

City of Maple Ridge

COUNCIL WORKSHOP MEETING AGENDA

November 26, 2019

1:30 p.m.

Blaney Room

4.0 *UNFINISHED AND NEW BUSINESS*

4.5 **Financial Plan Incremental Request**

Staff report dated November 26, 2019 recommending that the incremental adjustments to the Financial Plan, as amended, be incorporated into the 2020-2014 Financial Plan Bylaw.



TO: His Worship Mayor Michael Morden **MEETING DATE:** November 26, 2019
and Members of Council **FILE NO:**
FROM: Chief Administrative Officer **MEETING:** Workshop
SUBJECT: Financial Plan Incremental Changes

EXECUTIVE SUMMARY:

During the 2020-2024 Business Planning meetings, Council received presentations highlighting departmental business plans, the capital program and an overview of the Financial Plan.

There were a number of incremental funding requests discussed that would assist in addressing service delivery pressures or to increase service levels. Council requested additional information on Restorative Justice and the role of the proposed Leisure Centre Host position.

There was also a request for printed material on the financing of the previously approved borrowing for Parks & Recreation Amenities.

RECOMMENDATION:

That the recommended incremental adjustments to the Financial Plan, as amended, be incorporated into the 2020-2024 Financial Plan Bylaw.

DISCUSSION:

a) Background Context:

A listing of incremental adjustments requests, broken down into several categories, is included in the 2020-2024 Financial Overview Report and attached as Appendix A.

A request for additional information on the funding model of previously approved but unissued debt around the Parks & Recreation Amenities was made. This is included in Appendix B.

The additional information on the incremental funding requests for Restorative Justice and staffing for the Leisure Centre Host is included in Appendix C and Appendix D, respectively.

CONCLUSION:

Once direction has been received on the incremental requests recommendations, the 2020-2024 Financial Plan Bylaw will be prepared for Council's consideration. It is desirable to have an Adopted Financial Plan in place early in 2020.



Prepared by: **Trevor Thompson, BBA, CPA, CGA**
Chief Financial Officer



Concurrence: **Al Horsman**
Chief Administrative Officer

Attachments:

- (A) Appendix A: Incremental Adjustments Listings
- (B) Appendix B: Parks & Recreation Amenities: Approved Borrowing & Funding Model
- (C) Appendix C: Restorative Justice Grant Increase Request
- (D) Appendix D: Leisure Centre Host Incremental Request

Appendix A: Incremental Adjustments Listings

Incremental Adjustments

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

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

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

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

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

The detailed requests are included in the Business Plans for each area. These can be located at mapleridge.ca website attached to the November 18 Council meeting agenda.

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

Incremental Adjustments: Water Revenue Funds

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

Item #

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Recommended Incremental Adjustments: General Revenue Fund

Item #

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

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

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

Requests for Administrative Support to be Reviewed for Future Consideration

Item #

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

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Requests Deferred Pending Service Reviews and Updates to Strategic Plans

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

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Requests Not Recommended at This Time

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

Appendix B, Parks & Recreation Amenities: Approved Borrowing & Funding Model

The 2020-2024 Financial Overview Report, under the capital funding section of Debt, includes detail on previously approved but still unissued debt.

Previously Approved Borrowing Still Unissued

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

Parks & Recreation Improvements (\$49.5 million)

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

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

In addition to the borrowing anticipated there is a reliance on:

- **Community Amenity Contributions (CACs)** for \$6 million towards these projects. This amount has already been collected.
- **Grants** for \$5 million for the Albion Community Centre. A portion of these grants have been secured. If the full amount is not secured, other funding such as additional CACs or the Park & Rec. Levy maybe looked to fund the shortfall.
- **Lifecycle/Reserves** for the balance of the Leisure Centre Renovation.

The annual debt servicing costs on \$49.5 million, amortized over 25 years, is estimated at \$3 million. In addition, estimates of the annual operating costs for the facilities is \$1.2 million. These operating cost estimates are very preliminary.

The debt servicing and operating costs are funded through the Parks & Recreation Property Tax Levy. This levy is increased each year and by 2024 it will have the capacity to fund the estimated annual debt and operating costs.

The below tables from the Financial Plan Overview report show what is currently being generated by the Parks & Recreation Levy and the associated percentage of property tax increases both historic and proposed.

Parks, Recreation & Culture

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

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

FINANCIAL PLAN OVERVIEW

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

Appendix C: Restorative Justice Grant Increase Request

1. Set out below, additional Information regarding the history and modernization of the program;
2. Correspondence provided by Community Services, Re: Answers to Council Questions Raised During Business Planning; and,
3. Correspondence provided by Community Services, Re: Snapshot of Restorative Justice Referrals: January 1 to November 22, 2019.

Restorative Justice Program

History: Originally this program was implemented as a Youth Diversion model that had been successful in the United States. The primary focus was on youth who were being charged for shoplifting and diversion seemed a reasonable alternative to consider rather than charges going through to Crown Counsel. During these years, shoplifting was a particular issue with youth and referrals for diversion were primarily from police. They were quite plentiful and were simple and non-complex for diversion to be considered.

Modernization: Over the years the needs of the diversion program have had to adapt to the changing trends of society and youth crime trends/activities. The priorities to divert youth are no longer related to just shop lifting, they have more need to be supported with online behaviours (*sexting, uttering threats, etc.*), theft of vehicle charges, family issues, mischief/damage to property, assault and more, all of which are more complex in nature (*please refer list in the Incremental package*), take longer to work through, and often times involve more persons than just the offender. Often these referrals include triggers or circumstances that have to be addressed along with the offence in order to support a diversion. In contrast to the days of the earlier Youth Diversion program where just the offender would be supported, the newer Restorative Justice model includes this more complex approach and the process required. There are some examples that Restorative Justice have supplied that show how they work through a referral that will outline that multi-layered approach. As well, the older Youth Diversion model supported youth up to age 18 years and the regional and more modernized model has lifted the age restriction to include young adults. From a policing perspective the support that the more modernized program offers provides a broader scope of diversion opportunities which allows police officers to hand off the diversion to Restorative Justice and not retain the workload involved with submitting a potential charge. Further, Restorative Justice takes referrals from more than just police and intakes referrals from Crown Counsel, School District #42, businesses, families and individuals.

Value: There is no doubt that the numbers of referrals are less than they were with the older Youth Diversion program model because the more modernized program referrals are more involved than the simplified referrals of years previous. The current program has almost doubled referral intakes in 2019 (*year to date*) in comparison with 2018 and this is a direct result of broadening the scope of services the program provides as noted above. With respect to value, the City of Maple Ridge provides a yearly grant of \$17,800 and in 2019 with the number of referrals (*year to date*) this calculates out to be approximately \$300 per referral. In 2018 that same calculation for value per referral was \$470. As referrals to the program increase under its new mandate this value per referral will continue to improve. That, along with the fact that each referral can impact several people in comparison to the older Youth Diversion model, as well as potentially deal with wrap around issues with the participant, the more modernized program is considered to be an improved level of service to our community.

November 20, 2019

RE: Maple Ridge Council Questions to Restorative Justice Program

Dear Maureen Jones,

Referrals to Restorative Justice (RJ) were higher in previous years, however, the needs of the youth and community partners have changed and, as such, the program has been updated and adapted (modernized) to address those current needs (types of incidents etc.).

The current needs of clients (the offenders) and their families are much more complex and we have found that much more time is dedicated to each overall file that includes the respective family members for both victims and offenders.

Last year, RJ experienced a challenge in referrals that related to an administrative issue regarding consents and that had not been addressed by the OIC; in November 2018 this was addressed and as a result, the referral process has been simplified and referrals, have been increasing steadily since then.

Further, as suggested by the RCMP, RJ has been also focused on youth in the schools who are engaging in potentially criminal activity with a focus on preventative groups.

We understand that our statistics show some out of town residents, however, these are the result of either: a youth moving out of the catchment area while in the process of being engaged in the program (and working to complete their agreements) or, a courtesy service, whereby, a youth has moved into our catchment from another community and their RJ referral being transferred from another RJ service provider to Maple Ridge requesting our Coordinator's assistance to implement and complete the program locally. Such out of town referrals are few, however, we try to honour the requests in the spirit of the RJ philosophy.

I hope this answers your questions; please let me know if you need further information.

Sincerely,

Colette Madsen
Director of Programs & Services
MRPMCS
(604-467-6911 ext.1101)

November 22, 2019

Snapshot of Restorative Justice Referrals: January 1 to November 22, 2019

65 Referrals

65 Victims

27 Businesses as Victims (this is in addition to the 65 victims/persons).

30 Client Offender Supporters

13 Victim Supporters

70 Restorative Justice Circle & Process Participants (these include: victim, offender and supporter of each).

13 Clients waiting to move forward in their Restorative Justice Circle (the file is in process).

Please note: many of the above files are still in progress and total statistical information is not yet as complete as year end reporting.

Appendix D: Leisure Centre Host Incremental Request Scope of Work

The Host position will play a key role in welcoming people into the building and managing challenging behaviours. The Host will have the ability to redirect individuals away from the front counter and customers to deal tactfully with complaints and concerns to ensure customers have a positive experience while visiting the Leisure Centre. The host will intervene, de-escalate and set boundaries with individuals unwilling to comply with the Parks Bylaw and our Code of Conduct.

This position will ensure staff and customers feel supported during peak times of the facility when incidents tend to occur. The Host will position themselves near the entrance to proactively deter negative behaviour but have the flexibility to support concerns throughout the entire building. The host will have the focus of safety and staff/customer support through a customer service lens.