

City of Maple Ridge

COUNCIL WORKSHOP AGENDA

March 2, 2015

10:00 a.m.

Blaney Room, 1st Floor, City Hall

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

REMINDERS

March 2, 2015

Closed Council

Cancelled

Committee of the Whole Meeting

1:00 p.m.

March 10, 2015

Council Meeting

7:00 p.m.

1. ***ADOPTION OF THE AGENDA*** ***10:00 a.m.***
2. ***MINUTES*** – February 16, 2015
3. ***PRESENTATIONS AT THE REQUEST OF COUNCIL***
4. ***UNFINISHED AND NEW BUSINESS***
- 4.1 **Hammond Area Plan Update and Consultation Summary** **10:05-10:35**

Staff report dated March 2, 2015 providing information on the Hammond Area Plan Update and the Consultation Summary Report.

4.2 Workplan Overviews

4.2.1 Public Works & Development Services 10:35-11:35 a.m.

Staff report dated March 2, 2015 providing a work plan overview for the Public Works & Development Services Division.

4.2.2 Community Development, Parks & Recreation Services ("CDPR") 11:35-12:35 p.m.

Staff report dated March 2, 2015 providing a work plan overview for the Community Development & Recreation Services Division.

Note: *Items 4.3 and 4.4 will be dealt with following Committee of the Whole*

4.3 Pitt Meadows Airport Society

Staff report dated March 2, 2015 providing background information on the history of the Pitt Meadows Regional Airport and the role that the cities of Pitt Meadows and Maple Ridge play in its governance.

4.4 Albion Flats – History and Options Update

Staff report dated March 2, 2015 recommending that the report be received for information and that the Planning Department prepare a detailed report on options for the area planning process in the Albion Flats.

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 Event Invitations

Nil

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

7. *MATTERS DEEMED EXPEDIENT*

8. *ADJOURNMENT*

Checked by: _____

Date: _____

Rules for Holding a Closed Meeting

A part of a council meeting may be closed to the public if the subject matter being considered relates to one or more of the following:

- (a) personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the municipality or another position appointed by the municipality;
- (b) personal information about an identifiable individual who is being considered for a municipal award or honour, or who has offered to provide a gift to the municipality on condition of anonymity;
- (c) labour relations or employee negotiations;
- (d) the security of property of the municipality;
- (e) the acquisition, disposition or expropriation of land or improvements, if the council considers that disclosure might reasonably be expected to harm the interests of the municipality;
- (f) law enforcement, if the council considers that disclosure might reasonably be expected to harm the conduct of an investigation under or enforcement of an enactment;
- (g) litigation or potential litigation affecting the municipality;
- (h) an administrative tribunal hearing or potential administrative tribunal hearing affecting the municipality, other than a hearing to be conducted by the council or a delegate of council
- (i) the receiving of advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
- (j) information that is prohibited or information that if it were presented in a document would be prohibited from disclosure under section 21 of the Freedom of Information and Protection of Privacy Act;
- (k) negotiations and related discussions respecting the proposed provision of a municipal service that are at their preliminary stages and that, in the view of the council, could reasonably be expected to harm the interests of the municipality if they were held in public;
- (l) discussions with municipal officers and employees respecting municipal objectives, measures and progress reports for the purposes of preparing an annual report under section 98 [annual municipal report]
- (m) a matter that, under another enactment, is such that the public may be excluded from the meeting;
- (n) the consideration of whether a council meeting should be closed under a provision of this subsection of subsection (2)
- (o) the consideration of whether the authority under section 91 (other persons attending closed meetings) should be exercised in relation to a council meeting.
- (p) information relating to local government participation in provincial negotiations with First Nations, where an agreement provides that the information is to be kept confidential.

COUNCIL WORKSHOP MINUTES

February 16, 2015

The Minutes of the City Council Workshop held on February 16, 2015 at 10:00 a.m. in the Blaney Room 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

J. Rule, Chief Administrative Officer
K. Swift, General Manager of Community Development,
Parks and Recreation Services
P. Gill, General Manager Corporate and Financial Services
D. Pollock, Acting General Manager Public Works and
Development
Services

C. Marlo, Manager of Legislative Services

A. Gaunt, Confidential Secretary

Other Staff as Required

D. Spence, Fire Chief

H. Exner, Deputy Fire Chief

L. Benson, Manager of Sustainability and Corporate
Planning

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

1. ***ADOPTION OF THE AGENDA***

The agenda was adopted with the addition of:

Item 4.3 Member for the Metro Vancouver Agricultural Committee

2. ***MINUTES***

R/2015-067

It was moved and seconded

That the minutes of the Council Workshop Meeting of February 2, 2015 be adopted as circulated..

CARRIED

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

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

4.1.1 **Joint Parks and Leisure Services Model Review Update**

Presentation by the General Manager of Community Development, Parks and Recreation Services

The General Manager of Community Development, Parks and Recreation Services gave a power point presentation outlining the services provided by the Parks and Leisure Services Commission and an overview of the review conducted in 2014 of the joint operating model.

4.1.2 **Fire Department**

Staff report dated February 16, 2015 providing a work plan overview for the Fire Department.

Chief Spence and Deputy Chief Exner spoke to the organization of the Fire Department and the services provided.

Note: The meeting recessed at 12:06 p.m. and reconvened at 4:13 p.m. Councillor Masse was not in attendance.

4.2 **Lower Mainland Local Government Association Resolutions
Working Group**

11:50 - noon

Discussion by Council

R/2015-068

It was moved and seconded

That Councillor Duncan, Councillor Speirs, Councillor Masse and Councillor Bell form a working group to develop resolutions to be forwarded to the Lower Mainland Local Government Association.

CARRIED

4.3 **Member for Metro Vancouver Agricultural Committee**

Correspondence from Metro Vancouver requesting nominations for representation

Mayor Read indicated she would contact the Agricultural Advisory Committee for recommendations.

5. *CORRESPONDENCE* – Nil

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

7. *MATTERS DEEMED EXPEDIENT*

8. *ADJOURNMENT* – 4:30 p.m.

N. Read, Mayor

Certified Correct

C. Marlo, Corporate Officer

City of Maple Ridge

TO: Her Worship Mayor Nicole Read
and Members of Council
FROM: Chief Administrative Officer
SUBJECT: Hammond Area Plan Update and Consultation Summary

MEETING DATE: March 2, 2015
FILE NO: 2014-009-CP
ATTN: Workshop

EXECUTIVE SUMMARY:

The Hammond Area Plan process commenced on March 11, 2014 with Council's endorsement of the "Consultation & Communication" process outlined in the Hammond Area Plan Scoping Report, dated March 3, 2014.

The Scoping Report identified the following five phases for the Hammond Area Plan process:

- Phase I: Neighbourhood Context - *complete*
- Phase II: Public Consultation - *complete*
- Phase III: Draft Hammond Area Plan - *current phase*
- Phase IV: Area Plan Endorsement
- Phase V: Plan Approval

Phases I and II were completed at the end of 2014 and the process is currently in Phase III: Draft Hammond Area Plan. The first two phases encompassed the majority of the public consultation process, which included an initial public open house on June 5, 2014. This was followed by a series of three online community consultation questionnaires, entitled #MyHammondTalks, between July and November 2014. A second public open house was added to the process and held on November 26, 2014, along with an online questionnaire that closed on December 17, 2014 marking the completion of Phase II.

The use of social media has figured prominently throughout the process so far, helping with the overall engagement of the community, particularly through the summer of 2014. Both social media and traditional methods of consultation are being utilized with the intent of providing a wide range of methods for participation, to ensure the process is inclusive, engaging, and offers multiple opportunities for input.

This report provides an overview of the Hammond Area Plan process to date as well as a summary of the outcomes of the public consultation process.

RECOMMENDATION:

That the Hammond Area Plan Update and Consultation Summary Report, dated March 2, 2015 be received for information.

1.0 BACKGROUND:

The “Hammond Area Plan Scoping Report”, was presented at Council Workshop on March 3, 2014. This report relayed the prioritization of the Hammond neighbourhood as the next area plan location within the municipality and outlined the Hammond Area Plan process, involving the following five phases:

Phase I:	Neighbourhood Context	- complete
Phase II:	Public Consultation	- complete
Phase III:	Draft Hammond Area Plan	- current phase
Phase IV:	Area Plan Endorsement	
Phase V:	Plan Approval	

The Scoping Report also includes a diagram of the process identifying the main components for each of the phases, along with a general timeline for Council updates and preparation and adoption of the Area Plan Bylaw. The report is available online through the following link:

<http://www.mapleridge.ca/794/MyHammond-Hammond-Area-Plan-Process>.

At the March 11, 2014 Council meeting, the following Resolution was passed:

- 1) *Whereas Council has considered the requirements of Section 879 of the Local Government Act that it provide, in respect of an amendment to an Official Community Plan, one or more opportunities it considers appropriate for consultation with persons, organizations and authorities it considers will be affected and has specifically considered the matters referred to in Section 879(2) of the Act;*
- 2) *And whereas Council considers that the opportunities to consult, proposed to be provided by the District in respect of an amendment to an Official Community Plan, constitute appropriate consultation for the purposes of Section 879 of the Act;*
- 3) *And whereas, in respect of Section 879 of the Local Government Act, requirement for consultation during the development or amendment of an Official Community Plan, Council must consider whether consultation is required with specifically:*
 - a. *The board of the Regional District in which the area covered by the plan is located, in the case of a Municipal Official Community Plan;*
 - b. *The Board of any Regional District that is adjacent to the area covered by the plan;*
 - c. *The Council of any municipality that is adjacent to the area covered by the plan;*
 - d. *First Nations;*
 - e. *School District Boards, greater boards and improvement district boards, and*
 - f. *The Provincial and federal governments and their agencies;*
- 4) *And that the only additional consultation to be required in respect of this matter beyond the consultation program outlined in this report titled, “Hammond Area Plan Scoping Report”, dated March 3, 2014, and the early posting of the proposed Maple Ridge Official Community Plan Amending Bylaw on the District’s website, together with an invitation to the public to comment, is referral to the Katzie First Nation, City of Pitt Meadows, and School District 42;*
- 5) *And that the “Consultation & Communication” section of the report titled “Hammond Area Plan Scoping Report”, dated March 3, 2014 be endorsed.*

2.0 COMPONENTS OF PUBLIC CONSULTATION PROCESS

With Hammond's long established history and distinctive character, community engagement in the area planning process was felt to be essential. Planning in a historic community like Hammond differs from planning in a newly emerging greenfield neighbourhood, as the focus is to consider how much change is appropriate while minimizing negative impacts on the existing historic character.

Proposed developments within the Hammond community over the past few years initiated requests from the local residents for a Hammond Area Plan. Regardless of the level of growth anticipated within a neighbourhood, a detailed land use plan is essential to ensure that both new and existing development are considered and directed where most appropriate and acceptable to the community.

Social media and traditional face-to-face methods of public consultation have been utilized for community input throughout the process.

2.1 Engagement & Communication Tools

Social media was identified at the outset as an effective method for engaging the Hammond community. Traditional methods were also used to ensure a wide range of engagement opportunities were made available to the community.

Social media tools were used extensively through this process to enable a broad-reaching process that could be accessed by participants at any time and from any place. Through this approach a number of tools were utilized to engage the community, such as Facebook, Twitter, Instagram and YouTube. As such, the tagline *#MyHammond* was created and well-used throughout the public process to help the community easily identify the project and its various components.

Over the past couple of years, local Hammond residents have successfully capitalized on the cohesive nature of the neighbourhood with the creation of a Hammond Neighbours Facebook page. The Hammond Neighbours Facebook page has over 700 members to date and has been a helpful communication conduit throughout the public consultation process.

The Planning Department collaborated considerably with the Communications Department on the engagement and communication tools for this process and also received substantial support in creating these tools and delivering these to the community.

2.1.1 #MyHammond Website

A #MyHammond webpage (<http://www.mapleridge.ca/794/MyHammond-Hammond-Area-Plan-Process>) went live on March 14, 2014 and has been regularly updated with new information and advertising for each event. Additionally, anyone wanting to stay informed on upcoming events can select the "Notify Me" tab on the website and will be informed of upcoming open house events.

2.1.2 MyHammond Email

With the launch of the project website, a special MyHammond@mapleridge.ca email was created to help the community identify the project and make it as easy as possible to email comments or questions to the City. Email notifications and reminders have been sent out to those on the list for every part of the process and whenever new information is posted to the webpage.

2.1.3 #MyHammond Photo Project

The intent of this project was to help generate awareness and interest in the Hammond Area Planning process. Members of the community were encouraged to take photos of Hammond and attach one or two words stating what they felt their image captures. As an engagement tool, the #MyHammond Photo Project has been very successful with over 300 photos submitted.

There were two components to the #MyHammond Photo Project: A) Community Character and B) Summer Fun. Both components are discussed below.

A. Community Character Photo Project:

This component was launched at the same time the #MyHammond website went live in March. Participants were encouraged to send their photos through email or Instagram by the end of May 2014 to be included in a display at the first open house.

B. Summer Fun Photo Project:

This second component was launched on July 1st and dubbed, “Hammond Summer Fun”. Photos were encouraged over the summer months and into September.

The #MyHammond Photo Project may be viewed on the #MyHammond webpage and on the Maple Ridge Facebook page.

<https://www.facebook.com/media/set/?set=a.646704682062453.1073741882.161335200599406&type=3&uploaded=35>

2.1.4 #MyHammond Stories Project

‘MyHammond Stories’ is a video project undertaken by the Planning and Communications Departments, to provide an opportunity for area plan participants to hear the variety of experiences and perspectives of other Hammond residents, past and present and also to generate awareness and enthusiasm about the planning process. The videos show that there are similar perspectives on what makes Hammond special and many similar opinions on ways in which Hammond may evolve in the future.

A. Part I - “This is My Hammond”:

The focus of this initial part of the Hammond Stories is on interviews with people who grew up in Hammond in the 1940’s and ‘50’s. This input has been very valuable to the process, enabling more recent residents to hear these perspectives from Hammond’s elders.

A video was also made of students from Hammond Elementary School stating what they think is special about living in Hammond. The combined presence of the elementary age children and the elders in the videos serves as a reminder of Hammond’s longevity as a community and the importance of its future as a desirable place to raise a family and continue to live out one’s senior years.

The videos are posted on the #MyHammond website (<http://www.mapleridge.ca/856/Hammond-Stories>) and were shown at the first open house event in June 2014.

B. Part II – The Next Generation:

The second set of Hammond Stories are from the “Next Generation” of residents who were asked questions about what they like about Hammond and what they would like to see for the neighbourhood’s future. Interview topics include commercial revitalization, residential density and neighbourhood character. An interesting outcome from all of the interviews is that what the elders identified as being most special about Hammond in the past - the people, the friendliness, the looking out for your neighbours – are generally the same as what the next generation also identified as to why they choose to live in Hammond.

The Next Generation videos are posted on the #MyHammond website (<http://www.mapleridge.ca/947/The-Next-Generation>) and were shown at the second open house event.

2.1.5 #MyHammondTalks Online Questionnaires

The three #MyHammondTalks questionnaires were intended to continue the community dialogue through the summer and fall of 2014. Three questionnaires were posted online between July 1st and October 8th 2014. Each questionnaire was intended to build on the input received and each had a question entitled “General Comments” to provide an opportunity for additional suggestions.

The responses to the #MyHammondTalks questionnaires were posted on the City’s webpage before posting a subsequent questionnaire so that the community could see the responses to each and consider what others had to say. The questions and responses for each questionnaire are available on the #MyHammond webpage at:

<http://www.mapleridge.ca/944/MyHammondTalks>.

In addition to the responses received, two update bulletins were also prepared during the fall 2014. The first was posted online in September, between the second and third questionnaires, as a summary of “What We’ve Heard So Far” and the second was posted in early November as an information primer on “Guiding Principles” to generate awareness and interest for the November 26, 2014 open house event.

2.1.6 Newspaper Advertisements

Two public open houses have been held to date. The first initial kick-off open house was held on June 5, 2014 and a second open held on November 26, 2014. The outcomes of both of these events are discussed later in this report.

For the first open house held on June 5th, notification methods included:

- Newspaper advertisements in the Maple Ridge-Pitt Meadows Times on May 27 and 29 and June 3 and the Maple Ridge-Pitt Meadows News on May 16, 28, 30, and June 4.
- Posters placed in windows of local businesses, Hammond Community Centre, seniors centre, library, and municipal hall;
- Postcards distributed to local businesses and at community events, placed in book exchange box on 205th Street near Westfield Avenue, and made available at the municipal hall.

The posters and postcards used to advertise the initial open house event were intended to generate interest and create a #MyHammond brand for the project. Additional postcards were created and handed out at each open house event to inform attendees of the next steps in the process.

Traditional media notification for the second open house was through newspaper advertisements placed in the Maple Ridge-Pitt Meadows News on November 7, 14, 19, and 21.

2.2 Public Open Houses

Two open house events have been held as part of the public consultation process. The first open house was held on June 5, 2014 and the second on November 26, 2014. The Council approved Area Plan process diagram showed only one open house in *Phase II: Public Consultation* and then a subsequent open house for public comment on the draft Hammond Area Plan. However, it was decided that a second open house would be beneficial in order to give the community more time to digest information presented and respond to increasingly complex topics, such as various forms of possible residential density increase and the potential for commercial revitalization.

The Departments that provided support to Planning for both open house events included Communications, Engineering, Parks & Leisure Services, and Licences, Permits & Bylaws.

3.0 SUMMARY OF 2014 PUBLIC CONSULTATION ACTIVITIES

Public consultation came largely from the two open house events and the online #MyHammondTalks questionnaires. Key messages were consistently heard throughout the public consultation process, particularly about retaining heritage character and the friendly neighbourhood atmosphere. A table showing the timeline of public consultation activities to date is attached as Appendix A.

3.1 Components of June 5, 2014 Open House

The focus of the first open house was to educate the community about the Area Plan process by providing information and to request input on specific aspects of the neighbourhood. The materials prepared for the open house event included display panels and four information primers on the following topics:

- No. 1: Early History of Hammond
- No. 2: History of Community Spaces
- No. 3: Transportation in Hammond
- No. 4: Rainwater Management in Hammond

Also presented at the open house was a collage of the photos received through the #MyHammond Community Character Photo Project and the Hammond Stories videos.

During the open house, public feedback was requested on:

- What is special about Hammond?
- What are your ideas for Hammond?
- What travel modes do you take through Hammond?
- Suggested boundaries for the Hammond Area Plan

The community was asked to provide their input on where they would locate the boundaries of the Hammond Area Plan during this event. The outcomes of identifying the Hammond Area Plan boundaries are discussed later in this report.

The information primers and display panels were posted on the #MyHammond webpage after the open house and can be viewed at <http://www.mapleridge.ca/865/Public-Consultation-Process>.

A summary of the June 5, 2014 open house event is attached as Appendix B.

3.2 Components of November 26, 2014 Open House

The second open house focused on obtaining public input on a number of key pieces for the draft Hammond Area Plan including:

- Draft Guiding Principles
- Revitalization of Historic Commercial Node
- Residential Density Discussion
- Hammond Area Plan Precinct Areas
- Parks & Trails

Eight draft Guiding Principles, listed below, were presented at the public open house and were developed from input received at the June 5th open house, the #MyHammondTalks questionnaires and throughout the process:

- Retain small town charm and friendly atmosphere
- New form fits with existing built form and heritage character
- Revitalize historic commercial area
- Utilize sustainable development practices
- Enhance trail system and community gathering spaces
- Establish measures for flood mitigation
- Ensure transportation routes are safe and efficient
- Promote a safe community

The following set of information primers were prepared along with display panels.

- No. 5: Official Community Plan Land Use Policy
- No. 6: Commercial Development
- No. 7: Hammond Precincts
- No. 8: Developing in the Flood Plain

The information primers and display panels were posted on the #MyHammond webpage after the open house and can be viewed at <http://www.mapleridge.ca/865/Public-Consultation-Process>.

The “Guiding Principles” and “What We’ve Heard So Far” update bulletins from the #MyHammondTalks outcomes were also made available at the open house event.

Also presented at the public open house was the “Next Generation” video as well as all photos received to date from the community.

A summary of the November 26, 2014 open house is attached at Appendix C.

3.3 Key Messages Heard

The community has consistently communicated a number of key messages throughout the public consultation process. These were initially reported out through the “What We’ve Heard So Far” information update from the #MyHammondTalks in September 2014 and little changed with the information received from through the November 26, 2014 open house input.

Many residents see a need for some increase in residential density to retain and enhance the vibrancy of the neighbourhood over time. With this view of new development, though, is the desire to retain the historic character and neighbourly atmosphere of the neighbourhood by ensuring new development incorporates green space for gardens and is sensitive to the modest design and height of the existing housing form. Additionally, many would like to see revitalization of the historic commercial area, located at Maple Crescent and 207th Street with small shops and services. Other messages heard were enhance opportunities for walking/bicycling trails and the importance of safe and well-planned transportation networks.

4.0 NEXT STEPS:

4.1 Phase III: Draft Hammond Area Plan

The Hammond Area Plan process has now moved into the preparation of the conceptual draft Area Plan, which will be supported by the preparation of two additional studies:

1. **Hammond Historic Character Area:** Donald Luxton & Associates has been contracted to identify and describe historic character areas within the plan boundaries (including features such as built form, streetscape, lot pattern, landscape, land use, etc.) with the historic boundaries from the 1882 Township plan. This information will be helpful in developing development permit area guidelines for the final area plan.
2. **Community Amenity Contributions:** Review of options and opportunities for Community Amenity Contributions in the Hammond area.

Upon completion of the conceptual draft Hammond Area Plan, design control options, such as Development Permit Area Guidelines will be investigated.

It is anticipated that the conceptual draft Hammond Area Plan will be presented to Council for discussion in the next phase of the project, followed by a third public open house.

5.0 INTERDEPARTMENTAL SUPPORT:

To date the Hammond Area Plan process has received significant support from a number of municipal departments including Communications, Engineering, Parks & Leisure Services, and Licences, Permits & Bylaws. Although the Planning Department is leading this process, it includes a number of topics that require support from other municipal departments. This is essential to ensuring that a full and in-depth discussion with the community is facilitated and the outcomes reflected in the Area Plan.

It is anticipated that the next phases of the process will include Strategic Economic Initiatives and Sustainability and Corporate Planning.

6.0 FINANCIAL IMPLICATIONS:

The Hammond Area Plan process will be completed under existing funding that was approved as part of the 2014 Planning Department Business Plan.

7.0 CONCLUSION:

Engagement and communication through the public consultation process has involved both a traditional and social media approach. Because Hammond is already an engaged community, social media was used extensively with a variety of tools, such as Facebook, Webpage, Twitter, Instagram, and YouTube so that information could be retrieved and input provided at any time and from any place.

The Hammond Area Plan consultation process has been well-received by the community with a significant amount of public interest and participation. Both open house events were well attended and the #MyHammondTalks online questionnaires, posted through the summer months, were all successful with very thoughtful and informed responses.

With an engaged community like Hammond, the input received to date has been very valuable and will contribute significantly in the preparation of the draft Hammond Area Plan. This outcome is a testament to the unique quality and character of the neighbourhood.

Key messages have been consistently received throughout the public consultation process and are reflected in the eight draft Guiding Principles presented in this report. The draft Guiding Principles will lay the foundation for the creation of objectives and policies for the draft Hammond Area Plan.

The next steps for the Hammond Area Plan process are completion of the conceptual draft Area Plan and presentation to Council, followed by a public open house for further community input.

“Original signed by Lisa Zosiak”

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

“Original signed by Christine Carter”

Approved by: Christine Carter M.PL., 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 J.L. (Jim) Rule”

Concurrence: J. L. (Jim) Rule
Chief Administrative Officer

The following appendices are attached hereto:

Appendix A: Timeline of Hammond Area Plan Public Consultation Activities

Appendix B: Summary of June 5, 2014 open house event

Appendix C: Summary of November 26, 2014 open house event

The following is a list of additional links to information referenced in this report:

- Link 1: Hammond Area Plan Scoping Report
- Link 2: #MyHammondTalks – Questions & Responses
- Link 3: #MyHammondTalks – “What We’ve Heard So Far” – Sept. 2014
- Link 4: #MyHammondTalks – “Guiding Principles” – Nov. 2014
- Link 5: “What is Special About Hammond” Word Cloud
- Link 6: Questionnaire Responses from June 5, 2014 open house
- Link 7: Community Comments recorded by City staff at June 5, 2014 open house
- Link 8: Hammond Area Plan Boundaries Map
- Link 9: Questionnaire Responses from Nov. 26, 2014 open house
- Link 10: Hammond Area Plan Precincts Maps Received from Nov. 26, 2014 open house
- Link 11: Community Comments recorded by City staff at Nov. 26, 2014 open house
- Link 12: Official Community Plan Urban Residential Policies (S. 3.1.3 and 3.1.4)
- Link 13: Major Corridor Residential Infill Scenarios presented at Nov. 2014 open house

Timeline of Hammond Area Plan Public Consultation Activities

Date	Activity
Phase I: Neighbourhood Context	
March 14, 2014	<ul style="list-style-type: none"> - launch of #MyHammond Area Plan website - launch #MyHammond Community Character Photo Project - MyHammond@mapleridge.ca email created - begin preparatory work for the first Hammond Area Plan open house
Phase II: Public Consultation	
June 5, 2014	- first Public Open House for Area Plan process held at Hammond Community Centre
June 23, 2014	- June 5 th open house online questionnaire closed
June 26, 2014	<ul style="list-style-type: none"> - #MyHammondTalks launched with first of three online questionnaires for community input - launch of #MyHammond Summer Fun Photo Project
July 8, 2014	- Council endorsement of proposed Hammond Area Plan boundaries
July 24, 2014	<ul style="list-style-type: none"> - responses from #MyHammondTalks Questionnaire #1 posted online for viewing - #MyHammondTalks Questionnaire #2 posted online for input
September 9, 2014	<ul style="list-style-type: none"> - responses from #MyHammondTalks Questionnaire#2 posted online for viewing - Information sheet entitled “What We’ve Heard So Far” posted online for viewing - #MyHammondTalks Questionnaire #3 posted online for input
October 10, 2014	<ul style="list-style-type: none"> - responses from #MyHammondTalks Questionnaire #3 posted online for viewing - preparatory work for second Hammond Area Plan open house underway
November 4, 2014	- “Guiding Principles and the Hammond Area Plan” information sheet is posted online to help inform and prepare community for November 26 th open house
November 26, 2014	- second Public Open House event held at Hammond Elementary School
December 17, 2014	- November 26 th open house online questionnaire closed

Summary of June 5, 2014 Hammond Area Plan Open House

The first open house on June 5, 2014 was well attended with over 120 people at the event. Input was requested from participants on the following topics:

1. What is special about Hammond?
2. What are your ideas for Hammond?
3. What travel modes do you take through Hammond?
4. Suggesting where the boundaries of the Hammond Area Plan should be

Municipal staff recorded many comments from the June 5, 2014 open house event during discussions with attendees, which form part of the record of information received.

What is Special About Hammond?

A total of 93 comments were received through this exercise and incorporated into a word cloud containing the comments repeated most frequently from the community.

The intent of the word cloud exercise was to get the neighbourhood thinking about what they like best about Hammond and what aspects they would like to maintain over the long term. The word cloud is one of the components that went into creating the draft Guiding Principles.

What are Your Ideas for Hammond?

Through this exercise, the community was able to share their ideas, issues and concerns to identify priority issues and desires they felt to be important. A total of 138 comments were received at the open house. The question was also posted on the #MyHammond webpage after the open house event for just over two weeks and 9 comments were received.

From the comments received, five key themes emerged and are listed below in order of prominence within the community input:

- 1) Neighbourhood Character
- 2) Transportation Connectivity/Safety
- 3) Parks & Recreation
- 4) Drainage
- 5) Train Noise

Travel Modes Through Hammond

The intent of this exercise was to identify which type of travel modes were utilized within Hammond and what routes people were taking, particularly with walking and bicycling, and whether there appeared to be obstacles or pinch points preventing travel. Through analysis of the 51 maps received, it is evident that people walk and cycle a wide variety of routes. No specific routes were identified, except for the major driving routes for access and egress from Hammond.

Hammond Area Plan Boundaries

Open house attendees were provided with a map of the western portion of Maple Ridge and asked to draw where they thought the boundaries of the Hammond Area Plan should be located. A total of 67 maps were received from the community and they helped guide the proposed boundaries, which were presented to Council at the July 7, 2014 Workshop. Council directed a change to the proposed eastern boundary and endorsed the boundaries maps on July 8, 2014. The Council reports and the Council presentation are posted on the #MyHammond webpage for information (lower right hand corner of webpage) <http://www.mapleridge.ca/794/MyHammond-Hammond-Area-Plan-Process>.

Summary of November 26, 2014 Hammond Area Plan Open House

Approximately 60 people attended the second public open house event. Information was presented through display panels and handouts to assist the community in giving their feedback in the following areas:

1. Draft Guiding Principles
2. Historic Commercial Node
3. Residential Density Discussion
4. Parks & Trails
5. General Comments
6. Hammond Area Plan Precincts

Items 1 through 5 above were compiled into a comprehensive four-page questionnaire distributed at the open house event and also available online after the event until December 17, 2014. A total of 50 questionnaires were received: Six at the open house event and 43 online. For item 6 above, Hammond Area Plan Precincts, maps were provided for community members to draw precinct boundaries and provide precinct names at the open house event. This exercise was not made available online, as it was not possible to re-create the mapping exercise electronically.

Consistent with the first open house, municipal staff recorded community comments during discussions with open house attendees.

Draft Guiding Principles

Guiding Principles are a foundational component of developing a land use plan and are a reflection of the community's values and priorities for their neighbourhood. As such, Guiding Principles are derived from community input received through a public consultation process. Public input received from the June 5th open house and the #MyHammondTalks went into the eight draft Guiding Principles presented at the November 26th public open house.

A total of 22 respondents commented on the draft Guiding Principles, from both the hand-written and online responses. Where a suggestion has been made for an addition, change, or deletion, the idea will be incorporated into the Guiding Principles if it:

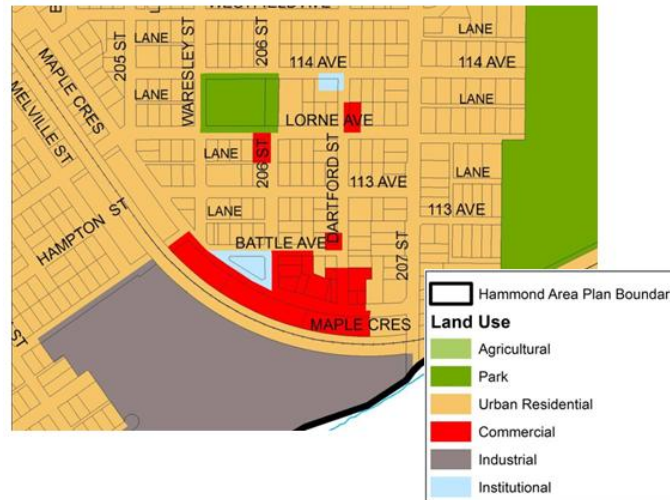
- Aligns with the majority of comments from the community;
- Is not already addressed through the existing Guiding Principles; and
- Is not too detailed or specific to be a Guiding Principle statement.

The Guiding Principles will set the foundation for development of the conceptual draft Hammond Area Plan.

Historic Commercial Node

The commercial designated lands located on Maple Crescent, Dartford Street and Battle Avenue are identified in the Official Community Plan as being one of seven Historic Commercial Nodes in Maple Ridge. Generally, this means that under existing OCP Policy 6-38, “limited commercial development” and “limited infill or expansion” could be supported if they are “compatible in use and form with the surrounding area”. The map excerpt below is from the Official Community Plan, Schedule B, Generalized Future Land Use, showing the commercially designated lands (identified in red) in Hammond’s Historic Commercial Node.

Hammond Historic Commercial Node



Hammond’s commercial area was at one time a bustling hub of commercial activity up into the 1970’s, but started to decline with the expansion of the highway system and then experienced further decline with the development of shopping options along the Lougheed Highway corridor in west Maple Ridge. A few businesses still exist today in the Historic Commercial Node and a question was put to the community regarding potential revitalization of this area. The community was asked if they would support:

- A. No increase in commercial activity?
- B. An increase in commercial activity, but no increase in residential density?
- C. An increase in commercial activity along with an increase in residential density?

Out of a total 98 responses* to the above questions the following results were tabulated based on the agree/disagree check box for each question and presented in Table 1 below:

Table 1 – Historic Commercial Node Revitalization Question

Question		Support	Do Not Support
A)	No increase in commercial activity?	5	30
B)	Increase commercial, but not residential density?	5	24
C)	Increase commercial and increase residential density?	35	4

* Note that respondents were able to check more than one box in the questionnaire, which resulted in a higher number of responses than questionnaires received.

Generally, the results in Table 1 show that the majority of respondents would support an increase in commercial activity and residential density in Hammond's Commercial Node area.

From all of the written comments received for questions A through C (a total of 73 received) most responses indicate support for an increase in local commercial activity. Variations on the comments received include:

- Identifying a connection between commercial revitalization and a more walkable neighbourhood;
- Recognition that an increase in residential density is necessary to support an increase in local business;
- Questioning whether an increase in residential density would be sufficient to support increased commercial activity; and
- Concern that an increase in commercial and residential density will result in a loss of Hammond's historic charm.

OCP Policy Overview: Major Corridor Residential Infill

The Official Community Plan Major Corridor Residential Policies 3-18, 3-20 and 3-21, support an increase in residential density along Major Corridors, within areas of Maple Ridge not covered by an existing area plan, if the proposed development is compatible with the surrounding neighbourhood. There are a number of roads designated in the OCP as Major Corridor in the residential areas of Hammond, as follows:

- 207th Street
- Maple Crescent
- 203rd Street
- Hammond Road
- Lorne Avenue
- Thorne Avenue
- 118th Avenue
- West Street

Information on the Major Corridor Residential Infill policies was provided in handout No. 5, entitled "Official Community Plan Land Use Policies" as well as on display panels presented at the open house event (<http://www.mapleridge.ca/794/MyHammond-Hammond-Area-Plan-Process>).

A. Major Corridor Residential Infill Scenarios:

Three scenarios for residential density were presented at the open house with the intention of generating discussion on which density would be acceptable over the long term. Two of the three scenarios were designed in accordance with Official Community Plan's Major Corridor Residential Policies 3-18, 3-20, and 3-21 and one scenario showed "current neighbourhood density".

The open house questionnaire presented two questions related to residential density along Major Corridors, along with two questions related to residential density. The first question is as follows:

Of the three scenarios presented for Major Corridor roads, generally which level of density would you support along Major Corridor roads in Hammond?

- A. Retain Current Density
- B. Medium Density – without lot consolidation (duplex, triplex, 4-plex and townhouse)
- C. High Density – with lot consolidation (townhouse and 4-6 storey apartments)

Out of a total 76 responses (both hand-written and online) to the above questions the following results were calculated in Table 2 below.

A total of 76 responses (both hand-written and online) were received on the check-box portion of this question and a further 51 written comments were received. The outcomes show that the majority of respondents support increased density along Major Corridors at a medium residential density in a form such as duplex, triplex, 4-plex, or townhouse. There was not significant support for a higher range of density between a townhouse and 4-6 storey apartment form, based on the responses received.

After asking the community about residential density along Major Corridors, a subsequent question asked:

Are there roads in Hammond where you would prefer to see new development at a different density than currently permitted in the Official Community Plan? If so, please tell us which one(s).

A total of 16 comments were received on this question. There were a few comments in support of higher density in the Historic Commercial Node area at Maple Crescent and Dartford Street and along 207th Street, and 203rd Street. A couple of respondents expressed concern with the designation of Lorne Avenue as Major Corridor and the impact that new development on this road may have on the five existing heritage sites, between 207th Street and Maple Crescent.

Parks & Trails

The open house questionnaire included two questions from the Parks & Leisure Services Department regarding trails and parks.

The first question discussed the new trail to be completed this summer that will link Hammond with trails in Pitt Meadows and requested input on promoting the trails and increasing use. A total of 33 responses were received. The outcomes show that safety is the top priority, followed by multiple access points/points of interest and trails that are dog friendly. Some comments were also received

from people who want more access to the Fraser River and its views, more benches along trails, and trails that can be used by both cyclists and pedestrians.

The second question asked what recreational opportunities or amenities are desirable but not currently available and a total of 27 responses were received. The most prominent theme from this question is a desire for dog friendly spaces. Alternatively, a couple of comments received request that park spaces be only for people.

General Comments

The most frequent comment from the 22 received, is a desire to retain the historic neighbourhood character. The following is a sample of other general comments:

- *Train Horn noise is getting worse! Skip the horns and get proper fencing and crossing that close when trains come through.*
- *I do have significant concerns at the suggestion of turning Wharf Street in a significant route...*
- *As much as possible, municipal land should be kept natural and green spaces on even the smallest scale should be encouraged. Rainwater should be allowed to return to the earth wherever possible instead of being piped to the river.*
- *The ditches in lower Hammond are an eye sore, they should be culverted...*
- *...It would be lovely to see one of the historic mill houses...purchased & designated for an Artist-in-Residence locale...*

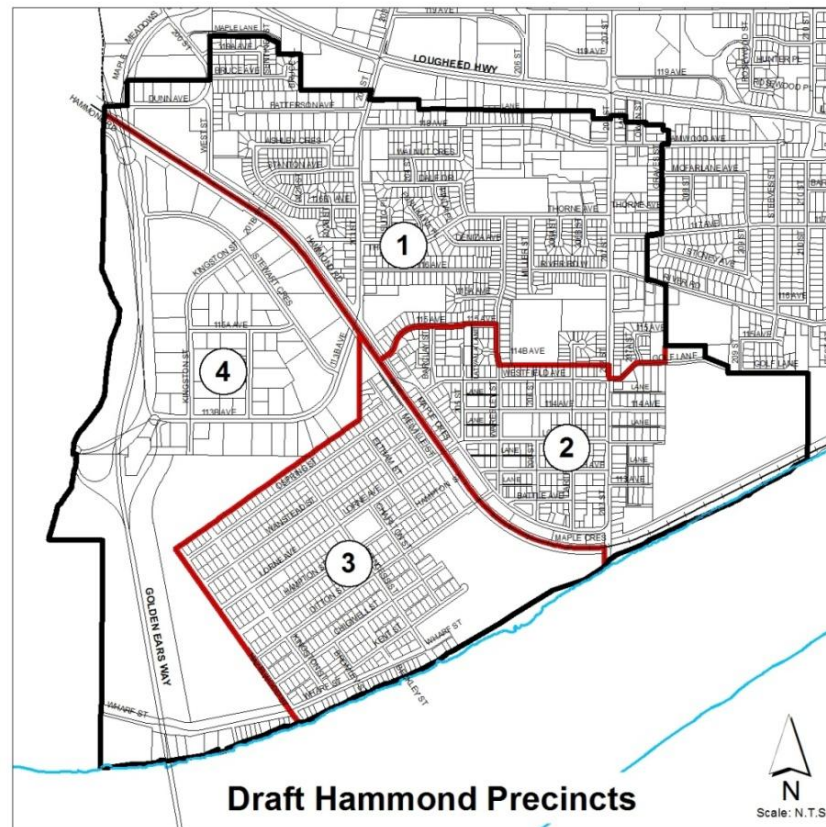
Hammond Precincts

Information on area plan “Precincts” was provided in handout No. 7, as well as on display panels presented at the open house event (<http://www.mapleridge.ca/794/MyHammond-Hammond-Area-Plan-Process>).

The following excerpt from the information handout discusses the purpose of defining precinct areas for use in an area plan:

Defining areas within a neighbourhood that are distinguishable from each other is common practice in area planning to help understand the character nuances within a neighbourhood. These areas are often called precincts and they help to inform policy development for the Area Plan, as well as form and character guidelines. Specific precinct features may include the era of development, characteristics of the built form including road patterns, historic and/or current land use, a prevailing theme (such as heritage) or natural features.

The map below was presented at the public open house and participants were asked to change, add or delete the draft boundaries and also to suggest names for each of the precincts.



A total of 17 maps were received at the open house. From all maps received, three had new lines drawn. One showed the collapse of area #2 and most of area #3 together with the caption “where the ‘old’ houses end”. Another showed the north boundaries of area #2 further north just beyond the Hammond Stadium and Hammond Elementary School and the third map showed an extension of area #2 further west to incorporate the Hammond Mill up to Charlton Street. As discussed earlier in this report, this exercise was not made available online, as it was not possible to re-create the mapping exercise electronically.

In part of this exercise respondents were asked to suggest names for all four precincts. Qualities or characteristics are often ascribed by local residents to specific areas within a neighbourhood through an informal label and the intent of this exercise was to see how the community identifies different character areas within Hammond. The most frequent names received for each of the four areas are as follows:

- Area 1: North Hammond
- Area 2: Upper Hammond
- Area 3: Lower Hammond
- Area 4: Hammond Industrial Park

City of Maple Ridge

TO: Her Worship Mayor Nicole Read
and Members of Council
FROM: Chief Administrative Officer
SUBJECT: 2015 Work Plan - Public Works and Development Services

MEETING DATE: March 2, 2015
FILE NO:
MEETING: Workshop

EXECUTIVE SUMMARY:

The purpose of this report is to introduce the work plan overview for the Public Works and Development Services Division. Any Council comments requiring further discussion or follow-up will be captured throughout the presentation of this item for consideration as part of setting the strategic direction.

The Public Works & Development Services Division consists of four inter-related departments working closely together. They include: Engineering, Planning, Operations, and Licences Permits and Bylaws. The Ridge Meadows Recycling Society also liaises with Council through this Division.

A summary of the work plan overview for the Division is attached (Appendix 1).

Through the Mayor's inaugural address, along with resolutions passed by Council over the past few weeks, and also the recently published Citizen's Survey, a number of immediate focus areas have been emphasized. These include:

1. The creation of a Responsible Development Charter
2. Report on options for Albion Flats
3. A report on restrictions for pay-day loan companies
4. Report on municipal garbage/organics pick-up
5. Report on derelict buildings as they relate to development applications
6. Walkability – the provision of greater pedestrian connectivity throughout the Municipality
7. A report on the Adjudication Process

These items have all been added to the work plan for 2015 (see Appendix 1).

In addition to the above, this report provides information on two areas that were identified for further discussion:

- Community Standards – a discussion on the appropriate level of bylaw services to comply with Council's adopted bylaws
- Development Process – building bridges between the public and the development community

This report provides some background information to facilitate that discussion.

RECOMMENDATION:

This report is submitted for information only.

DISCUSSION:

a) Background Context:

The Public Works & Development Services Division consists of four departments: Engineering, Planning, Operations, and Licences, Permits and Bylaws. The Ridge Meadows Recycling Society liaises with Council through this Division. The people in the Division strive to provide excellent customer service and present a business friendly “How Can I Help” approach.

The 2015 work plan overview for the Division is attached. Along with a discussion on the work plan for the Division, two specific areas were identified, namely:

- Community Standards – Bylaw services
- Development Process – Building trust among the public, the development community and the City

COMMUNITY STANDARDS – BYLAW SERVICES

The Community Standards that Council desires are set out in the City’s bylaws adopted by Council. Compliance with these standards most often rests with Bylaw Services. The role of the Bylaw Officer is one of the most challenging in municipal government. A significant part of that challenge is balancing the maintenance of Community Standards with the individualism of each situation.

The chart below shows the number of requests for bylaw enforcement over the past five years.

Year	Number of Requests for Enforcement Received
2010	4,013
2011	3,667
2012	2,524
2013	3,489
2014	3,328
Total	17,021

The chart shows that over the past five years over 17,000 requests have been made for municipal bylaws to be enforced. There is divergence among citizens on how the City’s adopted bylaws should be enforced. The people requesting enforcement generally expect that the bylaw will be strictly enforced. On the other hand the person who has been complained about will nearly always feel aggrieved, preferring that Bylaw Officers stay away. It is this dichotomy that is typically at the root of most bylaw issues.

Council were recently presented with the results of the Citizens’ Survey. When asked to rate Bylaw Services the survey provided the following feedback:

- Very good/Good 38%
- Poor/Very poor 16%
- Don’t know/No opinion 46%

It is encouraging that a much greater percentage of citizens see the City's response to bylaw issues as very good/good than citizen's that view it as poor/very poor. It is also evident that many simply don't know or have no opinion (46%) suggesting perhaps that almost half of those surveyed may never have had reason to contact Bylaw Services.

Some citizens suggest that the City's bylaws are rarely enforced and that bylaw enforcement should be done on a more proactive basis throughout the City to ensure that the Community Standards adopted by Council are maintained. At the same time, other citizens suggest that the City's bylaws are over-enforced and should only be enforced on a limited basis.

The current practice is to enforce by complaint only with the exception of untidy/unsightly premises in the downtown which is proactively enforced. This practice of proactive enforcement in the downtown was initiated by Council resolution in 2006.

More recently in 2011, staff informed Council that enforcement practices needed to be reviewed. Council requested that in undertaking this review the practices of neighbouring municipalities be researched. At that time Council also directed that a comprehensive public process be undertaken.

A very well attended Open House was held on June 29, 2011. At that meeting each attendee was provided with a detailed workbook and asked to provide feedback through completion of the workbook. Workbooks were requested to be returned on or before July 6, 2011. The workbooks were also posted online and made available at the front counter. Based on that feedback the following criteria were proposed:

- A reaffirmation that outside of the downtown, bylaws be enforced on a complaint basis only
- A limit of 3 non-recurring complaints per complainant property per calendar year
- A geographic limit of 100 meters in the Urban Area
- A geographic limit of 400 meters in the Rural Area

These criteria were discussed by Council through a number of Workshops. Ultimately the geographical limits were not adopted. The other criteria were adopted and remain in place today.

On February 24, 2015 Council directed staff to bring back a report on the adjudication process and how it compares with the current municipal ticketing information system. The intent being to explore a potentially less cumbersome process for citizens.

Another example of practices that Council may wish to discuss is the process around pursuing delinquent dog licences. The City issues approximately 7,000 dog licences annually. In 2004 the Municipality commenced a practice of pursuing dog licence renewals that are in arrears, first by follow-up mail and then by house call if the licence still remained in arrears. This practice was put in place at the time because of the significant volume of licences that were not being paid. In canvassing other local municipalities, of the 16 that responded, 12 make house calls to follow-up on dog licence renewals that are in arrears. Council may wish to provide direction on this issue.

Over the past five years many of the City's bylaws have been overhauled and updated. All involved public consultation in an effort to arrive at the Community Standards desired by the public. The following bylaws have been reviewed, updated and/or amended:

- Municipal Ticketing Bylaw
- Smoking Bylaw
- Business Licence & Regulation Bylaw
- Unsightly and Untidy Premises Bylaw
- Taxi Bylaw
- Animal Control & Licencing Bylaw

- New Inter-Municipal Business Licence Bylaw
- Scrap Metal Dealer Regulation Bylaw

Once bylaws are adopted by Council there are expectations from citizens that they will be complied with. The question then is how best to find the most appropriate balance between achieving the Community Standards and being perceived as over officious. To get to that balance there are a number of key questions that need to be discussed by Council. They include:

- To what extent should the Community Standards identified in the bylaws be enforced?
- Should Bylaw Services continue to be enforced on a complaint basis only?
- Should the criteria established in 2011 be reviewed?

Answers to these questions will assist staff in understanding Council philosophy with regard to bylaw enforcement and assist in understanding Council's views on how best to achieve the desired Community Standards.

Business Licences

The Permits and Licences Department has issued on average 4,000 business licences per year over the past five years.

With support and advocacy from the local Chamber of Commerce the department played a leadership role regionally in implementing the Inter-Municipal Licencing process. Through this process a single transferable business licence is issued to businesses that operate across multiple municipalities. The revenue from the licences is shared among the participating municipalities. The program appears to be working well.

Thousands of business licences are issued annually, seamlessly and without issue. There is recognition that there is a need to continuously reach out and understand the changing needs of business. A series of meetings are planned with working groups from the Business Improvement Area for the downtown and the local Chamber of Commerce. The intent of these meetings is to have open dialogue around business needs and at the same time communicate the needs of the Municipality in order to implement improvements whenever possible.

Protocol, practice and/or process improvements that result from these meetings will be reported back to Council.

DEVELOPMENT PROCESS

Council has also expressed a desire to discuss the development process. Like Bylaw Services, there is a wide divergence of opinions on how development is perceived.

Mayor Read's inaugural address spoke to building bridges between residents and the City's partners in the development and building communities.

It has been noted that some citizens, through the recent election and other forums such as Public Hearings perceive the City as having few controls over the development community and that this has resulted in rapid development, at times going against the OCP. The First Reading report process, directed by Council resolution, where a developer can get First Reading with minimal information is seen, by some citizens in the community, as an example of the development community having few obligations for receipt of Council support. Frustration has also been noted by Members of Council about the lack of information available at First Reading.

On the other hand, segments of the development community have suggested that there is too much red tape, that the City is exerting too much control, and over-regulates. The development community have stated that they support the First Reading report process as it gets them to Council faster without a lot of costs and provides an early indication of Council support.

These two opposing perceptions are at odds with each other. On the one hand some citizens perceive developers having a relatively free reign, while segments of the development community see themselves as being over regulated.

The 2015 work program identifies the following to bridge the gap between the public and the development community perceptions:

- 1. Responsible Development Charter**
- 2. Liaison Committee between the City, the Urban Development Institute (UDI) and the Greater Vancouver Home Builders Association (GVHBA)**
- 3. Implementation of the Ten Best Practices**

1. Responsible Development Charter

Mayor Read's inaugural address spoke to the establishment of a Responsible Development Charter containing guiding principles on which to base future development decisions. The premise of this Charter would be to ensure alignment between development decisions and community values. At the same time there is a desire to implement best practices in the development process.

Staff is preparing a discussion paper for Council's consideration which is being provided under a separate report. A global wide review has produced some examples which along with principles already established in the OCP may form the basis for the Charter. The Charter Discussion Paper is scheduled for review with Council in March 2015.

Additionally the 2015 work program includes a review of the protocols around the Development Information Meetings between applicants and the public as well as the notification requirements.

2. Liaison Committee between the City, the Urban Development Institute (UDI) and the Greater Vancouver Home Builders Association (GVHBA)

Over the past number of years a significant number of development related process improvements have been implemented by the City of Maple Ridge. These include:

- Detailed Comprehensive Application Checklists
- Getting the Applicant to First Reading faster (Council may wish to discuss this)
- Planner of the Day (Planner assigned each day to address front counter inquiries)
- Internal Application Review Committee (All staff involved in an application)
- Detailed Pre-application Meetings
- Elimination of Secondary Suite Permit Referrals to Planning Department
- Elimination of Referrals to Operations Department
- Reduced Number of Plan Check Iterations
- Master Plan Reviews for Building Permits
- Pre-application Reviews on Building Permits
- Block Building Permit Reviews for Subdivisions with Repeating House Model
- Single File Manager System

It is important that we strive for continuous improvement and continued open dialogue with the development and building community. Discussions with UDI and GVHBA have been initiated with the intent to establish a Liaison Committee among UDI, GVHBA and the City.

UDI is a national non-profit association (with international affiliations) of the development industry and its related professions that is non-partisan in its activities. UDI Pacific represents thousands of individuals involved in all facets of land development and planning, including: developers, property managers, financial lenders, lawyers, engineers, planners, architects, appraisers, real estate professionals, local governments and government agencies. UDI concentrates its activities in three primary areas: government relations, professional development and education, and research.

GVHBA is described as the voice of the residential construction industry in Metro Vancouver. A not-for-profit society, the GVHBA has more than 800 members and is affiliated with the provincial and national Canadian Home Builders' Associations.

This type of Liaison Committee was in place in Maple Ridge with UDI through the early 2000's but was discontinued due to UDI members changing locations, jobs etc. Such committees are in place in some other municipalities and their purpose is to work through issues related to the development and building practices.

3. Ten Best Practices (developed by GVHBA and local municipalities)

In 2014 the Greater Vancouver Home Builders Association completed a review of the development process from start to completion in conjunction with most of the Greater Vancouver municipalities including Maple Ridge. This review established that the actual development process itself is essentially the same in all municipalities, having been extensively refined through the years. The review identified the 10 Best Practices on how to implement the process. The following are the 10 Best Practices:

1. Pre-application meetings
2. Predictable costs and charges
3. Applicants submitting complete applications
4. Concurrent processing
5. File champions and coordinated teams
6. Better public engagement
7. Municipal staff empowerment
8. Effective partnership
9. Policy clarity
10. Accessible and complete information online

A first priority for the Liaison Committee would be to work through these best practices and discuss where both the City and development community are doing a good job and where improvements can be made. On an ongoing basis the Liaison Committee would also act as a bridge between UDI and GVHBA members working in Maple Ridge and serve as a voice for those with specific concerns and how best to work through those concerns. The Liaison Committee would also afford the City the opportunity to have UDI and GVHBA report back to its members on how they could make improvements to assist in the process.

The introductory meeting of the Liaison Committee is scheduled for March 2015. Changes to practices, protocols and/or process resulting from these meetings will be reported back to Council.

CONCLUSION

The purpose of this report is to introduce the work plan overview for the Public Works and Development Services Division. Any Council comments requesting further discussion or follow-up will be captured throughout the presentation of this report for consideration as part of setting the strategic direction.

In addition to the above, this report provides information on two areas that were identified for discussion:

- Community Standards – a discussion on the appropriate level of bylaw service to comply with Council's adopted bylaws
- Development process – building trust among the public, the development community and the City

This report provides some background information to facilitate that discussion.

"Original signed by Frank Quinn"

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

"Original signed by J.L. (Jim) Rule"

Concurrence: J. L. (Jim) Rule
Chief Administrative Officer

City of Maple Ridge – Public Works and Development Services Division

2015 Work Plan Overview

Division Overview

The Public Works & Development Services Division is responsible for carrying out corporate initiatives as directed by Council. The Division manages the City's activities with respect to the administration and implementation of municipal policies, bylaws, and services. These services include development processing, the issuance of building permits and business licences, and the construction, operation and maintenance of municipal infrastructure. In addition, the Division attends to enquiries and requests for assistance from the general public.

The following summarizes the work of each department:

Planning Department

The Planning Department supports Council's indicatives through the creation and application of a number of policies, regulations and bylaws. These documents are not only used as a guide for decision making, but also establish the procedures under which development applications are processed, and how information is disseminated within the community. The desired manner in which development applications are to be processed is reflected in the Official Community Plan (OCP) and are summarized in Policy 1-1 of the OCP as *"The District will strive to protect it's Community values into the future, as it becomes more vibrant and prosperous, offering residents a strong local economy, stable and special neighbourhoods, thoughtful development, a diversity of agriculture, and respect for the built and natural environment"*.

Engineering Department

This Department provides Professional Engineering services to oversee the provision of the fundamental municipal services of water, sanitary sewage disposal, drainage, and roads. These fundamental services are some of the most important to residents, yet these same services often go unnoticed because they are provided on a daily basis in a safe, efficient, cost-effective, and timely manner. The department undertakes long range master planning initiatives for water, sewer, drainage and transportation. These plans inform the capital budget.

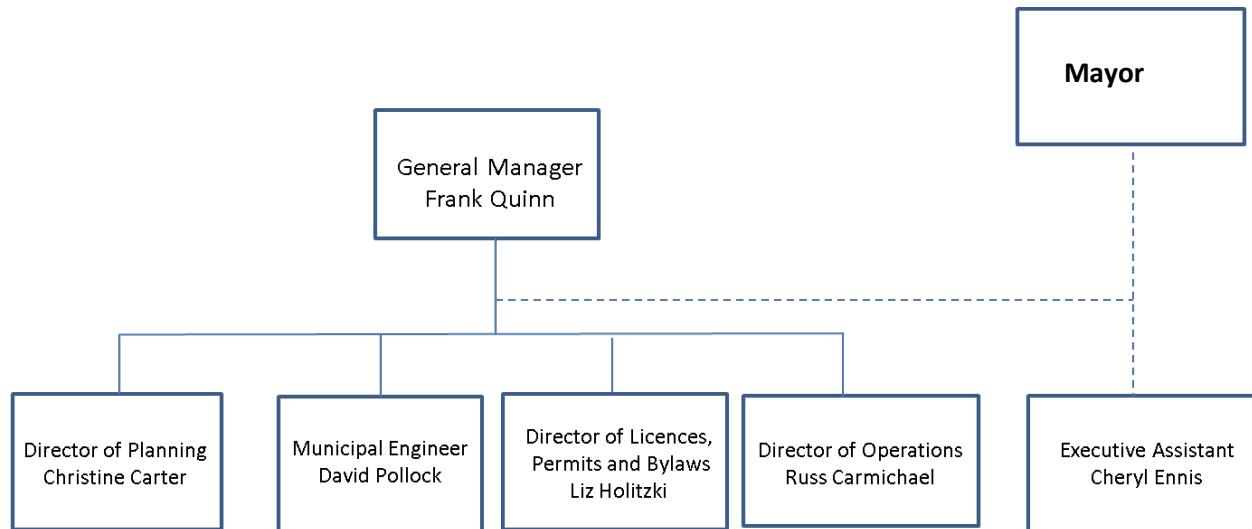
Licences, Permits and Bylaws Department

The Licences, Permits & Bylaws Department provides business licencing services, issues building permits in accordance with the BC Building Code and the Maple Ridge Building Bylaw. The department also seeks to maintain the Community Standards sought by Council through adopted bylaws. All departmental work aligns with the corporate Customer Experience Initiative.

Operations Department

Once the infrastructure is built it is turned over to the Operations Department to operate and maintain. This includes ensuring that when a tap is turned on, high quality potable water comes out of the faucet. Similarly when a toilet is flushed it's important that the sewers dispose of the effluent safely and efficiently. The department also manages the corporate fleet, provides procurement services and is responsible from snow and ice removal on municipal roads.

Our People



WHAT THE DIVISION DELIVERED (2013-2014) HIGHLIGHTS

The Division delivers on Council's direction through the following types of work:

1. **Policy Creation as Directed by Council**
2. **Capital Projects Approved by Council**
3. **Ongoing Commitments Day to Day Operations**

1. Policy Creation and Changes

Through 2013 and 2014 the following policy related work at the direction of Council has been completed:

- Commercial/Industrial Strategy Adoption
- Strategic Transportation Plan Adoption
- Amenity Zoning Adoption
- North Albion Density Review
- North Albion Servicing Review
- Area Planning Report – Hammond
- Medical Marihuana Bylaw Adoption
- Regional Context Statement Adoption
- Wildfire Protection Development Permit Adoption
- Secondary Suites Review
- Albion Flats Negotiations
- Multi-Material BC (MMBC) Reports
- Downtown Incentive Program Implementation
- Building Bylaw Amendments
- Noise Bylaw Review and Adoption
- Untidy Unsightly Premises Bylaw Review and Adoption
- Inter-Municipal Licence Bylaw Adoption
- Smoking Bylaw Review and Adoption
- Tandem Garages Review
- Pedestrian Connectivity Report

- Housing Action Plan
- Heritage Strategy
- Overhead Wiring Policy Review
- Environment Management Strategy Review and Reports
- Adopt-A-Block Amalgamation with Alouette River Management Society Agreement
- BC Hydro Fish Ladder Review
- Water Act Review
- Emergency Preparedness Planning
- Heritage Procedures Bylaw
- LED Streetlights Report
- Annual Water System Report
- Water Meter Report
- Resident Only Parking Policy
- Cottonwood Landfill Closure Plan

2. Capital Projects

The following capital projects approved by Council have been completed over the period 2013-2014.

- Bridge Replacement – Construction of new bridge at 232 Street and Fern Crescent
- Walkability – improvements to streets that increase the walkability in the municipality.
 - Improvements to Seniors Area on 224 Street including:
 - ✓ Pedestrian Activated Signal
 - ✓ Modifications to Landscaping
 - ✓ Sidewalk Improvements
 - ✓ New Cross Walks
 - ✓ 4-Way Stop Installation
 - ✓ Total Repave and Relining of Street
 - ✓ Improved Signage
 - Loughheed Highway Improvements - Streetscape between 226 Street and 228 Street including:
 - ✓ Wider and Safer Sidewalks
 - ✓ Improved Street Lighting
 - ✓ Safer Crosswalks
 - 122 Avenue – Phases 1 & 2 (216 Street to 221 Street):
 - ✓ Multi-use Pathways
 - ✓ Safer Crosswalks
 - ✓ Traffic Calming Button
 - 240 Street – 102 Avenue to Hill Street:
 - ✓ New Sidewalks
 - ✓ New Pedestrian Activated Signal at Albion School
 - ✓ Upgrade Marked Crosswalk
 - ✓ LED Street Name Signs
 - ✓ Tactile Warning Strips at Curb Let Downs

- Lorne Avenue – New Sidewalk
- Loughheed Highway Multi-Use Path (216 Street to Laity Street)
- Traffic Calming
 - ✓ Kanaka Way at Kanaka School
 - ✓ River Road
 - ✓ 124 Avenue
 - ✓ 132 Avenue (Corridor Review)
 - ✓ 122 Avenue (216 Street to 221 Street)
 - ✓ 132 Ave
- Green Fleet – replacing retired vehicles with Green Fleet including:
 - ✓ Three Nissan Leaf Electric Vehicles
 - ✓ Eight Charging Stations at Four Locations
 - ✓ Three Ford C-Max Hybrid Vehicles
- Storm Water Culvert Replacements:
 - ✓ North Millionaire Creek (130 Avenue)
 - ✓ 108 Avenue at 286 Street
 - ✓ 284 Street at 117 Avenue
 - ✓ 208 Street at 120 Avenue
 - ✓ Seigel Creek (110 Avenue)
 - ✓ Culvert Relining at Dunlop Creek
- Bulk Fill Water Station - Lilley Drive
- Sanitary Sewer – Ansell Street
- Hampton Street LAS Construction
- Pavement Rehabilitation:
 - ✓ 216 Street - 128 Avenue to South Alouette Bridge
 - ✓ Telep Avenue – 20172 Telep Avenue to Makinson Street
 - ✓ 113B Avenue – Stewart Crescent to Railway Tracks
 - ✓ 119 Avenue – 224 Street to 223 Street
 - ✓ Selkirk Avenue – 224 Street to 223 Street
 - ✓ Loughheed Highway – Haney Bypass to 116 Avenue
 - ✓ Dewdney Trunk Road – 216 Street to Laity Street
 - ✓ Wicklow Street – Dewdney Trunk Road to 220 Street
 - ✓ 287 Street – Dewdney Trunk Road to 123 Avenue
 - ✓ Dewdney Trunk Road – 264 Street to 269 Street
 - ✓ 264 Street – 100 Avenue to 98 Avenue
 - ✓ 118 Avenue – 238B Street to 23893 118 Avenue
 - ✓ Loughheed Highway – 228 Street to 226 Street
 - ✓ Railway replacement on 113B Avenue and Maple Crescent
 - ✓ 225 Street – Loughheed to North Avenue
 - ✓ McIntosh Ave 224 to 223
 - ✓ 112th Avenue – 272 to 276
 - ✓ Stonehouse Avenue – 210th to 21101 Stonehouse
 - ✓ 228A Street – Top Lift 12700 Block to 128th Ave
 - ✓ 256th Street north of 128 Avenue to gravel pit
 - ✓ Creekside top lift north of Kanaka Way to 11201
 - ✓ 124th Ave Laity to 216th – traffic calming speed humps
 - ✓ 264th St 96 Ave to 98th Ave
 - ✓ DTR & 272ND Intersection

3. On-Going Commitments Day to Day Operations

The day to day ongoing tasks and work activities consume the majority of the Divisions time. The following data provides a snapshot of those activities.

The Engineering and Operations Department manages, operates and maintains the following Infrastructure:

Water Utility

- 390 Kilometers of watermains
- 1925 fire hydrants
- 18,000 service connections
- 5 re-chlorination Stations
- 5848 pressure reducing valves
- 8 reservoirs
- 8 water pump stations
- 1700 Water meters
- 21 weekly water samples which are independently tested by the Greater Vancouver Water District. The results of these tests are forwarded to the Fraser Health Authority.

Sewer Utility

- 275 Kilometers of gravity sewer lines
- 15 Kilometers of forcemans
- 16,500 service connections
- 31 sewer pump stations

Roads

- 483 kilometers of Road
- 4065 street lights
- 44 traffic signals
- 19 illuminated crosswalks
- 289 kilometers sidewalks
- 23 kilometers lanes

Storm Sewer

- 290 kilometers of storm sewer
- 13 kilometres of Road culverts
- 6,300 catch basins
- 25 detention ponds
- 13,500 storm sewer connections

The following table illustrates the ongoing level of effort in development, building and licences:

	2010	2011	2012	2013	2014	Totals
Development Reports to Council	170	192	161	155	186	864
Building Related Permits Issued	3,950	3,400	2906	3020	3515	16,791
Building Related Inspections	16,343	15,962	15,208	16,319	16,538	80,370
Business Licences	4,340	4,199	4,273	4,277	4,271	21,360
Intermunicipal Business Licence				60	127	187

Based on the above there is

- an average of 8 to 9 Planning reports to Council every two weeks
- an average of 65 building related permits issued weekly every week of the year

The following table shows the number of requests by citizens for bylaw enforcement

Year	Number of Requests for Enforcement Received
2010	4,013
2011	3,667
2012	2,524
2013	3,489
2014	3,328
Total	17,021

Efficiencies and Effectiveness Highlights:

- Full implementation of Inter-Municipal Business Licence Program. Maple Ridge Licencing Department took a leadership role working with the Chamber of Commerce in the implementation of a system where a business only needs to obtain one business licence to operate across participating municipalities instead of having to obtain a business licence in each municipality. This has saved business operators both time and money.
- The use of innovative technologies continues to be actively pursued. For example – directional drilling (trenchless) has been used in lieu of open trench, allowing roads to remain open to traffic and preventing road closures and other technologies to minimize impacts and reduce carbon emissions.
- The use of alternative funding to municipal taxes including external funding sources through grant programs, TransLink programs, gravel revenues, amenity funding and ICBC.
- Multiple uses of equipment – for example a piece of machinery is used in the summer as a dump truck and in the winter it is transformed into a snow plough.

- Over the past 3 years multiple bylaws were revised and amended to provide currency and eliminate outdated requirements. These include:
 - Building Bylaw Amendments
 - Noise Bylaw Review and Adoption
 - Untidy Unsightly Premises Bylaw Review and Adoption
 - Inter-Municipal Licence Bylaw Adoption
 - Smoking Bylaw Review and Adoption
- Upgrading the efficiency of the fleet through the purchase of Hybrid and Electric vehicles over the past 8 years has reduced gasoline consumption. Life cycle has been better than predicted and replacement costs have reduced.
- The use of laptops in vehicles and mobile printers – allows for prompt delivery of inspection and other notices. There have been a significant number of process improvements for development applications. Process improvements initiated include:
 - Detailed Comprehensive Application Checklists
 - Getting the Applicant to First Reading faster (Council may wish to discuss this)
 - Planner of the Day (Planner assigned each day to address front counter inquiries)
 - Internal Application Review Committee (All staff involved in an application)
 - Detailed Pre-application Meetings
 - Elimination of Secondary Suite Permit Referrals to Planning Department
 - Elimination of Referrals to Operations Department
 - Reduced Number of Plan Check Iterations
 - Master Plan Reviews for Building Permits
 - Pre-application Reviews on Building Permits
 - Block Building Permit Reviews for Subdivisions with Repeating House Model

2015 DELIVERABLES HIGHLIGHTS

WHAT	WHEN
• Responsible Development Charter – Discussion Paper	Q1
• Pay- Loan Businesses – Review of zoning	Q1
• Review of derelict buildings associated with development applications	Q1/Q2
• Tree Bylaw – review and adoption	Q1/Q2
• Albion Flats Options Report	Q1
• Zoning Bylaw Review	Q2
• Establish a Development Liaison Committee with UDI and GVHBA (Review of Best Practices)	Q1
• Report on municipal garbage/organics pick up	Q1
• Review Regulations for Home Occupations	Q2
• Sign Bylaw – review and adoption	Q1/Q2
• Commercial Industrial Strategy – Implementation Plan	Q1/Q2
• Transportation Plan – Implementation Plan	Q2
• Assist with formation of Environmental Sustainability Advisory Committee	Q2
• Assist in formation of Transportation Advisory Committee	Q2
• Environmental Management Strategy Plan – Completion of Plan with Environmental Advisory Committee	Q2/Q3
• Hammond Area Plan	Q1/Q2/Q3/Q4
• Tandem Parking Review & Parking Standards Review	Q2
• Triplex, four-plex zone creation	Q3
• Evaluate Overhead wiring option for cash-in-lieu	Q3
• Undertake annual intersection performance review	Q3
• Partner with ICBC on pedestrian safety awareness- emphasis on engaging youth	Ongoing
• Abernethy Way/128 Avenue – (Phase 1 construction of section between 2010 and 2016 to 4 lanes)	Q1/Q4
• 203 Street – Lougheed Highway to Golden Ears Way	Q1/Q4
• 2015 Paving Program	Q2/Q3
• Fern Crescent Improvements – preliminary design	Q2/Q3/Q4
• 240 Street – 102 Avenue to 104 Avenue	Q2/Q3
• Prepare Annual water report for submission to the Ministry of Health	Q3
• Cottonwood landfill – commence the closure plan as required by Ministry of Health	Q2/Q3
• Continue Lighting Enhancements as per the BIA security Task Force	Q1/Q2
• Development Information Meeting Policy and Notification Review	Q2
• Housing Action Plan Implementation	Q2/Q4
• Bylaw adjudication Process	Q2
• Initiate dialogue meetings with BIA and Chamber of Commerce regarding Business Licences Process and Permits	Q1/Q2
• Business Licences - review & amend the existing Policy and Procedure document	Q2
• Implementation of recommendations from Mayor's Task Forces	Q2/Q4
• Status reports on Silver Valley and Albion	Q2/Q3

OPERATING BUDGETS

Operating Budget

Proposed Financial Plan 2015 – 2019 Public Works & Development Services – Administration

All \$ values in 000's (thousands)	Adopted 2014	Proposed 2015	Proposed Changes		Proposed			
			\$	%	2016	2017	2018	2019
Expenditures								
Conferences & Meetings	29	29	-	0%	29	29	29	29
Memberships	25	25	-	0%	25	25	25	25
Salaries	369	292	(77)	(21%)	364	372	445	518
Supplies	4	4	-	0%	4	4	4	4
	427	350	(77)	(18%)	422	430	503	576
Internal Transfers								
Salaries Recovery	(79)	(80)	(1)	1%	(82)	(84)	(86)	(88)
	(79)	(80)	(1)	1%	(82)	(84)	(86)	(88)
Totals	348	270	(78)	(22%)	340	346	417	488

Proposed Changes or Remarks:

Salaries: In the event that the growth in property taxes due to new construction does not meet the budgeted amounts, funding provided to cover costs associated with growth will be reduced by up to \$65,000 per year. Prior years approved growth costs (\$89,000) are committed to fund the new positions in Public Works & Development Services.

Incremental Packages – None

Capital Budget – None

Information Technology Update – None

Operating Budget

Proposed Financial Plan 2015 – 2019 Public Works & Development Services– Planning Department

All \$ values in 000's (thousands)	Adopted 2014	Proposed 2015	Proposed Changes		Proposed			
			\$	%	2016	2017	2018	2019
Revenues								
Applic Fees - ALR	6	6	-	0%	6	6	6	6
Applic Fees - Dev & Dev Var Permit	161	161	-	0%	161	165	170	176
Applic Fees - OCP	7	7	-	0%	7	7	7	7
Applic Fees - Subdivision	116	116	-	0%	116	119	123	126
Application Fees	115	115	-	0%	115	119	123	126
Fees	5	5	-	0%	5	5	5	5
Program Fees	1	1	-	0%	1	1	1	1
Sales	7	7	-	0%	7	7	8	8
User Fees	3	3	-	0%	3	3	3	3
	421	421	-	0%	421	432	446	458
Expenditures								
Committee Costs	22	22	-	0%	22	22	22	22
Consulting	19	19	-	0%	19	19	19	19
Contract	70	40	(30)	(43%)	40	40	40	40
Legal	38	38	-	0%	38	38	38	38
Publications	2	2	-	0%	2	2	2	2
Salaries	1,751	1,997	246	14%	2,160	2,219	2,274	2,330
Supplies	31	31	-	0%	31	31	31	31
Travel	10	10	-	0%	10	11	11	11
	1,943	2,159	216	11%	2,322	2,382	2,437	2,493
Totals	1,522	1,738	216	14%	1,901	1,950	1,991	2,035

Proposed Changes or Remarks:

Revenues: Starting in 2017, fees are shown to increase 3% annually to assist with covering the cost of increased staff. This change is for financial planning purposes only. A detailed analysis of fees will be done and Council approval will be required, before any changes are made.

Contract: 2014 included a one-time increase to Alouette River Management Society (ARMS) of \$30,000 for project specific work.

Salaries: 2015 and 2016 include the new positions to assist in development process timing. These positions are funded from reserves in 2015 and 2016 and partially through previously approved growth funding. The balance of the increase is in line with the corporate wide increases to wage costs for existing staff.

Incremental Packages - None

Capital Budget - None

Information Technology Update – None

Operating Budget

Proposed Financial Plan 2015 – 2019 Public Works & Development Services – Engineering

All \$ values in 000's (thousands)	Adopted 2014	Proposed 2015	Proposed Changes		Proposed			
			\$	%	2016	2017	2018	2019
Revenues								
Fees	335	335	-	0%	335	344	354	364
Permits	10	10	-	0%	10	10	10	10
Sales	25	25	-	0%	25	25	25	25
	370	370	-	0%	370	379	389	399
Expenditures								
Consulting	86	86	-	0%	86	86	86	86
Environmental Monitoring	20	20	-	0%	20	20	20	20
Miscellaneous	12	12	-	0%	12	12	12	12
Other Outside Services	10	10	-	0%	10	10	10	10
Salaries	2,646	2,791	145	5%	2,857	2,934	3,006	3,079
Special Projects	474	170	(304)	(64%)	190	170	190	170
Supplies	26	26	-	0%	26	26	26	26
Utilities - Telephone	12	12	-	0%	12	12	12	12
Vehicle Charges	68	70	2	3%	72	74	76	79
	3,354	3,197	(157)	(5%)	3,285	3,344	3,438	3,494
Internal Transfers								
Contribution to own Reserves	-	-	-		-	-	-	-
Contributions from own Reserves	(12)	(12)	-	0%	(12)	(12)	(12)	(12)
Salaries Recovery	(917)	(984)	(67)	7%	(1,007)	(1,033)	(1,059)	(1,084)
Transfers from Reserve Funds	(65)	(67)	(2)	3%	(69)	(70)	(72)	(74)
	(994)	(1,063)	(69)	7%	(1,088)	(1,115)	(1,143)	(1,170)
Totals	1,990	1,764	(226)	(11%)	1,827	1,850	1,906	1,925

Proposed Changes or Remarks:

- Fees:** Starting in 2017, fees are shown to increase 3% annually. This change is for financial planning purposes only. A detailed analysis of fees will be done and Council approval will be required, before any changes are made.
- Salaries:** The increase is larger than typical due to relocation of an existing Engineer Inspector 3 from Operations to Engineering. A reduction in costs of \$25,000 due to a readjustment in roles has been reallocated to assist in funding of new positions with the division.
- Special Projects:** Projects planned and funded through the capital funding allotment but that do not result in an asset have been moved to the operating budget. For 2015 – 2019 it includes: Audible Signals for \$5,000 a year, Cycling Transportation Signage for \$20,000 every other year, traffic divider change-out program for \$50,000 a year, the Safer School Travel Program for \$50,000 a year and \$65,000 a year for video and spot repair for our drainage system.
- Salary Recoveries:** Salary recoveries include the water and sewer utilities funding a portion of the new positions in Planning.

Incremental Packages – None

Capital Budget – None

Operating Budget

Proposed Financial Plan 2015 – 2019 Public Works & Development Services – Licences, Permits and Bylaws

All \$ values in 000's (thousands)	Adopted 2014	Proposed 2015	Proposed Changes		Proposed			
			\$	%	2016	2017	2018	2019
Revenues								
Administration Fee	13	13	-	0%	13	13	13	13
Business Licences	610	610	-	0%	610	610	610	610
Cost Recovery	6	6	-	0%	6	6	6	6
Fees	56	56	-	0%	56	56	56	56
Fines	63	63	-	0%	63	63	63	63
Licences	270	270	-	0%	270	270	270	270
Permits	1,734	1,734	-	0%	1,734	1,786	1,840	1,895
	2,752	2,752	-	0%	2,752	2,804	2,858	2,913
Expenditures								
Advertising	6	6	-	0%	6	6	6	6
Contract	379	389	10	3%	400	411	423	435
Miscellaneous	3	3	-	0%	3	3	3	3
Salaries	2,627	2,778	151	6%	2,845	2,923	2,997	3,071
Supplies	76	76	-	0%	76	76	76	76
Utilities - Telephone	13	13	-	0%	13	13	13	13
Vehicle Charges	98	101	3	3%	104	107	110	113
	3,202	3,366	164	5%	3,447	3,539	3,628	3,717
Totals	450	614	164	36%	695	735	770	804

Proposed Changes or Remarks:

Permits: Starting in 2017, fees are shown to increase 3% annually. This change is for financial planning purposes only. A detailed analysis of fees will be done and Council approval will be required, before any changes are made.

Contract: This is the SPCA contract and it is increasing 3% annually.

Salaries: There is an additional Plan Checker 2 in 2015 to address development processing times. The cost increase for this position is funded through reserves in 2015 and 2016 and through a reallocation of funds from Engineering. The balance of the increase is in line with the corporate wide increases to wage costs for existing staff.

Incremental Packages – None

Capital Budget – None

Information Technology Update – The department requires IT resourcing to support existing services. In addition:

- **Capital:** The following capital projects, and the timing and resourcing commitments are represented in the IT business plan:
 - 1) Review the feasibility of providing on-line permit acceptance and issuance.
 - 2) Purchase of the Tempest Ticketing module along with an IT commitment towards installation, data alignment, online integration, testing and training. The Tempest module provides automated capabilities for the issuance, tracking and payment of tickets which delivers improved operational efficiencies. Additional benefits include; an improved customer service experience due to the capacity for real-time uploading and improved reporting and tracking.

Operating Budget

Proposed Financial Plan 2015 – 2019 Public Works & Development Services – Operations Centre

All \$ values in 000's (thousands)	Adopted 2014	Proposed 2015	Proposed Changes		Proposed			
			\$	%	2016	2017	2018	2019
Revenues								
Fuel Sales	117	120	3	3%	123	127	130	133
Private Services - GR	108	109	1	1%	110	112	112	112
Storm Drainage	26	26	-	0%	26	26	26	26
Traffic Control	10	10	-	0%	10	10	10	10
	261	265	4	2%	269	275	278	281
Expenditures								
Brushing	469	474	5	1%	479	485	491	497
Ditching	320	326	6	2%	332	339	346	353
Gravel Roads - Maint	59	60	1	2%	61	62	63	64
Internal Equipment	1,773	1,813	40	2%	1,854	1,895	1,936	1,978
Litter Bins and Sweeping	279	286	7	3%	293	301	309	317
Materials Management	460	471	11	2%	482	495	507	519
Municipal Roads - Gen Maint	623	631	8	1%	705	780	855	930
Municipal Roads - Patching	485	492	7	1%	500	507	515	524
Operations Management	983	900	(83)	(8%)	915	932	948	965
Shouldering	169	172	3	2%	175	179	183	186
Snow and Ice Control	273	278	5	2%	284	290	296	302
Storm Drainage	370	376	6	2%	384	391	399	407
Street Lighting	501	531	30	6%	556	574	590	604
Traffic Control	302	306	4	1%	310	314	319	323
Works Yard	239	242	3	1%	245	247	250	252
	7,305	7,358	53	1%	7,575	7,791	8,007	8,221
Internal Transfers								
Internal Equipment	(1,656)	(1,693)	(37)	2%	(1,730)	(1,768)	(1,806)	(1,845)
Operations Management	(182)	(187)	(5)	3%	(191)	(197)	(202)	(207)
	(1,838)	(1,880)	(42)	2%	(1,921)	(1,965)	(2,008)	(2,052)
Totals	5,205	5,212	7	0%	5,384	5,550	5,720	5,887

Proposed Changes or Remarks:

Municipal Roads – Gen Maint: Similar to previous years, in the event that the growth in property taxes due to new construction does not meet the budgeted amounts, funding provided to cover costs associated with infrastructure growth will be reduced by up to \$65,000 per year. The 2015 allocation for growth costs have been removed.

Operations Management: An existing position, Engineer Inspector 3, was relocated to Engineering resulting in a decrease here and an offsetting increase in Engineering. The balance of the change is due to wage cost increases for existing positions.

Street Lighting: The cost of electricity increases in 2014 by 9%, 2015 by 6%, 2017 by 4%, 2018 by 3.5% and in 2019 by 3%.

Proposed Financial Plan 2015 – 2019
Public Works & Development Services – Sewer & Water Utilities

All \$ values in 000's (thousands)	Adopted 2014	Proposed 2015	Proposed Changes		Proposed			
			\$	%	2016	2017	2018	2019
Sewer Utility								
_Revenue	(9,134)	(9,681)	(547)	6%	(10,682)	(11,302)	(11,960)	(12,661)
Capital	770	657	(113)	(15%)	1,315	627	1,223	1,224
Expense	1,123	1,155	32	3%	1,188	1,223	1,257	1,293
Special Projects	661	125	(536)	(81%)	-	125	125	125
GVS&DD	5,830	5,506	(324)	(6%)	5,753	6,012	6,283	6,566
Internal	182	754	572	314%	767	783	798	813
	(568)	(1,484)	(916)	161%	(1,659)	(2,532)	(2,274)	(2,640)
Appropriation from Surplus	-	-			-	-	-	-
Transfer to Surplus	568	1,484			1,659	2,532	2,274	2,640
	-	-			-	-	-	-
Water Utility								
_Revenue	(13,722)	(14,541)	(819)	6%	(15,411)	(16,335)	(17,302)	(18,330)
Capital	1,670	1,429	(241)	(14%)	1,340	1,270	2,422	2,423
Debt	68	843	775	1140%	843	843	843	843
Expense	2,120	2,170	50	2%	2,223	2,278	2,334	2,390
Special Projects	6,967	-	(6,967)	(100%)	-	-	-	-
GVWD	8,254	9,056	802	10%	9,918	10,933	11,641	11,641
Internal	(5,321)	460	5,781	(109%)	481	504	526	549
	36	(583)	(619)	(1719%)	(606)	(507)	464	(484)
Appropriation from Surplus	(36)	-			-	-	(464)	-
Transfer to Surplus	-	583			606	507	-	484
	-	-			-	-	-	-

Proposed Changes or Remarks:

Revenue: The rate increase for water and sewer are 5.5% and 4.6% respectively with additional housing units accounting for the balance of the increase.

Capital: The planned capital will fluctuate year to year. 2019 capital is yet to be scheduled so 2018 figures are budgeted as an indicative amount. This will be updated when the Financial Plan Bylaw is brought to Council in April of 2015.

Debt – Water: This is the anticipated debt associated with the regional water capital improvements works, for a new water main and pump station, which is currently underway. It is expected that borrowing will not be sought until the work is complete to ensure the costs are known. Principle payments will be funded through Development Cost Charges and the interest has to be covered through the Water Utility.

Special Projects: The Sewer Special project in 2015-2019 is for pump station electrical upgrades. Water Special projects in 2014 include the regional water projects. Any portion of the budget remaining will be carried forward to 2015 to line up with when the work is completed and the municipality is billed for our portion. Currently this is being funded through Development Cost Charges but external borrowing will likely be sought.

Incremental Packages – None

Capital Budget - See Capital Budget Listing

Information Technology Update

- Tablets have been successfully deployed in garage for use during equipment repair and maintenance.
- Maintenance Software has been implemented in garage for work orders and maintenance history, fuel consumption and other related data

TO: Her Worship Mayor Nicole Read
and Members of Council

MEETING DATE: March 2, 2015

FROM: Chief Administrative Officer

MEETING: Council Workshop

SUBJECT: Work Plan Overview – Community Development, Parks & Recreation Services (CDPR)

EXECUTIVE SUMMARY:

As Council embarks on a four-year mandate, it is important that they set the strategic direction for the term. An approach to establishing this direction was discussed with Council, and key information items were scheduled, leading up to Council setting the strategic direction.

The purpose of this report is to introduce one of those items: the work plan overview for the CDPR which includes the Administration, Community Services, Parks, Facilities & Open Space and Recreation departments. Any Council comments requiring further discussion or follow-up will be captured throughout the presentation of this item for discussion at the upcoming strategic planning session.

RECOMMENDATION:

This report is submitted for information only. No resolution is required.

“Original signed by Kelly Swift”

Prepared by: Kelly Swift
General Manager,
Community Development,
Parks & Recreation
Services

“Original signed by Kelly Swift”

Concurrence J.L. (Jim) Rule
by: Chief Administrative Officer

Attachment:

Appendix 1 - Work Plan Overview – Community Development, Parks & Recreation Services

City of Maple Ridge

TO: Her Worship Mayor Nicole Read
and Members of Council

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Attachment:

Appendix 1 - Work Plan Overview – Community Development, Parks & Recreation Services

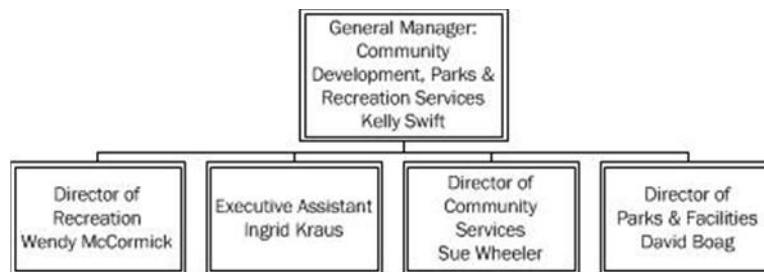
City of Maple Ridge – Community Development, Parks & Recreation Services Administration

Work Plan Overview - 2015

Department Overview

The Administration section of Community Development, Parks and Recreation (CDPR) oversees the provision of a diverse range of community services in a manner that aligns with Council's strategic direction and responds to community needs. More specifically, CDPR provides facilities and services that engage citizens as active participants in the community in sport, recreation, arts and cultural opportunities. CDPR also supports the development of planning tables and networks for community members with common interests such as festivals, volunteerism and neighbourhood engagement. This approach creates a vibrant community that is collaborative, connected, and engaged. Extra effort is made to include participants from vulnerable or at-risk populations in community activities for their benefit and for the benefit that accrues to the whole community when all segments are engaged in positive activities. The operating approach maximizes the range and quality of service through citizen engagement, partnerships and the efficient management of resources.

Our People



What Did We Deliver? (2014 Highlights)

- Conducted a review and update of all Commission policies.
- Coordinated planning for twelve grand opening ceremonies and celebrations including Emmeline Mohun Park, Albion Mountain Bike Skills Park, Albion Sports Complex Water Play Park and others.
- Measured citizen's level of satisfaction and use of parks, recreation and cultural services.
- Conducted a review of the Joint Leisure Services Agreement between Maple Ridge and Pitt Meadows.

Efficiency & Effectiveness Highlights

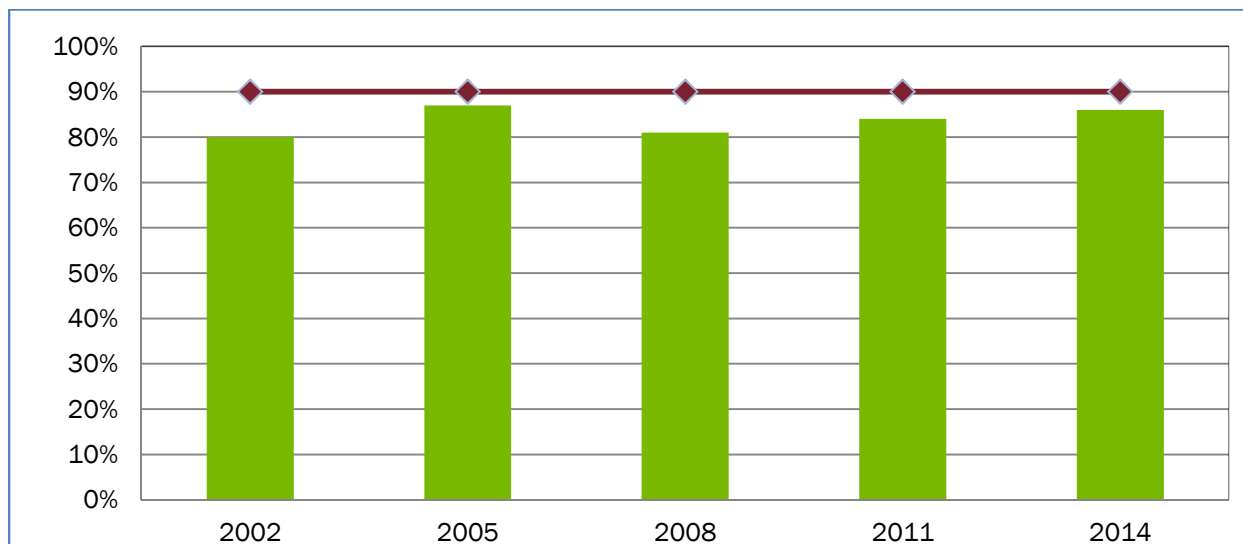
- Conducted a process improvement review for CDPR purchasing systems.
- Conducted a process improvement review of the annual fees and charges review process.

How are we doing?

Citizens Who are Satisfied with Parks and Leisure Services

Overview – Parks & Leisure Services (PLS) include a broad range of opportunities for citizens to participate in active and social activities designed for children, youth, adults, families and senior citizens. This includes group and individual fitness, aquatic, skating, outdoor and social programs as well as sport fields, parks, trails and dyke trails.

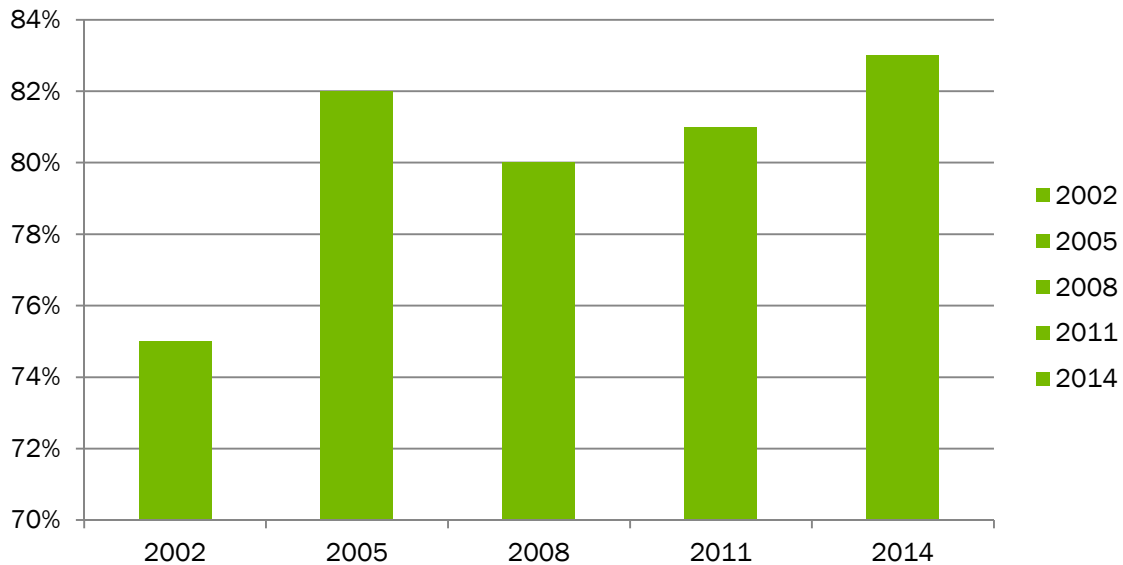
Target – Ensure appropriate services are available for present and future customers and citizens to live healthy lifestyles.



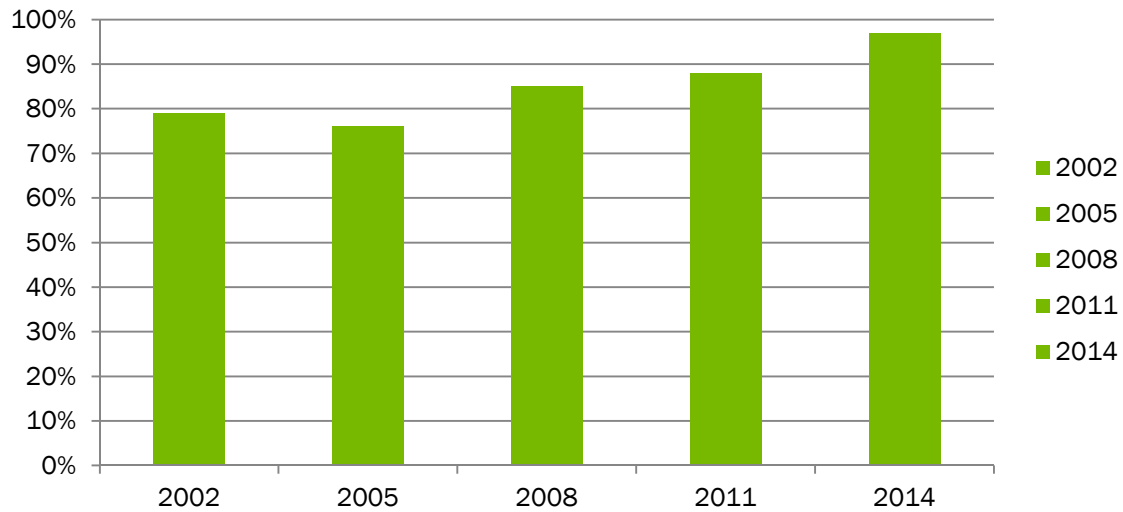
	2002	2005	2008	2011	2014	2017
Target	90%	90%	90%	90%	90%	90%
Actual						
% of Satisfied Citizens	80%	87%	81%	84%	86%	

Status – The 2014 survey measured the percentage of citizens who are satisfied (rated as excellent or good) with Parks & Leisure Services. Survey conducted by Sentis Market Research Inc, the next survey will be in 2017.

Overall Satisfaction with Quality of Services



Household Usage of Parks & Leisure Services



What Will We Be Doing? (2015 Deliverables)

What	When
Divisional Operations	
• Complete SPAC mandate review process.	Q1
• Develop an improved system for the management of contracts and legal documents.	Q2
Strategic Partnerships	
• Update agreements between School District and Commission for the joint operation of park/school sites.	Q2
Joint Delivery Model	
• Host a joint Council orientation and workshop on the Joint Leisure Services Agreement (JLSA).	Q1
• Establish a Pitt Meadows Staff Liaison responsible for oversight of the JLSA on behalf of Pitt Meadows.	Q1
• Develop performance measures for the JLSA that are supported by both municipalities.	Q2
• Host a Senior Management Workshop on the JLSA.	Q3
• Liaise with Finance representatives in both municipalities to increase clarity on the magnitude and flow of financial benefits from the JLSA.	Q3
Customer Experience Management	
• Conduct an assessment of CDPR service quality tools and identify priority focus areas to continue to improve service quality.	Q3
• Review and improve facility exit survey research tool.	Q3
Strategic Planning	
• Identify priorities within the Parks, Recreation and Culture Master Plan regarding assigned funding.	Q1
• Explore options for a new Albion Community Hall and a financing mechanism.	Q2
• Follow-up on acquisition of strategic properties identified for park purposes.	Q4

Ongoing Deliverables

- Liaison with Metro Vancouver Parks related to Experience the Fraser, Pitt River Greenway, Kanaka Creek Greenway, joint acquisitions and other opportunities to enhance community sustainability through the protection of open space resources
- Meet regularly with Master Agreement Steering Committee with School District No. 42 to:
 - ensure the efficient planning and function of park/school sites,
 - seek long range opportunities to integrate park and school planning,
 - increase access to school gyms or after school recreation programs.
- Monitor implementation of 2010 Maple Ridge and Pitt Meadows Parks and Leisure Services Master Plan.
- Monitor and guide progress of department work plans for: Parks and Facilities, Recreation, Community Services, and Committees of Council.
- Ensure support and alignment of advisory committees to Council. This includes the Maple Ridge Public Art Committee, the Municipal Advisory Committee on Accessibility, and the Maple Ridge Social Planning Advisory Committee.
- Oversee implementation of the Corporate Customer Service Strategy in collaboration with all Departments.
- Plan and prepare Commission agenda reports and packages and, coordinate reports from Commission to Councils.
- Ensure the effective function of fee for service agreements, business operating agreements and Committees of Council within the CDPR portfolio.

Operating Budget

Proposed Financial Plan 2015 – 2019 Community Development, Parks & Recreation Services – Administration

All \$ values in 000's (thousands)	Adopted 2014	Proposed 2015	Proposed Changes		2016	Proposed 2017	2018	2019
			\$	%				
CDPR Admin								
Conferences & Meetings	13	13	-	0%	13	13	13	13
Other Outside Services	35	5	(30)	(86%)	5	35	5	5
PM - Cost Recovery	(80)	(75)	5	(6%)	(76)	(82)	(79)	(80)
Salaries	301	309	8	3%	316	325	333	341
Studies & Projects	120	120	-	0%	120	120	120	70
Supplies	1	1	-	0%	1	1	1	1
	390	373	(17)	(4%)	379	412	393	350
CDPR Support								
Bank Charges	40	40	-	0%	40	40	40	40
Memberships	8	8	-	0%	8	8	8	8
Miscellaneous	12	12	-	0%	12	12	12	12
Salaries	2,684	2,731	47	2%	2,796	2,870	2,939	3,009
Supplies	29	29	-	0%	29	29	29	29
Supplies - Software	59	59	-	0%	59	59	59	59
Vehicle Costs	37	38	1	3%	39	40	41	42
	2,869	2,917	48	2%	2,983	3,058	3,128	3,199
CDPR Packages								
Divisional Growth Costs	65	65	-	0%	130	195	260	325
P&R Master Plan Implementation	161	328	167	104%	503	688	883	1,089
	226	393	167	74%	633	883	1,143	1,414
Internal Transfers								
SS Allocation	(2,868)	(2,917)	(49)	2%	(2,982)	(3,057)	(3,128)	(3,198)
	(2,868)	(2,917)	(49)	2%	(2,982)	(3,057)	(3,128)	(3,198)
Totals	617	766	149	24%	1,013	1,296	1,536	1,765

Proposed Changes or Remarks:

CDPR Admin

Other Outside Services: A citizen satisfaction survey is carried out every three years. One was just completed in 2014.

PM – Cost Recovery: This is the amount of Pitt Meadows cost share attributed to this area. The percentage change is different from the total budget change in this area because Studies and Projects items (see below) are non-shareable.

Studies & Projects: Budget includes public art (\$70,000) and treating noxious weeds on municipal property (\$50,000).

CDPR Support This contains divisional costs shared between areas, and they are allocated by the amount of support needed. This is seen in each area as SS Allocation.

Salaries: The increase is less than the corporate-wide wage increase assumptions for existing staff because half of a Research Technician was moved to Administration in mid-2014. See Salaries in Administration for additional details.

CDPR Packages

Divisional Growth Costs: The budget in this area typically includes \$65,000 a year to address the division's cost associated with growth however, this was removed in 2015.

Parks and Recreation Master Plan Implementation:

A dedicated property tax increase of 0.25% a year is included in the Financial Plan to fund the implementation of the Parks and Recreation Master Plan. The scheduling and sequencing of this plan is now underway.

Proposed Financial Plan 2015 – 2019
Community Development, Parks & Recreation Services – Maple Ridge Cost Share

All \$ values in 000's (thousands)	Adopted	Proposed	Proposed Changes		Proposed			
	2014	2015	\$	%	2016	2017	2018	2019
CDPR Admin								
CDPR Admin	390	372	(18)	(5%)	378	410	392	349
CDPR Pkgs	226	393	167	74%	633	883	1,143	1,414
CDPR Support	2,868	2,917	49	2%	2,982	3,057	3,128	3,198
SS Allocation	(2,868)	(2,917)	(49)	2%	(2,982)	(3,057)	(3,128)	(3,198)
	616	765	149	24%	1,011	1,293	1,535	1,763
Community Development								
Arts	584	591	7	1%	603	615	627	640
Neighbourhood Dev	147	149	2	1%	151	153	155	157
Seniors	280	285	5	2%	291	298	304	311
Social Planning	151	154	3	2%	158	161	165	169
Special Events	285	291	6	2%	298	305	313	320
Special Services	177	183	6	3%	189	194	199	203
Youth	582	608	26	4%	634	653	669	685
	2,206	2,261	55	2%	2,324	2,379	2,432	2,485
Parks & Facilities								
Cemetery	-	-	-		-	-	-	-
Fairgrounds	69	71	2	3%	72	74	76	77
GGP - Facilities	1,248	1,262	14	1%	1,301	1,341	1,355	1,368
GGP - Infrastructure	1,450	1,150	(300)	(21%)	1,150	1,150	1,150	1,150
Golf Course	(146)	(146)	-	0%	(145)	(144)	(144)	(143)
Greenbelts	46	47	1	2%	48	49	50	51
Parks, Community	672	683	11	2%	697	712	726	741
Parks, Municipal	1,586	1,573	(13)	(1%)	1,672	1,715	1,819	1,863
Parks, Neighbourhood	322	327	5	2%	334	341	348	355
Trails	211	215	4	2%	219	224	228	233
	5,458	5,182	(276)	(5%)	5,348	5,462	5,608	5,695
Recreation								
Arenas	729	728	(1)	0%	727	728	730	804
Children	195	222	27	14%	246	263	275	287
Curling Rink	16	16	-	0%	16	16	16	16
Historic Sites	226	230	4	2%	234	238	243	247
Leisure Centre	1,507	1,542	35	2%	1,585	1,641	1,697	1,751
Library	2,634	2,661	27	1%	2,740	2,822	2,906	2,993
Outdoor Pools	91	93	2	2%	95	97	100	102
PM Heritage Hall	125	128	3	2%	131	134	137	140
PMFRC	561	574	13	2%	588	604	620	635
South Bonson Amenity	131	133	2	2%	135	137	138	139
Whonnock Comm Centre	15	15	-	0%	15	15	15	15
	6,230	6,342	112	2%	6,512	6,695	6,877	7,129
Totals	14,510	14,550	40	0%	15,195	15,829	16,452	17,072

Proposed Financial Plan 2015 – 2019
Community Development, Parks & Recreation Services – Pitt Meadows Cost Share

All \$ values in 000's (thousands)	Adopted	Proposed	Proposed Changes		Proposed			
	2014	2015	\$	%	2016	2017	2018	2019
CDPR Admin								
CDPR Admin	80	75	(5)	(6%)	76	82	79	80
	80	75	(5)	(6%)	76	82	79	80
Community Development								
Arts	133	141	8	6%	143	147	150	153
Neighbourhood Dev	18	19	1	6%	19	20	20	21
Seniors	70	71	1	1%	73	75	76	78
Special Events	69	70	1	1%	72	74	76	78
Special Svcs	44	46	2	5%	47	49	50	51
Youth	146	152	6	4%	159	164	168	172
	480	499	19	4%	513	529	540	553
Parks & Facilities								
Fairgrounds	17	18	1	6%	18	19	19	19
Greenbelts	12	12	-	0%	12	12	13	13
Parks, Community	168	171	3	2%	175	178	182	186
Parks, Municipal	388	392	4	1%	410	429	447	466
Parks, Neighbourhood	81	82	1	1%	84	85	87	89
Trails	53	54	1	2%	55	56	57	58
	719	729	10	1%	754	779	805	831
Recreation								
Arenas	183	182	(1)	(1%)	182	182	183	201
Children	49	56	7	14%	62	66	69	72
Curling Rink	4	4	-	0%	4	4	4	4
Historic Sites	57	58	1	2%	59	60	61	62
Leisure Centre	384	392	8	2%	403	417	431	445
Outdoor Pools	23	23	-	0%	24	24	25	26
PM Heritage Hall	31	32	1	3%	33	34	34	35
PMFRC	141	144	3	2%	147	151	155	159
South Bonson Amenity	33	33	-	0%	34	34	35	35
Whonnock Comm Centre	4	4	-	0%	4	4	4	4
	909	928	19	2%	952	976	1,001	1,043
Totals	2,188	2,231	43	2%	2,295	2,366	2,425	2,507

City of Maple Ridge – Community Services

Work Plan Overview – 2015

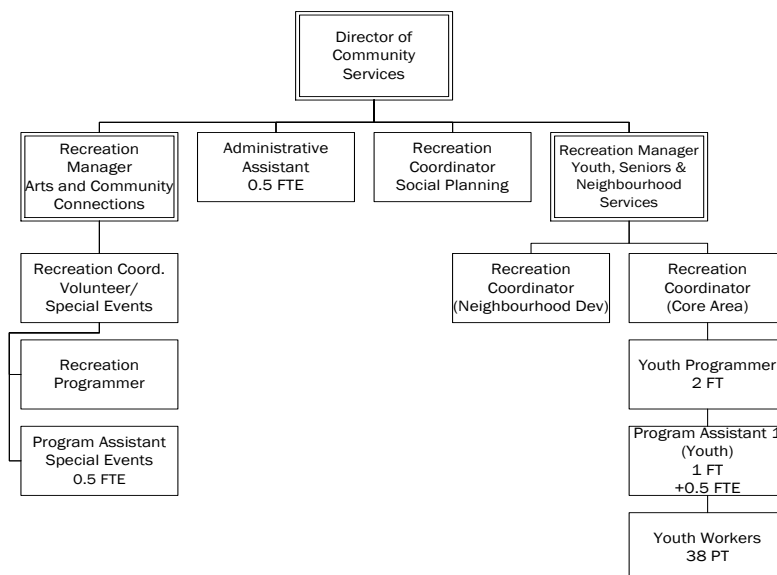
Department Overview

The Community Services Department delivers services that promote citizen engagement and community health through a community development model. This approach supports working with partners to ensure an abundance of opportunities are available for citizens, community organizations, and networks to connect, engage, and contribute to building a healthy, vibrant community. This grassroots approach promotes: leadership development, sharing information and resources, networking, and collaboration. Community-based groups are supported to contribute to positive community change by mobilizing their passions, knowledge, assets, skills and relationships.

The Department is comprised of: Youth Services, Neighbourhood Development, Arts, Culture and Heritage, Festivals, Volunteer Services, Seniors Services, and Social Planning. Support is provided to the Arts Council, Ridge Meadows Seniors Society, Maple Ridge Historical Society, and Pitt Meadows Heritage and Museum Society through Operating Agreements related to the operation of facilities, programs and services at the ACT, Ridge Meadows Seniors Centre, museums and historic sites, and the Pitt Meadows Seniors Centre. Public art programs are supported through Maple Ridge Public Art Advisory Committee, and through project task groups in Pitt Meadows.

Social Planning provides support to the Social Planning Advisory Committee (SPAC) that advises Council on policies and strategies related to the goal of creating a socially healthy and sustainable community. Social Planning provides leadership by: supporting strong connected networks to work collectively and collaboratively on community-wide solutions; informing Council of opportunities to leverage senior government funding; and identifying opportunities to advocate for social policy change and service enhancement to address community social needs.

Our People



What Did We Deliver? (2014 Highlights)

Community Services Department Highlights:

- Community development approach effective in supporting groups to connect and share knowledge and resources, to network, and collaborate creating a 'culture of practice' where groups seek to work together.
- Provided opportunities for community groups from a variety of sectors to connect through: leadership development, community education workshops, joint projects, and networking opportunities.
- Pilot event hosted creating connections between networks: festivals and neighbourhood champions.

Youth Services Highlights:

- Implemented Youth Engagement processes at all high schools, with intent to conduct processes annually.
- Worked with partners to address challenges presented by new trend of scooter use at Action Parks: 3 Scooter safety events with RCMP and Youth Mentors developed etiquette guide and social media promotional materials.
- Increased profile and attendance at Youth Week through enhanced partnerships, activities, and use of social media promotion including expanding the Youth Talent show audience through livestreaming.

Neighbourhood Development Highlights:

- Supported Neighbourhood Champions program growth with increase in number of Neighbourhoods represented.
- Hosted three Neighbourhood Champions Speakers Series Events, supported over 50 Neighbourhood Block Parties through Seed Grants (highest number in program history), and successfully implemented the Matching Fund Grant pilot program awarding six grants.
- Supported growing interest in Gardening /Eating Local by linking groups, initiatives, and resources including: support of Haney Farmers Market sustainability planning, and support of the Intergenerational Garden project.

Arts, Culture, and Heritage Highlights:

- Restructured Arts Council's Operating Agreements reflecting current practice and performance measures.
- Implemented new Artist in Residence (AIR) program and supported the AIR Committee in Artist selection for three new programs: Osprey Village, Port Haney, and Fern Crescent.
- Maple Ridge Public Art Committee highlights include: development of a 5 year public art strategic work plan, and development and implementation of a community public art grant program.

Festivals and Volunteers Highlights:

- Continued to support the growing number of new local festivals emerging:
 - Supported Inter-municipal Events Approval Committee to process over 100 event applications,
 - Provided in-kind or staff support to a total of 83 events, supported festival funding agreements with 34 festival and event groups, and supported the introduction of 15 new and/or enhanced events.
- Provided workshops and speaker series focused on education, professional development, and networking.
- Increased promotions to build awareness of the diversity of volunteer opportunities available.

Seniors Services Highlights:

- Restructured RMSS's Operating Agreements reflecting current practice and performance measures.
- Supported RMSS to continue to implement their Strategic Plan's six focus area Action Plan.
- Supported RMSS to increase hours of operation at Pitt Meadows Seniors Centre.

Social Planning Highlights:

- Supported SPAC in review of Committee mandate and preparation of recommendation to Council.
- Supported SPAC in recommendation to Council of four resolutions that were forwarded to the annual UBCM conference and were all endorsed.
- Supported the completion of the 2014 Housing Action Plan which was endorsed by Council.

Efficiency & Effectiveness Highlights

- Youth Services - focused on development of Social Media promotional materials (YouTube, livestreaming) to promote participation to an expanded audience through a low cost environmentally friendly approach.
- Neighbourhood Development - established a partnership with Cooperators Insurance to improve accessibility resulting in growth in number of block parties.
- Arts - implemented joint Maple Ridge and Pitt Meadows Artist in Residence Committee to oversee the program.
- Festivals - focused on streamlining approval processes to ensure efficiencies in accommodating the growing complexity of festival requirements related to public safety as community festivals grow in size and complexity:
 - Develop new online application tools for the public and partners.
 - Operationalized and streamlined the inter-municipal events approval committee for both communities.

How are we doing?

Youth Services Measures

	2013	2014	2015 (target)
# of annual youth visits to the GMYC	9,111	8,200	8,500
# of user visits to TH Youth Action Park during supervised mentorship program hours	1,587	930*	1,600
# of user visits at Harris Road Youth Action Park during mentorship program hours	2,070	2,294	2,150

* THSS Action Park down due to Teachers Strike, Harris Park required more mentorship hours due to Scooter Use safety concerns.

Neighbourhood Development Measures

	2012	2013	2014	2015 (target)
# Seed Grants	15	40	53	60
#Matching Grants	N/A	N/A	6	7

Parks and Leisure Services Community Groups Survey Measures

	2008	2011	2014	2017 (target)
% Population Surveyed Reported Volunteering	33%	40%	29%	30%

Note: Community Group Survey conducted every 3 years.

Community Group Measures – Percentage of Groups that feel well served by Parks and Leisure Services

	2008	2010	2013	2016 (target)
% Community Groups	72%	84%	86%	86%

Note: Community Group Survey conducted every 3 years.

Arts Measures: The ACT Centre , Theatre, and Program Statistics provided by Arts Council Society

	2012-13	2013-14	2014-15 (est.)
# MRPM Arts Council Presentations	42	29	27
# MRPM Arts Council Presentation Attendance(* higher # due to special school grant)	13,931*	7,561	7,500
# MRPM Arts Council Outreach/Partnership/Workshops/ Free Events	79	80	82
# MRPM Arts Council Outreach/Partnership/Workshops/ Free Event Attendance	14,758	5,655	5,800
# Arts Programs Offered	454	411	416
# Arts Programs Participation	2,152	2,359	2,424
# Gallery and Shop Visits	7,692	7,780	7,900
# Art Gallery Exhibits	7	6	6

Heritage Measures: Maple Ridge Museum & Haney House Measures provided by Maple Ridge Historical Society

	2012	2013	2014 (est.)	2015 (target)
Total Admissions	2,006	2,025	1,390	1,850
Off-site Events Attendance	637	640	2,385	2,000
Volunteer Hours	1,112	1,120	1,130	1,130

*Museum: child admissions dropped due to teachers' strike; off-site events attendance increased due to attendance at community events.

Public Art Measures

	2012	2013	2014	2015 (target)
# Of Public Art installations commissioned by MRPASC.	1	1	1 large initiated 3 community art	1 large complete, 1 large initiated Estimated 4 community art

Seniors Services Measures

Note: Statistics provided by the RMSS	2013	2014	2015 (target)
# RMSS memberships	1,452	1,653	1,700
# Maple Ridge resident members	1,149 (79%)	1,332 (81%)	1,400
# Pitt Meadows resident members	300 (21%)	321 (19%)	350
# RMSS members volunteering	245	260	260
# Customer satisfaction surveys	n/a	4	4

What Will We Be Doing? (2015 Deliverables)

What	When
Youth Services Deliverables: <ul style="list-style-type: none"> • Install interactive self-service kiosks to survey customer feedback at Youth Centres and special events. • Respond to interests gathered during 2014 Youth Engagement Process: <ul style="list-style-type: none"> ○ Partner with Intergenerational Garden to implement a Youth Community garden bed. ○ Create Leadership Development continuum by introducing Peer to Peer program. ○ Conduct an engagement process with young women to increase healthy lifestyle education and leadership development opportunities. • Support Mentorship participants to plan community celebration event for the unveiling of public art project at the 'Pitt' Action Park. 	Q1 Q2 Q4 Q4 Q3
Neighbourhood Development Deliverables: <ul style="list-style-type: none"> • Explore entering into an operating agreement with the Haney Farmers Market. • Finalize partnership with the Vancouver Foundation for small neighbourhood grants – first municipal pilot. • Conduct an evaluation of Matching Grant program with recommendations related to the continuation for Commission's consideration. 	Q2 Q2 Q1
Arts, Culture and Heritage Deliverables: <ul style="list-style-type: none"> • Implement new Operating agreement with Arts Council - develop a framework for annual reporting in performance focus areas. • Work with Economic Development to capitalize on opportunities for arts and culture to contribute to promoting community vibrancy. • Support Maple Ridge Public Art Committee to complete phase one of implementation five year public art plan. • Work with Museum Societies to build profile in the community and connect them with potential partners/sponsors/event opportunities. 	Q4 Q4 Q1-4 Q1-4
Festivals and Volunteers Deliverables: <ul style="list-style-type: none"> • Work with the Festivals Network to enhance vibrancy through an "Ideas Expo". • Implement reallocation of existing department resources to increase support to events focusing on improving efficiencies and customer services. • Explore entering into an operating agreement with the Country Fair, Agricultural Association. • Rebrand volunteer promotion "message" from information gathered through engagement process. 	Q4 Q1-2 Q2 Q2-3
Seniors Services Deliverables: <ul style="list-style-type: none"> • Support RMSS to develop a Sustainability Strategy for the Seniors Network. • Support RMSS to continue to implement their Action Plan including focusing on developing new partnerships and funding opportunities. • Support RMSS to host Educational Speaker Series that 55+ Engagement process identified as priority. 	Q3 Q4 Q4
Social Planning Deliverables: <ul style="list-style-type: none"> • Work with Planning Department to propose an Implementation Strategy for the Housing Action Plan for Council's consideration. • Social Sustainability Strategic Plan - Facilitate processes to develop the first chapter: Youth Strategy. • Provide support as required to the Mayor's Task Force on Homelessness Solutions. 	Q2 Q3 Q1/2

Operating Budget

Proposed Financial Plan 2015 – 2019 Community Development, Parks & Recreation Services – Community Services Arts

All \$ values in 000's (thousands)	Adopted 2014	Proposed 2015	Proposed Changes		2016	Proposed 2017	2018	2019
			\$	%				
Revenues								
Lease	-	-	-		-	-	-	-
PM - Cost Recovery	133	141	8	6%	143	147	150	153
	133	141	8	6%	143	147	150	153
Expenditures								
Contract	614	627	13	2%	639	652	665	678
Maintenance - Buildings	10	10	-	0%	10	10	10	10
SS Allocation	93	95	2	2%	97	99	102	104
	717	732	15	2%	746	761	777	792
Totals	584	591	7	1%	603	614	627	639

Proposed Changes or Remarks:

PM – Cost Recovery: Cost sharing of the Art Gallery is included.

Proposed Financial Plan 2015 – 2019 Community Development, Parks & Recreation Services – Community Services Neighbourhood Development

All \$ values in 000's (thousands)	Adopted 2014	Proposed 2015	Proposed Changes		2016	Proposed 2017	2018	2019
			\$	%				
Revenues								
PM - Cost Recovery	18	19	1	6%	19	20	20	21
	18	19	1	6%	19	20	20	21
Expenditures								
Grants & Donations	75	75	-	0%	75	75	75	75
Salaries	91	93	2	2%	95	98	100	103
	166	168	2	1%	170	173	175	178
Totals	148	149	1	1%	151	153	155	157

Proposed Changes or Remarks: None

Proposed Financial Plan 2015 – 2019
Community Development, Parks & Recreation Services – Community Services
Seniors

All \$ values in 000's (thousands)	Adopted 2014	Proposed 2015	Proposed Changes		2016	Proposed 2017	2018	2019
			\$	%				
Revenues								
Lease	20	20	-	0%	20	20	20	20
PM - Cost Recovery	70	71	1	1%	73	75	76	78
	90	91	1	1%	93	95	96	98
Expenditures								
Contract	305	311	6	2%	317	324	330	337
SS Allocation	65	66	1	2%	67	69	70	72
	370	377	7	2%	384	393	400	409
Totals	280	286	6	2%	291	298	304	311

Proposed Changes or Remarks: None

Proposed Financial Plan 2015 – 2019
Community Development, Parks & Recreation Services – Community Services
Social Planning

All \$ values in 000's (thousands)	Adopted 2014	Proposed 2015	Proposed Changes		2016	Proposed 2017	2018	2019
			\$	%				
Expenditures								
Salaries	91	93	2	2%	95	98	100	103
SS Allocation	50	51	1	2%	52	54	55	56
Studies & Projects	10	10	-	0%	10	10	10	10
	151	154	3	2%	157	162	165	169
Totals	151	154	3	2%	157	162	165	169

Proposed Changes or Remarks: None

Proposed Financial Plan 2015 – 2019
Community Development, Parks & Recreation Services – Community Services
Special Events

All \$ values in 000's (thousands)	Adopted 2014	Proposed 2015	Proposed Changes		2016	Proposed 2017	2018	2019
			\$	%				
Revenues								
Miscellaneous Income	1	1	-	0%	1	1	1	1
PM - Cost Recovery	69	70	1	1%	72	74	76	78
Program Fees	1	1	-	0%	1	1	1	1
Prov. Grant (Conditional)	2	2	-	0%	2	2	2	2
	73	74	1	1%	76	78	80	82
Expenditures								
Salaries	203	207	4	2%	212	218	223	229
Special Events	61	63	2	3%	64	66	67	69
SS Allocation	93	95	2	2%	97	99	102	104
	357	365	8	2%	373	383	392	402
Totals	284	291	7	2%	297	305	312	320

Proposed Changes or Remarks: None

Proposed Financial Plan 2015 – 2019
Community Development, Parks & Recreation Services – Community Services
Youth Services

All \$ values in 000's (thousands)	Adopted 2014	Proposed 2015	Proposed Changes		2016	Proposed 2017	2018	2019
			\$	%				
Revenues								
Lease	5	5	-	0%	5	5	5	5
Lessons / Program Fees	28	28	-	0%	28	28	28	28
Other Grant (Conditional)	46	46	-	0%	46	46	46	46
PM - Cost Recovery	146	152	6	4%	159	164	168	172
Prov. Grant (Unconditional)	5	5	-	0%	5	5	5	5
Rentals	1	1	-	0%	1	1	1	1
	231	237	6	3%	244	249	253	257
Expenditures								
Maintenance - Buildings	25	25	-	0%	25	25	25	25
Program Costs	228	233	5	2%	238	244	249	254
Salaries	446	472	26	6%	496	512	524	536
SS Allocation	93	95	2	2%	97	99	102	104
Supplies	4	4	-	0%	4	4	4	4
Travel	15	15	-	0%	16	16	17	17
Vehicle Charges	3	3	-	0%	3	3	3	3
	814	847	33	4%	879	903	924	943
Totals	583	610	27	5%	635	654	671	686

Proposed Changes or Remarks:

Salaries: The Letter of Understanding for Workers in Special Services, Children's Services and Youth Services and other identified positions in recreation has been updated to include percentage in lieu of benefits. This has increased the budget in this area in 2015 and 2016 over the regular wage increase contingencies.

Incremental Package Report

2015 Proposed Budget

Division:	CDPR	Date:	2014-10-21
Department:	Community Services	Submitted By:	Sue Wheeler
Decision Unit:	Cultural Facilities Rental Grant Program		
Package:	1 of 3		

Activities/Purpose:

The process to update the Arts Council's operating and lease agreements and the Cultural Mapping project conducted in 2010 highlighted a challenge related to financial barriers that local arts groups face in accessing the ACT facility to host their performances and programs. Rising production costs and rental fees together with a very competitive fundraising environment is the reality for many of these grassroots arts and culture groups. Therefore an investment in the form of cultural rental grant would support these emerging and established local grassroots groups to access the ACT to produce their events and ultimately contribute to cultural vibrancy, quality of life and economic prosperity. A rental grant program will ensure affordable access by local groups to this local resource and will support their effort to focus on artistic development, community outreach, promotions and partnerships.

Functions Performed/Degree of Service:

Currently local groups access the ACT but there are many who cannot afford the non profit theatre rental rates and technical support. The Arts Council does provide member groups with grants to offset rental charges but that is still not adequate to ensure access to this venue by local non-profit art organizations. Rising productions costs and other economic challenges make it difficult for emerging and established arts organizations to present their events and programs in well equipped, professional venues.

The production costs create a challenge for many community-based arts groups to break even. The proposed program is intended to assist with artistic development, increasing profile and expanding audiences for community-based organizations by providing access to a well-equipped and centrally-located professional venue. The program will cover rental charges at the non-profit rate along with technical days and rehearsal uses, where resources permit. It would help provide seed funding to these local groups to maximize affordability of professional cultural spaces. Should this proposed cultural facilities rental grant program be forwarded to and approved by the two respective Councils then staff will work with the Arts Council to develop program guidelines and parameters.

Alternatives Considered/Reasons for Not Recommending:

The local groups are currently going to other municipalities to use older and smaller facilities to accommodate their budget, level of facility needs, and access to rental subsidy grants. The Arts Council recently completed a review of their rental fee structure and as a result has aligned their rates to market value for similar facilities and services. Although the facility rental grant would allow our local arts groups to grow and create partnerships and maximize audiences which will contribute to their sustainability and success, if not funded the alternative would be that the groups will continue to not have access to local facilities.

Staff Position:

N/A

Performance Measure:

Arts and Culture activities enhance citizens' quality of life and are an important element in creating complete

communities. The experiences and benefits derived from connections and collaborations of the arts and culture sectors have significant value to citizens and visitors and are an important ingredient in the on-going development as active and vibrant cities. Arts and culture events attract tourism and local business, build volunteer capacity, build strong community networks, and add a sense of vibrancy and excitement to local gathering places. According to research, thriving cultural, vibrant communities are healthier with citizens having a stronger sense of belonging.

Parks and Leisure staff works alongside the community arts and culture networks to leverage off the successes of arts activities and to maximize on social, economic and cultural benefits. The increase to the grant funding will assist in providing a stronger base level of support for these creative and engaged citizens and will support the communities' arts events to be exciting, fun, economical and accessible for many to enjoy in the years ahead.

Package:

**2015
Budget**

\$12,000 (City of Maple Ridge)

\$3,000 (City of Pitt Meadows)

Incremental Package Report 2015 Proposed Budget

Division: CDPR
Department: Community Services
Decision Unit: Festival Fund Proposal
Package: 2 of 3

Date: 2014-10-21
Submitted By: Sue Wheeler

Activities/Purpose:

The Parks and Leisure Services Commission supports special event activities designed to benefit the citizens of Maple Ridge and Pitt Meadows by fostering community spirit and vibrancy, encouraging active citizen engagement and providing opportunities for social, economic and cultural development (aligns with the Commission's Asset Based Community Development Policy P092, Festivals Support Policy P100 and Volunteer Policy P127). Under the Festivals Support Policy, two funding intake processes are available through which special event organizers are eligible to apply for grants by demonstrating that their festivals or events meet the benefit criteria outlined in the Policy. The festivals support funding envelope is \$49,000 annually excluding in-kind allocations of staff time and resources.

Functions Performed/Degree of Service:

Through the 2014 adjudication process, it became evident that the quality, complexity, and number of festivals in the two communities have grown dramatically and existing funding and resources are at capacity and unable to meet the growing demand. As a result, the task of distributing the existing dollars has become increasingly difficult as the requests extend far beyond the capacity of the 2014 Festival Support Funding of \$49,000. The total amount requested was over \$69,000 and this amount has been rising every year. The requested amounts have increased to reflect the rising hard costs associated with producing community special events, primarily related to increasing safety and legal requirements.

Currently there are over 100 special event applications processed, of which 32 are eligible applicants that apply for and receive festivals grant support. Local festivals and special events are attracting approximately 200,000 participants from local and out of town visitors as they continue to be very popular. Thousands of volunteer hours go into planning and implementing events, engaging citizens in active community participation and our staff work alongside citizens to help support safety, fund development, marketing, logistics and other aspects of event planning. An estimated 3,000 volunteers will contribute to the success of community events this year and over \$629,000 (total budgets of hard costs received from applicants for funding support in 2014) will be contributed to the community through these events.

Alternatives Considered/Reasons for Not Recommending:

The public interest and appetite for bigger, new and grassroots events indicate that the pressure for funding will continue. The Commission's Sub-Committee referred a recommendation to increase the size of the festival grant program to the 2015 business planning process for consideration. The Sub-Committee noted that every festival conducts their own fundraising initiatives to cover the majority of their costs however, the festivals support grant provides seed funding that helps to leverage additional dollars by demonstrating municipal support.

Without the increase in the festival grant program, the number and quality of special events may be affected and we will not be able to accommodate the future growth, scale and complexity of special events in the community. It will have some impact on quality of life, level of citizen engagement and tourism.

Staff Position:

There is no staff position within the funding envelope.

Performance Measure:

Festivals and events enhance citizens' quality of life and are an important element in creating complete

communities. The experiences and benefits derived from festivals and events have significant value to citizens and visitors and are an important ingredient in the on-going development as active and vibrant cities. Events build volunteer capacity, attract tourism and local business, build strong community networks, and add a sense of vibrancy and excitement to local public gathering places. According to research, thriving cultural, vibrant town centres have lower rates of crime.

Parks and Leisure staff works alongside the community festival network to leverage off the successes of events and to maximize on social, economic and cultural benefits. The increase to the grant funding will assist in providing a stronger base level of support for festival organizers and the communities' special events to be exciting, fun, economical and accessible for many to enjoy in the years ahead.

Package:

**2015
Budget**

\$20,000 (City of Maple Ridge)

\$5,000 (City of Pitt Meadows)

Incremental Package Report

2015 Proposed Budget

Division: CDPR
Department: Community Services
Decision Unit: Cultural Plan Proposal
Package: 3 of 3

Date: 2014-10-01
Submitted By: Sue Wheeler

Activities/Purpose:

Cultural planning offers an opportunity for local government and cultural groups to work together to develop a strategic plan to integrate arts and culture more fully into the community and more specifically, to identify how cultural resources can support a range of community priorities and contribute to civic goals.

While the 1996 Ridge Meadows Arts and Culture Plan is now outdated the cultural community has continued to develop and is at a point where a strategic plan is the next step to move the cultural development of the community forward. Recent projects such as the Cultural Mapping project have prepared a good foundation for this work.

In recent years both cities and our community volunteers have made significant investments in the development of our cultural sector which has resulted in significant strength and assets. The recent investment in both public art and the newly expanded Artist in Residence program have been instrumental in inspiring the cultural and artistic community. However as the cultural sector has grown in strength, it is also demonstrating a restlessness about potentially missed opportunities and barriers to success due to a lack of vision and direction for this sector.

Functions Performed/Degree of Service:

Developing a cultural plan provides an opportunity to identify all aspects of a community's cultural life as community assets and consider the increased and diversified benefits these assets can bring to the community in the future, if planned for in a strategic manner. It provides a new or different lens for looking at the community, its issues and concerns. It is a community engagement process that provides a fresh perspective in developing a "road map" to guide the development of the cultural community and to find new and innovative ways to:

- Encourage community empowerment through community involvement and ownership of local community initiatives;
- Provide guidance for the development of cultural policy based on a solid research foundation;
- Focus on improving the access and use of existing arts and cultural facilities and programs, and on guiding the development of facilities, programs, and services in response to identified current and future community needs;
- Promote improved communication, collaboration, and cooperation among arts, culture and heritage groups in order to strengthen the capacity of the groups to meet the needs of the community;
- Focus on recommendations to integrate culture into the larger community more effectively, increasing awareness of the potential of arts and cultural activity to contribute to community and economic development;
- Provide guidance to support the development of potential partnerships, public and private.

Alternatives Considered/Reasons for Not Recommending:

Alternatives to the proposed package may include deferring the plan development for another year or more. However, it is important to recognize that updating the current plan is long overdue and this type of delay will continue to be a barrier to the development of the cultural sector of our communities, as well as the fact that opportunities will continue to be missed.

Another alternative may be that one or the other community may chose not to participate in a cultural planning process. If this is the case, the plan could proceed for the community that wishes to proceed.

Staff Position:

N/A

Performance Measure:

Embarking on the development of a cultural plan at this time will preserve and enhance the strengths that have been developed, and retain and grow this valuable cultural sector to ensure a creative culture that delivers maximum benefits to the community in the future. Communities that pursue cultural planning recognize the contribution that the creative community brings to the vitality and livability of a community, and actively work to cultivate creativity and attract individuals that contribute to these goals.

Package:

**2015
Budget**

\$ 20,000 (City of Maple Ridge)

\$5,000 (City of Pitt Meadows)

City of Maple Ridge – Parks, Facilities & Open Space Work Plan Overview - 2015

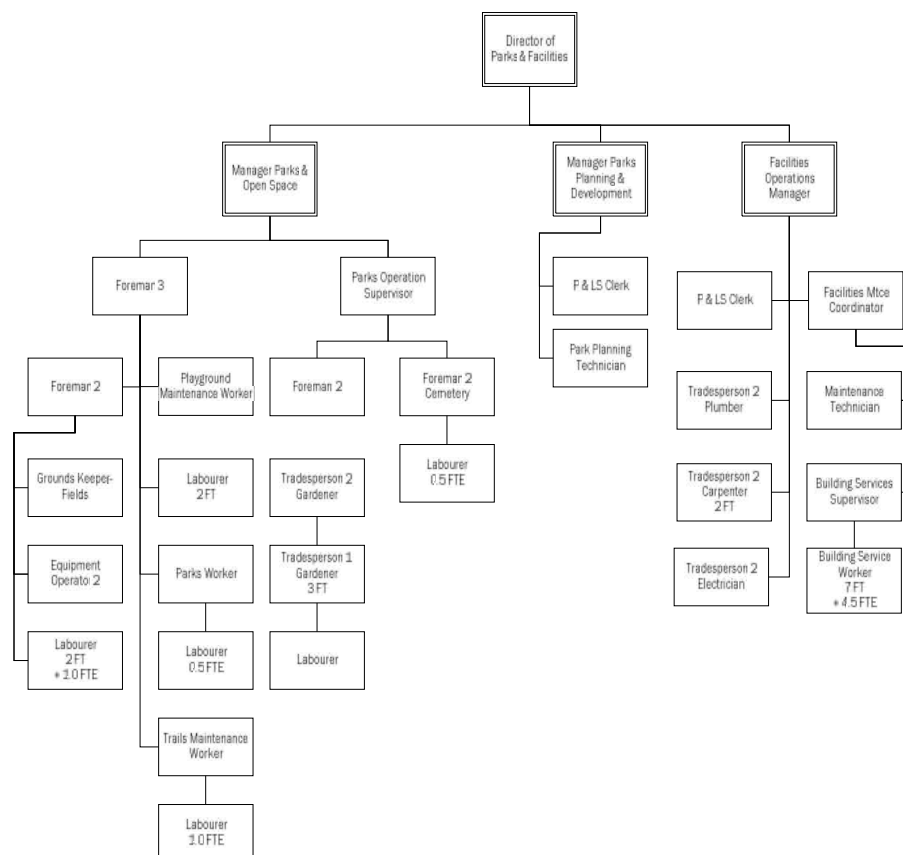
Department Overview

Parks, Facilities and Open Space (PFOS) provides and maintains a wide variety of parks and recreation facilities and services that contribute to healthy lifestyles in this rapidly growing community, serving a diverse range of opportunities where our residents can participate at all levels of fitness from a leisurely walk to more structured sport programs.

PFOS is responsible for the day to day maintenance operations of the municipal, community and neighborhood parks system in both Maple Ridge and Pitt Meadows. This includes actively used parkland, sport fields, a substantial number of green-belt areas and trail networks, children's playgrounds, sport courts and water play parks. This department also administers and maintains two municipal cemeteries.

In cooperation with the Recreation Department, PFOS provides maintenance services for a number of recreations facilities and government buildings, including the Leisure Centre, Greg Moore Youth Centre, Pitt Meadows Family Recreation Centre, South Bonson Community Centre, two outdoor pools, several community Halls as well as municipal Hall, Fire Halls, RCMP facilities and the Maple Ridge Library.

Our People



What Did We Deliver? (2014 Highlights)

Highlights

- Albion Sports Complex Water Play Park was completed and opened in May 2014.
- The renovation of the Hammond Stadium was completed in 2014 and will be opened for play in April 2015.
- Coordinated the installation of security cameras at the RCMP buildings.
- Six equestrian trail bridge replacements (Mill, Street, Hermit and three other unnamed trail bridges). Grant funding of \$75,000 was used to help fund this project.
- Retained a consultant to develop an invasive plant management strategy and embarked on the implementation of the spray and injection portion of this project. (5 year program).
- Formalize and updated the Parks Gift Program into Policy to reflect current standards, practices and suitable park locations.
- Coordinated the conceptual plan for the Leisure Centre Chlorine Gas/Mechanical and pool systems upgrade.
- Installed ten new bear resistant garbage cans in parks wildlife interface areas.

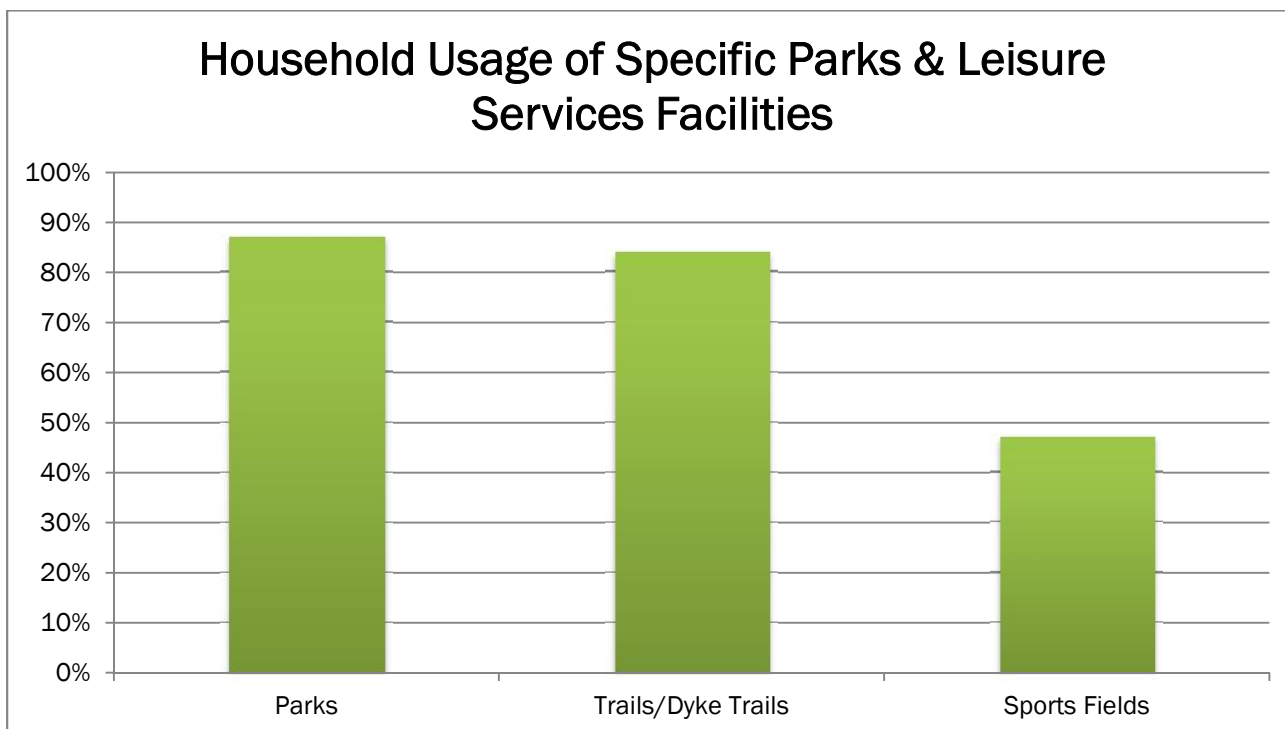
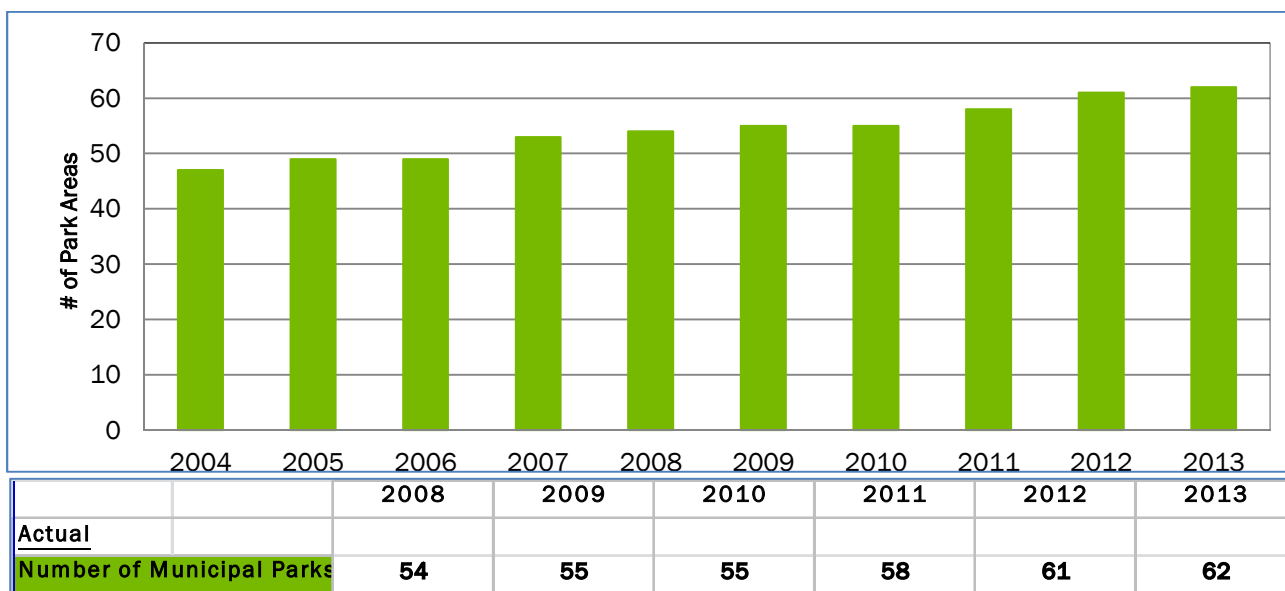
Efficiency & Effectiveness Highlights

- Parks Planning Staff have implemented a more environmentally friendly design for trail bridge foundations, through the use of gabion baskets vs cast in place concrete, with a result in ease of construction and transport of materials on trails thereby reducing costs. In addition, by not using ready mix concrete there is a reduction in potential environmental damage through spillage and equipment clean up.
- Parks planning staff continue to look for opportunities to reuse materials, in particular to reutilize soil burden in park construction, reducing costs to export materials off site. This approach was used at the Pitt Meadows Athletic Park parking lot expansion, Cliff Park parking lot and was proposed for the expansion of the Pitt Meadows Community Garden expansion.
- Facilities staff installed automated low flow washroom devices at various locations to reduce the water consumption.
- Park Operations staff utilized the spoil materials from ball diamond grooming and maintenance to expand the BMX track work in Westview Park and to resurface designated dog off-leash areas.
- The installation of a centralized computerized irrigation system allows for more efficient watering and reduces staff time required to adjust watering schedules at each individual park site during variable weather conditions.

How are we doing?

Overview – The Municipal Parks system includes neighbourhood parks in residential areas, larger municipal parks that offer areas for a specific activity or protect a natural feature, and community parks that provide large open spaces for sports activities and to meet overall community needs. Regional and Provincial parks add to the list of available outdoor recreation venues.

Target – Provide new park areas in consultation with residents to determine needs and ensure maximum use of the facilities.



- The City of Maple Ridge was awarded 5 Blooms (which is the highest award) in the British Columbia edition of Communities in Bloom and, has now been invited to participate at the National level in competition with other similar sized communities across Canada.

What Will We Be Doing? (2015 Deliverables)

What	When
Service Process Review: City's Facility Work order System.	March
Construct Albion Sport Complex Washroom Facilities.	May
Boundary Park Acquisition 20178 Chatwin.	April
223 St./St. Anne Park acquisition.	Sept
Utilize GPS technology to map and inventory maintained trails system for updating trails mapping.	June
Work with Communities in Bloom (CIB) Committee on the 2015 national level judging tour planning.	March
Resurface asphalt playing surface and replace court boards at Thomas Haney Lacrosse Box.	March
Develop communication and education program to coincide with the Implementation of revised parks bylaws.	March
Replacement of the poorly functioning sanitary and storm lines at Hammond Park.	Oct
Work with integrated response team on implementation of recommendations to assist with homeless population initiatives.	Mar
Work with SD42 to install a change room facility at Pitt Meadows Senior Secondary.	June
Painting the exterior of the Maple Ridge RCMP building.	Sept
Remove and replace all supply/return lines for Hammond pool including deck and tank.	Mar

Operating Budget

Proposed Financial Plan 2015 – 2019 Community Development, Parks & Recreation Services – Parks, Facilities & Open Space Cemetery

All \$ values in 000's (thousands)	Adopted 2014	Proposed 2015	Proposed Changes		2016	Proposed 2017	2018	2019
			\$	%				
Revenues								
Fees	192	192	-	0%	192	192	192	192
Plots	279	279	-	0%	279	279	279	279
Recovery - Other	9	27	18	200%	28	29	30	31
	480	498	18	4%	499	500	501	502
Debt								
Debt - Interest	102	100	(2)	(2%)	98	95	95	95
Debt - Principal	55	113	58	105%	115	117	117	117
	157	213	56	36%	213	212	212	212
Expenditures								
Maintenance - General	205	209	4	2%	214	219	225	230
Purchases	10	10	-	0%	10	10	10	10
SS Allocation	65	66	1	2%	67	69	70	72
	280	285	5	2%	291	298	305	312
Totals	(43)	-	43	(100%)	5	10	16	22
Internal Transfers								
Contribution to/(from) Reserves	43	-			5	10	16	22
Total after Transfer:	-	-			-	-	-	-

Proposed Changes or Remarks:

Debt –Principal: Loan payments were increased to repay debt to fund the Cemetery expansion. One of the three lots remains to be purchased.

Proposed Financial Plan 2015 – 2019
Community Development, Parks & Recreation Services – Parks, Facilities & Open Space
Facilities

All \$ values in 000's (thousands)	Adopted	Proposed	Proposed Changes		2016	Proposed		
	2014	2015	\$	%		2017	2018	2019
General Gov Properties								
Lease	(34)	(34)	-	0%	(34)	(34)	(34)	(34)
Insurance	24	24	-	0%	24	24	24	24
Maintenance	719	725	6	1%	755	784	788	791
Other Outside Services	117	117	-	0%	117	117	117	117
Salaries	66	67	1	2%	69	71	73	74
SS Allocation	330	335	5	2%	343	352	360	368
Taxes	26	27	1	4%	28	28	28	28
	1,282	1,295	13	1%	1,336	1,376	1,390	1,402
Infrastructure (GGP)								
Lifecycle	1,450	1,150	(300)	(21%)	1,150	1,150	1,150	1,150
	1,450	1,150	(300)	(21%)	1,150	1,150	1,150	1,150
Totals	2,698	2,411	(287)	(11%)	2,452	2,492	2,506	2,518

Proposed Changes or Remarks:

Maintenance: Includes costs for Fire Hall #4 construction starting in mid-2015; this is likely overly conservative.

Lifecycle: The budget for park and facility lifecycle has been reduced to repay the funds needed to update the Leisure Centre infrastructure. The repayment is expected to take five years.

Proposed Financial Plan 2015 – 2019
Community Development, Parks & Recreation Services – Parks, Facilities & Open Space
Parks & Open Space

All \$ values in 000's (thousands)	Adopted 2014	Proposed 2015	Proposed Changes		2016	Proposed		
			\$	%		2017	2018	2019
Fairgrounds								
User Fees	(6)	(7)	(1)	17%	(7)	(7)	(7)	(7)
PM - Cost Recovery	(17)	(18)	(1)	6%	(18)	(19)	(19)	(19)
Maintenance - General	65	66	1	2%	67	68	70	71
SS Allocation	29	29	-	0%	30	31	31	32
	71	70	(1)	(1%)	72	73	75	77
Golf Course								
Lease	(175)	(175)	-	0%	(175)	(175)	(175)	(175)
SS Allocation	29	29	-	0%	30	31	31	32
	(146)	(146)	-	0%	(145)	(144)	(144)	(143)
Greenbelts								
PM - Cost Recovery	(12)	(12)	-	0%	(12)	(12)	(13)	(13)
Maintenance - General	29	30	1	3%	30	31	31	32
SS Allocation	29	29	-	0%	30	31	31	32
	46	47	1	2%	48	50	49	51
Parks, Community								
User Fees	(43)	(43)	-	0%	(43)	(43)	(43)	(43)
PM - Cost Recovery	(168)	(171)	(3)	2%	(175)	(178)	(182)	(186)
Contract	8	8	-	0%	8	8	8	8
Maintenance - Buildings	9	9	-	0%	9	9	9	9
Maintenance - General	687	699	12	2%	712	725	739	753
SS Allocation	179	182	3	2%	186	191	196	200
	672	684	12	2%	697	712	727	741
Parks, Municipal								
User Fees	(2)	(2)	-	0%	(2)	(2)	(2)	(2)
Lease	(42)	(42)	-	0%	(46)	(46)	(46)	(46)
PM - Cost Recovery	(388)	(392)	(4)	1%	(410)	(429)	(447)	(466)
Insurance	135	135	-	0%	135	135	135	135
Maintenance - Buildings	53	54	1	2%	55	56	57	58
Maintenance - General	1,288	1,299	11	1%	1,377	1,455	1,534	1,614
Maintenance - Grounds	118	120	2	2%	123	125	128	130
SS Allocation	394	401	7	2%	410	420	430	440
	1,556	1,573	17	1%	1,642	1,714	1,789	1,863
Parks, Neighbourhood								
PM - Cost Recovery	(81)	(82)	(1)	1%	(84)	(85)	(87)	(89)
Maintenance - General	323	329	6	2%	336	342	349	356
SS Allocation	79	80	1	1%	82	84	86	88
	321	327	6	2%	334	341	348	355
Trails								
PM - Cost Recovery	(53)	(54)	(1)	2%	(55)	(56)	(57)	(58)
Maintenance - General	265	240	(25)	(9%)	274	249	284	259
SS Allocation	29	29	-	0%	30	31	31	32
	241	215	(26)	(11%)	249	224	258	233
Totals	2,761	2,770	9	0%	2,897	2,970	3,102	3,177

Proposed Changes or Remarks:

Fairgrounds

User Fees: Budget increase from \$6,400 to \$6,500 is actually 1.7%; reported percentage increase is much larger because of rounding to the nearest thousand

Parks Municipal

Maintenance – General: The budget in this area typically includes \$65,000 a year to address the division's cost associated with growth however, this was removed in 2015.

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Trails

Maintenance – General: Trail improvements of \$30,000 are included every other year.

City of Maple Ridge – Recreation Work Plan Overview - 2015

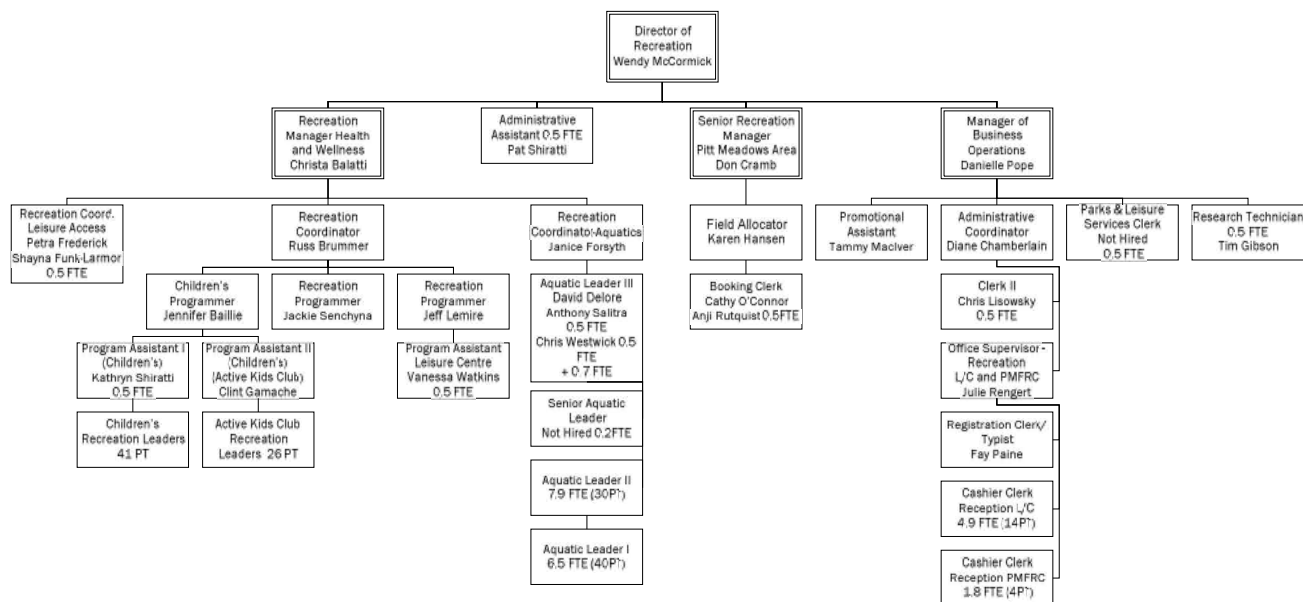
Department Overview

The Recreation Department recognizes that active living and engagement in community activities are essential to personal health and quality of life and provides opportunities for positive inclusive activities that help build strong families and healthy communities.

The Recreation Department operates public facilities and offers a broad range of recreation, sport and arts and cultural programs and services in collaboration with community organizations, agencies and the private sector. Facilities include multi-use centres such as fitness, aquatics, gymnasiums, ice arenas, the library, community halls and the curling club.

Programs in areas such as health and wellness, sport and fitness, aquatic, skating and others are offered in a variety of formats and with flexible payment options so that they are accessible to all residents. In addition, public recreation facilities place a special emphasis on planning designs that are inclusive to all people in our community.

Our People



What Did We Deliver? (2014 Highlights)

- Developed and implemented a membership retention program.
- Implemented the One Pass which provides expanded service to patrons.
- Worked with the sport community to create a Sport Policy.
- Supported the Pitt Meadows Family Recreation Centre (PMFRC) renovations; workshops for customer input, managed impact on users.
- Finalized LEED certification for South Bonson Community Centre.
- Developed and implemented the operation plan for the Golden Ears Winter Club off season operations.
- Evaluated and renewed the Active Kids Club agreement with School District No. 42.
- Developed and implemented promotional strategy; established energetic visual branding across all Parks

and Leisure Services platforms.

- Conducted a refresh and redesign of RecReg4U.
- Launched the Parks and Leisure website.

Efficiency & Effectiveness Highlights

- Developed marketing templates resulting in self-service options for staff/partners.
- Implemented online membership renewals that patrons can do from home.
- Introduced online subscription opportunities to provide residents with updates: schedule changes, facility closures, special events, etc.
- Introduced a self-service option for member entrance at the Pitt Meadows Family Recreation Centre.
- Streamlined a variety of application processes.

How Are We Doing?

Bookings Measures

	2013	2014 (est)	2015 (target)
# of Bookings at Recreation Facilities	3,026	2,629	3,230
# of Bookings at Community Halls	1,272	1,544	1,600
# of Bookings at Arenas	1,428	1,540	1,550
# of Hours booked at Recreation Facilities	6,342	5,519	5,600
# of Hours booked at Community Halls	5,160	6,077	6,130
# of Subsidized Hours booked at Arenas	3,527	4,659	4,659
# of Attendance for private bookings at Recreation Facilities	88,892	83,754	84,800
# of Attendance for private bookings at Community Halls	56,188	69,167	71,000
# of Attendance for private bookings at Arenas	83,691	120,997	121,000

Participation Measures

	2012	2013	2014 (est.)	2015 (target)
# of Participation Program members	2,604	2,376	2,156	2,200
# subsidized program registrants through the Participation Program	974	781	623	650
Amount of funding distributed through Jumpstart program	\$19,900	\$31,000	\$50,000	\$31,000
# of participants attending low cost drop-in programming	49,809	53,340	47,660	4,9000


Recreation Facilities

	2012	2013	2014 (est.)	2015 (target)
# outdoor pool Attendance	12,741	12,263	13,313	13,500
# Leisure Centre Attendance	448,351	384,903	351,925	360,000
# PMFRC Attendance*	103,487	111,821	100,430	120,000
# of low cost opportunities	444	444	732	740

Adults with Very Good/Good Fitness Levels

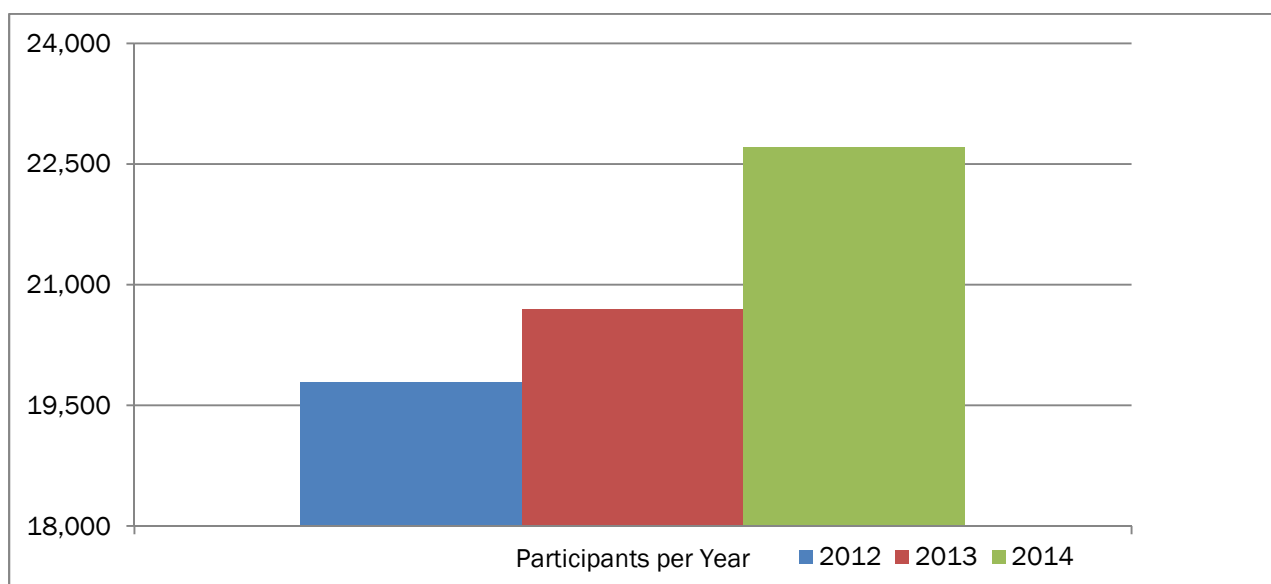
	2008	2011	2014	2017
Target 	55%	55%	55%	55%
Actual				
% of Adult Population	49%	43%	40%	

Children Who Regularly Meet Daily Physical Activity Guidelines

	2008	2011	2014	2017
Target 	65%	65%	65%	65%
Actual				
% of School Aged Children	60%	49%	64%	

PLS Registration Comparison

Overview – Parks & Leisure Services offers community recreation programming in a number of areas including, arts, fitness, skating, swimming and wellness. Recreation programs provide a number of benefits to our communities. These benefits help to strengthen families, build healthy community, improve the quality of life for our Maple Ridge and Pitt Meadows residents, provide healthy development of our children and provide leaders in our communities.



www1.mapleridge.ca/ScoreCardUI/Scorecards/SL_Low_Income_Citizens_Access_REC.pdf

What Will We Be Doing? (2015 Deliverables)

What	When
Develop a tool for compiling and analyzing customer feedback.	Q1
Partner with service agencies to develop and provide two diversity programs.	Q2
Develop a trails promotional page insert in the Arts & Recreation Guide.	Q2
Review the ice subsidy program and explore the option of an Arena Amenity User Fee Levy.	Q2
Implement Maple Ridge Leisure Centre retro-fit project.	Q3
Develop the Community Sport Strategy.	Q3
Participate in a joint municipal RFP for recreation software.	Q4
Develop a sustainable long-term operating plan with the Golden Ears Winter Club Board of Directors.	Q3
Develop two promotional videos focusing on outdoor recreation linked to social media that give the customer a sense of the lived experience.	Q4

Operating Budget

Proposed Financial Plan 2015 – 2019 Community Development, Parks & Recreation Services – Recreation Arena

All \$ values in 000's (thousands)	Adopted 2014	Proposed 2015	Proposed Changes		Proposed			
			\$	%	2016	2017	2018	2019
Revenues								
Admissions	29	30	1	3%	30	30	30	30
Lessons / Program Fees	58	58	-	0%	58	58	58	58
PM - Cost Recovery	183	182	(1)	(1%)	182	182	183	201
Rentals	184	187	3	2%	190	190	190	190
	454	457	3	1%	460	460	461	479
Expenditures								
Contract	100	100	-	0%	100	100	100	100
Program Costs	982	982	-	0%	982	982	982	1,072
SS Allocation	93	95	2	2%	97	99	102	104
Supplies	7	7	-	0%	7	7	7	7
	1,182	1,184	2	0%	1,186	1,188	1,191	1,283
Totals	728	727	(1)	0%	726	728	730	804

Proposed Changes or Remarks:

Program Costs: The contract includes a CPI-based adjustment every five years; the next adjustment is in 2019.

Proposed Financial Plan 2015 – 2019
Community Development, Parks & Recreation Services – Recreation
Children Services

All \$ values in 000's (thousands)	Adopted 2014	Proposed 2015	Proposed Changes		Proposed			
			\$	%	2016	2017	2018	2019
Revenues								
Lessons / Program Fees	93	93	-	0%	93	93	93	93
PM - Cost Recovery	49	56	7	14%	62	66	69	72
Program Fees	258	258	-	0%	258	258	258	258
	93	93	-	0%	93	93	93	93
Expenditures								
Program Costs	74	79	5	7%	82	84	86	87
Salaries	435	463	28	6%	488	504	516	528
SS Allocation	86	87	1	1%	89	92	94	96
	595	629	34	6%	659	680	696	711
Totals	195	222	27	14%	246	263	276	288

Proposed Changes or Remarks:

Program Costs/Salaries :The Letter of Understanding for Workers in Special Services, Children's Services and Youth Services and other identified positions in recreation has been updated to include percentage in lieu of benefits. This has increased the budget in this area in 2015 and 2016 over the regular wage increase contingencies.

Proposed Financial Plan 2015 – 2019
Community Development, Parks & Recreation Services – Recreation
Curling Rink

All \$ values in 000's (thousands)	Adopted 2014	Proposed 2015	Proposed Changes		Proposed			
			\$	%	2016	2017	2018	2019
Revenues								
PM - Cost Recovery	4	4	-	0%	4	4	4	4
	4	4	-	0%	4	4	4	4
Expenditures								
Utilities - Gas & Hydro	20	20	-	0%	20	20	20	20
	20	20	-	0%	20	20	20	20
Totals	16	16	-	0%	16	16	16	16

Proposed Changes or Remarks: None

Proposed Financial Plan 2015 – 2019
Community Development, Parks & Recreation Services – Recreation
Historic Sites

All \$ values in 000's (thousands)	Adopted 2014	Proposed 2015	Proposed Changes		2016	Proposed 2017	2018	2019
			\$	%				
Revenues								
PM - Cost Recovery	57	58	1	2%	59	60	61	62
	57	58	1	2%	59	60	61	62
Expenditures								
Contract	219	223	4	2%	228	232	237	241
Maintenance - General	8	8	-	0%	8	8	8	8
Maintenance - Grounds	26	27	1	4%	27	27	27	28
SS Allocation	29	29	-	0%	30	31	31	32
	282	287	5	2%	293	298	303	309
Totals	225	229	4	2%	234	238	242	247

Proposed Changes or Remarks: None

Proposed Financial Plan 2015 – 2019
Community Development, Parks & Recreation Services – Recreation
Leisure Centre

All \$ values in 000's (thousands)	Adopted 2014	Proposed 2015	Proposed Changes		2016	Proposed 2017	2018	2019
			\$	%				
Revenues								
Admissions	902	918	16	2%	931	931	931	931
Lease	64	65	1	2%	65	65	65	65
Lesson / Program Fees	360	360	-	0%	360	360	360	360
Miscellaneous Income	14	14	-	0%	14	14	14	14
PM - Cost Recovery	384	392	8	2%	403	417	431	445
Program Fees	257	257	-	0%	257	257	257	257
Rentals	102	102	-	0%	102	102	102	102
	2,083	2,108	25	1%	2,132	2,146	2,160	2,174
Expenditures								
Advertising	63	63	-	0%	63	63	63	63
Cost of Goods Sold	6	6	-	0%	6	6	6	6
Equipment	5	5	-	0%	5	5	5	5
Maintenance - General	402	409	7	2%	415	419	423	427
Program Costs	474	477	3	1%	481	485	489	490
Program Fees	16	16	-	0%	16	16	16	16
Salaries	2,024	2,065	41	2%	2,111	2,160	2,210	2,261
SS Allocation	495	503	8	2%	514	527	540	552
Supplies	87	87	-	0%	87	87	87	87
Taxes	13	14	1	8%	14	14	14	14
Utilities - Gas & Hydro	5	5	-	0%	5	5	5	5
	3,590	3,650	60	2%	3,717	3,787	3,858	3,926
Totals	1,507	1,542	35	2%	1,585	1,641	1,698	1,752

Proposed Changes or Remarks: None

Proposed Financial Plan 2015 – 2019
Community Development, Parks & Recreation Services – Recreation
Library

All \$ values in 000's (thousands)	Adopted	Proposed	Proposed Changes		2016	Proposed		
	2014	2015	\$	%		2017	2018	2019
Expenditures								
Contract	2,619	2,646	27	1%	2,726	2,807	2,892	2,978
Lease	14	14	-	0%	14	14	14	14
	2,633	2,660	27	1%	2,740	2,821	2,906	2,992
Totals	2,633	2,660	27	1%	2,740	2,821	2,906	2,992

Proposed Changes or Remarks:

Contract: Library services are provided through the Fraser Valley Regional Library. The cost allocation model was recently updated with a two year phase-in over 2014 and 2015. The FVRL Board has given preliminary approval to an overall library budget increase of 3.45%, though the change in the funding formula will help mitigate the impact to us.

Proposed Financial Plan 2015 – 2019
Community Development, Parks & Recreation Services – Recreation
Outdoor Pools

All \$ values in 000's (thousands)	Adopted	Proposed	Proposed Changes		2016	Proposed		
	2014	2015	\$	%		2017	2018	2019
Revenues								
Admissions	33	33	-	0%	33	33	33	33
PM - Cost Recovery	23	23	-	0%	24	24	25	26
	56	56	-	0%	57	57	58	59
Expenditures								
Maintenance - General	41	41	-	0%	42	42	42	43
Program Costs	26	26	-	0%	27	27	28	29
Salaries	29	29	-	0%	30	31	31	32
SS Allocation	50	51	1	2%	52	54	55	56
Utilities	1	1	-	0%	1	1	1	1
	147	148	1	1%	152	155	157	161
Totals	91	92	1	1%	95	98	99	102

Proposed Changes or Remarks: None

Proposed Financial Plan 2015 – 2019
Community Development, Parks & Recreation Services – Recreation
Pitt Meadows Heritage Hall

All \$ values in 000's (thousands)	Adopted 2014	Proposed 2015	Proposed Changes		2016	Proposed 2017	2018	2019
			\$	%				
Revenues								
Admissions	31	31	-	0%	31	31	31	31
PM - Cost Recovery	31	32	1	3%	33	34	34	35
	62	63	1	2%	64	65	65	66
Expenditures								
Maintenance - Buildings	129	132	3	2%	134	137	139	142
SS Allocation	57	58	1	2%	60	61	63	64
Utilities	1	1	-	0%	1	1	1	1
	187	191	4	2%	195	199	203	207
Totals	125	128	3	2%	131	134	138	141

Proposed Changes or Remarks: None

Proposed Financial Plan 2015 – 2019
Community Development, Parks & Recreation Services – Recreation
Pitt Meadows Family Recreation Centre

All \$ values in 000's (thousands)	Adopted 2014	Proposed 2015	Proposed Changes		2016	Proposed 2017	2018	2019
			\$	%				
Revenues								
Fees	2	2	-	0%	2	2	2	2
Lease	26	26	-	0%	26	26	26	26
PM - Cost Recovery	141	144	3	2%	147	151	155	159
Program Fees	136	138	2	1%	139	139	139	139
Rentals	54	54	-	0%	54	54	54	54
Rentals - Meeting Rooms	29	29	-	0%	30	30	30	30
	388	393	5	1%	398	402	406	410
Expenditures								
Contract	15	15	-	0%	15	15	15	15
Maintenance - General	227	231	4	2%	236	240	244	248
Program Costs	108	108	-	0%	108	108	108	108
Salaries	201	208	7	3%	214	221	226	232
SS Allocation	380	386	6	2%	395	405	414	424
Supplies	18	18	-	0%	18	18	18	18
	949	966	17	2%	986	1,007	1,025	1,045
Totals	561	573	12	2%	588	605	619	635

Proposed Changes or Remarks: None

Proposed Financial Plan 2015 – 2019
Community Development, Parks & Recreation Services – Recreation
South Bonson Amenity

All \$ values in 000's (thousands)	Adopted 2014	Proposed 2015	Proposed Changes		2016	Proposed 2017	2018	2019
			\$	%				
Revenues								
PM - Cost Recovery	33	33	-	0%	34	34	35	35
Program Fees	10	10	-	0%	10	10	10	10
Rentals	64	64	-	0%	64	64	64	64
	107	107	-	0%	108	108	109	109
Expenditures								
Maintenance - Buildings	112	113	1	1%	115	115	115	115
Program Costs	62	62	-	0%	62	62	62	62
Salaries	35	36	1	3%	36	37	38	39
SS Allocation	29	29	-	0%	30	31	31	32
	238	240	2	1%	243	245	246	248
Totals	131	133	2	2%	135	137	137	139

Proposed Changes or Remarks: None

Proposed Financial Plan 2015 – 2019
Community Development, Parks & Recreation Services – Recreation
Whonnock Community Centre

All \$ values in 000's (thousands)	Adopted 2014	Proposed 2015	Proposed Changes		2016	Proposed 2017	2018	2019
			\$	%				
Revenues								
Lease	6	6	-	0%	6	6	6	6
PM - Cost Recovery	4	4	-	0%	4	4	4	4
Program Fees	3	3	-	0%	3	3	3	3
Rentals	73	73	-	0%	73	73	73	73
	86	86	-	0%	86	86	86	86
Expenditures								
Maintenance - General	84	84	-	0%	84	84	84	84
Utilities - Gas & Hydro	16	16	-	0%	16	16	16	16
	100	100	-	0%	100	100	100	100
Totals	14	14	-	0%	14	14	14	14

Proposed Changes or Remarks – None

City of Maple Ridge

TO: Her Worship Mayor Nicole Read
and Members of Council
FROM: Chief Administrative Officer
SUBJECT: Pitt Meadows Airport Society

MEETING DATE: March 2, 2015
FILE NO:
MEETING: Council Workshop

EXECUTIVE SUMMARY:

The Pitt Meadows Airport was commissioned in 1963. In the late 1990's Transport Canada began divesting itself of airports and commenced negotiations with the City of Pitt Meadows to take over ownership of the airport. Hesitant to take on sole ownership of the airport, Pitt Meadows approached Maple Ridge to participate with them in ownership. The City of Maple Ridge became involved in the Pitt Meadows Airport due to its regional benefits. It was a way of helping shape the future of the airport and to protect the municipality from negative impacts. Also, the airport lands represent a significant asset, and involvement in the airport allows Maple Ridge to share in this asset. In the event of a disaster having unfettered access to this asset may be critical to community recovery. Attached as Appendix A is the Constitution and Bylaws of the Society and to aid in understanding the governance of the Society a flow chart is attached as Appendix B.

In 1997 the Pitt Meadows Airport was devolved to the Pitt Meadows Airport Society ("the Society"). The Society entered into an Agreement to Transfer with her Majesty the Queen in Right of Canada (as represented by Transport Canada). The agreement outlined the terms of the transfer and included 11 appendices. One of the appendices is an Option to Purchase that was granted to Transport Canada to reacquire the land if it is not continuously, actively and diligently managed, operated and maintained as a certified airport open to the public. The option is valid until January 30, 2077. The Society cannot transfer, lease or otherwise dispose of the airport without the consent of the Minister.

This report provides background information on the history of the Pitt Meadows Regional Airport and the role that the two cities play in its governance. The governance of the Airport has been the subject of much discussion between the two cities in recent years with Pitt Meadows frequently suggesting that the City of Maple Ridge divest itself from this asset. This has hindered the ability of the Society to move forward with its strategic planning and to report on a regular basis to the members.

RECOMMENDATION:

This report is provided for information only. No resolution is required.

DISCUSSION:

a) Background Context:

Pitt Meadows Regional Airport is located in the City of Pitt Meadows, north of the Fraser River and serves the Lower Mainland and Fraser Valley regions. It is 2.5 km east of the junction of the Pitt and Fraser Rivers and is only a 45-minute drive east from downtown Vancouver. It is comprised of three

paved runways, a water runway, and a float plane dock, a staffed control tower, terminal building and restaurant. The airport offers a full range of aircraft storage, fuel and maintenance facilities, agricultural lands and commercial development areas. It was listed as the fifteenth busiest airport in Canada in 2011 and is the third busiest in the Lower Mainland.

HISTORY

Pitt Meadows was first established as a flying field in 1916. It is home to the Aero Club of BC, oldest flying club in Canada and the oldest in the British Empire. In May 1961 the Department of Transport announced its decision to build a new airport at Pitt Meadows that would serve as a satellite to Vancouver International Airport. The airport opened on July 20, 1963. In 1979, it was one of the busiest airports in the country recording 287,000 aircraft movements that year. The development of the Boundary Bay Airport resulted in a sharp decrease in traffic and this trend continued through the 1980's and 1990's.

In 1997, as part of the National Airports Policy, the Pitt Meadows Airport was devolved to the Pitt Meadows Airport Society ("the Society"). This governance model was chosen to facilitate the inclusion of Maple Ridge due to the hesitation on the part of the City of Pitt Meadows to sole ownership of the Pitt Meadows Airport. The City of Maple Ridge chose to become involved in the Pitt Meadows Airport due to its regional benefits. It was a way of helping shape the future of the airport and to protect the municipality from negative impacts. Also, the airport lands could represent a significant asset, and involvement in the airport allows Maple Ridge to share in this asset. The City of Maple Ridge took the lead in forming the Society and incurred all the legal costs which were subsequently shared equally with the City of Pitt Meadows. Our portion of those costs was just over \$82,000.00. In addition, considerable staff time was expended on this issue which is not reflected in that sum.

The Society entered into an Agreement to Transfer with her Majesty the Queen in Right of Canada (as represented by Transport Canada). The agreement outlined the terms of the transfer and included 11 appendices. One of the appendices is an Option to Purchase that was granted to Transport Canada to reacquire the land if it is not continuously, actively and diligently managed, operated and maintained as a certified airport open to the public. The option is valid until January 30, 2077. The Society cannot transfer, lease or otherwise dispose of the airport without the consent of the Minister.

GOVERNANCE STRUCTURE

The Society was created by the City of Maple Ridge and the City Pitt Meadows of at the time of the transfer of the airport in 1997 and is the owner of the Pitt Meadows Regional Airport. The Society is validly incorporated under the Society Act. There are two members of the Society:

- City of Maple Ridge, represented at the Annual General Meeting and meetings of the Board of Directors by a Council liaison;
- City of Pitt Meadows, represented at the Annual General Meeting and meetings of the Board of Directors by a Council liaison

The liaisons are appointed by resolution of their respective Council and at the time of appointment can be authorized to vote on behalf of the members at the Annual General Meeting. This authorization can also be resolved separately once the agenda of the meeting is published.

Initially, the Mayors of Maple Ridge and Pitt Meadows were also members of the Society. In 2012 the bylaws of the Society were amended to remove the Mayors as members and include them on the

Board of Directors as non-voting members. In 2014 the bylaws were further amended to remove the Mayors from the Board of Directors.

The members appoint the directors, consent to the issuance of debentures and may restrict the borrowing powers of the directors. Decisions of the members of the Society are made by resolutions of Mayor and Council of each City. Matching resolutions are prepared for each City to consider.

There are nine directors who have the collective responsibility to manage or supervise the management of the affairs of the Society in accordance with the constitution and bylaws and to act in the best interests of the Society and exercise the care, diligence and skill of a reasonably prudent person. The directors are appointed by the members for a three year term with the ability to be appointed for a further three year term. Directors may not hold office for more than two consecutive terms. The directors elect a president, vice-president and secretary-treasurer annually at the annual general meeting. The president is the chief executive officer of the Society and supervises the other officers in the execution of their duties which are detailed in the constitution. At this time there are eight directors and one vacancy remaining to be filled by the Members.

The Board hires a General Manager of the airport as an employee of the Society to manage the day-to-day operation of the airport. The General Manager hires staff to assist with the operation of the airport.

The directors meet as they think fit to dispatch business. Quorum is five directors. An annual general meeting must be held at least once in every calendar year. The directors may call an extraordinary general meeting when they think fit. The proceedings of general meetings are identified in Part 4 of the bylaws.

PURPOSE OF THE SOCIETY

The constitution defines the purposes of the Society as:

- (a) To develop, maintain and operate the Airport
- (b) To provide an efficient and well-maintained airport facility and service for the residents of and visitors to Pitt Meadows and Maple Ridge and surrounding areas
- (c) To acquire, hold, lease, manage, rent or sell any real property or personal property for the furtherance of the society's purposes.
- (d) To apply for and hold any required licence, permit or operating authority
- (e) To enter into contracts
- (f) To promote aviation and aeronautics
- (g) To promote or oppose legislation or legislative changes
- (h) To solicit, receive, acquire and hold donations, gifts and legacies and to collect and receive rents, profits and other revenue, grants, appropriations and subsidies
- (i) To sell or convert any property into money from time to time. To invest or re-invest any principal
- (j) To market, promote, coordinate and manage all services and facilities
- (k) To seek funding and financial assistance
- (l) To manage and co-ordinate the development of short, medium and long term plans to develop the land as a public airport
- (m) To actively promote the airport to private and commercial aircraft operators
- (n) To do all things as are incidental or conducive to the attainment of the purposes of the Society

POWERS OF THE DIRECTORS

Under the bylaws of the Society, the directors may exercise all the powers and do all the acts and things that the Society may exercise unless otherwise indicated in the bylaws or restricted by statute. The bylaws require that the directors obtain the consent of the members, by special resolution, to issue a debenture. Directors may delegate any, but not all of their powers to committees consisting of directors. The directors elect from amongst themselves a president, vice-president and secretary-treasurer. Directors do not receive any remuneration. They are reimbursed for expenses incurred while engaged in the affairs of the Society.

POWERS OF THE MEMBERS

The members of the Society appoint the directors. The bylaws set out the procedure for selecting and appointing directors. A nominating committee comprised of the Pitt Meadows and Maple Ridge Chief Administrative Officers, or designates, and the Society President, or designate, form a Nominating Committee. The Nominating Committee establishes the specific skill set required for the vacancy, advertises the positions, review the applications, interview candidates and make recommendations to the members on the appointment of directors.

The members may, by special resolution, restrict the borrowing powers of the directors, but the restriction expires at the next annual general meeting.

On reasonable notice to the Society, a member may inspect the documents, including the accounting records. A copy of the financial statement and report of the auditor must be provided at least 10 days before the date of its annual general meeting a copy of the financial statement. At the annual general meeting, which normally takes place in June, the members appoint an auditor and may require the attendance of the auditor at a meeting where the financial statements are to be considered or the auditor is to be appointed or removed.

PROTOCOL AGREEMENT

Attached to this report as Appendix A is a copy of the November 2013 YPK Protocol Agreement between the members and the Society. The purpose of the protocol was to further the collaborative relationship between the parties and to clarify expectations. As indicated in the Executive Summary, the continued discussion of whether Maple Ridge should be a member of the Society has hindered the ability of the Society to meet the obligations of this agreement.

DISSOLUTION OF THE SOCIETY

If the Society is to be dissolved the assets remaining after the payment of all salaries, debts and costs, charges, and expenses incurred in the wind-up are to be distributed equally between the City of Pitt Meadows and the City of Maple Ridge.

b) Financial Implications:

In the past, we have provided grants totaling \$18,500 to the airport. As well, we provided loans totaling \$55,000 which were repaid without interest.

In 2009 a portion of the airport lands were deemed surplus to the airport's needs and sold for \$18,250,000. A Financial Accountability Framework was developed by the members to ensure that the proceeds of the sale were used to further the long term viability of the Airport. An initial down payment of \$4,000,000 was used to pay debts and enable some improvements at the airport. The balance was paid in installments with the final payment being made in 2014.

The main cost to the City is staff time. From time to time, we also seek legal advice, the costs of which are normally shared equally by the two Cities.

c) Conclusion:

The governance model for the Pitt Meadows Airport is unique in British Columbia. However, there is no standard model in BC for airport governance. Each airport is unique.

The Pitt Meadows Regional Airport represents a valuable asset and involvement in the airport allows Maple Ridge to share in this asset. While, the City of Pitt Meadows has some additional responsibilities as host city of the Airport, they also benefit from the revenues generated by property taxes and licenses. A discussion by Mayor and Council of Maple Ridge's continued involvement in the Airport is recommended to enable the Society to move forward with strategic planning.

"Original signed by Ceri Marlo"

Prepared by: Ceri Marlo, C.M.C.
Manager of Legislative Services and Emergency Program

"Original signed by Paul Gill"

Approved by: Paul Gill, B.B.A, C.G.A, F.R.M
General Manager: Corporate & Financial Services

"Original signed by J.L. (Jim) Rule"

Concurrence: **J.L. (Jim) Rule**
Chief Administrative Officer

:cm

Attachments:
Appendix A - Pitt Meadows Airport Society Act/Constitution & Bylaws
Appendix B - Pitt Meadows Airport Society Governance
Appendix C - YPK Protocol Agreement

FORM 3

SOCIETY ACT CONSTITUTION

1. The name of the Society is **PITT MEADOWS AIRPORT SOCIETY**.
2. The purposes of the Society are:
 - (a) To develop, maintain and operate the Pitt Meadows Airport, including facilities for passengers, for flight instruction, and for aircraft accommodation, rigging, maintenance and overhaul.
 - (b) To provide an efficient and well-maintained airport facility and service for the residents of and visitors to the City of Pitt Meadows and District of Maple Ridge and surrounding areas.
 - (c) To acquire, hold, lease, manage, rent or sell any real property or personal property for the furtherance of the Society's purposes.
 - (d) To apply for and hold any license, permit or operating authority which may be required to carry out or which will further the Society's purposes.
 - (e) To enter into contracts with any person, body corporate, government or government ministry, department or authority which may further the purposes of the Society.
 - (f) To promote aviation and aeronautics.
 - (g) To promote or oppose legislation or legislative change affecting aviation, aeronautics, the aircraft industry and all its branches.
 - (h) To solicit, receive, acquire and hold donations, gifts and legacies for the purposes of the Society and to collect and receive rents, profits and other revenues, grants, appropriations and subsidies for the purposes of the Society and to enjoy all of the benefits of ownership thereof.
 - (i) To sell or convert any property into money from time to time. To invest and re-invest any principal in such manner as may from time to time be determined and to disburse and distribute such money and property in the furtherance of the purposes of the society.
 - (j) To market, promote, co-ordinate and manage all services and facilities described in the Society's purposes.
 - (k) To seek funding and financial assistance from the Government of Canada, Province of British Columbia, federal and provincial crown corporations and agencies, municipal governments, regional districts and other local authorities in furtherance of the purposes of the Society.

- (l) To manage and co-ordinate the development of short, medium and long term plans to develop and improve the land in the City of Pitt Meadows as a public airport.
 - (m) To actively promote the Pitt Meadows Airport to private and commercial aircraft operators.
 - (n) To do all other things as are incidental or conducive to the attainment of the purposes of the Society
3. The Society shall be carried on without purposes of gain for its members or directors and any profits or other accretion to the Society shall be used in furtherance of its purposes. No member of the Society or director shall be paid any remuneration for services rendered to the Society but may be paid reasonable expenses in acting as a member or director. This clause is unalterable.
4. Upon winding-up or dissolution of the Society, the assets remaining after the payment of all costs, charges and expenses properly incurred in the wind-up including the remuneration of a liquidator, and after payment to employees of the Society of any arrears of salaries or wages, and after the payment of any other debts of the Society,, shall be distributed equally between the City of Pitt Meadows and the District of Maple Ridge. This clause is unalterable.

Bylaws

Here set forth, in numbered clauses, the bylaws providing for the matters referred to in Section 6 (1) of the *Society Act* and any other bylaws.

Part 1 – Interpretation

- 1.1 In these bylaws, unless the context otherwise requires,
- (a) “Airport” means the Pitt Meadows Airport;
 - (b) “council” means a municipal council under the *Municipal Act* (British Columbia);
 - (c) “directors” means the directors of the society for the time being and “director” means only one director;
 - (d) “member” means;
 - (i) an applicant for incorporation of a society who has not ceased to be a member; and
 - (ii) every other person who becomes and remains a member in accordance with the bylaws;
 - (e) “registered address” of a member means that member’s address as recorded in the register of members;
 - (f) “society” means the Pitt Meadows Airport Society; and
 - (g) “*Society Act*” means the *Society Act* (British Columbia).
- 1.2 The definitions in the *Society Act* on the date these bylaws become effective apply to these bylaws.
- 1.3 Words importing the singular include the plural and vice versa and words importing a male person include a female person and a corporation.
- 1.4 Unless otherwise expressly provided, reference in these bylaws to a statute is a reference to that statute as from time to time in force, re-enacted or replaced.

Part 2 – Membership

- 2.1 The members of the society are the applicants for incorporation of the society and those persons who subsequently have become members in accordance with these bylaws and, in either case, have not ceased to be members.
- 2.2 Except for the applicants for incorporation of the society, membership in the society shall be limited to:
 - (a) the City of Pitt Meadows; and
 - (b) the District of Maple Ridge;
- 2.3 The society shall not, at any time, have more than two (2) members.
- 2.4 Every member shall uphold the constitution and comply with these bylaws.
- 2.5 There shall be no annual membership dues.
- 2.6 A member shall cease to be a member of the society
 - (a) by delivering its resignation in writing to the secretary-treasurer of the society or by mailing or delivering it to the address of the society; or
 - (b) on his death or in the case of a corporation on dissolution.
- 2.7 All members are in good standing except those who have ceased to be a member as provided in bylaw 2.6 and every member shall be entitled to vote at all meetings of the society.

Part 3 Meetings of Members

- 3.1 General meetings of the society shall be held at the time and place, in accordance with the *Society Act*, that the directors decide.
- 3.2 Every general meeting, other than an annual general meeting, is an extraordinary general meeting.
- 3.3 The directors may, when they think fit, convene an extraordinary general meeting.
- 3.4
 - (a) Notice of a general meeting shall specify the place, day and hour of meeting, and in case of special business, the general nature of that business.
 - (b) The accidental omission to give notice of a meeting to, or the non-receipt of a notice by, any of the members entitled to receive notice does not invalidate proceedings at that meeting.
- 3.5 The first annual general meeting of the society shall be held not more than 15 months after the date of incorporation and after that an annual general meeting shall be held at least once in every calendar year and not more than 15 months after the holding of the last preceding annual general meeting.

Part 4 – Proceedings at General Meetings

4.1 Special business is

- (a) all business at an extraordinary general meeting except the adoption of rules of order and election of a chairperson pursuant to bylaw 4.5; and
- (b) all business transacted at an annual general meeting except
 - (i) the adoption of rules of order;
 - (ii) the election of a chairperson pursuant to bylaw 4.5;
 - (iii) the consideration of the financial statements;
 - (iv) the report of the directors;
 - (v) the report of the auditor, if any;
 - (vi) the appointment of directors;
 - (vii) the appointment of the auditor, if required; and
 - (viii) the other business that, under these bylaws, ought to be transacted at an annual general meeting, or business which is brought under consideration by the report of the directors issued with the notice convening the meeting.

- ### 4.2
- (a) No business, other than the election of a chairperson and the adjournment or termination of the meeting, shall be conducted at a general meeting at a time when a quorum is not present.
 - (b) If at any time during a general meeting there ceases to be a quorum present, business then in progress shall be suspended until there is a quorum present or until the meeting is adjourned or terminated.
 - (c) A quorum is two (2) members present.

- ### 4.3
- If within 30 minutes from the time appointed for a general meeting a quorum is not present, the meeting, if convened on the requisition of members, shall be terminated. In any other case it shall stand adjourned to the same day in the next week, at the same time and place, and if, at the adjourned meeting, a quorum is not present within 30 minutes from the time appointed for the meeting, the members present constitute a quorum.

- 4.4 Subject to bylaw 4.5, the president, the vice president or, in the absence of both, one of the other directors present shall preside as chairperson of a general meeting.
- 4.5 If at a general meeting
- (a) there is no president, vice president or other director present within 15 minutes after the time appointed for holding the meeting; or
 - (b) the president and all the other directors present are unwilling to act as chairperson,
- the members present shall choose one of their authorized representatives to be chairperson.
- 4.6 A general meeting may be adjourned from time to time and from place to place, but no business shall be transacted at an adjourned meeting other than the business left unfinished at the meeting from which the adjournment took place.
- 4.7 When a meeting is adjourned for 10 days or more, notice of the adjourned meeting shall be given as in the case of the original meeting.
- 4.8 Except as provided in this bylaw, it is not necessary to give notice of an adjournment or of the business to be transacted at an adjourned general meeting.
- 4.9 No resolution proposed at a meeting need be seconded and the chairperson of a meeting may move or propose a resolution.
- 4.10 In case of an equality of votes the chairperson shall not have a casting or second vote in addition to the vote, if any, to which he may be entitled as a member and the proposed resolution shall not pass.
- 4.11 A corporate member may vote by its authorized representative, who shall be an individual duly appointed by that member, who is entitled to speak and vote, and in all other respects exercise the rights of a member, and that representative shall be reckoned as a member for all purposes with respect to a meeting of the society.
- 4.12 A member in good standing present at a meeting of members is entitled to one vote.
- 4.13 Voting is by show of hands or by ballot, as directed by the chairperson of the meeting.
- 4.14 Voting by proxy is not permitted.
- 4.15 The members may, by resolution, adopt rules of order but if no such rules of order are adopted, the proceedings of the members shall be governed by Robert's Rules of Order Newly Revised or, if the procedure adopted by resolution does not cover any point of order, such point of order shall be determined according to Roberts Rules of Order Newly Revised.

Part 5 – Directors and Officers

- 5.1 The directors may exercise all the powers and do all the acts and things that the society may exercise and do, and which are not by these bylaws or by statute or otherwise lawfully directed or required to be exercised or done by the society in general meeting, including the full management and control of the assets, liabilities, revenues and expenditures of the Airport and the ability to make rules and regulations governing its operations, but subject, nevertheless, to
- (a) all laws affecting the society;
 - (b) these bylaws; and
 - (c) rules, not being inconsistent with these bylaws, which are made from time to time by the society in general meeting.
- 5.2 No rule made by the society in general meeting invalidates a prior act of the directors that would have been valid if that rule had not been made.
- 5.3 The number of directors of the society shall be nine (9).
- 5.4 The first directors of the society shall be:
- (a) the person holding the office of the Mayor of the City of Pitt Meadows from time to time;
 - (b) the person holding the office of Mayor of the District of Maple Ridge from time to time;
 - (c) the person holding the office of the Administrator of the City of Pitt Meadows from time to time;
 - (d) the person holding the office of the Chief Administrative Officer of the District of Maple Ridge from time to time; and
 - (e) Councilor John Appleton, provided that should he cease to hold office as a councilor of the City of Pitt Meadows, he shall also cease to be a director of the society under this section.
- If at any time an office of a director is vacated, the number of directors of the society shall be reduced to the number of directors actually holding that office until the vacant position is filled.
- 5.5 The first directors appointed under bylaw 5.4 shall sit for one (1) year and shall retire at the next annual general meeting.
- 5.6 A director appointed under bylaw 5.4 may be removed before the expiration of his term of office by a special resolution of the members.

5.7 The directors of the society are each entitled to participate in and vote at a meeting of directors or of a committee of directors.

5.8 Upon implementation of this section, at a meeting of the members duly called for this purpose, the members shall appoint (or confirm the previous appointment of):

- (a) three directors for a term to expire at the annual general meeting in 2014;
- (b) three directors for a term to expire at the annual general meeting in 2015;
- (c) three directors for a term to expire at the annual general meeting in 2016.

A director appointed (or whose appointment has been confirmed) under this section 5.8 may be appointed by the members for one further three (3) year term to expire at the applicable annual general meeting unless that director has already been appointed for two (2) consecutive terms or more. No director appointed (or whose previous appointment has been confirmed) under this section 5.8 may be appointed for more than two (2) consecutive terms.

5.9 A Pitt Meadows Airport Society Directors Nominating Committee is hereby established composed of the Pitt Meadows and Maple Ridge Chief Administrative Officers, or their designates, and the Pitt Meadows Airport Society President or designate. Subject to sections 5.10 and 5.11 (a), the following process shall be undertaken by the Nominating Committee before any directors' terms are to expire at an annual general meeting in order to identify and recommend candidates to the members for appointment as directors at the applicable annual general meeting:

- (a) the Nominating Committee will ask the directors to identify and provide the Nominating committee with the specific skill sets that they consider are of benefit in directors;
- (b) the Nominating Committee will pose an ad for directors in a local newspaper, at a minimum, and the cost of the ad will be split equally between the Society and both the municipalities of Maple Ridge and Pitt Meadows.
- (c) the Nominating Committee will review the applications submitted from prospective directors and make a recommendation to the members on the appointment of directors to the Pitt Meadows Airport Society.

5.10 Directors appointed under section 5.9 shall hold office for a three year term commencing on the date of the applicable annual general meeting and may be appointed by the members for one further three (3) year term, to expire at the applicable annual general meeting. No director appointed under section 5.9 may be appointed for more than two (2) consecutive terms.

5.11 If an office of a director is vacated, the vacated position may be filled for the balance of the term by:

- (a) the directors appointing a person to fill the vacancy if the balance of the term for that directors is less than 6 months and section 7.8 does not apply; or

- (b) the members appointing a person to fill the vacancy following the process stipulated in section 5.9 if the balance of the term for that director is 6 months or more.
- 5.12 No act or proceeding of the directors is invalid only by reason of there being less than the prescribed number of directors in office.
- 5.13 A director is not required to be a member.
- 5.14 In accordance with Article 3 of the Constitution, no director shall be remunerated for being or acting as a director, but a director shall be reimbursed for all expenses necessarily and reasonably incurred by him while engaged in the affairs of the society.

Part 6 – Proceedings of Directors

- 6.1 The directors may meet together at the places they think fit to dispatch business, and may adjourn and otherwise regulate their meetings and proceedings as they see fit.
- 6.2 A meeting of the directors may be held by telephone or other communications facilities that permit all participants in the meeting to hear each other, and a director who participates in the meeting by those means shall be counted as present at the meeting.
- 6.3 The quorum for a meeting of directors shall be five (5) directors.
- 6.4 The president shall be chairperson of all meetings of the directors, but if at a meeting the president is not present within 30 minutes after the time appointed for holding the meeting, the vice president shall act as chairperson. If neither the president nor the vice president is present the directors present may choose one of their numbers to be chairperson at that meeting.
- 6.5 Any two directors may convene a meeting of the directors at any time.
- 6.6 The directors may delegate any, but not all, of their powers to committees consisting of the director or directors as they think fit.
- 6.7 A committee so formed in the exercise of the powers so delegated shall conform to any rules imposed on it by the directors, and shall report every act or thing done in exercise of those powers to the earliest meeting of the directors to be held next after it has been done.
- 6.8 A committee shall elect a chairperson of its meetings, but if no chairperson is elected, or if at a meeting the chairperson is not present within 30 minutes after the time appointed for holding the meeting, the directors present who are members of the committee shall choose one of their number to be chairperson of the meeting.
- 6.9 The members of a committee may meet and adjourn as they think proper.
- 6.10 For a first meeting of directors held immediately following the appointment of a director or directors at an annual or other general meeting of members, it is not necessary to give notice of the meeting to the newly appointed director or directors for the meeting to be constituted, if a quorum of the directors is present
- 6.11 A director who may be absent temporarily from British Columbia may send or deliver to the address of the society a waiver of notice, which may be by letter, telegram, telex, or cable, of any meeting of the directors and may at any time withdraw the waiver, and until the waiver is withdrawn
 - (a) no notice of meeting of directors shall be sent to that director; and

- (b) any and all meetings of the directors of the society, notice of which has not been given to that director shall, if a quorum of the directors is present, be valid and effective.
- 6.12 Questions arising at a meeting of the directors and committee of directors shall be decided by a majority of votes.
- 6.13 In case of an equality of votes the chairperson has a second or casting vote.
- 6.14 No resolution proposed at a meeting of directors or committee of directors need be seconded and the chairperson of a meeting may move or propose a resolution.
- 6.15 A resolution in writing, signed by all the directors and placed with the minutes of the directors is as valid and effective as if regularly passed at a meeting of directors.
- 6.16 In observance of clause 3 of the society's Constitution, no director shall accept any remuneration for services rendered to the society. Without affecting the *Society Act*, no director or employee of the society shall have any director or indirect financial interest in any purchase order or contract entered into or issued on behalf of the society unless such member or employee absents himself from all meetings where the order or contract is approved or discussed while the latter is being discussed or any vote is taken in any matter affecting such an interest in an order or contract. The provisions of this bylaw shall not apply to the reimbursement of a director in respect of expenses incurred with the board's approval in carrying out the business of the society.
- 6.17 The directors may, by resolution, adopt rules of order but if no such rules of order are adopted, the proceedings of the directors shall be governed by Robert's Rules of Order or, if the procedure adopted by resolution does not cover any point of order, such point of order shall be determined according to Robert's Rules of Order.

Part 7 – Duties of Officers

- 7.1 The society shall have three (3) officers, who shall be the president, vice president and secretary-treasurer.
- 7.2 The directors shall elect from among their number a president, a vice president and secretary treasurer, each of whom shall hold office for one year and shall retire from office at each annual general meeting, when their successors shall be elected, except that the first president shall be John Appleton.
- 7.3 The president shall preside at all meetings of the society and of the directors.
- 7.4 The president is the chief executive officer of the society and shall supervise the other officers in the execution of their duties.
- 7.5 The vice president shall carry out the duties of the president during the absence of the president.
- 7.6 The secretary-treasurer shall
- (a) conduct the correspondence of the society;
 - (b) issue notices of meetings of the society and directors;
 - (c) keep minutes of all meetings of the society and directors;
 - (d) have custody of all records and documents of the society except those required to be kept by the treasurer
 - (e) have custody of the common seal of the society;
 - (f) maintain the register of members;
 - (g) keep financial records, including books of account, necessary to comply with the *Society Act*, and
 - (h) render financial statements to the directors, members and others when required.
- 7.7 In the absence of the secretary-treasurer from a meeting, the directors shall appoint another person to act as secretary-treasurer at the meeting.
- 7.8 The members may by special resolution remove a director as the president or the vice president before the expiration of his term of office, and may elect a successor to complete the term of office.

- 7.9 Neither the president; the vice president nor the secretary-treasurer shall be remunerated for being or acting as an officer, but shall be reimbursed for all expenses necessarily and reasonably incurred by him while engaged in the affairs of the society.

Part 8 – Seal

- 8.1 The directors may provide a common seal for the society and may destroy a seal and substitute a new seal in its place.
- 8.2 The common seal shall be affixed only when authorized by a resolution of the directors and then only in the presence of the persons prescribed in the resolution, or if no persons are prescribed, in the presence of the president and secretary-treasurer or president and vice president.
- 8.3 All instruments, agreements, contracts or other documents which are not executed by affixing the common seal of the society may be executed by
- (a) such persons as may be prescribed from time to time by resolution of the directors;
 - (b) the president and the secretary-treasurer;
 - (c) the vice president and the secretary-treasurer; or
 - (d) the president and the vice president.

Part 9 – Borrowing

- 9.1 In order to carry out the purposes of the society the directors may, on behalf of and in the name of the society, borrow or raise and secure the payment or repayment of, money in the manner they decide, and, in particular but without limiting the foregoing, by the issue of debentures.
- 9.2 No debenture shall be issued without first obtaining the consent of the members by special resolution.
- 9.3 The members may by special resolution restrict the borrowing powers of the directors, but a restriction imposed expires at the next annual general meeting

Part 10 – Auditor

- 10.1 The society shall engage an auditor qualified to act under both the *Society Act* and the *Municipal Act* who shall be a person who is a member or partnership whose partners are members in good standing of the Canadian Institute of Chartered Accountants or the Certified General Accountants' Association of British Columbia, or a person certified by the Auditor Certification Board established under of the *Company Act* (British Columbia).
- 10.2 The first auditor shall be appointed by the directors who shall also fill all vacancies occurring in the office of the auditor.
- 10.3 An auditor may be removed and a new auditor appointed by special resolution.
- 10.4 An auditor shall be promptly informed in writing of appointment or removal.
- 10.5 No director and no employee of the society shall be auditor.
- 10.6 The auditor may attend general meetings.
- 10.7 The fiscal year end of the society shall be December 31 in each year.

Part 11 – Notices to Members

- 11.1 A notice may be given to a member or director, either personally or by pre-paid mail to him at his registered address.
- 11.2 A notice sent by mail shall be deemed to have been given on the third day following that on which the notice is posted, and in proving that notice has been given it is sufficient to prove the notice was properly addressed and put in a Canadian post office receptacle.
- 11.3 Notice of a general meeting shall be given to
 - (a) every member shown on the register of members on the day notice is given; and
 - (b) the auditor.
- 11.4 No other person is entitled to receive a notice of general meeting.

Part 12 – Bylaws

- 12.1 On being admitted to membership, each member is entitled to and the society shall provide, without charge, a copy of the constitution and bylaws of the society.

12.2 These bylaws shall not be altered or added to except by special resolution.

Dated June 12, 1997.

Witness(es)

Sandra Zelyao
[Signature]

Sandra Zelyao
[Full Name]

835 Sefton St. Pt. Coquitlam BC V3B 5C9
[Resident Address]

Sandra Zelyao
[Signature]

Sandra Zelyao
[Full Name]

835 Sefton St. Pt. Coquitlam BC V3B 5C9
[Resident Address]

Sandra Zelyao
[Signature]

Sandra Zelyao
[Full Name]

835 Sefton St. Pt. Coquitlam BC V3B 5C9
[Resident Address]

Applicants for Incorporation

Kristine Thimsen
[Signature]

Kristine Thimsen

108-2950 Heather St., Vancouver, B.C., V5Z 3J8
[Resident Address]

Debbie Jung
[Signature]

Debbie Jung

302-2028 W. 11 Ave., Vancouver, B.C., V6J 2C9
[Resident Address]

Marie Louise Potvin
[Signature]

Marie Louise Potvin

3243 W. 6 Ave., Vancouver, B.C., V6K 1X7
[Resident Address]

Witness(es)

Kristine C. Thimsen
[Signature]

KRISTINE C. THIMSEN
[Full Name]

108-2950 HEATHER ST, VAN. B.C.
[Resident Address] V4Z 3J2

Sandra Zelyas
[Signature]

Sandra Zelyas
[Full Name]

3335 Sefton St. Pt. Coquitlam B.C. V3B 5C9
[Resident Address]

Applicants for Incorporation

Sandra Shirley Zelyas
[Signature]

Sandra Shirley Zelyas

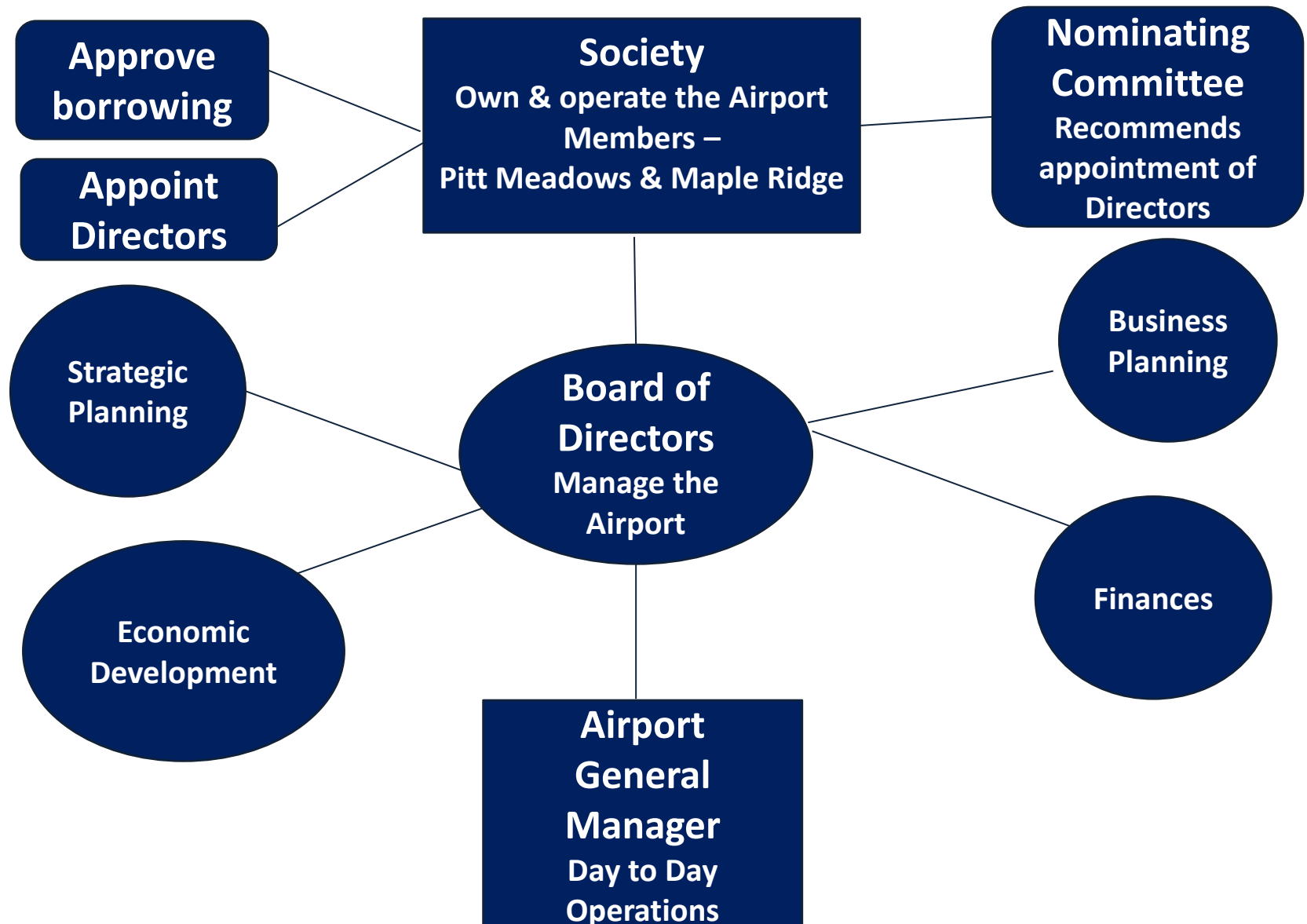
3335 Sefton St., Pt. Coquitlam, B.C., V3B 5C9
[Resident Address]

Roxann Theresa Amyotte
[Signature]

Roxann Theresa Amyotte

#223-7377 Salisbury Ave. Burnaby, B.C., V5E 4B2
[Resident Address]

[NOTE - AT LEAST 5 APPLICANTS MUST SIGN.]



YPK PROTOCOL AGREEMENT

THIS AGREEMENT DATED FOR REFERENCE the ^{30th} day of November, 2013.

BETWEEN:

CITY OF PITT MEADOWS, a municipality incorporated under the *Local Government Act*, R.S.B.C. 1996, c. 323, and having its municipal office at 12007 Harris Road, Pitt Meadows, BC V3Y 2B5
(“Pitt Meadows”)

AND:

DISTRICT OF MAPLE RIDGE, a municipality incorporated under the *Local Government Act*, R.S.B.C. 1996, c. 323, and having its municipal office at 11995 Haney Place, Maple Ridge, BC V2X 6A9
(“Maple Ridge”)

AND:

PITT MEADOWS AIRPORT SOCIETY, a society incorporated under the *Society Act*, S.B.C. 2002, c. 57 under Incorporation No. BC0875415 and having its registered and records office at 100-18799 Airport Way, Pitt Meadows, BC V3Y 2B4
(“PMAS”)

WHEREAS:

- A. The Pitt Meadows Regional Airport is located within the municipal boundaries of the City of Pitt Meadows;
- B. The Pitt Meadows Regional Airport is a significant contributor to the economic wellbeing of Pitt Meadows and Maple Ridge, as well as, an enabler of further economic activity and growth;
- C. The PMAS directors are appointed by the PMAS members, Pitt Meadows and Maple Ridge, to run the affairs of the PMAS in accordance with the constitution and bylaws and to act in the best interest of the membership;

- D. Pitt Meadows and Maple Ridge have well established Economic Development programs with mandates focused on assisting with and marketing business development at the Pitt Meadows Regional Airport;
- E. Pitt Meadows and Maple Ridge wish to confirm their intention to protect the lands designated "Airport" in the City of Pitt Meadows Official Community Plan Bylaw No. 2352, 2007 for the furtherance of the Pitt Meadows Regional Airport;
- F. Pitt Meadows and Maple Ridge wish to confirm that the control and stewardship of the Airport Endowment Fund will remain solely with the PMAS;
- G. The parties wish to renew their relationship through improved cooperation and communication in order to further the development of the Pitt Meadows Regional Airport.

NOW THEREFORE, the parties hereto agree as follows:

PURPOSE

- 1. The purpose of this protocol is to continue to work on the collaborative relationship between the parties and to clarify expectations.

CONTACT PERSONS

- 2. The parties acknowledge and agree that they shall each, from time to time, appoint a principal representative who shall initially be for Pitt Meadows, the Chief Administrative Officer, for Maple Ridge, the Chief Administrative Officer, and for PMAS, the Pitt Meadows Regional Airport General Manager.

COMMUNICATIONS

- 3. The parties acknowledge and agree that open and transparent communications are fundamental to this Protocol Agreement and the working relationship between the parties.
- 4. The parties shall meet at least annually to review implementation of this Protocol agreement;

COOPERATIVE PLANNING

- 5. The parties agree that a clearly articulated strategic plan that includes a forward looking vision for the development of the airport is critical to the marketing and promotion of the airport.
- 6. PMAS acknowledge that the development, review and update of the Pitt Meadows Regional Airport Strategic Plan needs to align with the vision the membership has for the Pitt Meadows Regional Airport and therefore PMAS must consult with Pitt Meadows and Maple Ridge during the development, review, and update of the Strategic Plan;

7. The parties are committed to an open and thorough process of planning for development at the airport and for this reason PMAS agrees to consult with Pitt Meadows during the development of any Airport Land Use Plans, as well as, commits to providing opportunities for community consultation during development of the plan. The format for public consultation is to be determined by PMAS.

REPORTING

8. PMAS will prepare and present to Pitt Meadows and Maple Ridge Council an annual business plan that outlines PMAS achievements, key challenges, and major initiatives planned for the upcoming calendar year at the Pitt Meadows Regional Airport. The plan must be submitted to the membership no later than November 15th;
9. The PMAS annual business plan must identify how the priority programs and services to be delivered support of the implementation of the Pitt Meadows Regional Airport Strategic Plan;
10. PMAS will provide quarterly reports to the Chief Administrative Officers and two reports to Pitt Meadows and Maple Ridge Council (the annual business plan and a midyear plan update) on efforts taken in the implementation of the Airport Strategic Plan and other projects that the PMAS implement;
11. The PMAS General Manager and Board of Directors, or at a minimum the Board Chair, should be present during the presentation of reports to Pitt Meadows and Maple Ridge Council.

ECONOMIC DEVELOPMENT

12. PMAS will collaborate with Pitt Meadows Economic Development Corporation (PMEDC) and Maple Ridge Economic Development, on the development of marketing/attraction collateral to ensure there is alignment and consistency in YPK vision and messaging.
13. In collaboration with Pitt Meadows Economic Development Corporation (PMEDC) and the Maple Ridge Economic Development, PMAS will develop an annual marketing/attractions work plan to continue the momentum of the BC Jobs Plan project: YPK International Education and Business Park. Status of this work plan is to be included in the quarterly reports to the Chief Administrative Officer and reports to Pitt Meadows and Maple Ridge Council.



UTILITY INFRASTRUCTURE



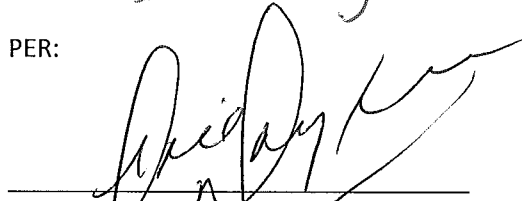
14. To ensure the long term economic viability of the Pitt Meadows Regional Airport, PMRAS must undertake an assessment of Airport's utility infrastructure and develop a plan for ongoing maintenance and replacement of its utility infrastructure and present that plan to Pitt Meadows and Maple Ridge no later than October 31, 2014.

IN WITNESS WHEREOF the parties have executed this Agreement.

PER:


Mayor, Deb Walters
Corporate Officer

PER:


Mayor, Ernie Daykin
Corporate Officer

PER:


Pitt Meadows Regional Airport Society, Board Chair
Pitt Meadows Regional Airport Society, General Manager

City of Maple Ridge

TO: Her Worship Mayor Nicole Read
and Members of Council
FROM: Chief Administrative Officer
SUBJECT: Albion Flats – History and Options Update

MEETING DATE: March 2, 2015
FILE NO:
MEETING: Workshop

EXECUTIVE SUMMARY:

In June 2012, representatives from Ridge Shopping Centres Inc. (Smart Centres) made a formal public presentation to Council and proposed to build a shopping centre in the Albion Flats on the south side of 105th Avenue. Council directed staff to work with Smart Centres on this proposal which would include a land exchange agreement. However, the City was notified on December 22, 2014 in writing that Smart Centres had would not be pursuing the land exchange agreement for financial reasons.

Following that decision, staff were directed to prepare an ‘options report’ for the Albion Flats.

The Albion Flats has a significant history of discussion and attention on potential land uses since the 1990’s. There is a large volume of background information and technical reports that have been prepared. In order to assist Council making decisions on the Albion Flats, it is important that its complex history be understood.

This report can be considered as an introductory report on the ALR exclusion options and land use options. As such, it is not requesting a decision on those options, but anticipates Council seeking further detailed reports on specific options.

RECOMMENDATION:

1. That the report titled Albion Flats – History and Options Update dated March 2, 2015 be received for information.

DISCUSSION:

A. Background Context:

For consistency, this report uses the same bearings as the Agricultural Land Commission (ALC) to describe the land locations in the Albion Flats. The lands on the side of 105th Ave. where Planet Ice is located are described as being south of 105th Ave., while the lands on the opposite side are described as being north of 105th Avenue.

The Albion Flats comprises approximately 133 hectares (329 acres) in south-central Maple Ridge, adjacent to the Lougheed Highway and 240th Street. The majority of these lands are within the

Agricultural Land Reserve, with only a small portion, approximately 20 ha (49 acres) currently excluded located in the vicinity of 240th Avenue, south of 104th Avenue. (Appendix A)

Future land use within the Albion Flats has been under discussion with the ALC since the early 1990's when the Commission informed the municipality that they were prepared to consider a block ALR Exclusion application subject to the municipality providing information on the range of uses that would be permitted, address stormwater issues and determine appropriate site planning standards.

As the working relationship between Maple Ridge and the ALC has developed, discussions have continued regarding the potential land uses for the lands within the Albion Flats south of 105th Avenue, the process the ALC has recommended for exclusion (a block exclusion application by the City) and stormwater mitigation. The ALC has been consistent with their position that the lands to the north of 105th Avenue retain agricultural viability and as such, their exclusion from the ALR will not be supported.

To date, two land use planning exercises have been undertaken for the Albion Flats. The first was in 1999 which resulted in a preliminary concept plan that was approved by the ALC subject to conditions for agri-industrial uses for a number of properties fronting the Lougheed Highway, south of 105th Avenue. This plan was predominantly recreationally-focused, with limited large lot residential adjacent to 104th Avenue and a small component of service commercial adjacent to the historic commercial node where Bruce's Market is located. A copy of that plan has been included for Council's information as Appendix B.

The second concept plan was developed through a Council-directed charette in 2010 that included significant public input and consultation, a two-day design event and four concept scenarios included as Appendix C. Council requested revisions and endorsed a Draft Concept Plan for consultation with the Agricultural Land Commission (ALC). Council endorsed this plan in May 2011, but only for submission to the ALC for comments on the proposed land uses. Generally, the basis for this plan was for a significant mixed employment node to be located south of 105th Avenue, with a significant increase in residential development and densities along 240th Street and an auto-oriented and business office node located north of 105th Avenue. The ALC provided comments to the City that supported the ALR exclusion of lands south of 105th Avenue, but not the exclusion of lands to the north, and also outlined the conditions under which the ALC would support a block exclusion for a portion of the lands to the south of 105th Ave. A copy of this plan is included as Appendix D.

At Council's direction, the endorsed Draft Concept plan was the basis for the discussions with Smart Centers for a land exchange in return for the construction of a new Albion Fair Grounds north of 105th Avenue.

B. Chronology and Key Decisions:

The following chronology and key decisions related to land-use planning within the Albion Flats has been prepared to provide Council with a general overview and background.

March 1993: The ALC notified the municipality that it would consider a range of uses within the Albion Flats Area and would work with staff to identify those uses; identify and address stormwater runoff and mitigation; address uncontrolled weed growth in the area and identify appropriate site planning standards.

Aug. 1998: The City was notified by the ALC that a site at the south-west corner of Slatford Place and 104th Avenue had been excluded from the ALR. The ALC also indicated that the remaining lands in the south-east portion of the Albion Flats (south of

105th Ave.) could be considered for exclusion and that the City may wish to consider a block exclusion application.

Jan. 1999: A concept plan for the Albion Flats was submitted to the ALC for approval. This concept plan has been attached to this report as Appendix C.

Oct. 1999: The ALC met with Maple Ridge Council to discuss the future land uses within the Albion Flats.

The ALC sent a letter to the City identifying that the January 1999 Concept Plan had been endorsed with conditions. The lands to the north of 105th Ave. were to remain within the ALR and that once a zone for agri-industrial uses was prepared, the ALC would consider delegating authority to Council to decide subdivision and non-farm use applications within that portion of the Plan area (located south of 105th Ave. along Lougheed Highway).

May 2000 –
Sept. 2001: Public open house held to discuss and receive feedback on the Concept Plan.

Council directs issues identified at the May open house be addressed and that an exclusion application be brought forward for consideration.

Council advises property owners in the area and potential applicants that development applications within the Albion Flats cannot be supported in the absence of an adopted area plan.

Report to Council outlining a revised area planning process along with the required supporting studies and reports. Staff recommended that the area planning process occur following the Official Community Plan review.

Council discussion of the Planning Department work program, noting that the area planning process for the Albion Flats would delay the OCP Review. Council directed that the OCP Review would remain the priority and deferred area planning discussions.

Nov. 2006 OCP adopted by Council that includes policies related to area planning, the Albion Flats, growth management, agriculture as an employment activity and long-term implementation of the OCP.

Nov. 2009 Report to Council outlining the area planning process for the Albion Flats. This report provided Council with a history of discussions with the ALC, relevant chapters and policies contained within the OCP, Provincial and Regional interests and a number of alternatives for consideration.

Jan. 2010 Council directed that a concept plan for the Albion Flats be prepared.

Feb. 2010 Council approved the process and planning area boundaries for the preparation of a concept plan for the Flats.

May – Aug.
2010: Seven background reports prepared to provide information for the development of the concept plan. HB Lanarc (former Planning and Design consulting firm) was

awarded the contract to prepare the concept plan. The process included a background research phase; charrette design event and public consultation; and preparation of the final concept plan for Council's consideration.

Invitations sent to stakeholder groups inviting them to a meeting to discuss the forthcoming charrette event.

Sept. 2010 Preparations for the charrette included the preparation and distribution of a workbook for the meetings with stakeholder groups and community forum event.

Stakeholder meetings were held to discuss topics including agriculture, food systems, recreation, environment and ecosystem, heritage resources, and economic considerations.

All background reports were compiled and made available on the municipal website and binders containing all the background reports were provided to Council and the Library.

A community forum was held to provide interested residents with an opportunity to provide input into the development of the concept plan for the Flats.

Oct. 2010 Property owners were invited to a meeting on each of the two days of the charrette.

A two-day design charrette was held on October 20 and 21, 2010. In addition, a public open house was held on Oct. 21 for interested residents to see the results of the design event and provide feedback and comments.

Nov. 2010 Council was provided with an update on the charrette event. Staff was directed to hold an additional consultation event for those groups not present during the charrette as well as those that participated in the charrette.

Feb. 8, 2011 Council was presented with a Charrette Summary Report that included four land use scenarios. Staff recommended that all four scenarios be referred to the ALC for comment. Council defeated that recommendation and directed further discussion.

Feb 14, 2011: The following Resolution was passed at Council Workshop:

That the outcome from the February 14th Workshop discussion be moved to a Public Information meeting, with the comments and results of that work being forwarded to the ALC for comment. If an exclusion application is determined, following the comments from the ALC, a Public Hearing on the exclusion application will be held.

That Council request staff to prepare for consideration at the next available Workshop, Scenario 2 with the following additional components:

- 1. Agricultural buildings reflected from Scenario 1, appropriately located in Scenario 2 to enhance food distribution;*
- 2. Neighbourhood pub component from Scenario 1;*
- 3. Community centre/recreation/meeting space as defined in Scenario 4.*

The following amendment to the above motion was also passed

4. *Expectations that alternative agricultural activities and environmental practice plus agricultural offset options be reflected.*

March 2011: Council discussed the revised Scenario 2 Concept Plan and directed further consultation to be held.

An open house was held for the public to provide comments and feedback on the revised Concept Plan. Comments received were split on support for the revised plan.

May 2, 2011: Council was provided an update on the results of the open house for the revised Concept Plan, including the requested information on agricultural offsets.

Council directed a letter be prepared to the ALC asking for comments on the revised Albion Flats Concept Plan. The package of information to the ALC also included all the background reports, public feedback received, and staff reports, including all attachments and appendices.

May 6, 2011: The Albion Flats Concept Plan and all related background information was sent to the ALC for comment.

Oct. 2011: The ALC discussed the Albion Flats Concept Plan and provided the following decision:

The conclusions of the ALC in respect of the draft Concept Plan are as follows:

1. *The land north of 105th Avenue has agricultural capability, is suitable for agricultural use and is appropriately designated as ALR.*
2. *Apart from the agricultural fairgrounds, the land south of 105th Avenue is of very limited interest to agriculture, thus previous Commission proposals for limiting land use options may be reconsidered.*
3. *The draft concept plan, as proposed, will have an overall negative impact on agriculture in Maple Ridge.*
4. *The draft concept plan is inconsistent with the objective of the Agricultural Land Commission Act to preserve agricultural land.*

The Commission also included requirements for additional works in the portion of the Albion Flats north of 105th Avenue, for the “restoration of an agricultural future”, in conjunction with future land uses other than agriculture south of 105th Avenue.

A copy of the decision is attached for Council’s information as Appendix B.

June 2012 Smart Centres made a formal public presentation to Council, proposing a land exchange to build a shopping centre south of 105th Avenue and moving the Fairground buildings to the north of 105th Ave. Council directs staff to enter into negotiations with Smart Centres on the land exchange.

- Nov. 13, 2012: Council reaffirmed by Resolution, that the Albion Flats was the priority for the preparation of an Area Plan.
- Dec. 22, 2014 Smart Centres notifies the City in writing that they would not be proceeding with the land exchange agreement based on financial reasons.
- Jan. 6, 2015: Press Release from the City outlining that the Albion Land Exchange deal with Smart Centres would not be proceeding

This chronology of key events and decisions outlines that the ALC has been consistent with the message that they would support a block ALR Exclusion application for the lands south of 105th Avenue. They are also now requiring that as a condition of that support, drainage and other restoration works on the lands north of 105th Avenue are required. Council will need to consider this information should they decide to proceed with a block ALR Exclusion application and area planning process.

C. Legislative and Policy Considerations:

The Albion Flats Concept Plan was prepared as the first stage of the Albion Flats Area Planning process. While a concept plan could provide Council and the community with some level of direction for future land uses within the Albion Flats, it does not have the same status as a formal area plan within the Official Community Plan.

In November 2012, Council reaffirmed, by Resolution, that the Albion Flats was the priority for the preparation of an Area Plan.

a) Agricultural Land Commission:

In order to change the land use within the Albion Flats area, the lands currently within the Agricultural Land Reserve (ALR) would need to be excluded from the ALR by the Commission. The ALC decision states that the City may submit a block exclusion application for the lands south of 105th Avenue that the Commission does not feel has agricultural viability. In their decision related to the Albion Flats Concept Plan, the ALC indicated that "... while the Commission is prepared to cooperate towards future commercial or industrial development at Albion Flats, it will do so in conjunction with restoration of an agricultural future for that part of the Albion Flats lying to the north of 105th Avenue." The full ALC decision letter to the City is attached to this report as Appendix D.

The following are three key decisions that reflect the ALC's position relating to requests for exclusion in Maple Ridge. The two recent decisions relating to properties on the north side of 105th Ave. reaffirms the Commissions position that this area has agricultural viability and that the City is expected to restore the lands for agricultural activity.

Recent ALR Exclusion Application Decisions:

- Pelton Nursery Lands – 12930, 12662, 12766, 12960 203rd Street; 12987 210th Street; 20370, 20650 132nd Avenue:

In April 2010 the owners of the above identified properties – collectively known as the Pelton Nursery Lands, made application for exclusion from the ALR in order to increase employment generating opportunities within Maple Ridge.

The ALC met in Oct. 2010 to consider the application and rendered the following decision:

The Commission concluded:

1. *That the land under application has agricultural capability and is appropriately designated as ALR;*
2. *That the land under application is suitable for agricultural use;*
3. *That the proposal will impact agriculture;*
4. *That the proposal is inconsistent with the objective of the Agricultural Land Commission Act to preserve agricultural land.*

THAT the application be refused.

The ALC decisions regarding the above Exclusion applications and the City's Albion Flats Concept Plan suggest that the Commission is taking a firm position on the protection of these lands within the ALR.

Following the ALC's decision on the Albion Flats Concept Plan in 2011, two applications to exclude land from the ALR north of 105th Avenue were made by land owners in 2013.

- 23451 105th Avenue:

The owners of the property on the north side of 105th Avenue made application for exclusion from the ALR on the grounds that the property has been rendered unsuitable for agriculture through the actions of parties other than the owners of the parcel. This application was subsequent to an earlier application for exclusion from the ALR made by the owners in 2004 that was denied by the Commission.

The ALC met in January 2013 to consider this application and rendered the following decision:

The Commission concluded:

- *That the agricultural suitability problems encountered by the applicants are real;*
- *That they result primarily from inadequately serviced urban development;*
- *That ultimate responsibility for ensuring adequate urban development servicing lies with the local government, which now operates the drainage district;*
- *Thus the District of Maple Ridge, in consultation with Fisheries and Oceans Canada, is in a position to ensure that the problems are remedied and agricultural suitability is restored.*

THAT the request for exclusion of the subject property from the ALR be refused.
Resolution #196/2013

- 23623 105th Avenue:

The owners of the property on the north side of 105th Avenue also made application for exclusion from the ALR on the grounds that it has been rendered unsuitable for agriculture through the actions of parties other than the owners of the parcel. This application was subsequent to an ALR exclusion application in 2004.

The ALC met in March 2013 to consider that application and rendered the following decision:

The Commission concluded:

- *That the agricultural suitability problems encountered by the applicants are real;*
- *That they result primarily from inadequately serviced urban development;*
- *That ultimate responsibility for ensuring adequate urban development servicing lies with the local government, which now operates the drainage district;*
- *Thus the District of Maple Ridge, in consultation with Fisheries and Oceans Canada, is in a position to ensure that the problems are remedied and agricultural suitability is restored.*

THAT the request for exclusion of the subject property from the ALR be refused.

Resolution #197/2013

b) Metro Vancouver:

The Metro Vancouver 2040 Shaping Our Future Regional Growth Strategy (RGS) identifies the Albion Flats area as a Special Study Area, with underlying Regional land use designations of Agricultural, Conservation and Recreation and General Urban. Appendix F is a detail from the adopted Maple Ridge Regional Land Use Designation Map, which forms part of the Regional Context Statement found in the Official Community Plan.

The intent of the Special Study Area signifies that the municipality and Metro Vancouver acknowledge that the current land uses within will change at some point in the future, following the preparation of an area plan and application to amend the Regional Growth Strategy.

The RGS contains a process for a municipality to apply for an amendment, which is dependent on the level of significance of the proposed amendment(s). An amendment to or within a Special Study Area would be considered a Type 3 Minor Amendment. A Type 3 amendment requires an affirmative 50%+1 weighted vote of the Metro Vancouver Board and does not require a regional Public Hearing.

Should Council decide to proceed with a block ALR Exclusion application and area plan for the Albion Flats, It is anticipated that the Planning Department would engage in discussions with Metro Vancouver for comments prior to bringing an Official Community Plan amending bylaw forward for Council's consideration.

Fraser Sewer Area:

The Albion Flats is not located within the Fraser Sewer Area Boundary (FSA). As such, as part of the RGS amendment process, the City will also have to apply to have these lands included within the FSA in order to permit sewer services to be extended.

c) Maple Ridge

Official Community Plan:

The Official Community Plan contains a suite of policies related to growth management (Chapter 2), employment (Chapter 6) area planning (Chapter 10) and implementation (Chapter 11), The specific policies related to the Albion Flats have been included as Appendix E.

Currently the majority of the Albion Flats is outside of the Urban Area Boundary, which is reflective of the fact that most of the lands area within the Agricultural Land Reserve. The exceptions are generally along 240th Street, south of 104th Avenue where there is residential, the Albion Elementary School and the historic commercial node where Bruce's Market is located.

Section 6.2.3 of the OCP addresses the Albion Flats by outlining the Issues, Objectives and Policies as follows:

Issues:

- *The Albion Flats is an area of Regional and Provincial interest. It is mostly within the Agricultural Land Reserve, and is identified as Agriculture in the Regional Growth Strategy, the long range plan for Metro Vancouver. This area is therefore within municipal, Regional and Provincial jurisdiction. For these reasons, the area is currently considered unavailable for urban development and is outside the Urban Area Boundary. *(Note – the lands within the identified Albion Flats Area Plan also include General Urban lands in the RGS).*
- *The area is also strategically located adjacent to the Provincial Highway network. It is within the floodplain of the Fraser River, and is associated with high ecological value. For these reasons, a number of diverse interests have noted that this area is well suited for a variety of purposes, such as agricultural, commercial, industrial, or recreational uses.*

Objective:

- *To collaborate with other jurisdictions to determine the role of the Albion Flats in meeting community, Regional and Provincial goals.*

Policies:

6-15 Maple Ridge will work with Metro Vancouver, the Greater Vancouver Sewerage and Drainage District (GVS&DD) and the Agricultural Land Commission (ALC) to determine the future of the Albion Flats in conjunction with community, Regional and Provincial goals.

6-16 Prior to Council giving consideration to a change in land use, an extension of municipal services, or an amendment to the Urban Area Boundary, Maple Ridge will:

- i. develop and implement a Comprehensive Strategy as outlined in Section 11.1.3; and*
- ii. collaborate with Regional and Provincial authorities to complete a comparative analysis to review land use, social, economic and environmental goals.*

The Comprehensive Strategy identified in Policy 6-16(i) refers to the preparation of an agricultural plan, an Urban Area Boundary Review and preparation a commercial and industrial land use strategy, all of which have now been completed.

Commercial and Industrial Strategy:

The Commercial and Industrial Strategy, prepared by GP Rollo and Associates, outlines a series of strategies and actions for the City to address commercial, office and industrial land use needs through to 2042. The Strategy was endorsed by Council on August 26, 2014.

Contained within the Industrial supply and demand section of the Strategy, is a brief discussion on lands within the ALR and specifically that are in the vicinity of Golden Ears Way and 203rd Street where the Pelton Nursery Lands are located. The Strategy reflects the ALC decision on these lands as follows:

8.7.8 Strategy #8 ALR / ALR Exemptions [Pelton Lands]

Pursuing ALR exemptions for future land supply is considered a risk filled strategy that should only be pursued in the long term if other initiatives prove insufficient for meeting demand for industrial land. The Agricultural Land Commission has changed the process for reviewing applications for ALR exemptions [exclusions] and they are becoming stricter than in the past.

The ALC official that was interviewed gave the example that an application to exempt the Pelton Lands would have less chance of gaining approval that it did in 2010 when it was unanimously denied by the ALC Board.

D. Options:

There is a long history of planning activities and ALC and Council decisions related to the Albion Flats. Through written correspondence the ALC has expressed support for a block ALR Exclusion application for the lands to the south of 105th Avenue subject to a number of conditions. The previous Council directed that a block Exclusion application be pursued and identified that the Albion Flats would continue to be the priority for area planning. However, Council may wish to proceed in another direction. Should this be the case, a forthcoming report will seek Council's direction on two fundamental questions:

1. Does Council support the Exclusion of land from the ALR in the Albion Flats?
2. Does an area plan for the Albion Flats remain Council's priority for area planning in the City?

A brief summary of the options that would be discussed in more detail in a subsequent report are as follows:

a) Options for ALR Exclusion:

Council is faced with two choices regarding those lands south of 105th Avenue that are currently in the ALR:

- i. To proceed with a block Exclusion application. This option would have the City apply for removal of City-owned lands and on behalf of private land owners.

The ALC decision requires that the City address the drainage issues on the lands north of 105th Avenue prior to their consideration of an exclusion application for the lands south of 105th Avenue. These requirements may have significant financial implications to the City, once the full scope of the work required is identified.

Based on the preliminary research prepared as part of the Smart Centers agreement, preliminary estimated costs for the drainage remediation works are \$2,100,000. Cost estimates are yet to be determined for the agricultural access and buffering and redress of potential site contamination.

Should Council wish to continue with the block Exclusion application, the City will need to determine how the ALC conditions relating to drainage improvements and restoration north of 105th Avenue would be satisfied. Options may include developing a borrowing bylaw to cover the up-front cost for the works and exploring cost recovery mechanisms and potential amenity contributions. Details regarding the funding options would be outlined in a subsequent report to Council.

- ii. Not to proceed with a block Exclusion application.

This option would leave the land in the ALR and individual applications would be considered on their own merits. It is important to note that it is uncertain if the ALC would be supportive of this approach. It is also noted that the ALC's requirement to restore the agricultural capability on the lands north of 105th Avenue, including the funding of the estimated \$2,100,00 for drainage improvements would remain. If this option is pursued, it is assumed that the private land owner(s) would up front these costs.

b) Options for Land Use:

Council has two options related to the land use within the Albion Flats:

- i. To proceed with an area planning process. This option would have staff prepare a report on the process to complete the area plan for the Flats, including a discussion on the boundaries, scope, anticipated timeline and budget requirements.
- ii. Not to proceed with an area plan. This option would see all land use planning activities in the Albion Flats cease, with the current land use designations of *Agriculture* and *Park in the ALR*, remaining.

c) Options for an Area Planning Process:

The current Concept Plan (Appendix D) was endorsed for the purpose of submission to the ALC for comments, including a package of information to provide the ALC Board with the information necessary to assess the Concept Plan. The decision identified that the Commission did not support the Concept Plan in its entirety and would not support exclusion of lands to the north of 105th Avenue.

If Council decides to proceed with an area planning process, staff could revisit the results of the 2010 design charrette scenarios or begin a new area planning process as outlined below:

- i. *Revisit the previously endorsed Draft Concept Plan.*

The ALC decision received in Oct 2011 indicates that the Commission will not support land uses other than agricultural on the north side of 105th Avenue. As such, the Draft Concept Plan will need to be amended to remove employment and non-farm uses, reflecting the Commissions direction, should Council wish to pursue the land uses identified on the south side of 105th Ave.

- ii. *Revisit the Charrette results:*

The Charrette Summary report prepared by HB Lanarc and presented to Council in February 2011 provided four overall land use scenarios within the Albion Flats Area Plan boundaries, based on two concepts for the portion south of 105th Avenue (Jobs & Commercial and Recreation & Mixed Use) and two for the portion north of 105th Avenue (Agriculture and Auto Oriented Commercial). The four scenarios (Appendix C) that were included in the summary report are:

- Scenario 1: Jobs, Commercial and Agriculture
- Scenario 2: Jobs & Auto Oriented Commercial
- Scenario 3: Recreation, Mixed Use and Agriculture
- Scenario 4: Recreation, Mixed Use and Auto Oriented Commercial

Given the ALC's decision regarding the lands to the north of 105th Avenue, the auto oriented commercial land use concept will likely not be supported. As a result, some re-thinking of what the most appropriate agricultural and agricultural-supportive land uses will be required.

iii. New Land Use Planning Process:

Council also has the option of starting the land use planning process over again, including redefining the study area boundaries, without using the previous work as the basis for future land uses. This option is not recommended as it would be the third public process and there is very sound background materials and recommendations that were prepared during the 2010 Charrette exercise.

d) Relationship between ALR Exclusion Options and Land Use Options

Should Council decide to pursue a block ALR Exclusion application, it would appear that based on the comments from the ALC, the land use decisions for the lands south of 105th Ave. could proceed separately and independent of the exclusion application.

If Council decides not to proceed with a block exclusion application, individual owners would be able to do so. The completion of an area plan would be helpful for applicants, but it is uncertain if the ALC would require the completion of the area plan prior to considering an exclusion application.

It should be noted that decisions regarding the Exclusion application will inform decisions related to land use planning. For example, if Council decides not to proceed with an Exclusion application, the lands will remain in the ALR and the land use designation will remain Agricultural.

E. Interdepartmental Implications:

The Albion Flats process requires the skills of diverse departments in the City including Property management, Parks and Leisure Services, Engineering, Planning, and the Finance Department

F. Next Steps:

The preparation of a follow-up report is anticipated based on Council's input and feedback on the questions and options outlined in this report.

CONCLUSIONS:

This report provides a detailed history on the Albion Flats and also introduces a number of options on how or how to proceed. Further discussion regarding the financial implications, land use planning options and process would be outlined in a subsequent report, pending Council direction.

“Original signed by Jim Charlebois”

Prepared by: Jim Charlebois, MURP, MCIP, RPP
Manager of Community Planning

“Original signed by Christine Carter”

Approved by: Christine Carter, M.PL., MCIP, RPP
Director of Planning

“Original signed by Frank Quinn”

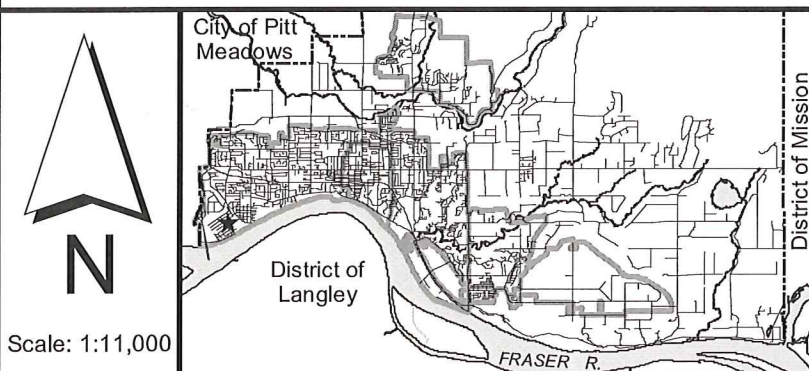
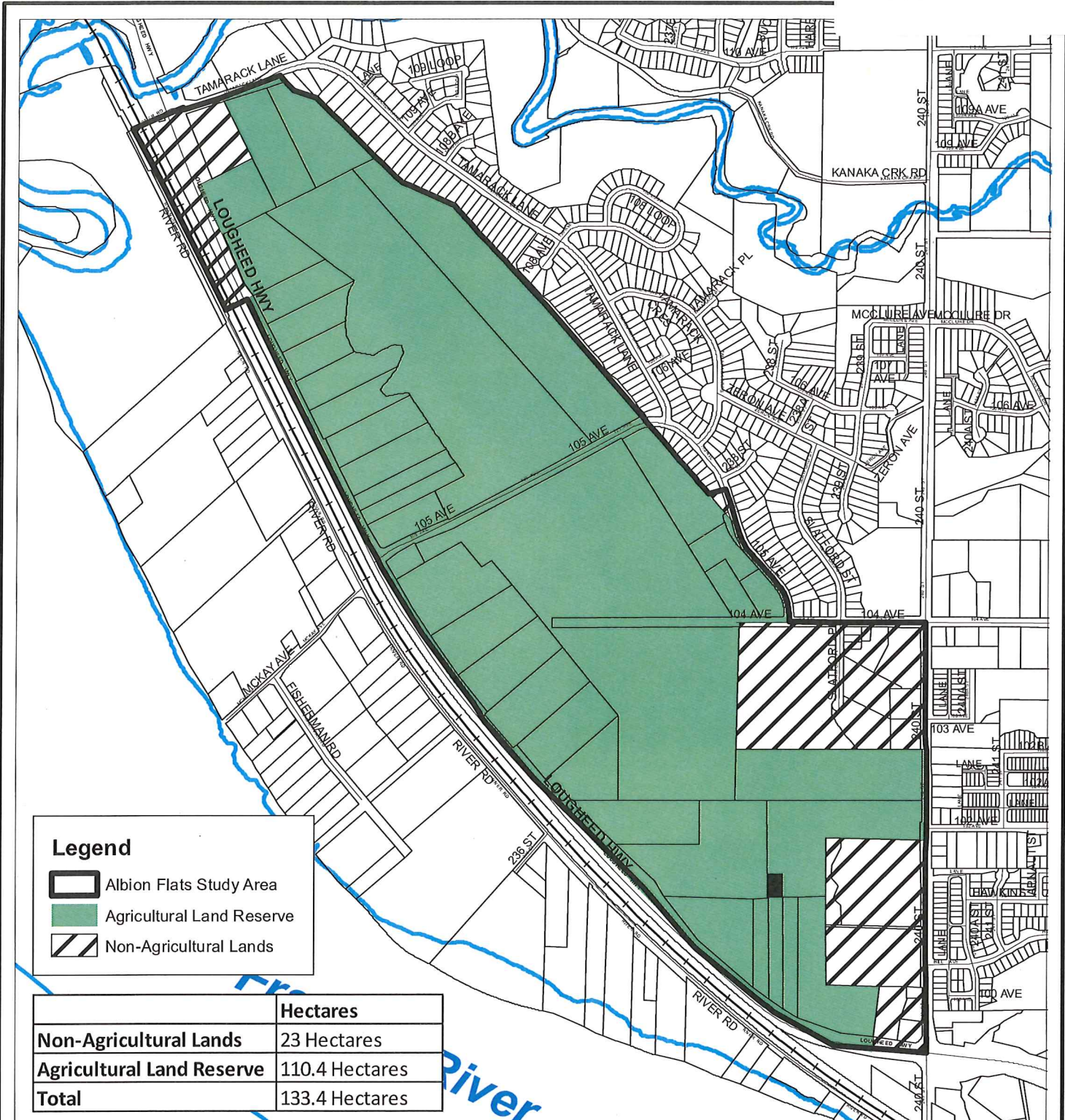
Approved by: Frank Quinn, MBA, P.Eng
GM: Public Works & Development Services

“Original signed by Frank Quinn” for

Concurrence: J.L. (Jim) Rule
Chief Administrative Officer

The following appendices are attached hereto:

Appendix A: Albion Flats ALR lands
Appendix B: 1999 Albion Flats Concept Plan
Appendix C: 2010 Albion Charrette Scenarios (4)
Appendix D: 2010 Albion Flats Concept Plan
Appendix E: ALC Decision regarding the 2010 Albion Flats Concept Plan
Appendix F: Maple Ridge RCS Regional Land Use Designations – Albion Flats Area Detail



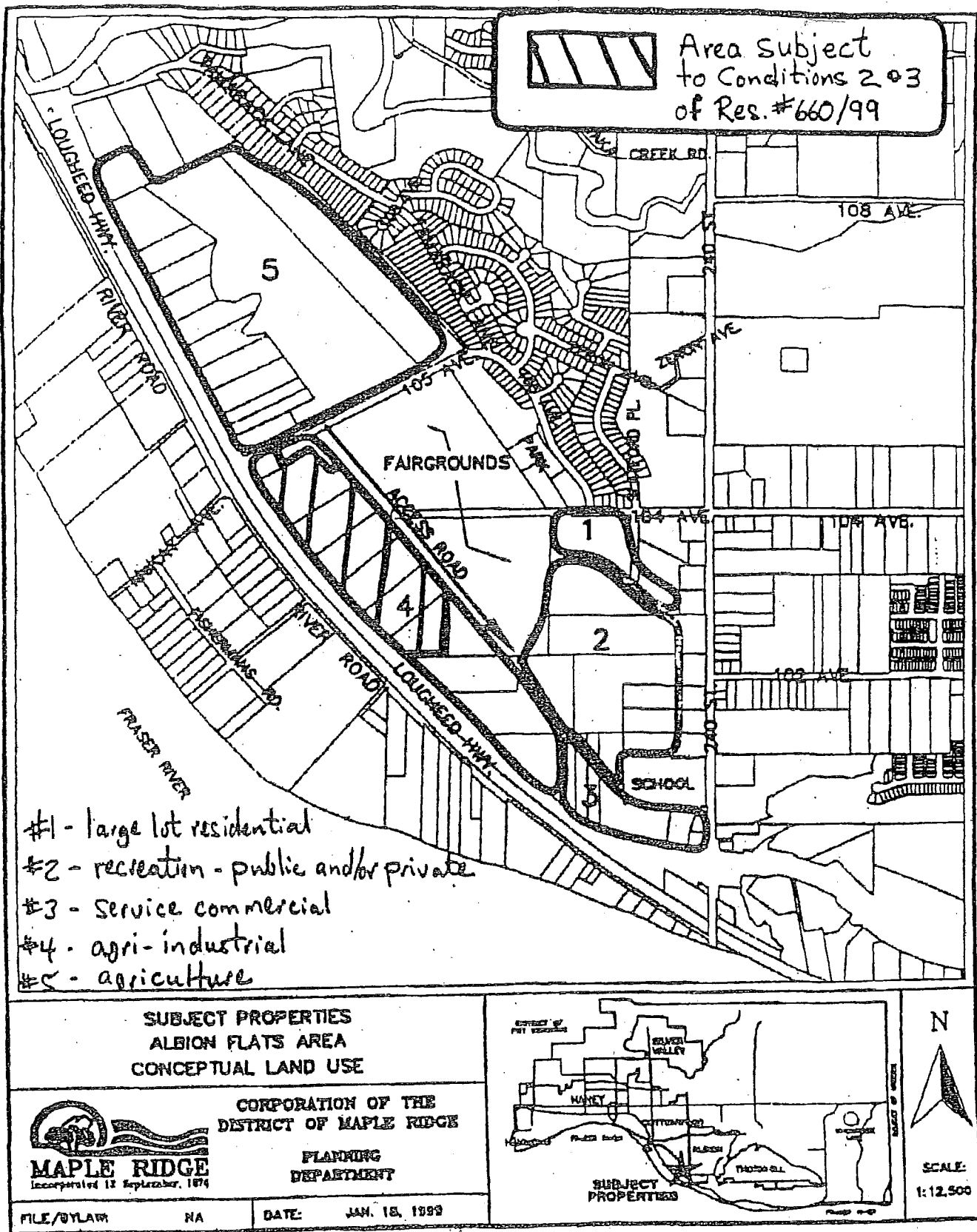
Albion Flats



CITY OF MAPLE RIDGE
PLANNING DEPARTMENT

DATE: Feb 24, 2015

BY: DT



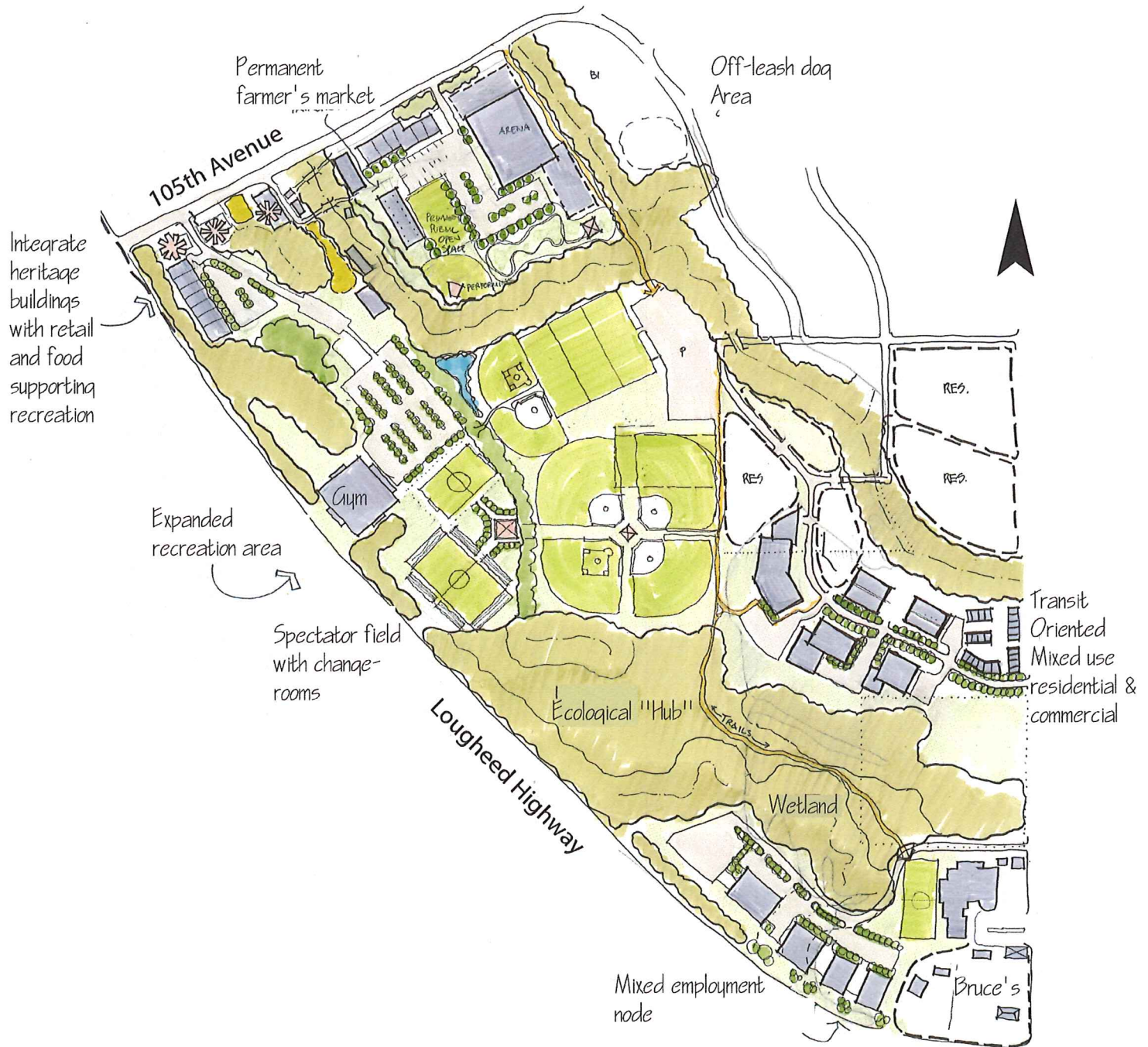
Concept A: Jobs & Commercial

Concept A introduces jobs and commercial landuses into the existing uses of the site. Mixed use is also introduced.



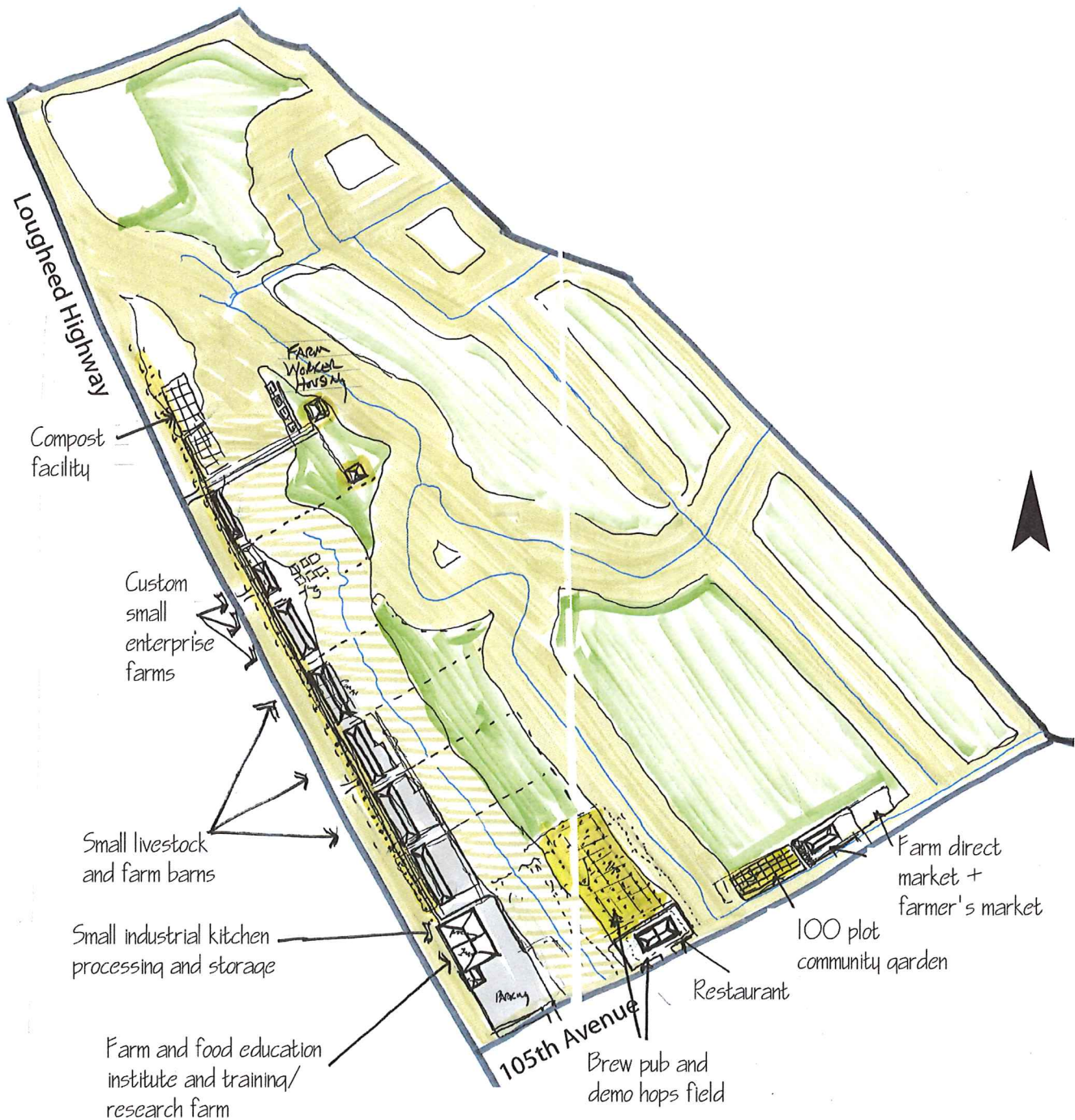
Concept B: Recreation & Mixed Use

Concept B looks at an expanded recreation program as well as introducing limited commercial/mixed use



Option 1: Agriculture

Option 1 maintains the agricultural land use (including farm structures) with the exception of a restaurant and brew pub



Option 2: Auto-Oriented Commercial

Option 2 looks at large-format, auto oriented commercial/retail, North of 105th



Draft Concept Plan



Proposed Land Use	Area hectares*	Area acres*
Agricultural Fairgrounds & Farm Cluster	5.6	13.8
Agriculture Fields & Community Garden	4.6	11.4
Auto Oriented Regional Serving Retail	9.8	24.2
Mixed Employment Node, Light Industrial, Business Office & Agri-Industrial	27.2	67.2
Green Space & Stream Setbacks	42.6	105.3
Institutional (school site)	2.1	5.2
Recreation (includes multi-purpose recreation facility)	20.0	49.4
Townhouse	8.0	19.8
Transit-Oriented Mixed Use	4.8	11.8
TOTAL	124.7	308.1

* Area calculations are approximate

As directed by Council, the Consultants original numbers have been refined.



PROVINCIAL AGRICULTURAL LAND COMMISSION

A meeting was held by the Provincial Agricultural Land Commission on October 27, 2010 at the offices of the Commission located at #133 – 4940 Canada Way, Burnaby, B.C.

COMMISSION MEMBERS PRESENT:

Richard Bullock	Chair
Jim Collins	Commissioner
Lucille Dempsey	Commissioner
Denise Dowswell	Commissioner
Jennifer Dyson	Vice-Chair
Gordon Gillette	Vice-Chair
Jim Johnson	Commissioner
Bert Miles	Commissioner
Jerry Thibeault	Commissioner

COMMISSION STAFF PRESENT:

Colin Fry	Executive Director
Brian Underhill	Executive Director
Tony Pellett	Regional Planner
Eamonn Watson	Land Use Planner

Planning Review ID: #175

PROPOSAL: Review draft Albion Flats concept plan endorsed by the District of Maple Ridge ("DMR") Council in the context of a package of reports submitted by DMR for review by Commission members and staff.

COMMISSION CONSIDERATION:

Context

Section 6 of the *Agricultural Land Commission Act* identifies the purposes of the Commission as: (1) to preserve agricultural land; (2) to encourage farming on agricultural land in collaboration with other communities of interest; and (3) to encourage local governments, first nations, the government and its agents to enable and accommodate farm use of agricultural land and uses compatible with agriculture in their plans, bylaws and policies.

The draft concept plan would encourage non-farm development throughout the Albion Flats area while preserving a few small, isolated fields as "edible landscapes" and possibly also encouraging the development of greenhouses on rooftops of commercial/industrial buildings. DMR's Agricultural Plan, adopted December 2009, states, "The primary goal with respect to larger, established farming operations...is to plan for their retention as farms....Limited to highly specific situations, the secondary goal...is to explore a policy of compensation from development that enables funds to be generated so that the net agricultural capability of DMR is enhanced by investment elsewhere."

CONCLUSIONS:

1. That the land north of 105 Avenue has agricultural capability, is suitable for agricultural use and is appropriately designated as ALR.
2. That apart from the agricultural fairgrounds, the land south of 105 Avenue is of very limited interest to agriculture, thus previous Commission proposals for limiting land use options may be reconsidered.
3. That the draft concept plan, as proposed, will have an overall negative impact on agriculture in DMR.
4. That the draft concept plan is inconsistent with the objective of the *Agricultural Land Commission Act* to preserve agricultural land.

IT WAS

MOVED BY: Commissioner Collins

SECONDED BY: Commissioner Miles

THAT the Commission not endorse the draft concept plan entirely as submitted, but only in part;

THAT DMR be advised that while the Commission is prepared to cooperate towards future commercial or industrial development at Albion Flats, it will do so in conjunction with restoration of an agricultural future for that part of Albion Flats lying to the north of 105 Avenue;

AND THAT focusing on the area north of 105 Avenue the Commission will expect DMR to undertake a comprehensive review of drainage and stream flow conditions in the Road Thirteen Dyking District with a view to resolving issues identified in the Golder Associates overview agricultural assessment and the HB Lanarc environmental baseline report, that review to include

- preliminary consultation with Fisheries and Oceans Canada,
- preparation of an agricultural remedial action plan in consultation with the Commission, the Ministry of Agriculture, Fisheries and Oceans Canada and the land owners, such a plan to address all relevant issues including but not limited to drainage, long term access, buffering or consolidation, and
- design to ensure that traffic patterns enable practical access and use by farm vehicles;

AND THAT the Commission will expect DMR to submit an application under section 29 of the *Agricultural Land Commission Act* to exclude from the ALR the land lying south of 105 Avenue and west of 240 Street together with any remnant areas elsewhere in DMR identified by the Commission as being unsuitable for agriculture; Commission approval of such an application may be in part or in whole conditional on progress toward the foregoing action plan;

AND THAT this response does not suggest or promote any move to eliminate the use of land at Albion Flats as an agricultural fairground;

AND THAT the Commission recognizes that any implementation or action to be taken with respect to the Commission's response to the concept plan will require that DMR and land owners be responsible for complying with applicable Acts, regulations, and decisions of any authorities that have jurisdiction under an enactment.

CARRIED

Resolution # 2635/2011

