for a uniquely Maple Ridge experience.

The Destination BC Ale Trail Program currently features 17 Ale Trails including, for example, Port Moody, Squamish and Kelowna, and these communities are experiencing economic benefits through pairing urban culinary experiences with an opportunity to discover BC's spectacular wilderness and scenery and a wide range of indoor and outdoor activities.

The Ale Trail program is supported by Destination BC and the BC Craft Brewers Guild and has solid local support from Maple Ridge micro-breweries and various pubs. In order to meet the submission program deadline of November 30, 2018 for next year's participation, staff submitted an initial application for matching funding from Destination B.C.

A key activity to kick off the Maple Ridge Ale Trail will be a program launch, which will offer an opportunity for both the City and the Province to showcase Maple Ridge as a global destination for all-season tangible engagement with our unique and diverse culture, abundant agricultural tourism options, vibrant urban cultural hub and new and emerging businesses. This launch event will be planned in collaboration with community partners and the Mayor's office.

RECOMMENDATION:

Provided for Information

DISCUSSION:

a) Background Context:

With a number of wonderful local breweries already well-established in our area and a new brewery proposed, it is important and timely that we support this industry so that it can continue to grow, entice visitors and bring economic growth while supporting local spending, local jobs and products. Provincially, the craft brewing industry is booming with 150 craft breweries and new operations opening at an unprecedented rate.

The following craft beer establishments have collaborated with [the](#) City to research the BC Ale Trail initiative and pledge support of the application for provincial funding: Silver Valley Brewing Company, Maple Meadows Brewery Company, Ridge Brewing Company, Foamer's Folly Brewing Company, Kingfishers Waterfront Bar and Grill, Black Sheep Pub and Grill and The Reach Neighbourhood Pub and Grill. Additional support has been provided by the BC Craft Brewers Guild and the Destination BC Co-Operative Marketing Program.

The Maple Ridge Ale Trail planning marketing campaign will produce a number of positive outcomes, including the development of branding and key messages from tourism marketing experts that could be widely used to promote Maple Ridge. Other benefits would include:

- An increase in visitor repeat visits and positive and compelling experiences for both tourists and local residents.
- The development of promotional materials (e.g. video and curated tour and overall Maple Ridge campaign).
- The growth of strong connections between local businesses, the economy, community identity, agri-tourism and farm to table experiences at local restaurants and pubs.
- An opportunity to showcase our local craft brewery industry through connecting world-class products to excellent brew production and local experiences.

The Ale Trail has been successfully implemented in 17 communities including Victoria, Whistler, Richmond, Surrey and Port Moody. Council may wish to view the on-line marketing at www.bcaletrail.ca. Appendix 1 provides a sample itinerary.

b) Interdepartmental Implications:

The City has a supporting and guiding role in the development and direction of the Maple Ridge Ale Trail marketing campaign. While the content is managed, curated and marketed by the BC Ale Trail team without impacting City staff resources, there is an opportunity to amplify the marketing campaign through the City website and social media channels.

c) Policy Implications:

The City's participation in the BC Ale Trail marketing campaign works, both directly and indirectly, to support strategic objectives in the Maple Ridge Tourism Strategy and to support economic development and economic diversity through promoting new and emerging businesses and through showcasing the City of Maple Ridge's unique features. – *Maple Ridge Five-Year Tourism Strategy, December 2017.*

d) Alternatives:

Should the community choose to not endorse participation in the BC Ale Trail campaign, the City of Maple Ridge would no longer be a consortium partner of the Maple Ridge Ale Trail and the City and participating business partners would have an opportunity to re-apply in November 2019.

e) Financial Considerations:

The City, as a consortium partner, would be expected to provide some financial and in-kind support in order to be eligible for greater matching support provided from the Destination BC Funding Program. The City's share of funding is estimated to be \$5,000 and is available in the tourism budget. As the program becomes established and other partners come on board in future years, it is anticipated that City funding will be diminished and no longer required. The chart below provides a breakdown of participant funding in the first year.

Ale Trail Funding Allocations:	
Funding Partners:	1st year start-up cost
Maple Ridge Businesses	
Micro-Brewers	\$3,000.00
Pubs	\$2,000.00
City of Maple Ridge	\$5,000.00
Destination BC	\$10,000.00
Total Funding	\$20,000.00

CONCLUSION:

The Maple Ridge Ale Trail marketing initiative would support broader economic development mandates and enhance opportunities for local employment, entrepreneurship and community-driven tourism.

"Original signed by Kathryn Baird"

Prepared by: Kathryn Baird
Tourism Coordinator Economic Development and Civic Property

"Original signed by Lino Siracusa"

Approved by: Lino Siracusa, BA, MBA
Director Economic Development and Civic Property

"Original signed by Paul Gill"

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

Attachments:

- (1) Sample ale trail itinerary

A Sample Visitor Itinerary

Day 1

TRAVEL INFO

Ferry from Vancouver

Drive from Vancouver

Bus/Train from Vancouver



Humble Roots



Trail Hike: [Maple Ridge Park](#)



Black Sheep Pub and Grill

Lunch

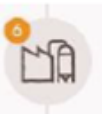


Silver Valley Brewery



Explore [downtown Maple Ridge](#)

Be sure to visit the Maple Ridge Arts Centre & Theatre



Witchcraft Pub & Restaurant

Dinner



Find a place to stay nearby!

[Accommodations](#)





MEMO TO MEMBERS

November 19, 2018

TO: UBCM MEMBERS
Attn: Elected Officials of Member Local Governments and First Nations

FROM: UBCM EXECUTIVE

RE: NOTIFICATION OF EXECUTIVE VACANCIES

The purpose of this memo is to notify members of the direction taken by the Executive at their meeting on November 16, 2018 with regards to Executive vacancies as a result of the 2018 Local Government Elections.

At the meeting, Executive members were advised of five vacancies, and the process for filling those vacancies in accordance with the UBCM Bylaws and Policies:

- Second Vice President * – Executive CANNOT appoint a Vice President, but may ask a sitting VP to move up and fill a vacancy; and Executive has the further option of appointing an additional “acting” Director at Large to ensure a full board complement of 21 members.
- Director at Large (1) – Executive may appoint an eligible elected official.
- Vancouver Metro Area Representative (1) – Executive may appoint an eligible elected official.
- City of Vancouver Representative – City of Vancouver has made its re-appointment; Councillor Pete Fry.
- GVRD/Metro Vancouver Representative – Metro will make a re-appointment; that process is underway.

The UBCM Bylaws and Policies, grant the Executive discretion on whether or not to fill vacancies (see Appendix A for extracts of both documents). Upon consideration of the Bylaws and Policies the Executive endorsed the following direction:

- Executive proceed to notify the membership of the vacancies on the Executive and seek expressions of interest for each of these positions:
 - Director at Large – 2 positions are available, to ensure a full board complement of 21 members
 - Vancouver Metro Area Representative – 1 position available
- Executive agreed that the three vacancies should be filled prior to the next Executive meeting scheduled for February 20-22, 2019.

* In accordance with the Bylaws, Third VP, Councillor Brian Frenkel has moved to Second VP as a result of the vacancy left in this position.

Next Steps

This memo serves as notification to the membership that the UBCM Executive wishes to fill vacancies for:

- Director at Large (2);
- Vancouver Metro Area Representative (1)

The process for filling vacancies will follow the process outlined in s. 9.5 of the Executive Policies.

Eligibility for Office

Director At Large (2) – this position is open to all elected officials of UBCM.

Vancouver Metro Area Representative (1) – this position is open to elected members of either, or both, a council of a member municipality of the GVRD or of the GVRD Board (a list of eligible local governments is attached as Appendix B).

Process

Eligible elected officials interested in applying for either of these positions are encouraged to submit an expression of interest for **one** of these vacancies, as outlined in s. 9.5 of the Executive Policies. We would ask that potential candidates complete the attached nomination form (Appendix C) and return it by email to the attention of the Past President. Candidates are also encouraged to provide a short bio (not more than 300 words) with their nomination form. All materials can be sent to the attention of Past President, Councillor Murry Krause, care of the following email address: mcrawford@ubcm.ca

**The submission deadline for expressions of interest (nomination form and bio) is:
Friday December 14, 2018.**

The Executive will consider all expressions of interest and make a decision regarding whom they will appoint to fill these three vacancies.

Following Executive deliberations, all members will be notified of the Executive's decision. Newly appointed board members will be invited to attend the February 20-22, 2019 Executive meeting in Victoria.

If you have any questions about the process please contact Councillor Murry Krause, Past President at murry_krause@telus.net or Marie Crawford, General Manager, Richmond Operations at 604-270-8226 ext. 104 or by email: mcrawford@ubcm.ca.

We welcome eligible interested candidates to apply. For further information about UBCM and the Executive please see the UBCM website.

<http://www.ubcm.ca/EN/main/about/executive/executive-members.html>

EXTRACTS FROM THE UBCM BYLAWS AND EXECUTIVE POLICIES

UBCM Bylaws

Section 2 of the UBCM Bylaws provides the following definition for officers:

2. *The Officers of the Union shall be: President, First Vice-President, Second Vice-President, and Third Vice-President.*

Section 3(d) speaks to filling vacancies: (*bold italics indicate relevant sections*)

- (d) ***No person shall hold a position as Officer of the Union unless elected as an Officer by the membership of the Union*** and no person shall be elected more than twice, whether consecutively or otherwise, as President of the Union. ...

In the event of a vacancy:

- amongst the Officers, other than President, the ***Executive may appoint, from amongst persons qualified to be elected to the Executive, Acting Directors at Large*** equal to the number of vacancies;
- amongst the ***Directors at Large***, the Small Community Representative, the Electoral Area Representative, or the ***Vancouver Metro Area Representatives***, ***the Executive may appoint a person qualified to hold the office to fill the position for the term remaining;***
- in the position of Vancouver Representative, GVRD Representative or amongst the five Directors appointed by the Area Associations such vacancies shall be filled in the manner of the original appointment.

Executive Policies

Section 9.5 of the Executive Policies outlines the process for appointing replacements:

9.5 VACANCIES ON THE EXECUTIVE

If one or more Executive positions become vacant following a local government election, the Executive is authorized to appoint a replacement according to the following process.

1. *UBCM shall notify local governments of any vacancy on the UBCM Executive and distribute information about the process for appointing a replacement. The Executive shall invite expressions of interest from local government elected officials who wish to fill the vacant position(s).*
2. *An expression of interest must be supported by two elected officials from UBCM member local governments.*
3. *An interested candidate may submit an expression of interest for one position only.*
4. *Expressions of interest shall be forwarded to the Past President, care of the UBCM office. The Past President will prepare a report for the Executive on the materials received.*

Vancouver Metro Area Representative – List of Eligible Members

Anmore
Belcarra
Bowen Island
Burnaby
Coquitlam
Delta
Electoral Area A (Metro Vancouver)
Langley City
Langley Township
Lions Bay
Maple Ridge
New Westminster
North Vancouver City
North Vancouver District
Pitt Meadows
Port Coquitlam
Port Moody
Richmond
Surrey
Tsawwassen First Nation
Vancouver
West Vancouver
White Rock

¹NOMINATIONS FOR THE 2018/2019 UBCM EXECUTIVE

We are qualified under the UBCM Bylaws to nominate¹ a candidate and we nominate:

Name: _____

Position: (Mayor/Chief/Councillor/Director): _____

Mun/RD/First Nation represented: _____

Nominated for (*pick one only*): ☐ Director At Large ☐ Vancouver Metro Area Representative

NOMINATED BY:

Name: _____ Name: _____

Elected Position: _____ Elected Position: _____

Mun/RD/First Nation: _____ Mun/RD/First Nation: _____

Signature: _____ Signature: _____

Date: _____ Date: _____

CONSENT FORM

I consent to this nomination and attest that I am qualified to be a candidate for the office I have been nominated to pursuant to the UBCM Bylaws².

CANDIDATE:

Name: _____ Elected Position: _____

Mun/RD/First Nation: _____

Nominated for (*pick one only*): ☐ Director At Large ☐ Vancouver Metro Area Representative

Signature: _____ Date: _____

Submission Deadline: December 14, 2018

¹ Nominations require two elected officials of members of the Union [Bylaw 4(b)].

² All nominees to the Executive shall be elected representatives of a member of the Union [Bylaw 3(c)].
Nominees for Electoral Area Representative, Small Community Representative and Vancouver Metro Area Representative must hold the appropriate office.



November 8, 2018

Ref: 110802

His Worship Mike Morden
Mayor and Council, City of Maple Ridge
11995 Haney Place
Maple Ridge BC V2X 6A9
Via Email: mmorden@mapleridge.ca



Dear Mayor Morden and Council:

I am pleased to advise you that on November 14, 2018, the Province will issue your municipality's 2018 grant-in-lieu of property tax payment by electronic funds transfer.

Based on the property identified in the attached Grant Payment Details Report, your payment for 2018 is \$1,121,782.07. This payment is for provincially owned properties in your community and is made in accordance with the Municipal Aid Act. If your payment has changed from last year, it is likely due to a revised valuation by the BC Assessment Authority or a change in municipal tax rates.

Included in this payment is \$13,117.90, due to your Regional District. This amount is to be transferred to them at your earliest convenience.

This year, the Province will issue a total of \$15,995,510.28 in grants-in-lieu of property taxes.

If you have any questions or concerns, please contact the Real Property Division at RPD.ADMO@gov.bc.ca.

I'd also like to take this opportunity to extend my congratulations on your recent election. I wish you every success in your term ahead as Mayor and Council of the City of Maple Ridge.

Sincerely,

Jinny Jogindera Sims
Minister

Attachment: Grant Payment Details Report

pc: Paul Gill, Chief Financial Officer/Chief Administrative Officer, City of Maple Ridge,
Via Email: pgill@mapleridge.ca

Province of British Columbia
Ministry of Citizens' Services

Grant Payment Details Report

Fiscal Year 18-19



Jurisdiction: 312 - City of Maple Ridge

Taxable Values				Grant Amounts												
Assessment Roll Number	Tax Class	General			School/Other			Municipal			Regional					
		Address	Land	Improvements	Total	Land	Improvements	Total	Land	Improvements	Total	Land	Improvements	Total	GIL	
05403-0200-0	06	Fraser Regional Corr. Ctr	13777 256th St.	3,342,000	61,516,000	64,858,000	3,342,000	61,516,000	64,858,000	32,894.97	605,495.84	638,390.81	389.68	7,172.77	7,562.44	645,953.25
				3,342,000	61,516,000	64,858,000	3,342,000	61,516,000	64,858,000	32,894.97	605,495.84	638,390.81	389.68	7,172.77	7,562.44	645,953.25
73650-0009-0	06	Alouette Correctional Centre for Women	24800 Alouette Road	3,692,000	43,891,000	47,583,000	3,692,000	43,891,000	47,583,000	36,339.99	432,014.72	468,354.71	430.49	5,117.69	5,548.18	473,902.89
	08	Alouette Correctional Centre for Women	24800 Alouette Road	153,000	0	153,000	153,000	0	153,000	1,918.65	0.00	1,918.65	7.28	0.00	7.28	1,925.93
Totals for 312				3,845,000	43,891,000	47,736,000	3,845,000	43,891,000	47,736,000	38,258.64	432,014.72	470,273.36	437.77	5,117.69	5,555.46	475,828.82
				7,187,000	105,407,000	112,594,000	7,187,000	105,407,000	112,594,000	71,153.61	1,037,510.56	1,108,664.17	827.45	12,290.46	13,117.90	1,121,782.07



Grant Payment Details Report

Fiscal Year 18-19

Report Totals													
Taxable Values						Grant Amounts							
General			School/Other			Municipal			Regional				
Land	Improvements	Total	Land	Improvements	Total	Land	Improvements	Total	Land	Improvements	Total	Total	GIL
7,187,000	105,407,000	112,594,000	7,187,000	105,407,000	112,594,000	71,153.61	1,037,510.56	1,108,664.17	827.45	12,290.46	13,117.90	1,121,782.07	