

CITY OF ABBOTSFORD 2017-2021 Draft Financial Plan

Oct 31, Nov 1 & 2, 2016

INTRODUCTION

George Murray
City Manager



Agenda

- **Introduction**
- **Context and Comparative Data**
- **Draft 2017 – 2021 Financial Plan**
- 2017 Budget Review:
City Manager & Corporate Services
- 2017 Budget Review:
Innovation, Strategy and Intergovernmental Relations (ISIR)
- 2017 Budget Review:
Parks, Recreation & Culture
- 2017 Budget Review:
Fire Rescue Service
- 2017 Budget Review:
- **Public Q&A:** at the end of each meeting



Budget/Financial Plan

- A numeric or financial depiction of the products and services provided by an organization
- A process of allocating scarce resources
- A means to attain an organization's Strategic Plan

Council's 4 Cornerstones



City Successes 2016

- Under Mayor & Council's Leadership
 - Projects outlined in Departmental presentations
 - E.g. abbotsfwd, MRC Sports Fields
 - Not listed in Departmental presentations
 - Eliminated Utility Funds Long Term Debt
 - Corporate Restructuring
 - Focus on becoming more Innovative
 - Tradex Roof Replacement
 - Abbotsford Airport
 - All Airport Buildings under Long Term Lease
 - YXX Passenger Increase

2016 Work in Progress

- AgRefresh
- Industrial Lands Supply Study
- VYE Road
- CEDAR, SAP, CLASS and Electronic Agendas
- Organics and recycling programs
- Tree Protection Bylaw Update
- Fees & Charges review

- Departmental Master Plans
- Neighbourhood Plans
- Industrial Lands Supply
- Continued efforts - Economic Development
- Managing increased development pressures
- Zoning Bylaw update(s)

VIBRANT ECONOMY



- Departmental Master Plans
- Neighbourhood Plans
- Social Issues
- Parks/Trails, Recreation & Culture improvements
- Improved Transportation network
- Transit Improvements
- Water Supply Review

COMPLETE COMMUNITY



- Departmental Master Plans
- Focus on Renewal & Replacement of Assets
 - Including Fleet
- Development cost charge review
- Continued Focus on New Game Strategy
- Continued improvement in Net Financial Position

FISCAL DISCIPLINE



- Departmental Master Plans
- Continued Focus on Health & Safety
- Additional staffing
 - PRC, Bylaw Services & Engineering (Utilities)
- Continued Investment in Technology
- Improving Internal/External Communications
- Innovation & Business Improvement

ORGANIZATIONAL ALIGNMENT



Financial Plan Process

- **Focus on 2017-2018 budget**
- **Council's Directive**
 - **Fiscal Discipline**
 - Holding taxes and fees at or below MPI
 - Critical review of all spending
 - **Strengthening financial position**
 - Building reserves
 - **Planning for the future**
 - Zoning reviews, long-term planning, strategic initiatives, renewal and replacement of infrastructure

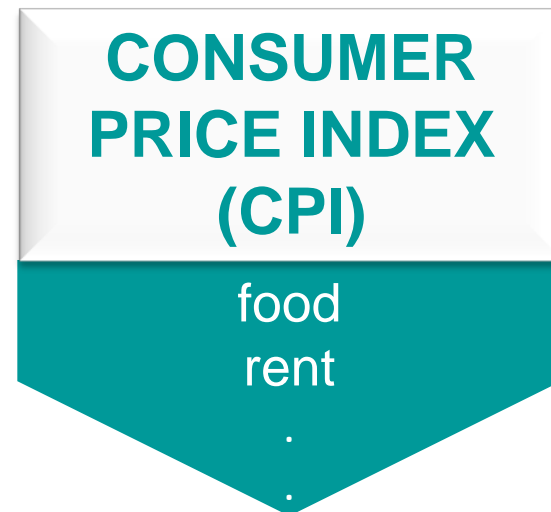
Cost Perspective

Municipal Price Index vs. Consumer Price Index



Year 2017
Year 2018

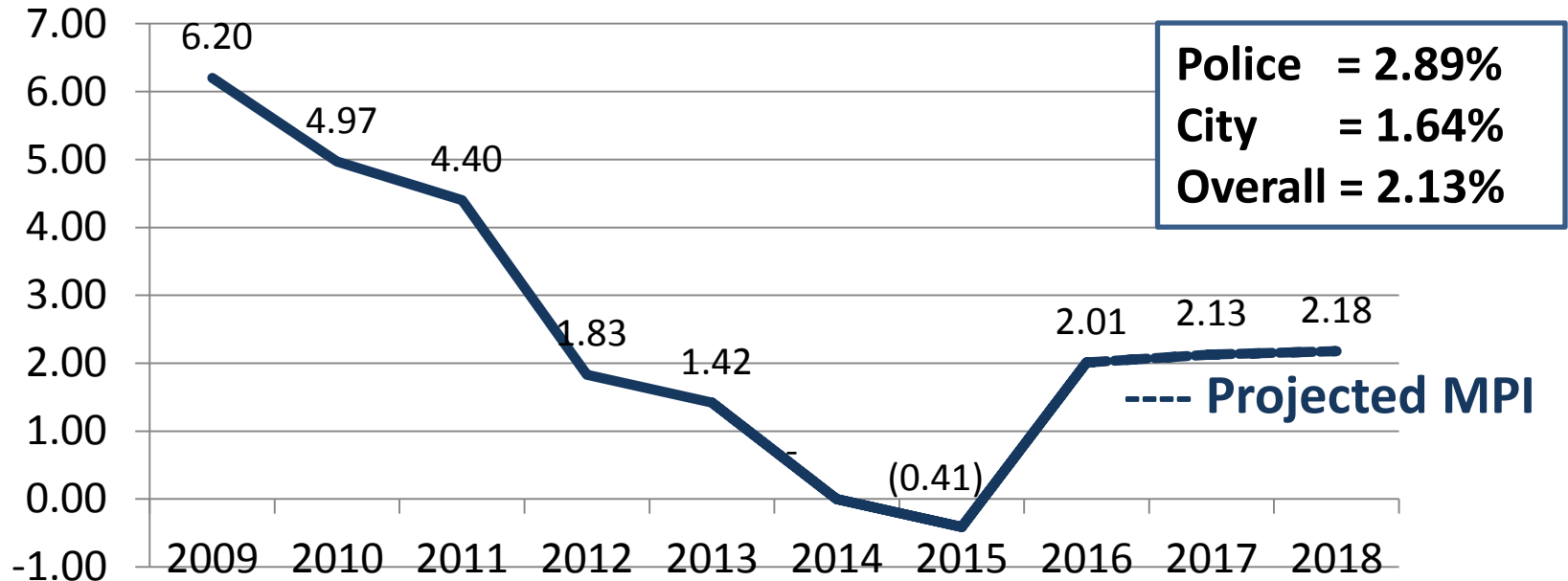
2.13%
2.18%



2.07%
2.10%

Historical Property Tax Increases

Annual Tax Increases (%)

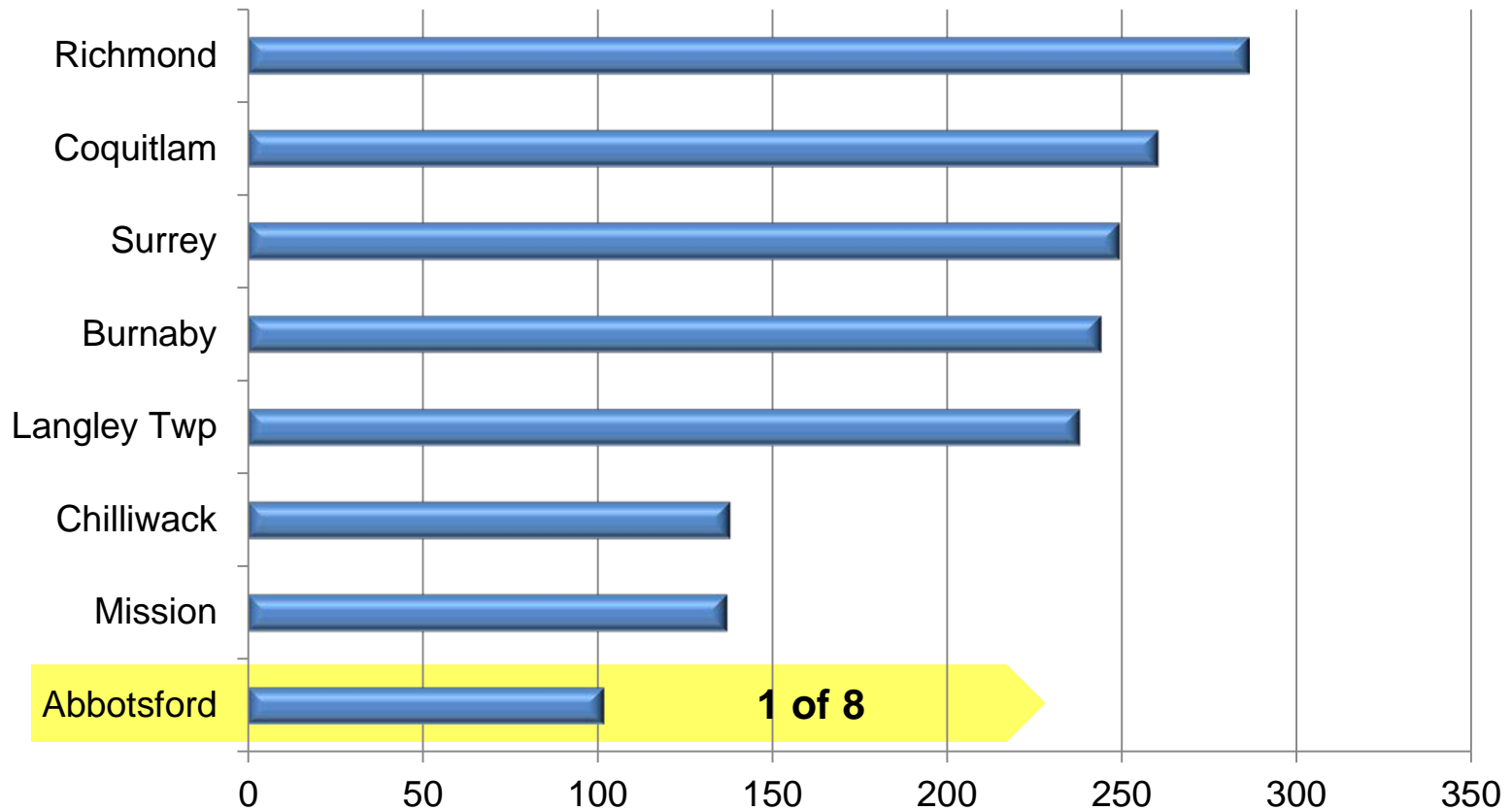


Note: The tax increase shown represents the average impact on existing properties. It excludes new revenue from development.



Water and Sewer per Capita Expenses 2014

(Abbotsford plus 7 comparative cities)



Source: Ministry of Community, Sport and Cultural Development

2017 Financial Plan Process

- Developed by departments
- Supported by Finance
- Reviewed and supported by Senior Management
- Recommended to City Council by City Manager

THE BOTTOM LINE & FINANCIAL CONTEXT

Komal Basatia
Acting Director, Finance

Common theme across all portfolios:

Economic Adjustments (budget pressures)

- Commodity changes
 - Hydro
 - Fuel
 - Natural gas
- Contracts (including labour)
- Insurance

Department Highlighted Unavoidable Changes

2017 Tax Increase Breakdown

	2016 Base Tax Revenue	2017 Non- market Change	Tax Increase	2017 Total Tax Revenue	Proposed Increase %
City	75,755,000	1,187,000	1,261,000	78,203,000	1.64%
Library	4,509,000	-	123,000	4,632,000	2.73%
Police	45,143,000	708,000	1,327,000	47,178,000	2.89%
Consolidated	125,406,000	1,895,000	2,712,000	130,013,000	2.13%

*approx. value of 1% tax revenue change = \$1,273,000

2017 Tax Increase Breakdown

External Agencies Cost Drivers

• Police Budget (net of tax growth)	\$1,327,000
• FV Regional Library	123,000
• BC Transit	<u>108,000</u>
	\$1,558,000 or 1.22%

***approx. value of 1% tax revenue change = \$1,273,000**

City Cost Pressures

Inflationary/Economic Cost Drivers

***approx. value of 1% tax revenue change = \$1,273,000**

excludes Airport, Water, Sewer and External Agencies

2017 Tax Increase Summary

- External agencies 1.22%
- Inflationary cost pressures
less assessment changes 0.91%
- Proposed tax increase 2.13%

***approx. value of 1% tax revenue change = \$1,273,000**



FINANCIAL CONTEXT

Statistical Comparisons



Statistical Overview

Benchmarking is important:

- For **comparative** purposes only
- Financial indicators are influenced by **service, price, and efficiency levels**
- **No two local governments can truly be compared**
 - different tax (assessment) bases
 - different geography
 - different community goals
 - different service levels
 - different regulatory environments

Statistical Overview



**CITY OF
Abbotsford**

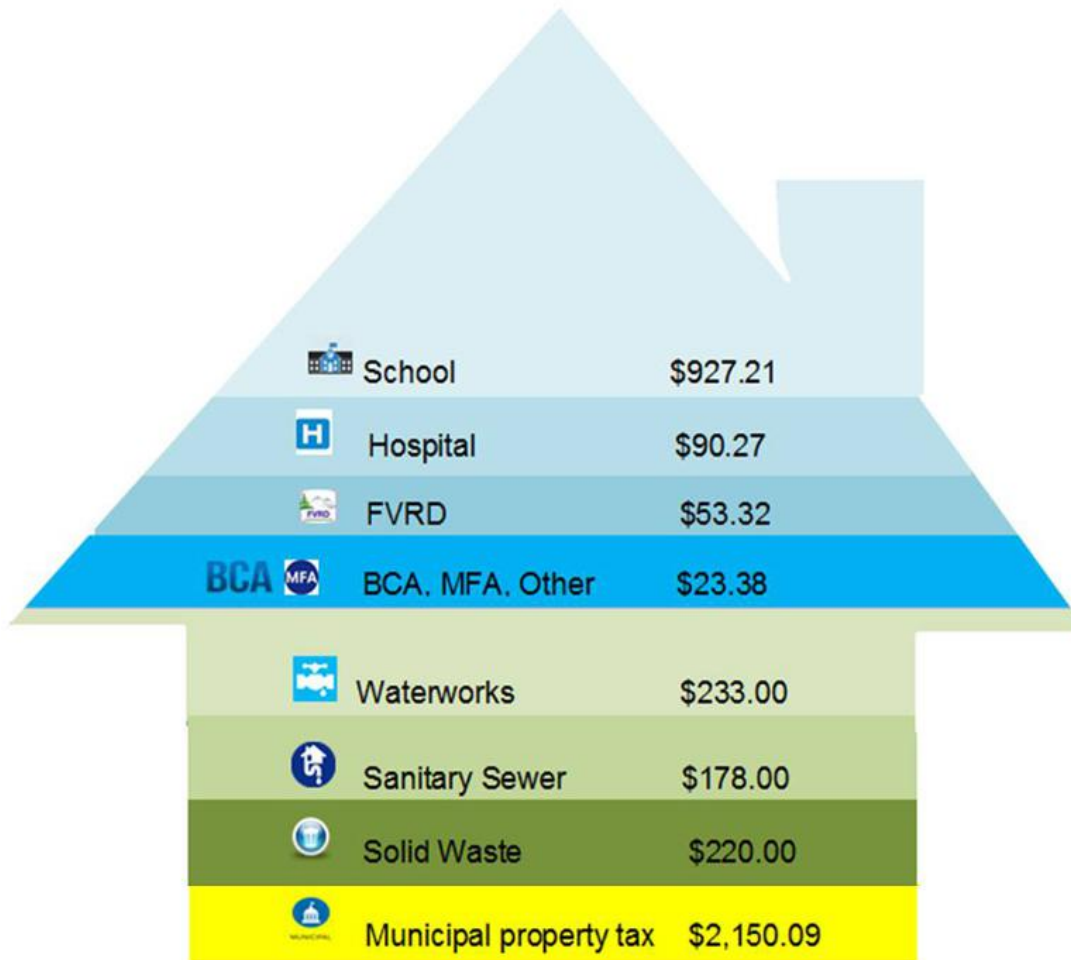
- ✓ **is geographically large**
- ✓ **has a small tax base**
- ✓ **provides almost all its own services**
- ✓ **municipal police force vs RCMP**

A word about data sources...

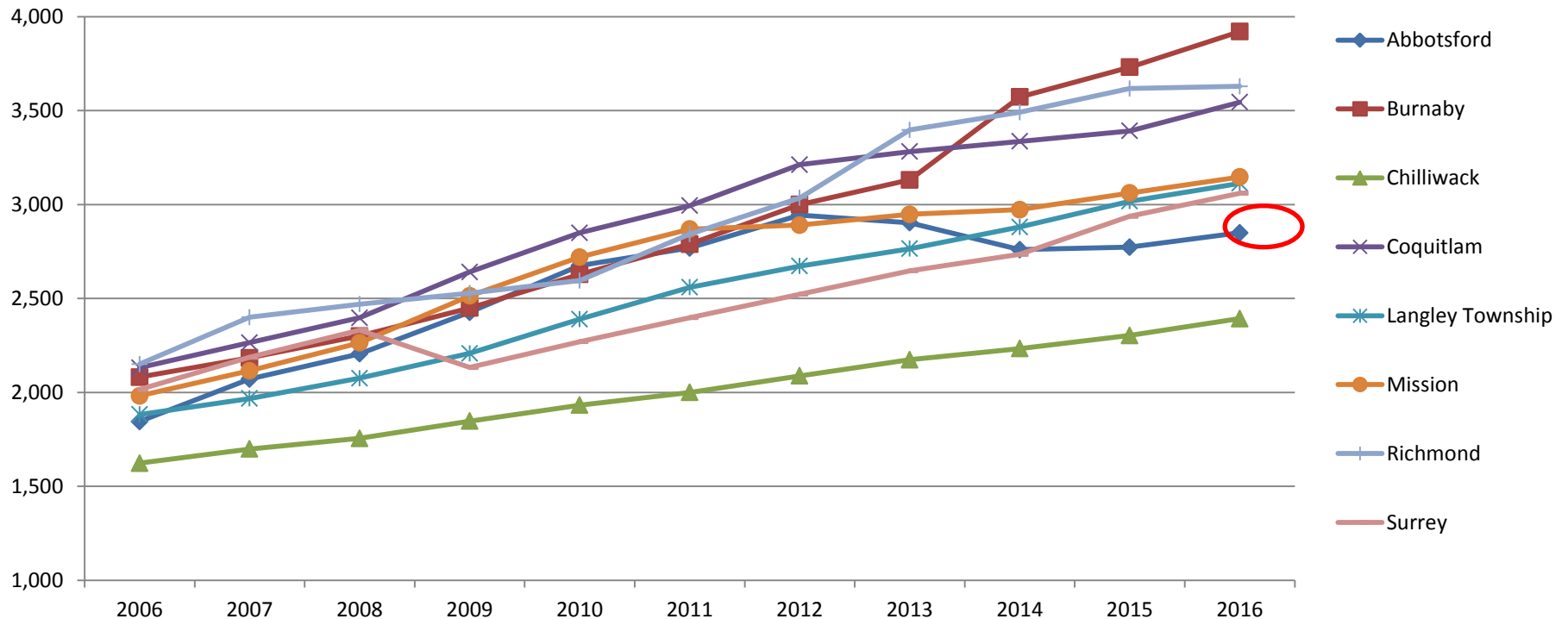
- The Ministry of Community provides the comparative financial data for cities in BC
 - Taxation data available for 2016
 - All other comparative financial data updated only to 2014, as is dependent upon completion of financial statements

Total Costs for Municipal Services 2016

Total Cost Per Abbotsford Household (for an average house - \$429,000 assessed value)



Municipal Taxes and Charges on a Representative House

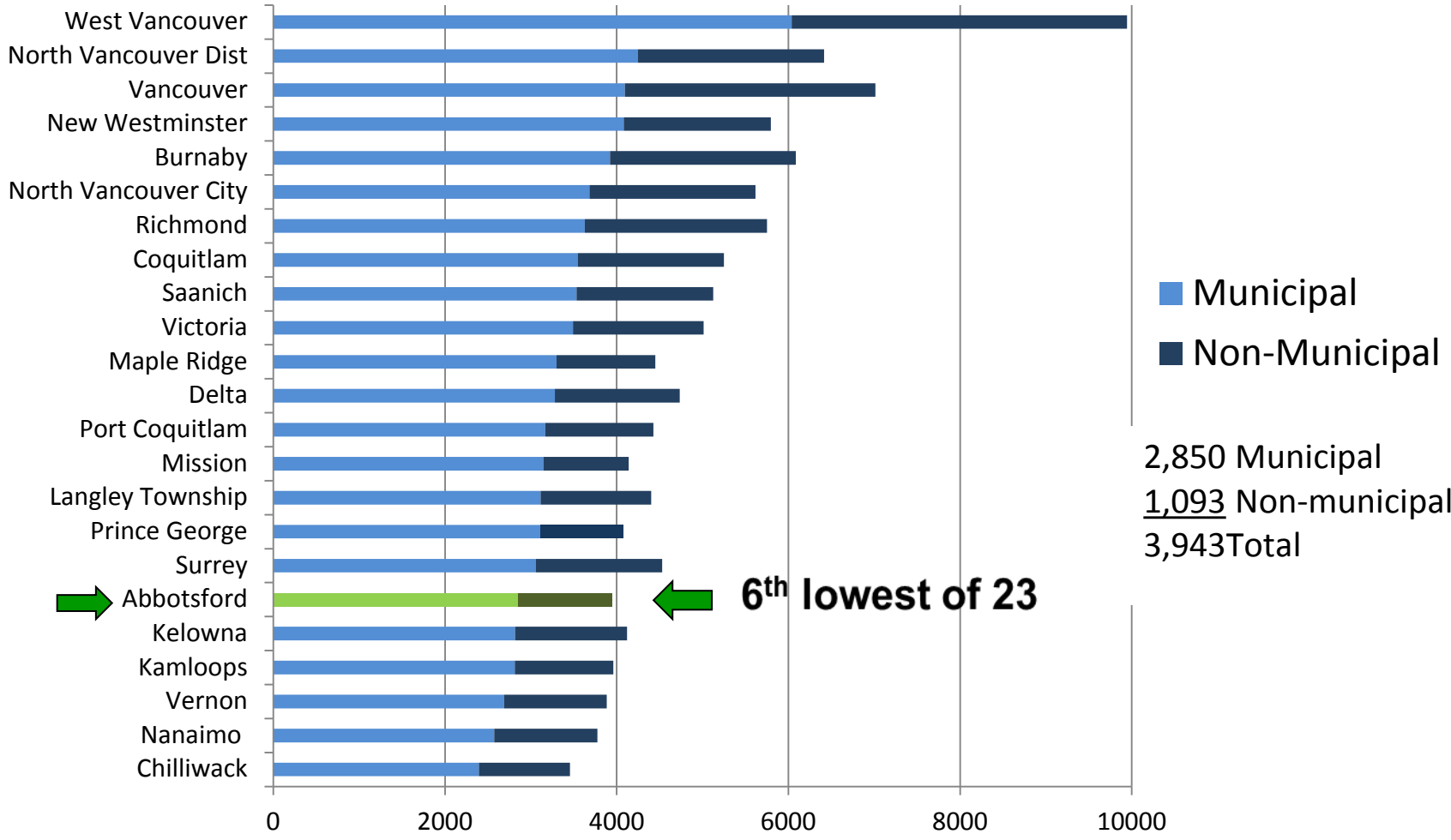


Source: Ministry of Community, Sport and Cultural Development

Note: Includes only municipal taxes and charges (e.g. water, sewer, solid waste) and excludes other agencies (e.g. school, hospital, regional district). A representative single detached residence, as defined by the Ministry, was valued at \$429,000 for Abbotsford in 2016.

Taxes and Charges on a Representative House, 2016

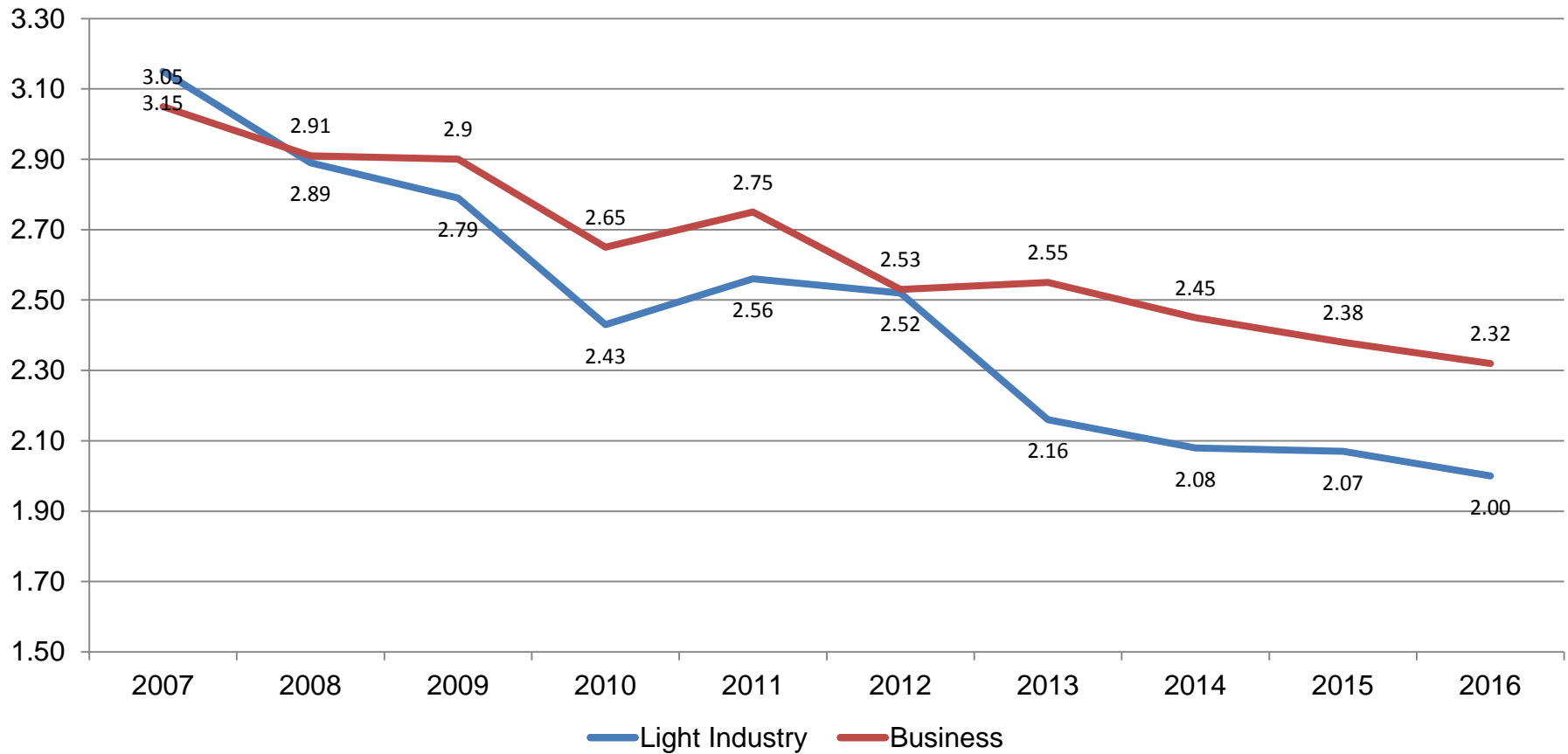
BC Cities over 35,000 population



Source: Ministry of Community, Sport and Cultural Development

Note: Includes taxes from other agencies (e.g. school, hospital, regional district). A representative single detached residence, as defined by the Ministry, was valued at \$429,000 for Abbotsford in 2016

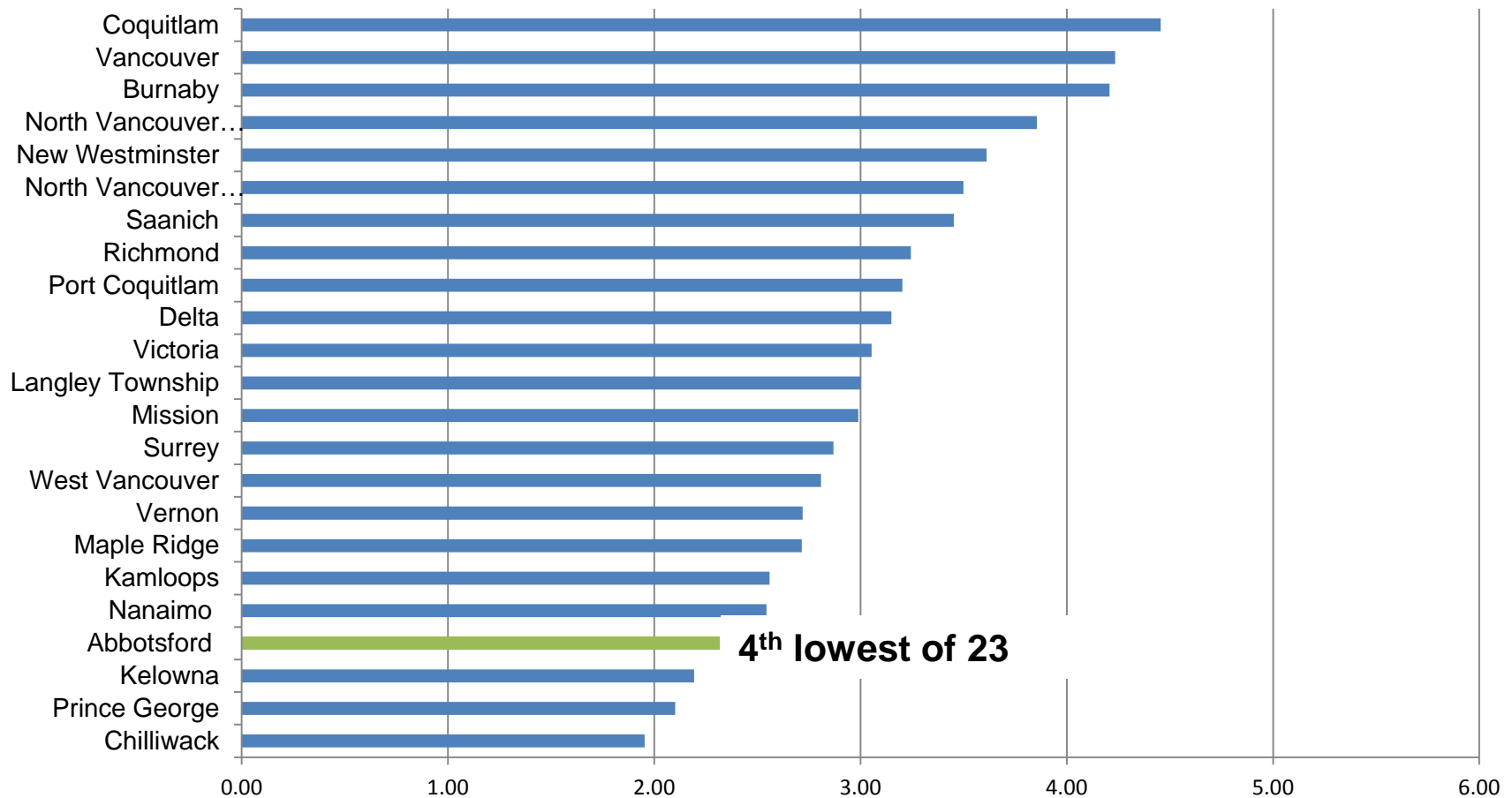
Historical Tax Class Multiples



Source: Ministry of Community, Sport and Cultural Development

Note: Multiples illustrate how much other classes pay in tax relative to equivalently valued residential property.

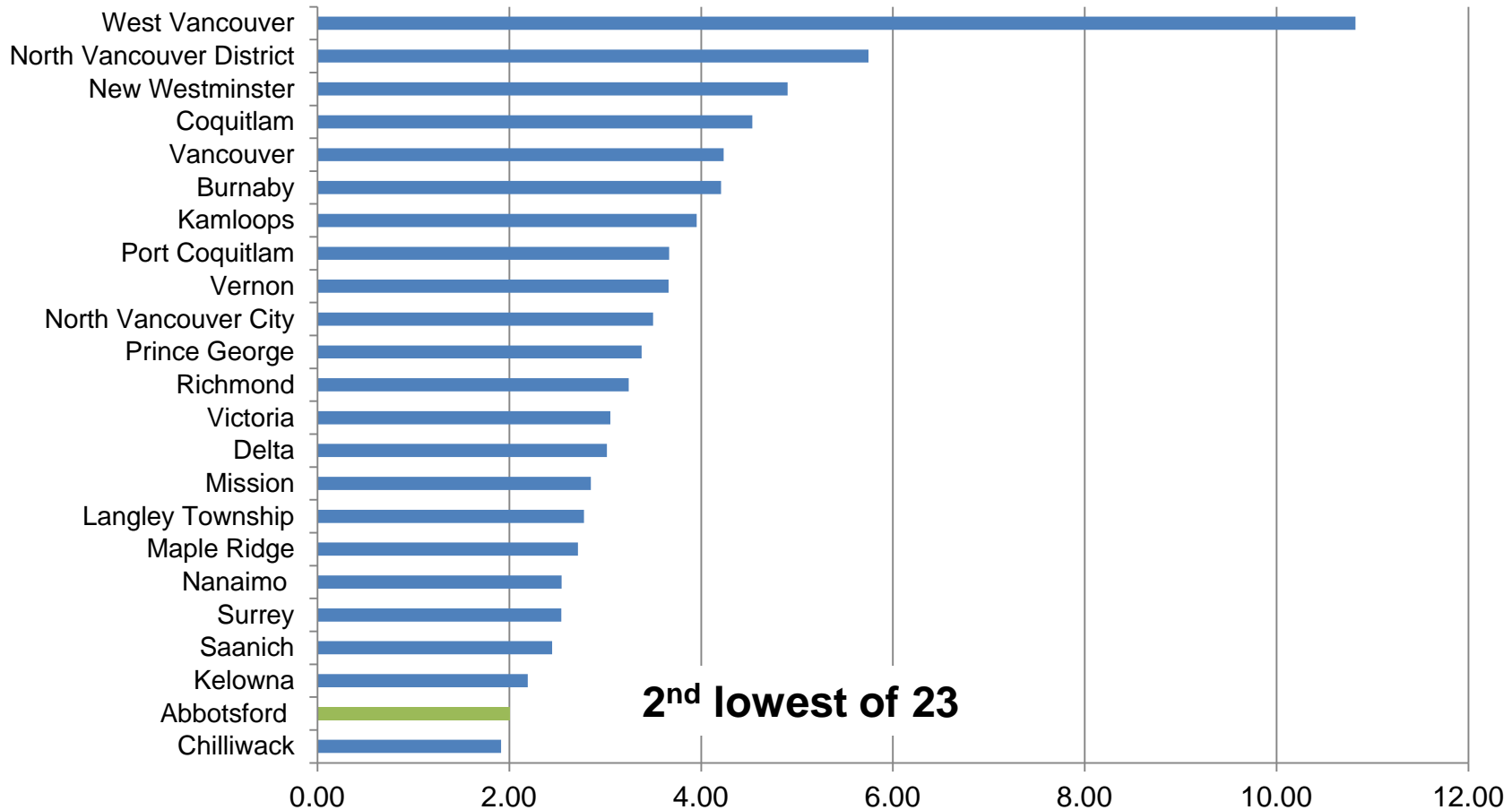
Taxes Class Multiples, 2016 Business



Source: Ministry of Community, Sport and Cultural Development

Note: Multiples illustrate how much other classes pay in tax relative to equivalently valued residential property.

Taxes Class Multiples, 2016 Light Industry



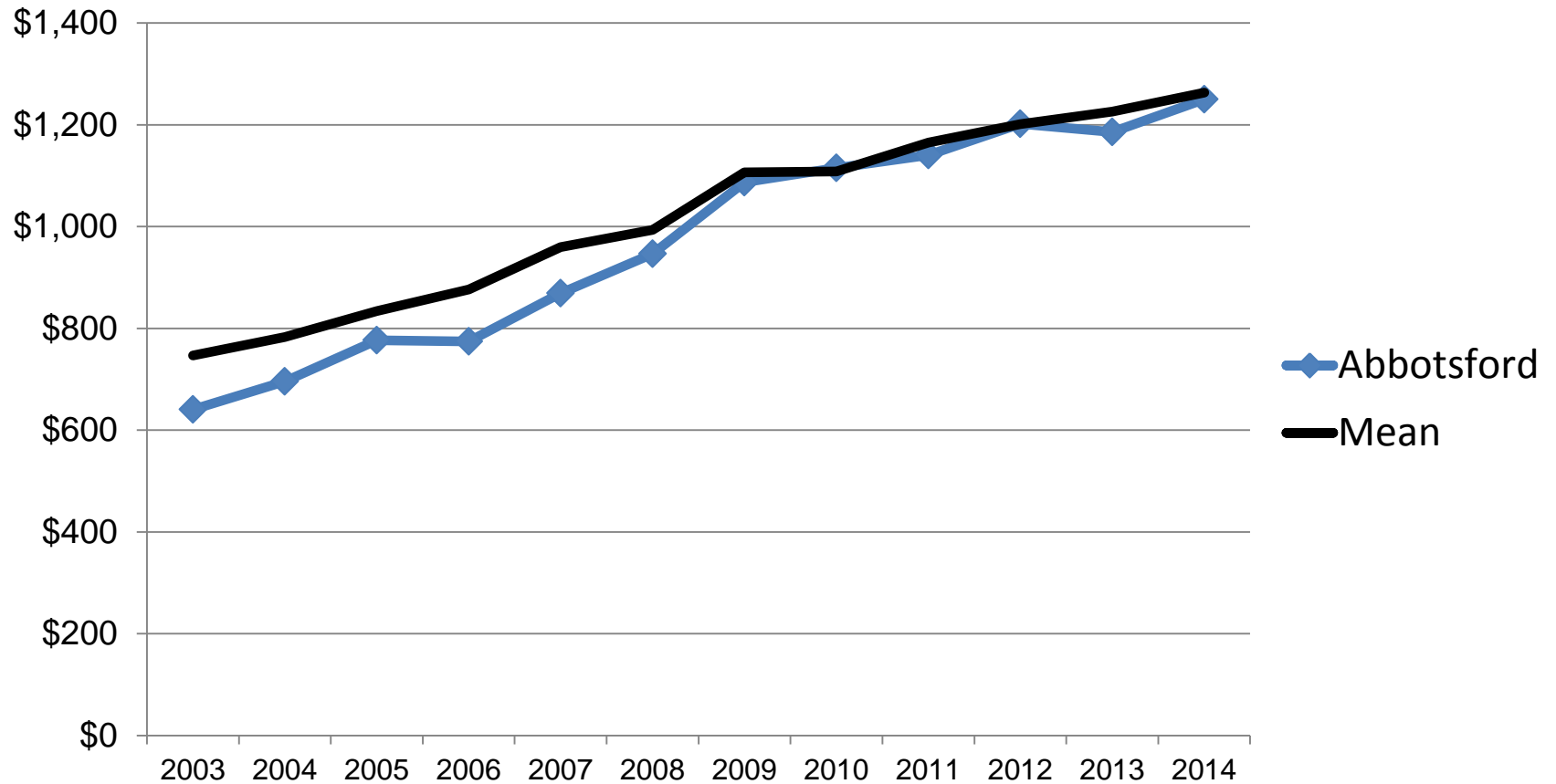
Source: Ministry of Community, Sport and Cultural Development

Note: Multiples illustrate how much other classes pay in tax relative to equivalently valued residential property.

Expenses per Capita Functional Breakdown:

- Transportation and Transit
- Waterworks and Sanitary Sewer
- Parks, Recreation and Culture
- Fire Rescue Services
- Police

Total Expenses per Capita Excluding Amortization



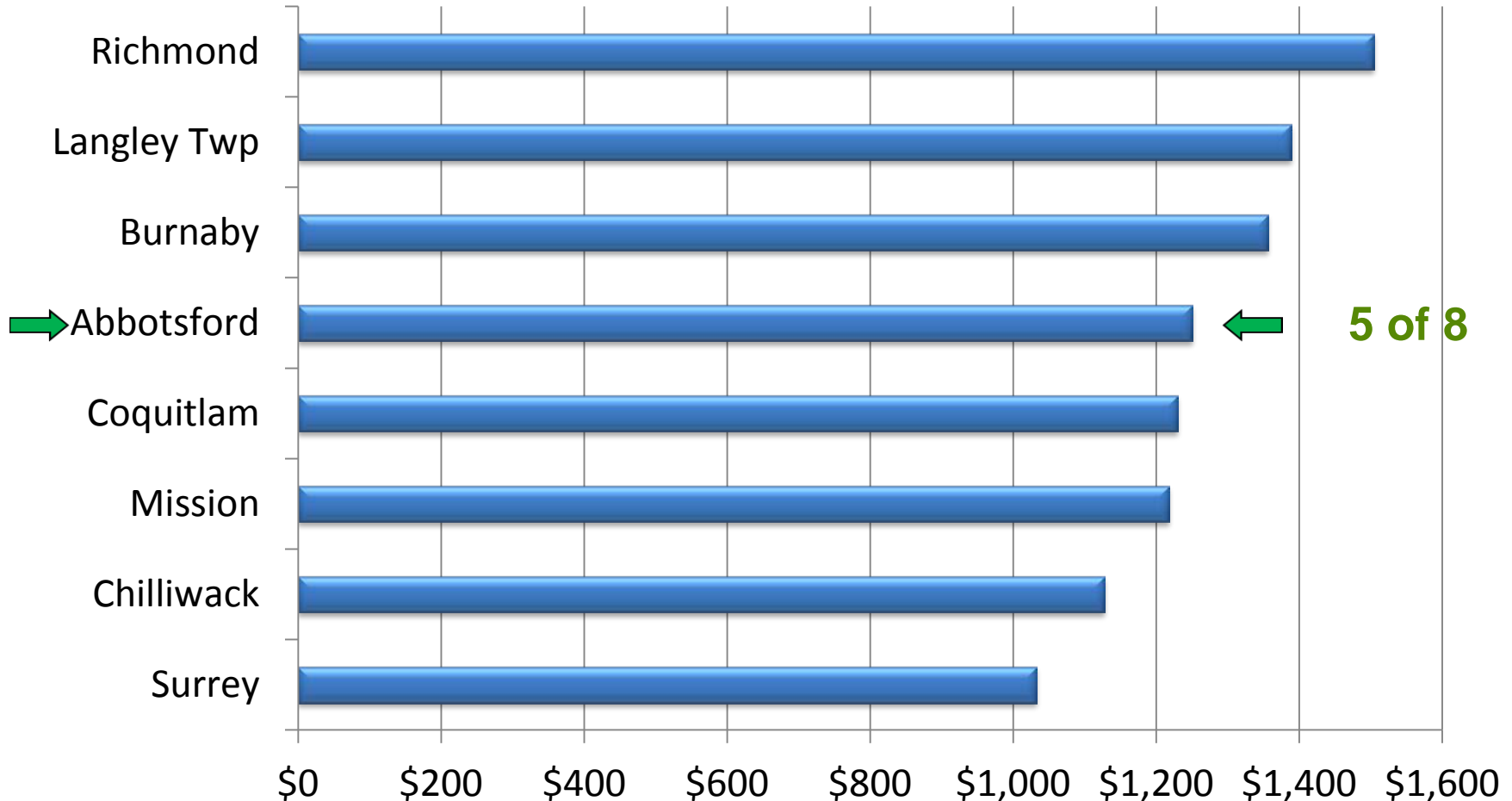
Expenses exclude payment of \$5.5 million to Heat

Source: Ministry of Community, Sport and Cultural Development



Total Expenses per Capita

Excluding Amortization – 2014 (Abbotsford plus 7 comparative cities)

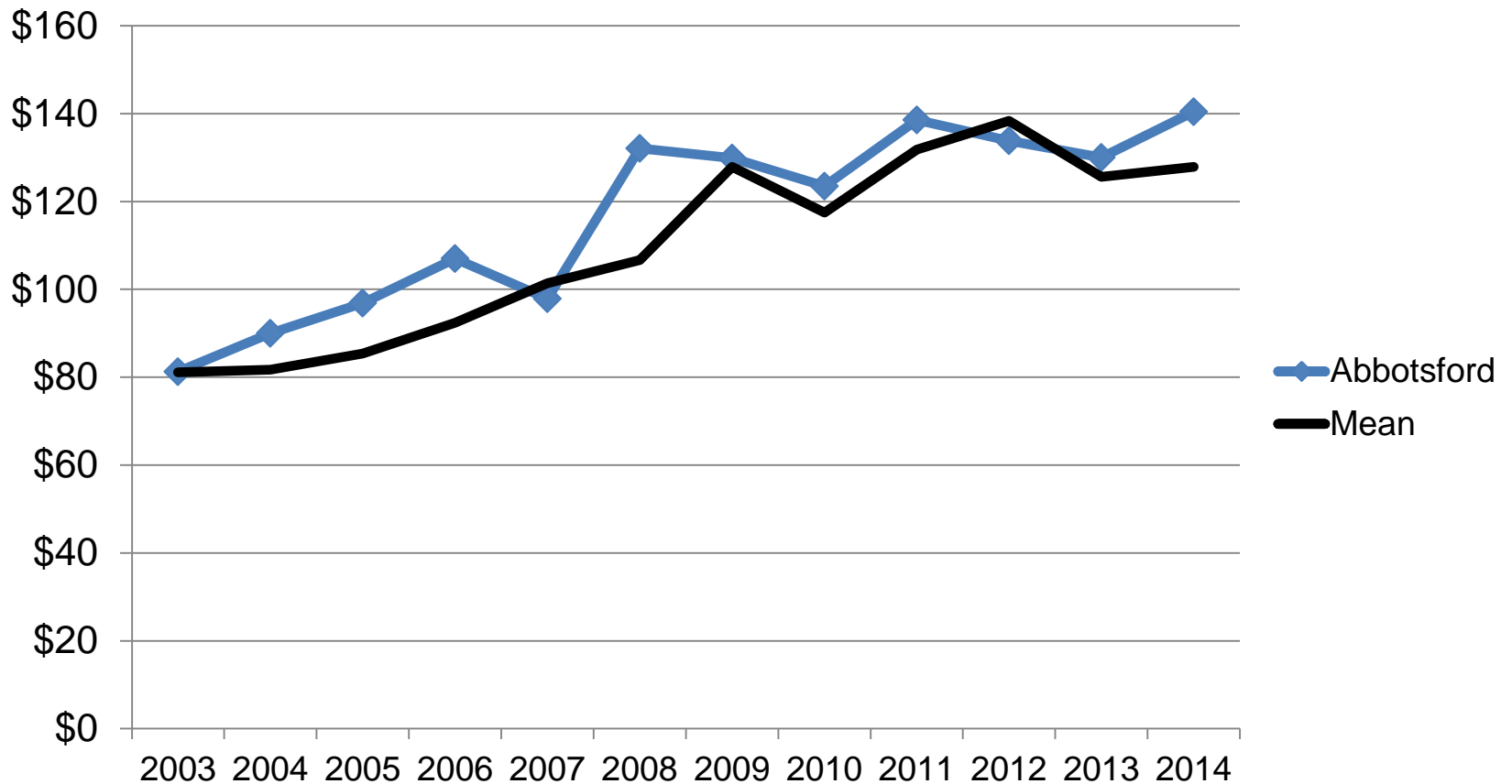


Expenses exclude payment of \$5.5 million to Heat
35

Source: Ministry of Community, Sport and Cultural Development



Transportation and Transit Expenses per Capita Excluding Amortization



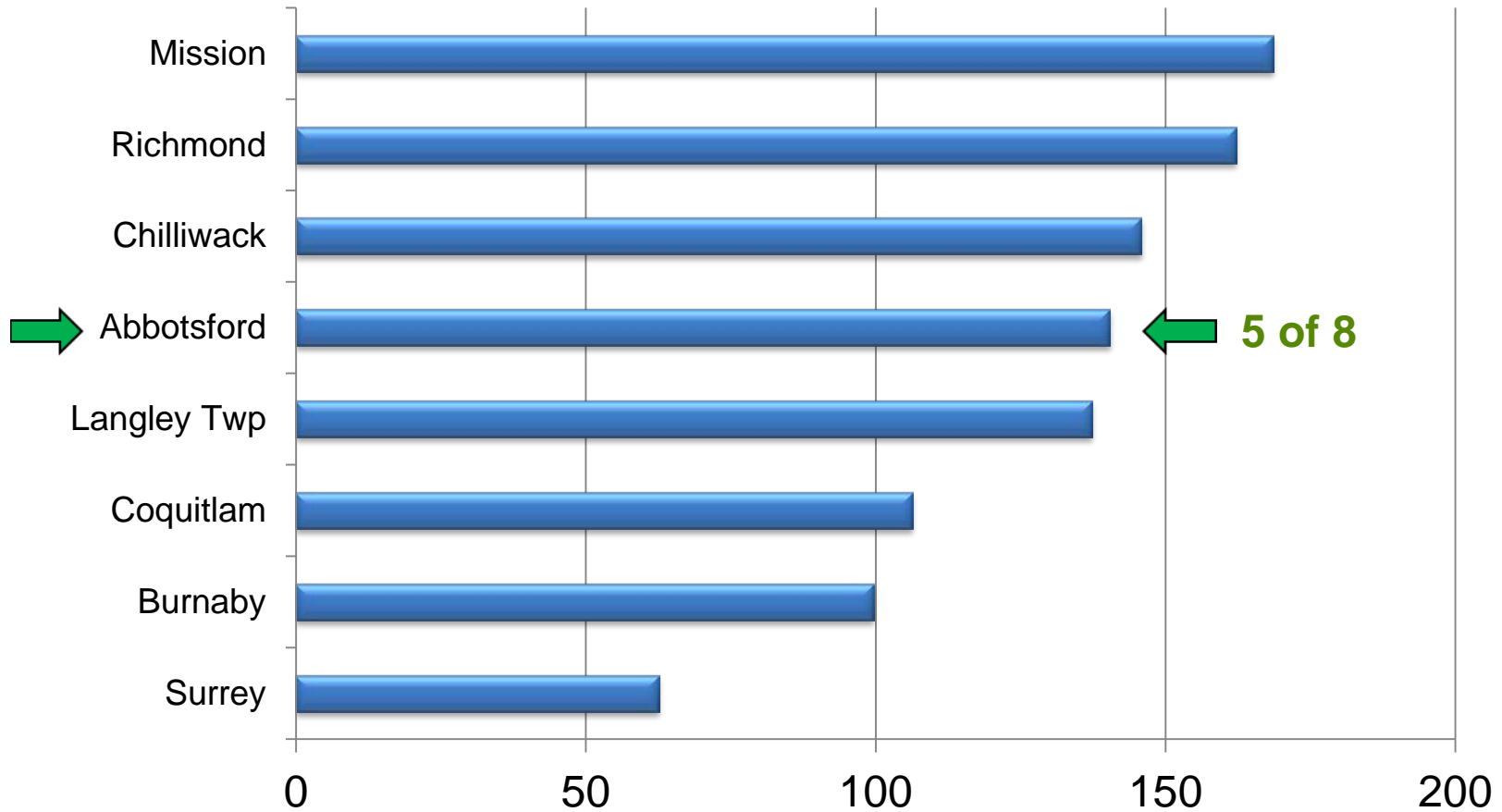
Source: Ministry of Community, Sport and Cultural Development



Transportation and Transit

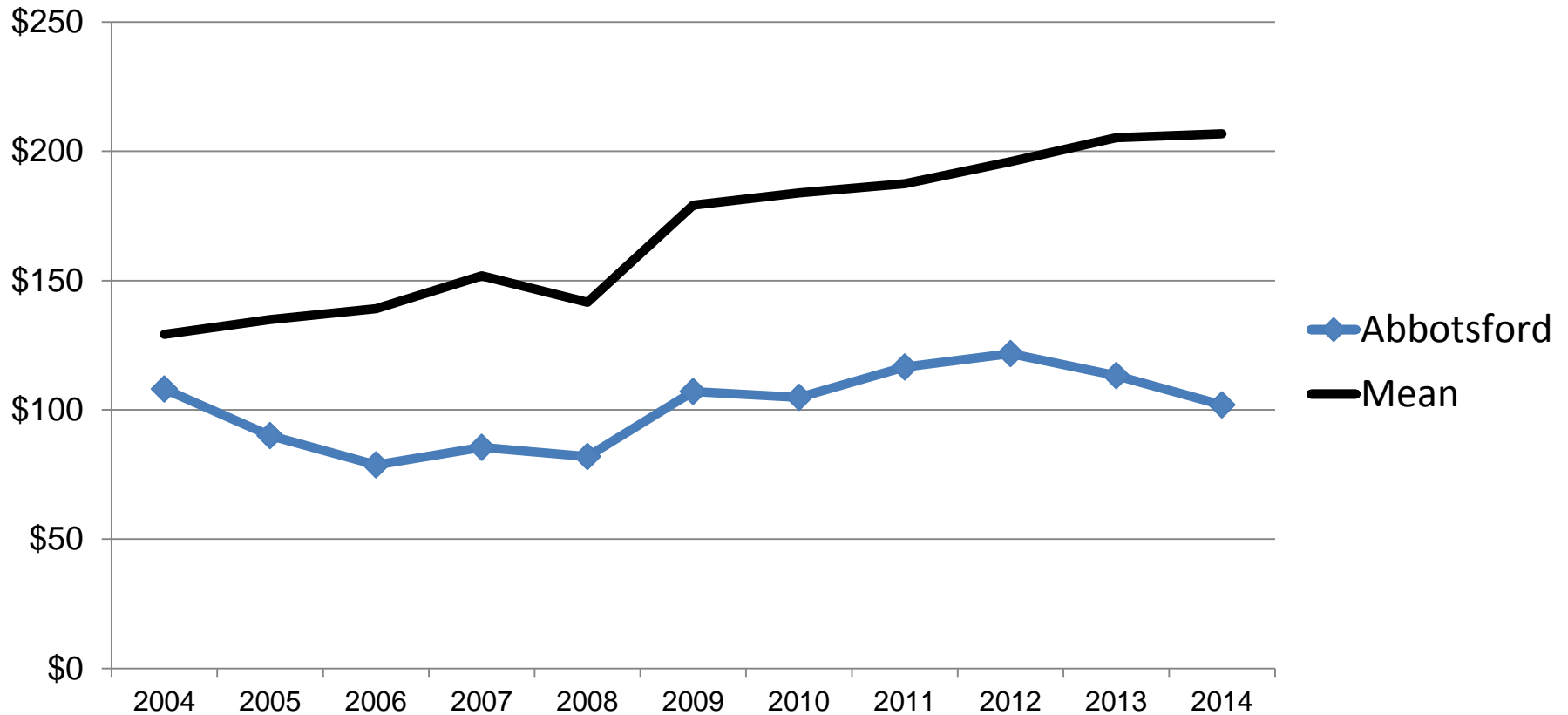
Expense per Capita 2014, Excluding Amortization

(Abbotsford plus 7 comparative cities)



Source: Ministry of Community, Sport and Cultural Development

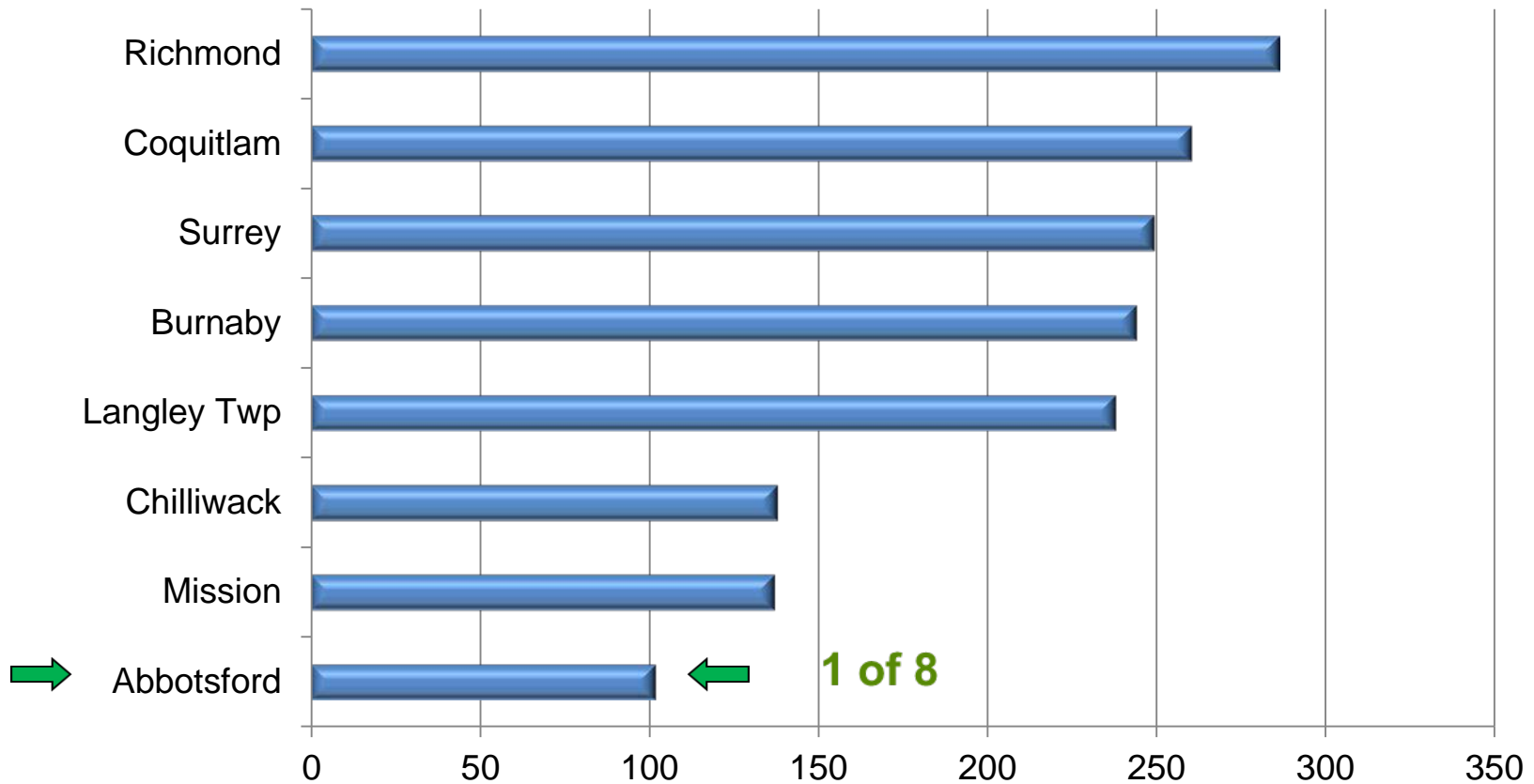
Water and Sewer Expenses per Capita, Excluding Amortization



Source: Ministry of Community, Sport and Cultural Development

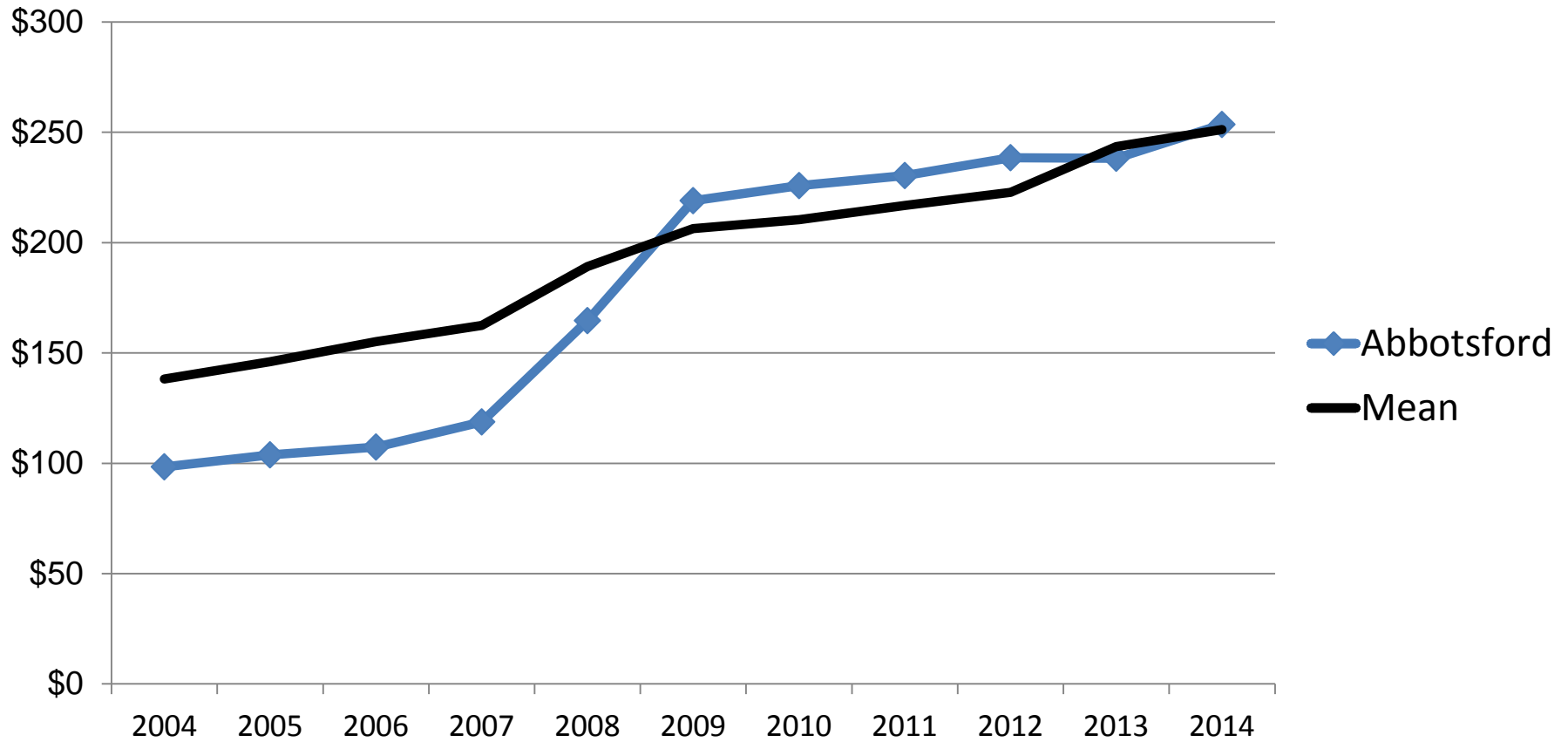
Water and Sewer per Capita Expenses 2014

(Abbotsford plus 7 comparative cities)



Source: Ministry of Community, Sport and Cultural Development

Parks, Recreation & Culture Expenses per Capita, Excluding Amortization - Expenses 2014



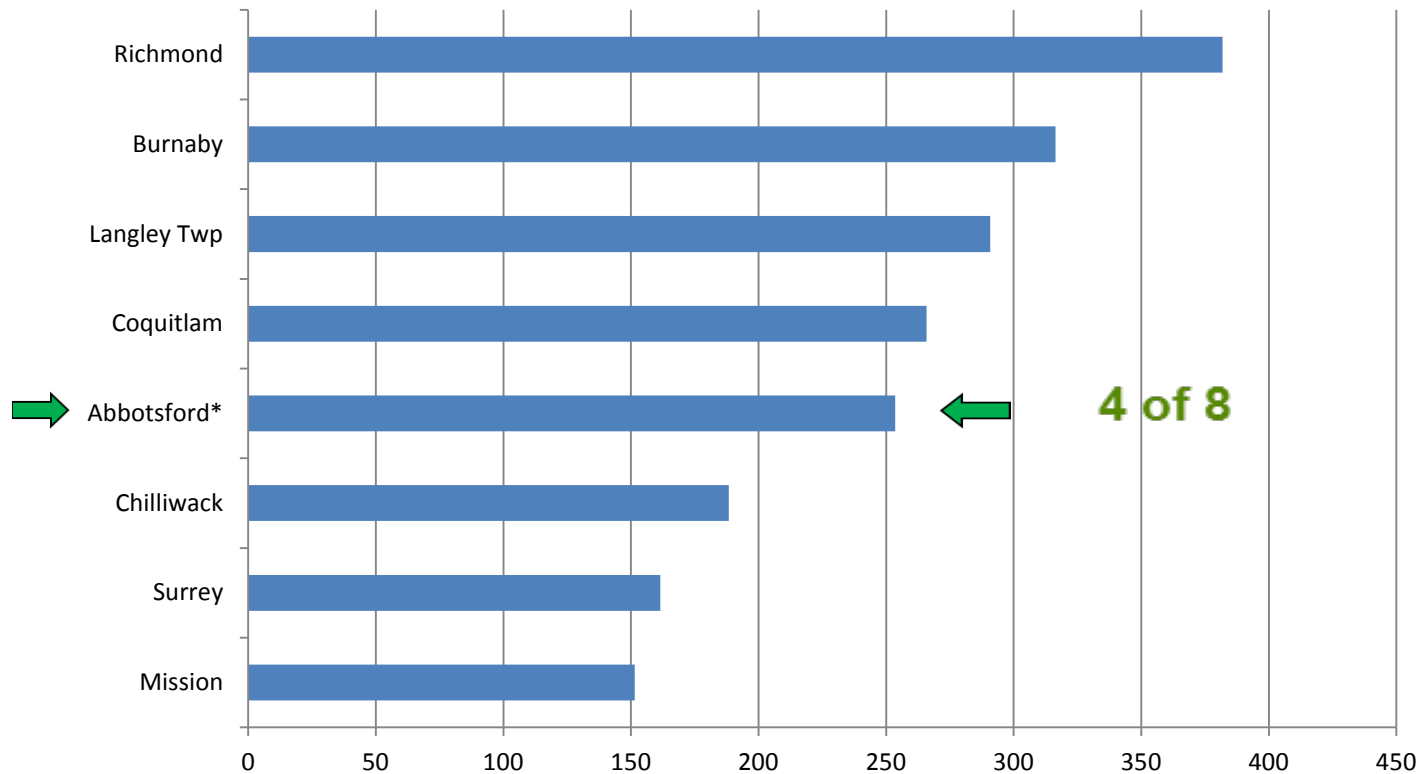
Expenses exclude payment of \$5.5 million to Heat



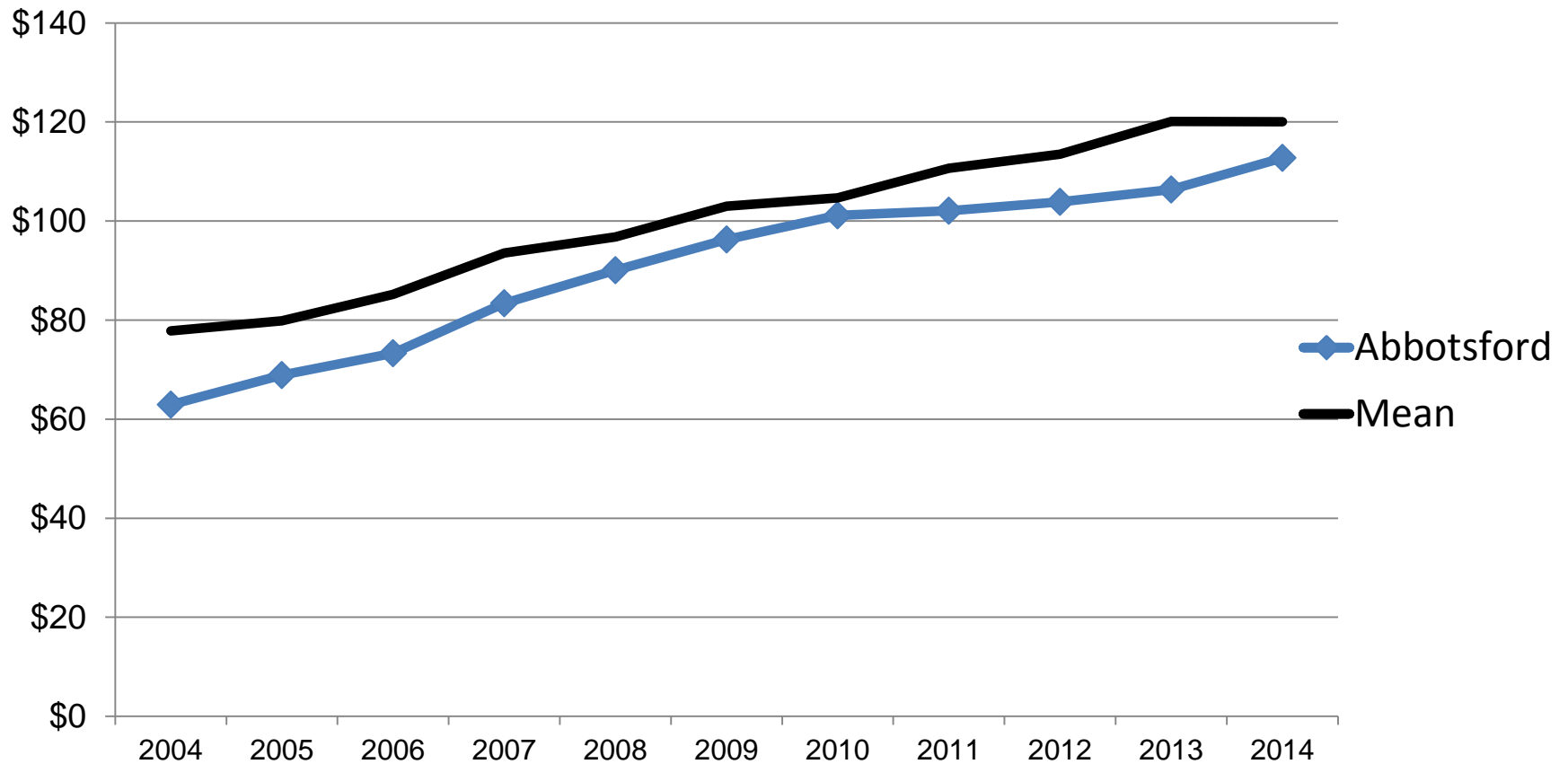
Source: Ministry of Community, Sport and Cultural Development

Parks, Recreation & Culture per Capita Expenses 2014

(Abbotsford plus 7 comparative cities)



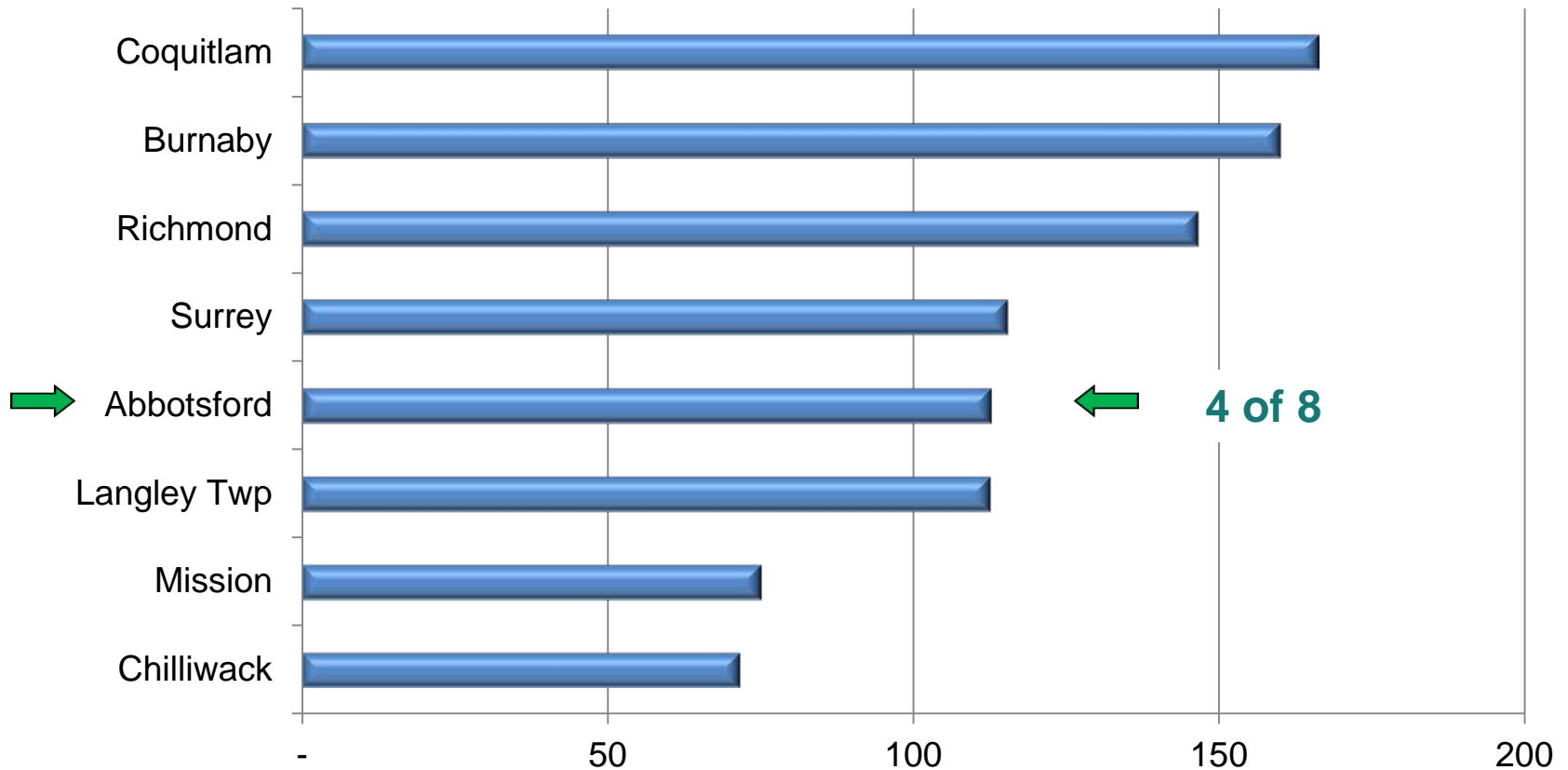
Fire Rescue Services Expenses per Capita, Excluding Amortization



Source: Ministry of Community, Sport and Cultural Development

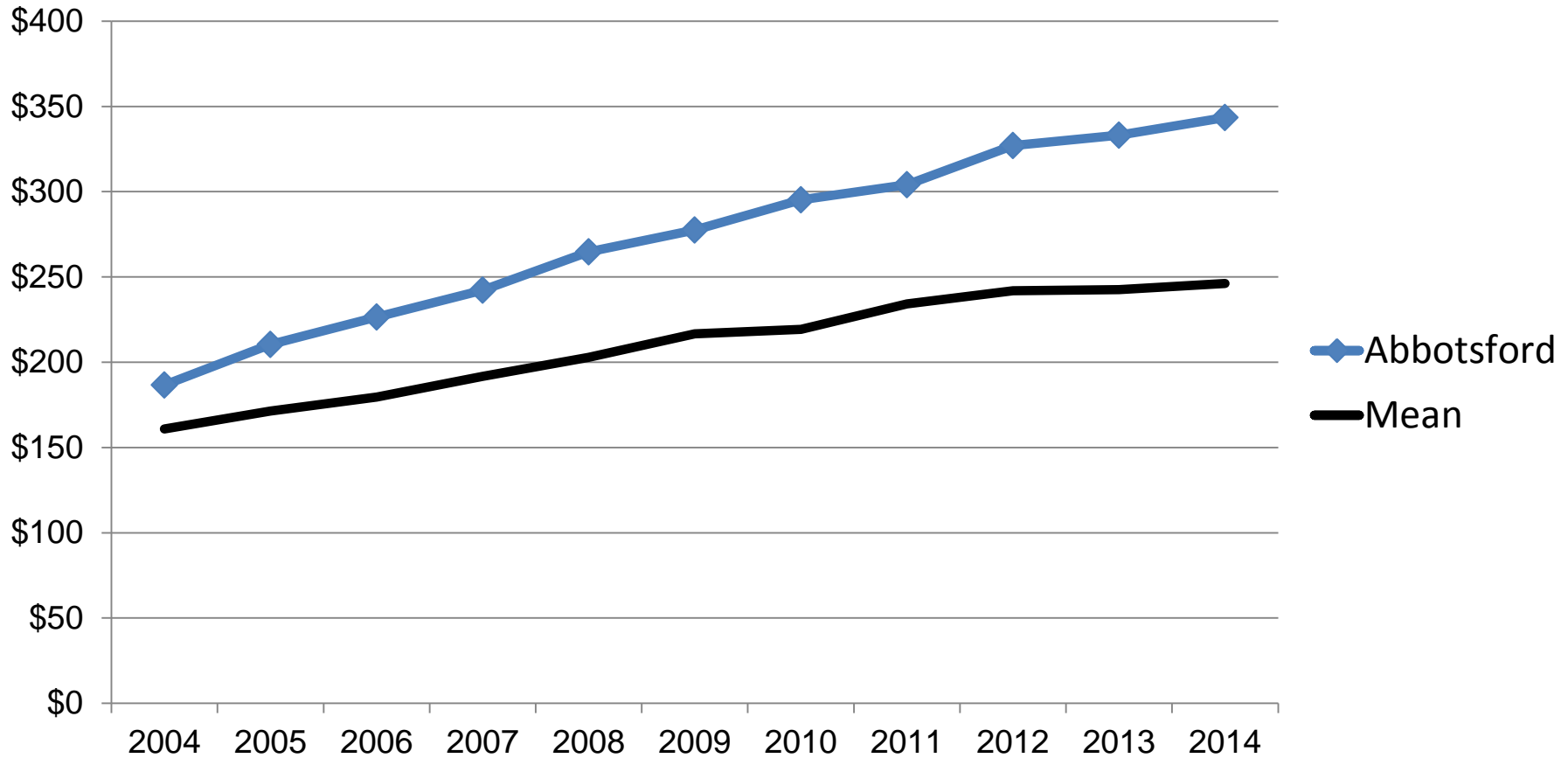
Fire Rescue Services per Capita Expenses 2014

(Abbotsford plus 7 comparative cities)



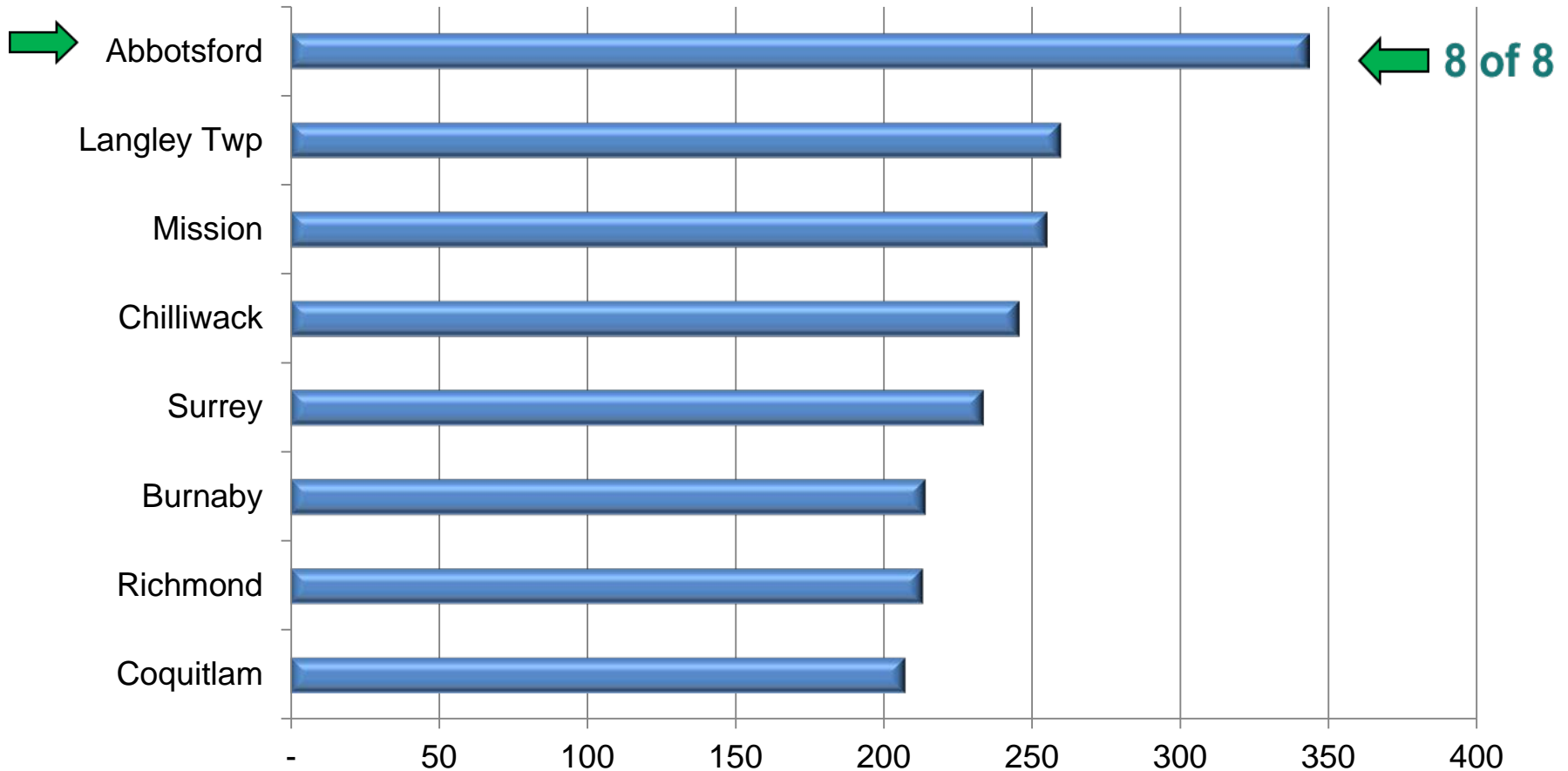
Source: Ministry of Community, Sport and Cultural Development

Police Expenses per Capita, Excluding Amortization



Source: Ministry of Community, Sport and Cultural Development

Police Services per Capita Expenses 2014 (Abbotsford plus 7 comparative cities)



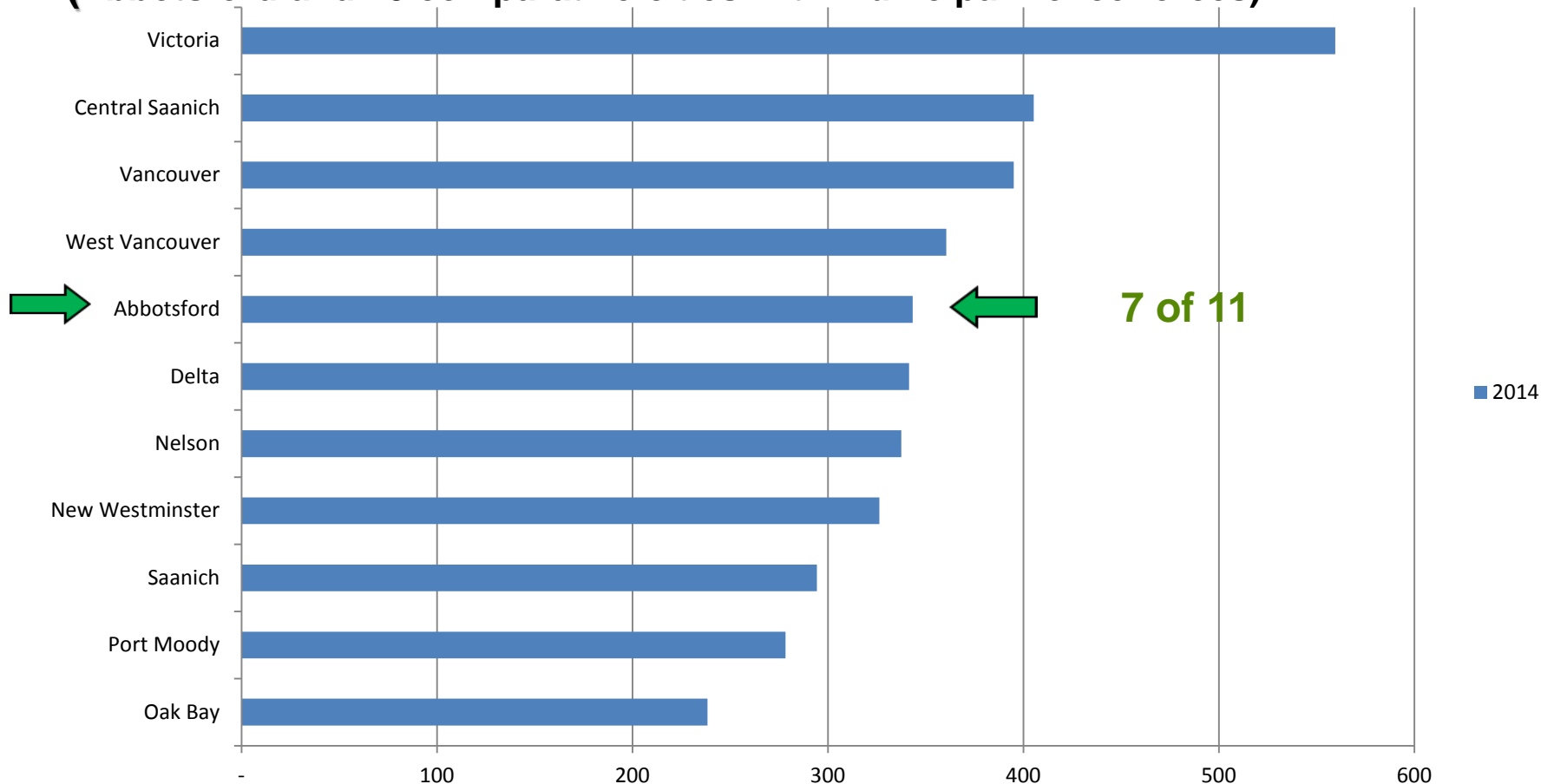
Source: Ministry of Community, Sport and Cultural Development



Police Services

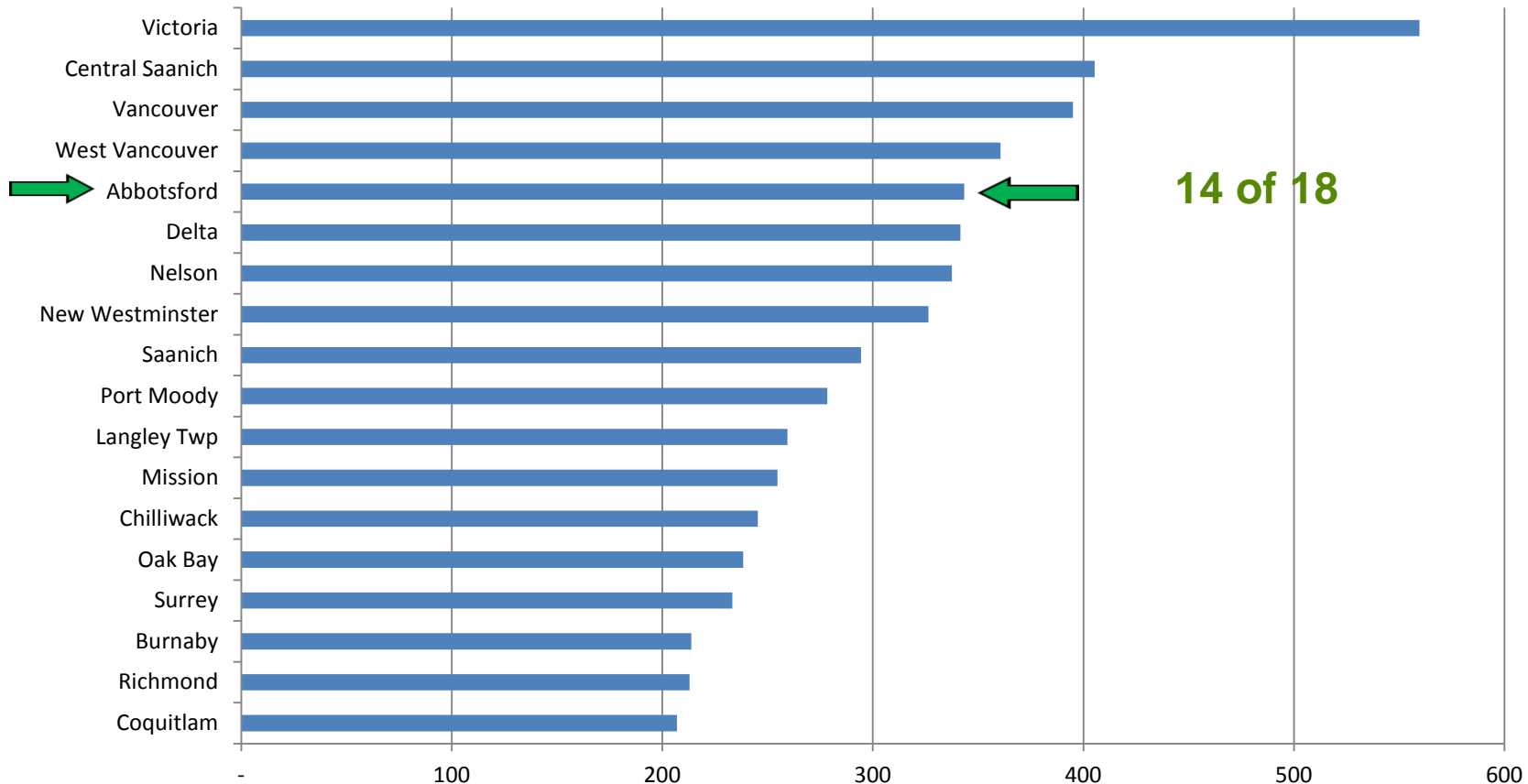
per Capita, Excluding Amortization - Expenses 2014

(Abbotsford and 10 comparative cities with municipal Police forces)



Source: Ministry of Community, Sport and Cultural Development

Combined Police Services per Capita, Excluding Amortization - Expenses 2014 (Abbotsford and 17 comparative cities with municipal Police and RCMP)



Source: Ministry of Community, Sport and Cultural Development



PROCESS AND PLAN OVERVIEW

Komal Basatia
Acting Director, Finance



Financial Plan Timeline



Financial Plan Timeline

- **Oct 31, Nov 1 & 2:** Council Review and Public Comment
- **Nov 21** 3 Reads: 5 Year Financial Plan
- **Dec 5** Adoption: 5 Year Financial Plan
- **March 2017** Bylaw Amendment for carryforwards
- **May 2017** Adoption of Tax Rate Bylaws

Financial Plan Process

Focus on 2017-2018 budget

Council's Directive

- **Fiscal Discipline**
 - Holding taxes at MPI %
 - Critical review of all spending
- **Strengthening financial position**
 - Building reserves
- **Planning for the future**
 - Zoning reviews, long-term planning, strategic initiatives, renewal and replacement of infrastructure

Financial Plan Process

Maintained

- **Contributions to:**
 - Renewal and Replacement Programs
 - Future Project Reserves
 - Future Operating Reserves
- **User Fees at established rates**
- **Early utility long term debt repayment in 2016 as planned**

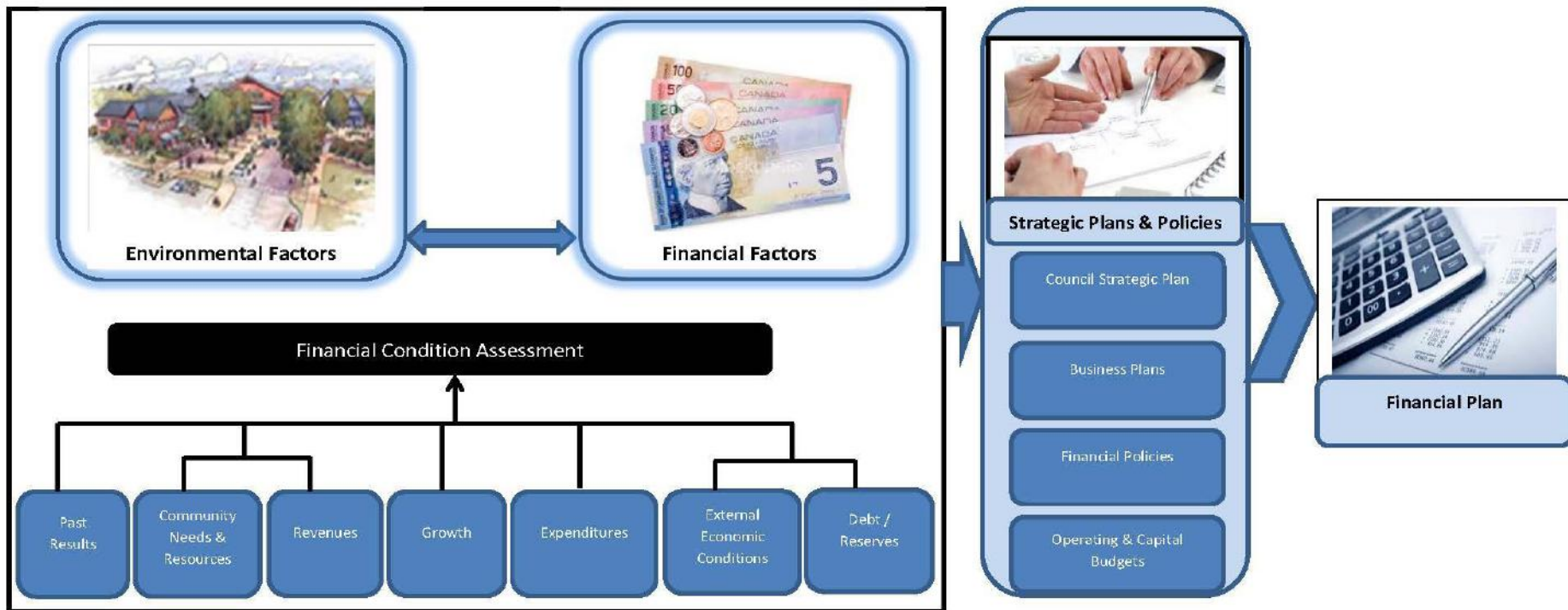
Targeted service level increases in Council priority areas

Financial Plan Process

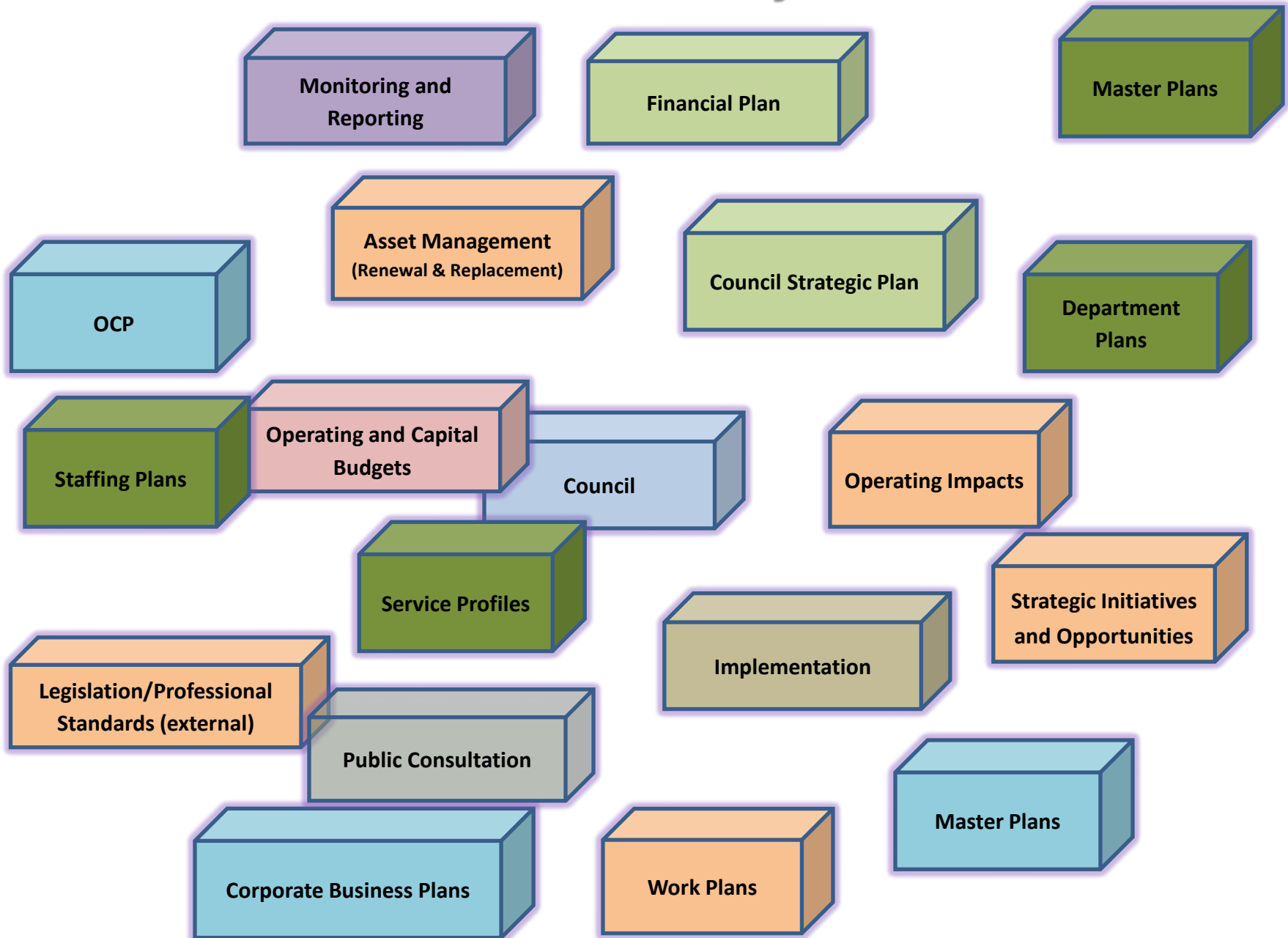
Rolling Financial Plan

As committed last year, this 2017-2021 five-year financial plan has been developed with a focus on the remaining two years to coincide with the Council's term.

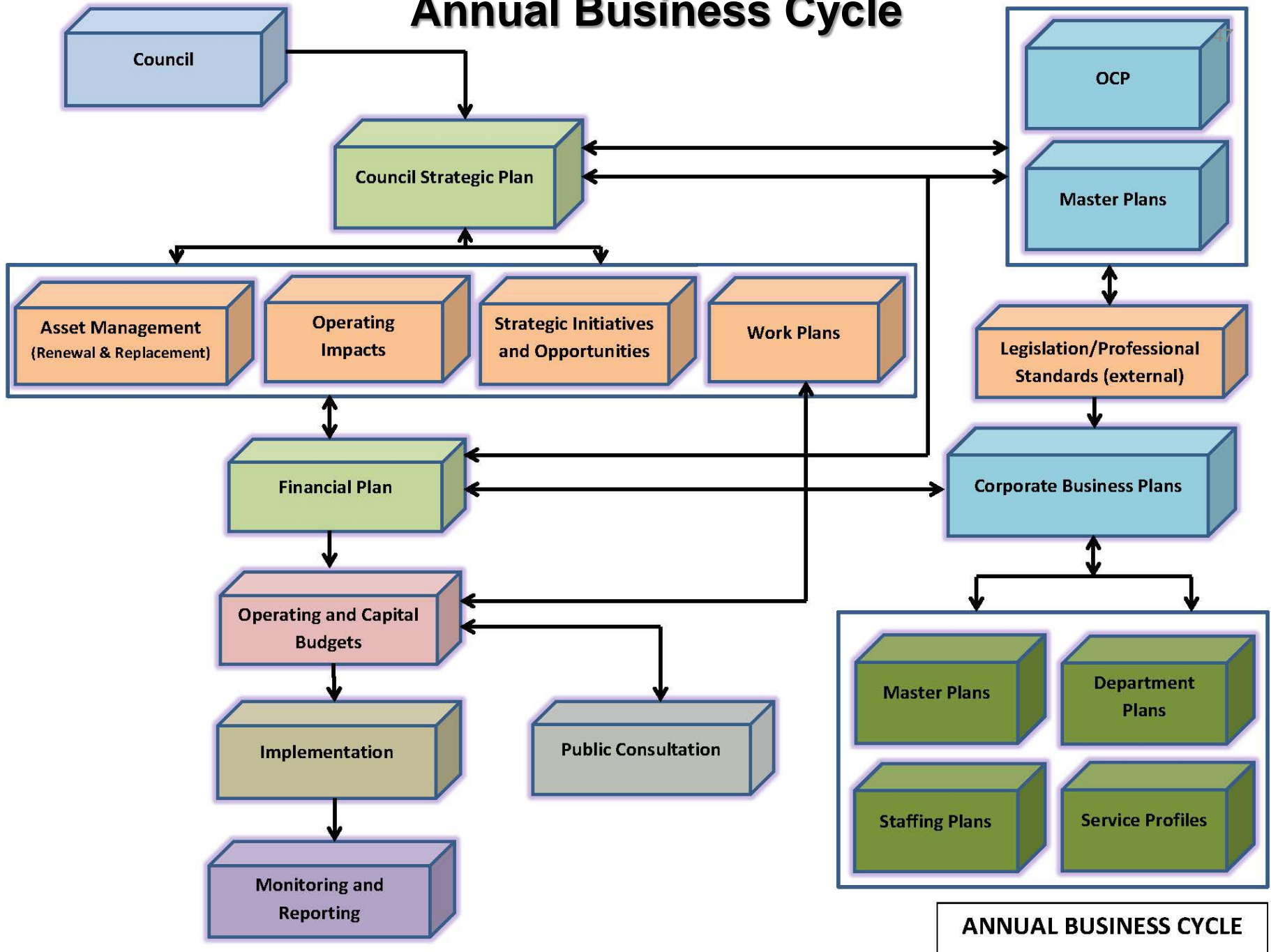
Financial Plan Model

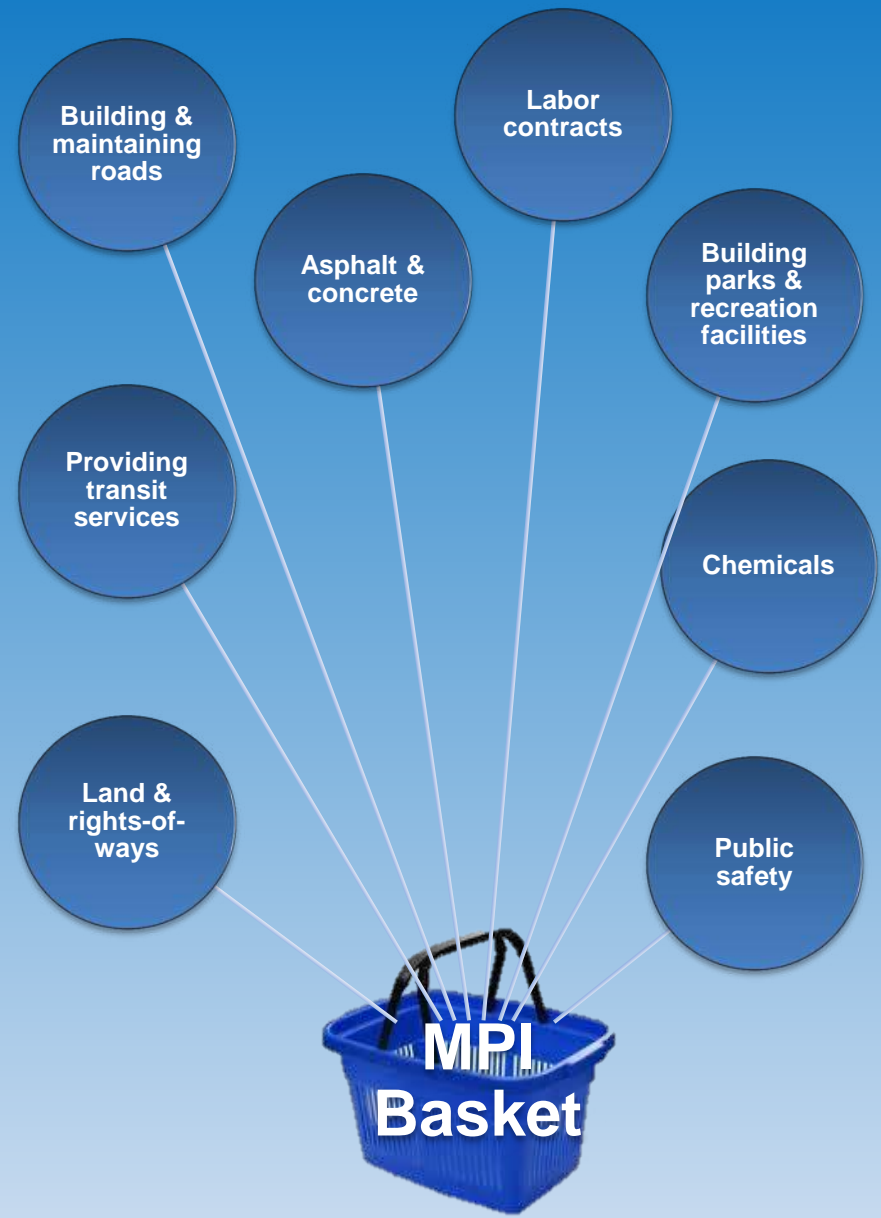
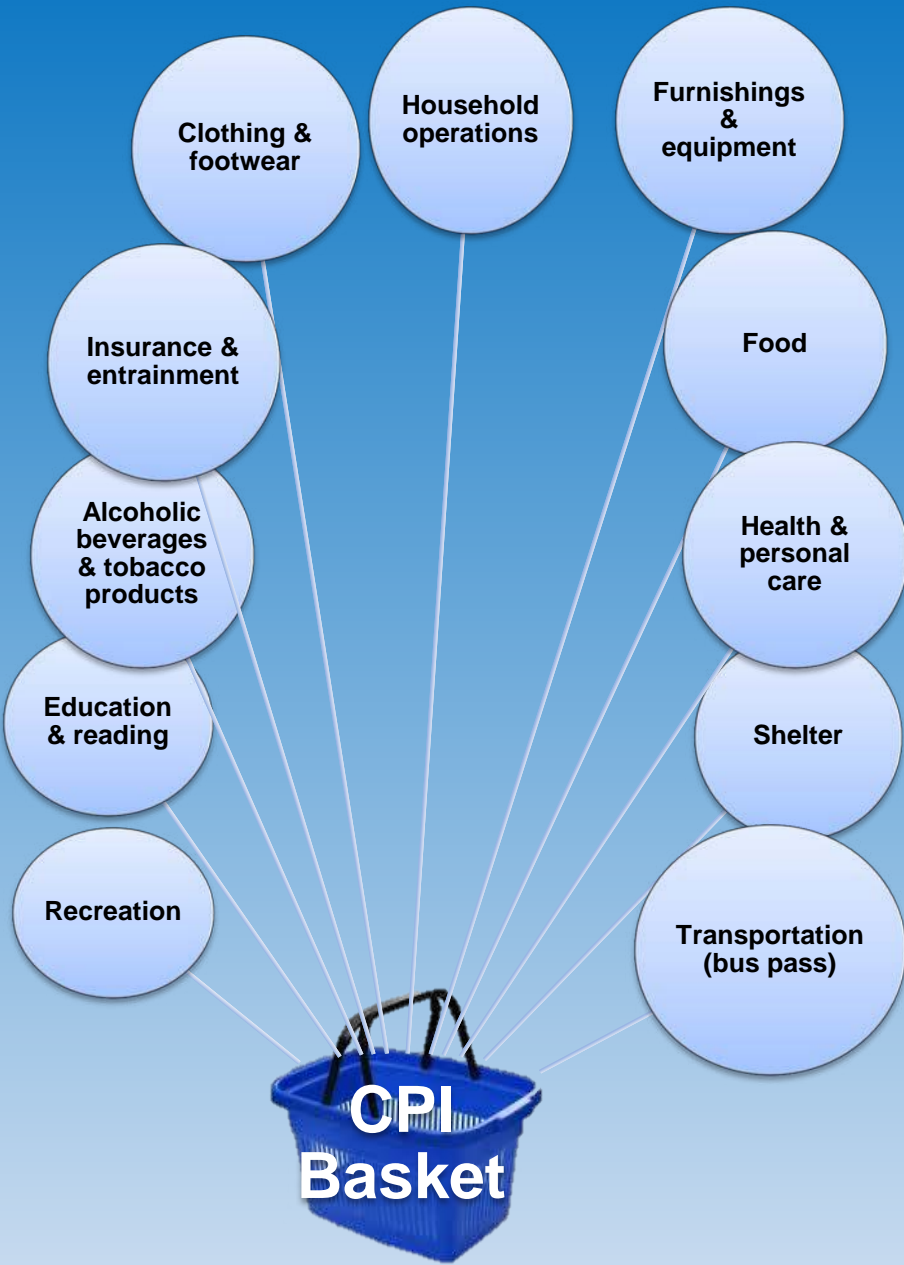


Annual Business Cycle



Annual Business Cycle





DETAILED REVIEW BY FUND

GENERAL, WATER, SEWER



Draft Presentation Days

Day 1: Oct 31

- Introduction
- City Manager & Corporate Services
- ISIR Department
- Parks, Recreation, and Culture
- Fire Rescue Services
- Public Comment Period

Day 2: Nov 1

- Introduction
- Planning and Development
- Engineering:
 - Transportation
 - Roads
 - Transit
 - Drainage
 - Solid Waste
- Public Comment Period

Day 3: Nov 2

- Introduction
- Police
- Water
- Sewer
- Recap
- Closing
- Public Comment Period

Resources

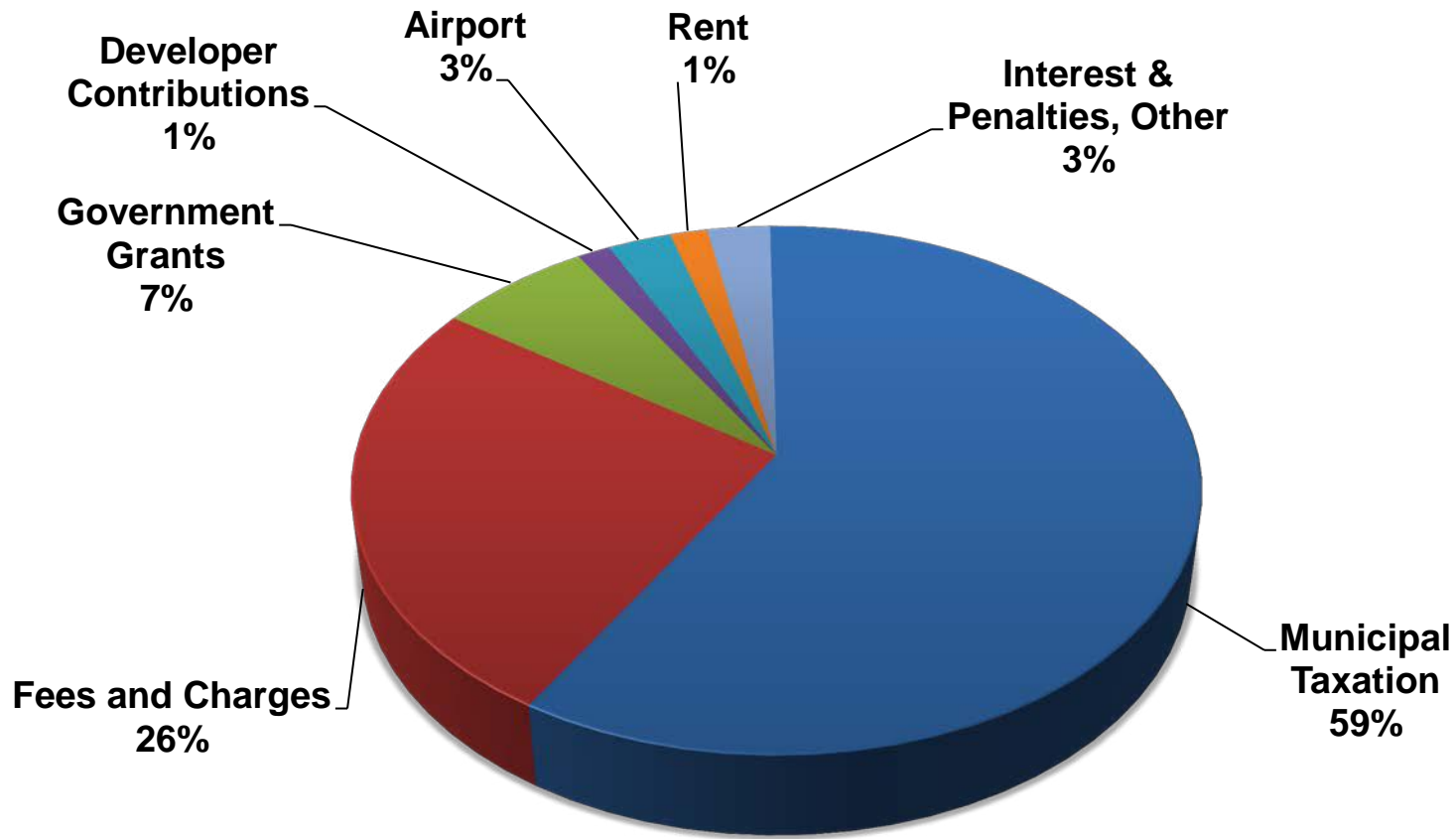
Background Materials

- **Tab 1: City PowerPoint**
- **Tab 2: Police PowerPoint**
- **Tab 3 to 5:**
 - By Fund (General, Water, Sewer)
 - Operating budget – financial schedules
- **Tab 6: Airport**
- **Tab 7: Strategic Initiatives and Opportunities (SIO);
Renewal and Replacement (R&R)**
- **Tab 8: Community Works Fund**

Financial Plan Requirement

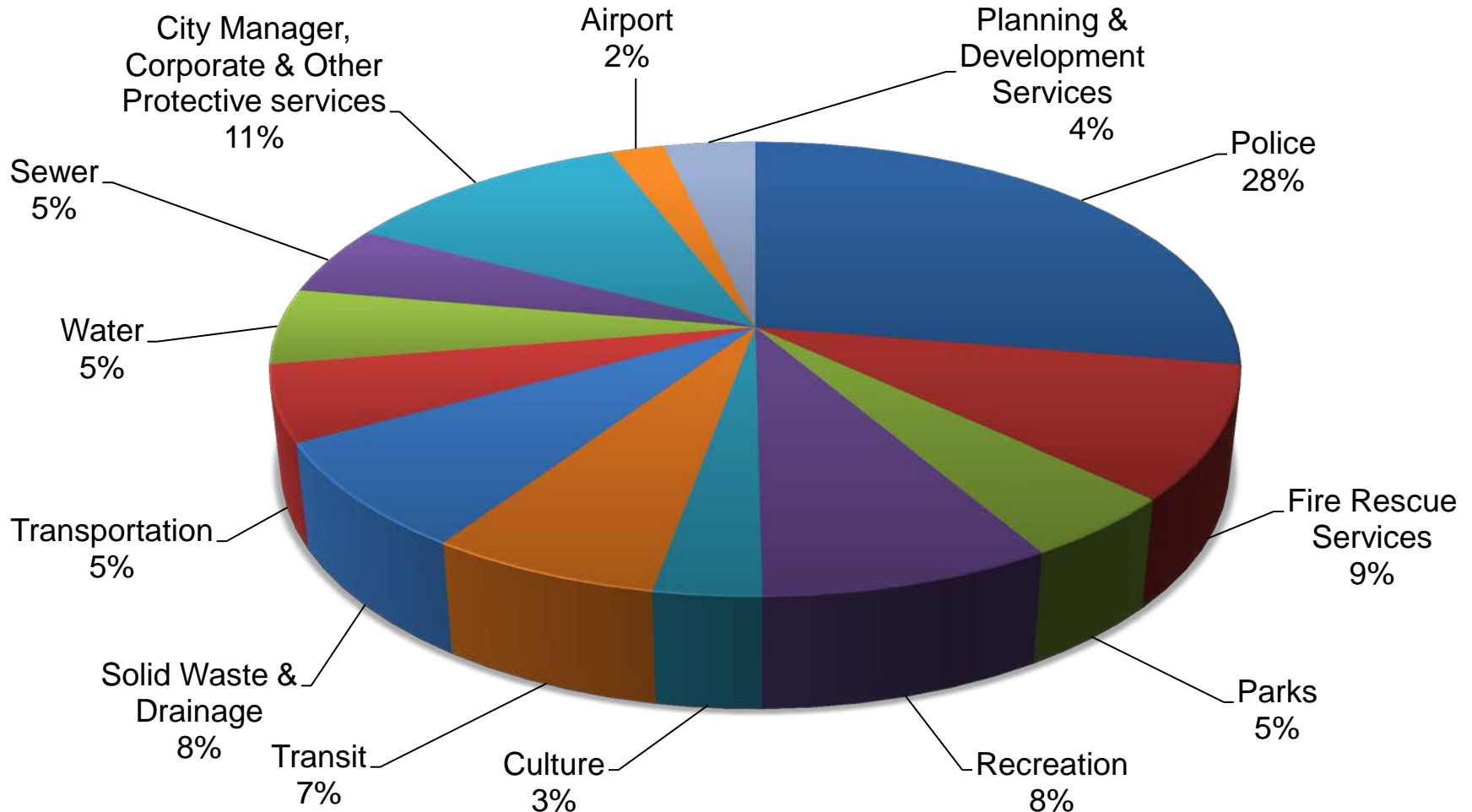
- **Community Charter (legislative requirement)**
SECTION 165:
 - Municipalities must adopt a financial plan annually before annual property tax bylaw
 - May be amended by bylaw at anytime
 - Planning period 5 years (specified year + 4)
 - Further guidance on what must be reported

Where the Money Comes From – Year 2017



2017 Services

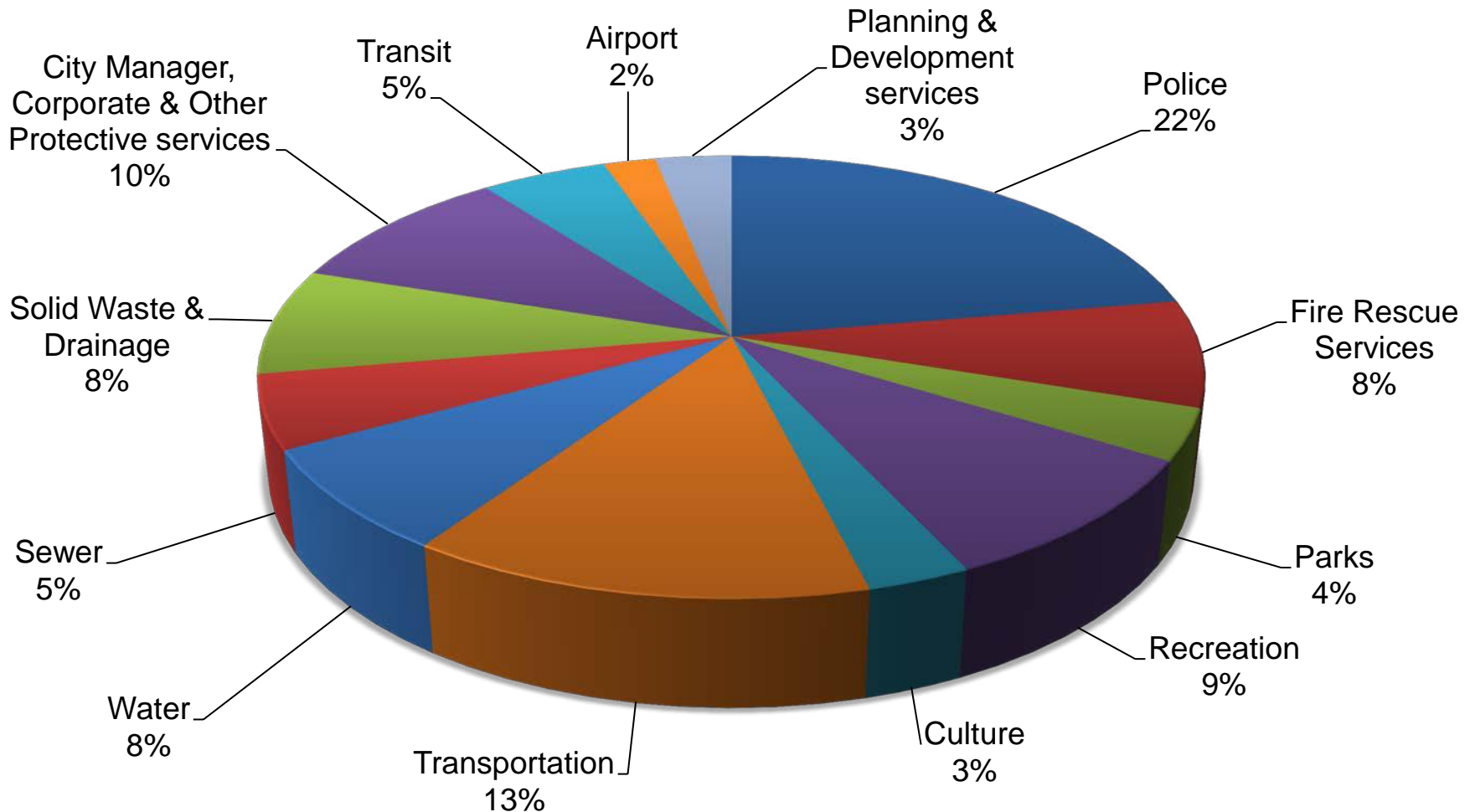
Draft Operating Expenditures



* Draft 2017 Plan expenditures include only operating (capital and debt servicing not included).

Municipal Services

Draft Expenditures



** Draft 2017 Plan expenditures include operating, capital and debt servicing.*

Value

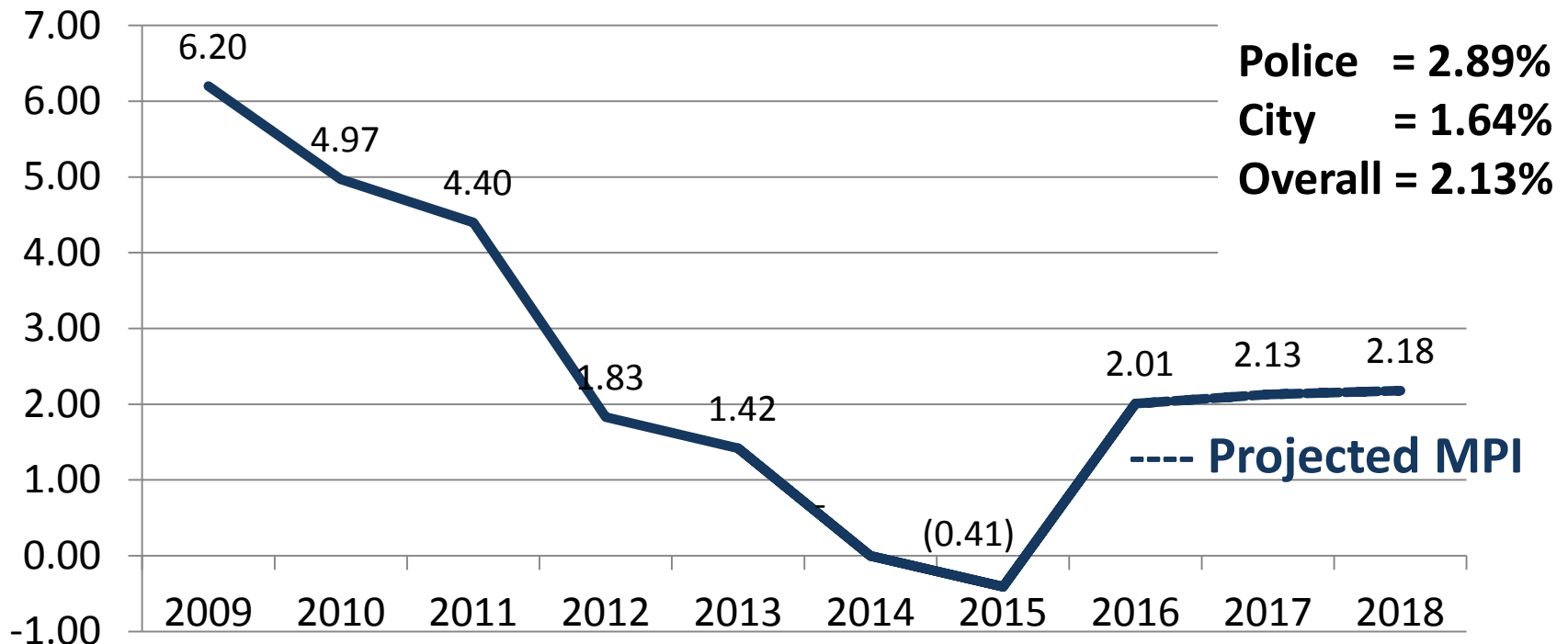
Approximate Value of 1% Tax Increase

Assessed Value	Residential	Business/ Commercial
\$100,000	\$5	\$12
\$400,000	\$20	\$46

1% = \$1,273,000 of City Revenue

Historical Property Tax Increases

Annual Tax Increases (%)



Note: The tax increase shown represents the average impact on existing properties. It excludes new revenue from development.



Common theme across all portfolios:

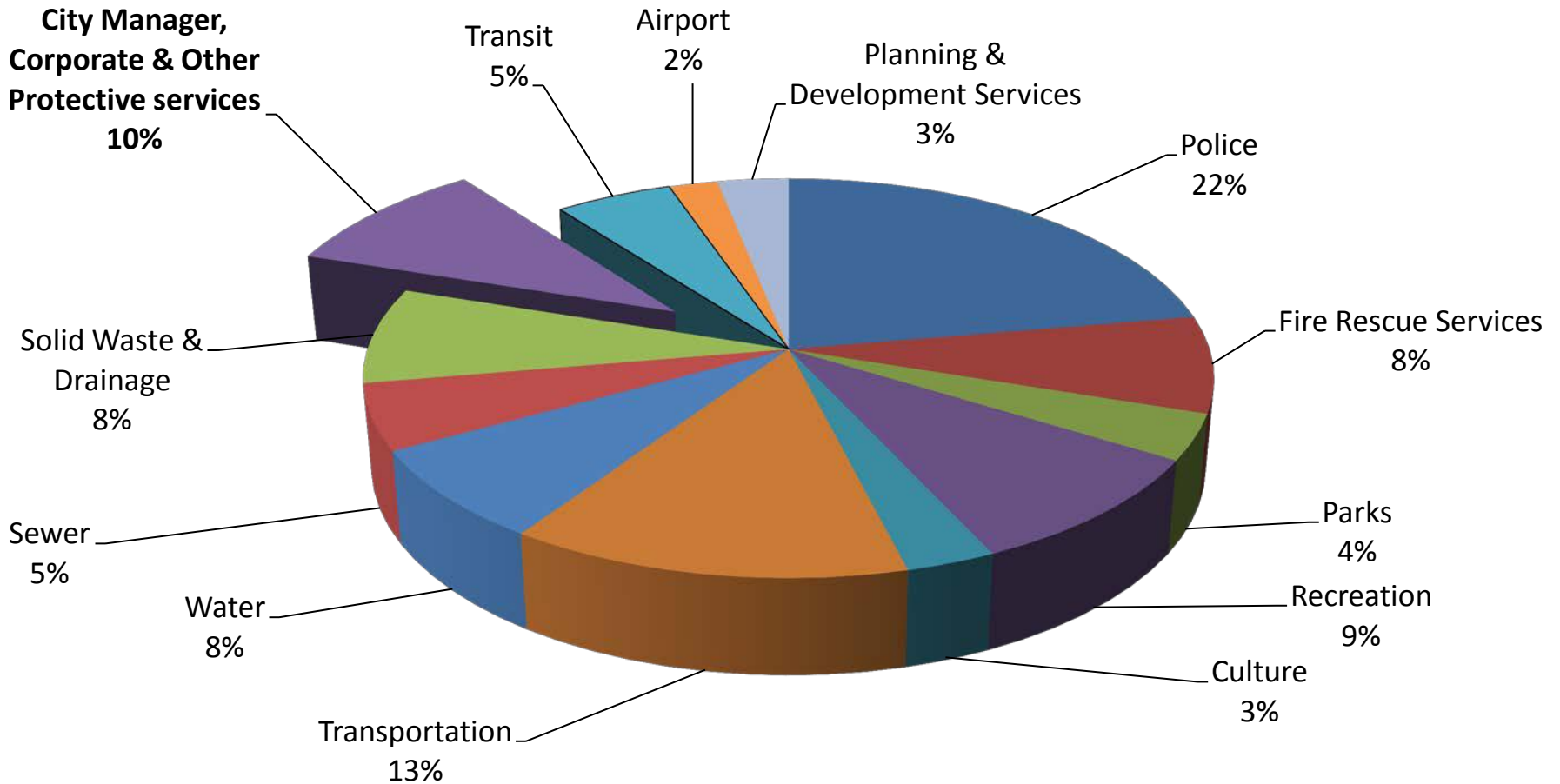
Economic Adjustments (budget pressures)

- Commodity changes
 - Hydro
 - Fuel
 - Natural gas
- Contracts (including labour)
- Insurance

Highlight the anomalies

2017 Service Expenditures*

City Manager, Corporate & Other Protective Services



* Draft 2017 Plan expenditures include operating, capital and debt servicing.

Proposed Operating Budget

City Manager, Corporate & Other

Schedule E

General Operating Fund - General Government Services

In thousands

	2016 Plan	2017 Plan
Revenues		
Fees & Charges	\$ 229	\$ 233
Grants	5,690	5,837
Investment Income	2,255	2,191
Other Revenue	317	195
Recoveries	329	331
Rental	2,095	2,108
Taxes	79,977	82,425
	90,892	93,319

Grants: Increase \$147,000

- \$10,000 Grant funding increase for Homelessness - Intake and referral system project
- \$137,000 Grant funding increase – Community Works Fund (CWF)

Investment Income: Decrease for \$64,000

- Due to market trends

Other Revenue: decrease for \$122,000

- \$90,000 Removal of Economic Development Events as no longer required (offset in expenses)

Taxes: Non-market growth and proposed tax increase

Proposed Operating Budget

City Manager, Corporate & Other

Schedule E

General Operating Fund - General Government Services

In thousands

	2016 Plan	2017 Plan
Expenditures		
City Manager	979	1,125
Corporate Communications & Marketing	890	934
Human Resources	1,634	1,702
City Clerk	1,136	1,203
Continuous Improvement	252	257
Economic Development	617	511
Elections	-	-
Finance & Purchasing	3,865	3,735
Housing Services	354	370
Information Technology (IT)	3,530	3,704
Real Estate Services	286	460
Risk Management	1,218	1,118
Legislative Services	702	714
Common Services	(407)	750
General Municipal Buildings	2,222	2,060
Transfers to Other Agencies	604	604
	17,884	19,248
Net Operating Revenue/(Expenditure)	73,008	74,071

City Manager:

- Consulting Services – Special projects

City Clerk:

- \$31,500 addition to Accela (e-agenda) contract

Finance: Budget adjustments – due to organizational alignment changes in Finance and Purchasing

Real Estate: Organizational alignment changes – Adding Director of Property and Legal Services

Risk Management: Decrease in insurance budget – new insurance provider

Common Services: Including across City common contract services and consulting fees increases

Proposed Operating Budget

City Manager, Corporate & Other

Schedule E

General Operating Fund - General Government Services

In thousands

	2016 Plan	2017 Plan
Expenditures		
City Manager	979	1,125
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Transfers to Other Agencies	604	604
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Net Operating Revenue/(Expenditure)	73,008	74,071

Innovation, Strategy and Intergovernmental Relations Department

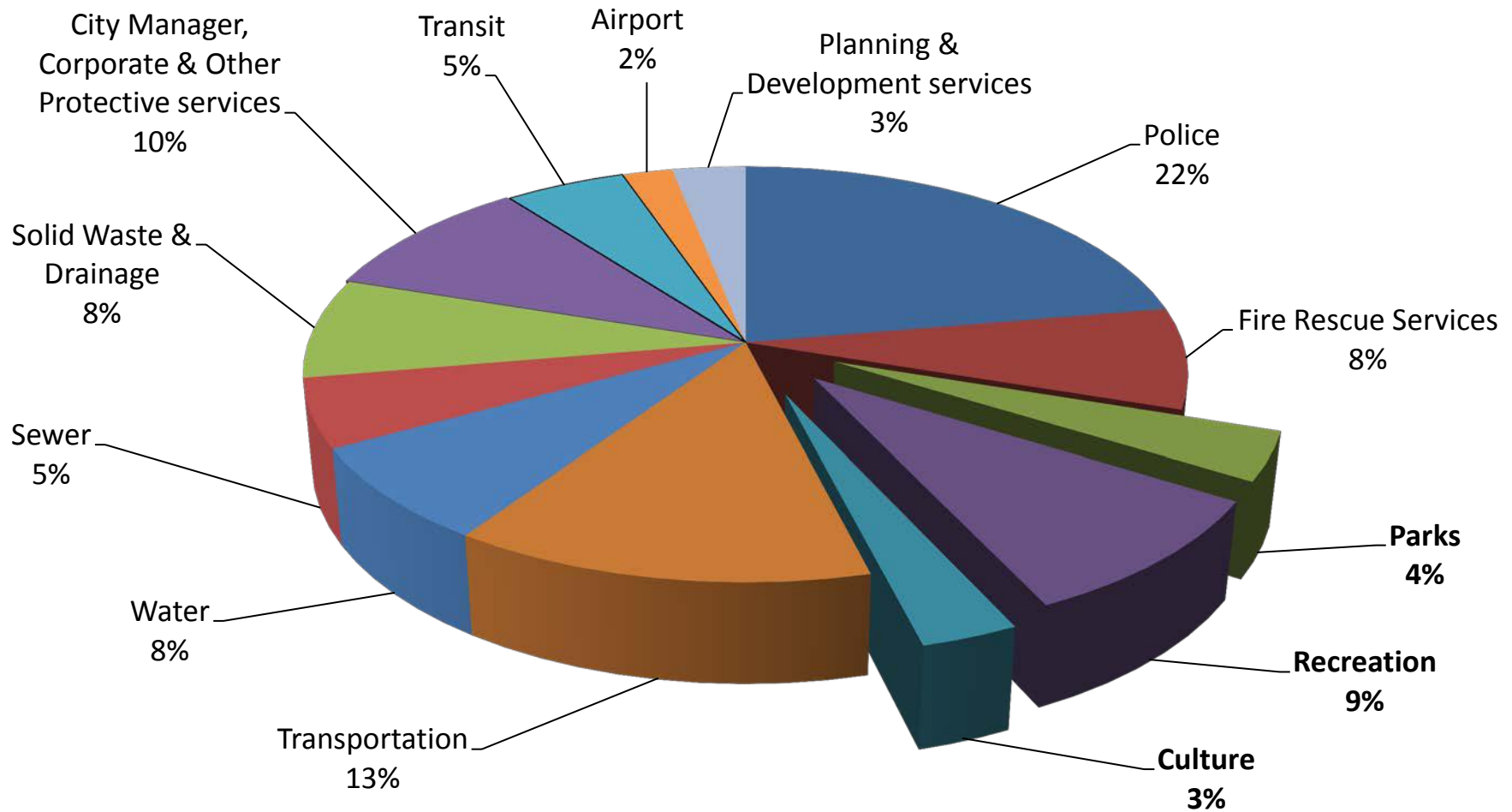
Economic Development:

- \$90,000 Removal of Economic Development Events as no longer required (offset in other revenues)

Information Technology (IT):

- \$147,000 Increase in software licensing and maintenance

2017 Service Expenditures* Park, Recreation and Culture



* Draft 2017 Plan expenditures include operating, capital and debt servicing.

Proposed Operating Budget

Parks Recreation & Culture

Schedule J

General Operating Fund - Parks, Recreation & Culture - Admin and Culture

In thousands

	2016 Plan	2017 Plan
Revenues		
Other Revenue	\$ 50	\$ 14
Recoveries	1	1
Rental	71	74
	<u>122</u>	<u>89</u>
Expenditures		
Culture	818	859
PRC Administration	1,255	1,198
Interest Expense - External Debt	385	367
	<u>2,458</u>	<u>2,423</u>
Net Operating Revenue/(Expenditure)	<u>(2,337)</u>	<u>(2,334)</u>
Transfer (to)/from Reserves	(180)	(180)
Debt Principal Repayments	(451)	(469)
Contribution To/(From) Operating Fund	<u>\$ (2,967)</u>	<u>\$ (2,983)</u>

Other Revenue: Decrease \$36,000

➤ Scope Project ended

Operating Costs:

➤ \$36,000 Fee for service increase of 5%

➤ \$30,000 decrease – one-time BC Summer Games 2016

➤ \$50,000 Budget Adjustment – Year 2015

Proposed Operating Budget

Parks Recreation & Culture

Schedule K

General Operating Fund - Parks Services

In thousands

	2016 Plan	2017 Plan
Revenues		
Fees & Charges	\$ 469	\$ 469
Other Revenue	129	129
Recoveries	30	30
Rental	379	379
	<u>1,006</u>	<u>1,006</u>
Expenditures		
Cemeteries	408	334
Horticulture & Turf Maintenance	2,743	3,033
Park & Building Maintenance	2,497	2,511
Parks Administration	718	714
Trails & Park Improvements	1,178	1,216
	<u>7,544</u>	<u>7,807</u>
Net Operating Revenue/(Expenditure)	<u>(6,538)</u>	<u>(6,801)</u>
Transfer (to)/from Reserves - Cemeteries	(300)	(160)
Transfer (to)/from Reserves - Parks	(290)	(794)
(Transfer to)/shortfall from future project reserves	(364)	-
	<u>(954)</u>	<u>(954)</u>
Fund Transfers In	87	87
Contribution To/(From) Operating Fund	<u>\$ (7,405)</u>	<u>\$ (7,668)</u>

Operating Costs: Increase \$263,000

Cemeteries:

- Salary allocation between Cemeteries & Horticulture

Horticulture & Turf Maintenance:

- \$108,000 Assistant Manager Park Operations and Maintenance (SIO)
- \$25,000 increase in service levels in Horticulture

Trails & Park Improvements:

- \$18,000 increase - asset maintenance for trails improvements
- \$20,000 increase in contract services

Proposed Operating Budget

Parks Recreation & Culture

Schedule L

General Operating Fund - Recreation Services

In thousands

	2016 Plan	2017 Plan
Revenues		
Fees & Charges	\$ 4,155	\$ 4,183
Other Revenue	143	132
Recoveries	6	6
Rental	1,039	1,039
	5,343	5,360
Expenditures		
Arenas	2,056	2,056
Pools	6,915	7,035
Recreation Administration	538	552
Interest Expense - External Debt	770	734
	10,279	10,377
Net Operating Revenue/(Expenditure)	(4,936)	(5,016)
Transfer (to)/from Reserves	(469)	(545)
Debt Principal Repayments	(902)	(938)
Contribution To/(From) Operating Fund	\$ (6,306)	\$ (6,499)

➤ Inflationary and contractual increases

Proposed Operating Budget

Parks Recreation & Culture

Schedule N

General Operating Fund - Library Services

In thousands

	2016 Plan	2017 Plan
Revenues		
Taxes	\$ 4,509	\$ 4,632
	4,509	4,632
Expenditures		
Operating Costs	325	328
Transfer to Fraser Valley Regional Library	3,883	4,004
	4,209	4,332
Net Operating Revenue/(Expenditure)	300	300
Transfer (to)/from Reserves	█ (300)	█ (300)
Contribution To/(From) Operating Fund	\$ 0	\$ 0

Transfers to Fraser Valley Regional Library: Increase \$123,000

➤ Expected increase 3.1%

Library Operating Costs: Increase \$3,000

➤ Increase in Hydro and Insurance costs

Proposed Operating Budget

Parks Recreation & Culture

Schedule M

General Operating Fund - Abbotsford Centre

In thousands

	2016 Plan	2017 Plan
Revenues		
Grants	\$ 900	\$ 900
Other Revenue	3,377	3,377
	<u>4,277</u>	<u>4,277</u>
Expenditures		
Operations	4,616	4,516
Interest Expense - External Debt	2,298	2,227
	<u>6,914</u>	<u>6,743</u>
Net Operating Revenue/(Expenditure)	<u>(2,638)</u>	<u>(2,467)</u>
Debt Principal Repayments	(1,773)	(1,844)
Contribution To/(From) Operating Fund	<u>\$ (4,410)</u>	<u>\$ (4,310)</u>

➤ \$100,000 reduction in net operating subsidy

Abbotsford Centre Summary:

	2016	2017	Variance
Total Revenue	3,377	3,377	0
Total Expenses	4,616	4,516	(100)
Net Subsidy	<u>(1,239)</u>	<u>(1,139)</u>	<u>(100)</u>

COUNCIL, CITY MANAGER'S OFFICE & CORPORATE SERVICES

2017-2021 Draft Financial Plan



Services

City Manager's Office & Corporate Services

- City Manager
- Homelessness & Housing
- Human Resources
- Real Estate Services
- Legislative Services & Bylaws
- Financial Services



2016 Successes

Council, City Manager's Office

Mayor and Council

- Support Mayor and Council
- Committee Structure
- Strategic Plan

Administration

Oversight of Senior Management Team and Work Program Strategic Initiatives

- Departmental alignment
- Bylaws, policies, & procedures
- Business system improvements
- Service Delivery

Statistics

Council, City Manager's Office

Council (Year to Date)

- 18 Executive Committee
- 18 Public Hearings
- 20 Regular Council Meetings
- 6 Committee of the Whole (A total of 62 Meetings)
- 63 Committee Meetings
- Approximately 1135 in Public attendance at the meetings
- 600 resolutions/110 Bylaws Adopted/ 193 staff reports
- 60 Opportunities for Public Comment



2016 Successes

Council, City Manager's Office

- Official Community Plan
- Growth and Development
 - \$192m building permits (Q3)
- BC Summer Games
- MRC Sports Complex
- Fire Halls 4 and 5



2016 Successes

Council, City Manager's Office

Policy/Bylaw Reviews

- Parks Bylaw
- Permissive Tax Exemptions
- Council Remuneration
- Fees and Charges
- Civic Recognition
- Amendments to Streamline Bylaws
 - Offense & Penalty sections (various)
 - Street & Traffic Bylaw
 - Development Application Procedure Bylaw



2016 Successes

Council, City Manager's Office

Intergovernmental Affairs:

- **Grant Funding:**
 - Transit Facility (\$28M)
 - Erosion Arcs (\$4M)
 - Mt. Lehman Road (\$20M)
 - Salton Road – Bike BC (\$1M)
 - Etc.
- **Advocacy:**
 - UBCM Mayor's Caucus
 - Additional Ambulance Service
- **Other:**
 - Sister City

2016 Successes

Homelessness & Housing

- Collaborative Roadmap
- Coordinated Intake and Referral
- Working Groups
 - Shelter/Drop in Centre
 - Outreach Services
- Men's Low Barrier Project
- Riverside Shelter
- Abbotsford Rental Connect funding



Key Issues & Trends

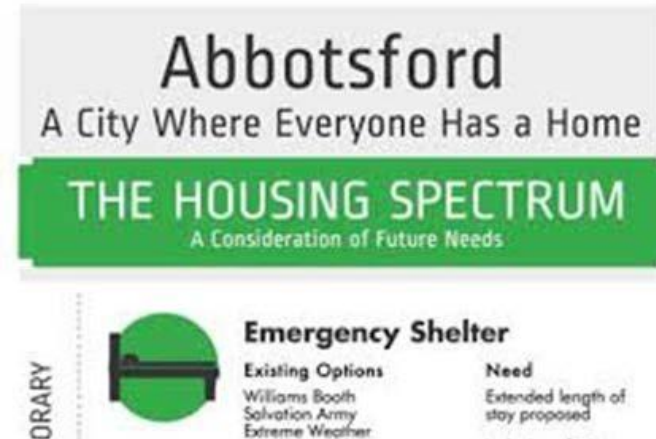
Homelessness & Housing

- Homelessness a significant issue in many municipalities
- Integration with mental health and drug addiction services (Fraser Health Authority)
- Senior Government
 - National Housing Strategy
 - Provincial funding
- City facilitating stakeholders

Operating Plan Highlights 2017

Homelessness & Housing

- Housing Strategy
- Homeless Count, March 2017
- Launch of Coordinated Intake and Referral
- Implementation of Working Group Recommendations
 - Outreach Coordination
 - Drop-in Services



2016 Successes

Human Resources

- High volume of recruitment & employee retirements
- New branding for City Careers website
- New Employee Orientation Program
- New Training & Development program
- HR internal process mapping
- Internal safety program audit – with gap analysis
- DATS safety program tracking system
- Reduction in Work Safe surcharges from 60.9% (2016) to a forecasted 38.7% (2017)

Key Issues & Trends

Human Resources

- Aging workforce, retirements, succession planning, recruitment & retention
- Retirements impacting workforce - leadership gaps appearing
- The war for talent continues for leadership and senior technical roles
- Employees seeking greater flexibility to integrate work life and family life
- Benefit premiums rise with increased drug costs, paramedical usage and expensive new medications
- Challenges with retention of millennials in traditional workplaces
- Focus on the importance of well being and resilience
- Expansion of safety legislation including increased reporting and investigation requirements

Statistics

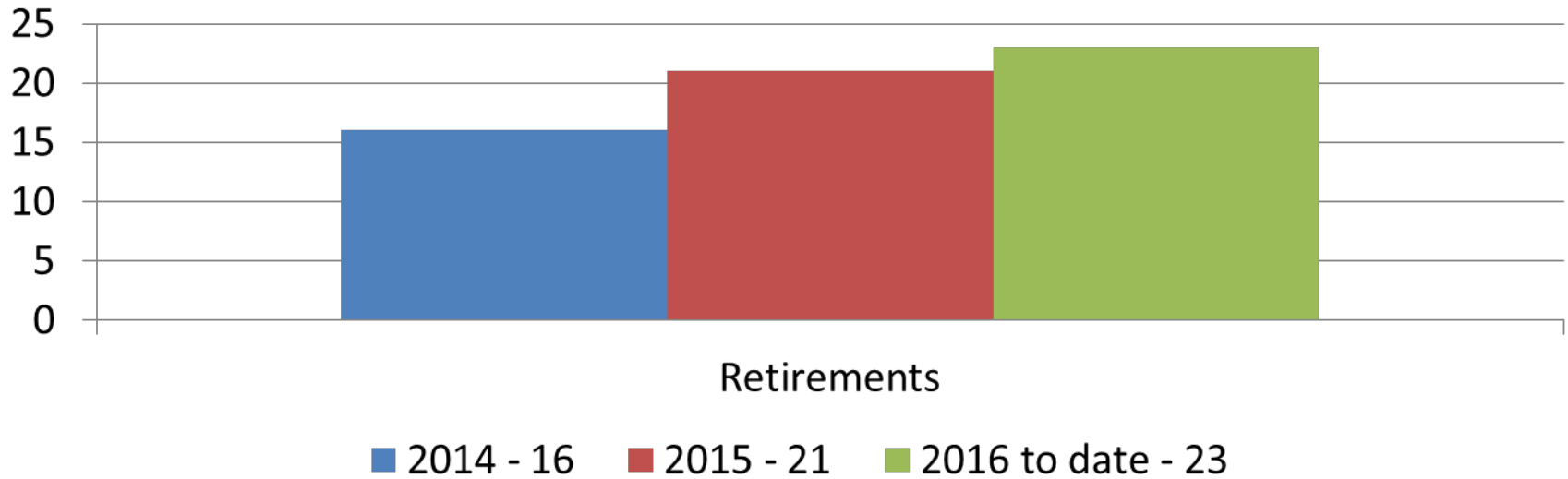
Human Resources

- 140 job vacancies (FT, PT and Auxiliary) filled to date
- 108 employee received awards through our City recognition program
- WorkSafe BC Claims remain stable over past 2 years
 - 2016 – 21 (to date)
 - 2015 – 24
 - 2014 – 47

Statistics

Human Resources

Staff Retirements Year over Year



Operating Plan Highlights 2017

Human Resources

- Addition of new regular full time position of Occupational Health and Safety Coordinator.



2016 Successes

Real Estate

- Surplus Property disposition revenue (2016 to date) \$1,005,000



Key Issues & Trends

- Legislation & Law
- Economy

Statistics

Real Estate

- 65 Commercial leases
- 16 Residential leases
- 91 non-revenue generating leases/licenses
- 191 land title registrations
- 80 external land title requests

Operating Plan Highlights 2017

Real Estate

- Completion and implementation of an Encroachment Bylaw (unauthorized use of City property)



2016 Successes

Legislative Services & Bylaws

Legislative Services

- Electronic Document Management System (CEDAR)
- Policy review process
- Adoption of Appeal Procedure Bylaw
- Approval of Civic Recognition Policy and Committee Terms of Reference

Bylaw Services

- Funding support for Starling Trapping Program pilot project
- Adoption of Amendments - Clarity and Consistency to the Enforcement Sections of the City's Regulatory Bylaws
- Gladys camp



Key Issues & Trends

Legislative Services & Bylaws

Legislative Services

- Applying Technology to Procedures
- E-Agendas
- Electronic Document Management Software
- Changing Legal and Legislative landscape

Bylaws

- Unauthorized camps
- Zoning/Land use contraventions
- Unsightly Premises

Statistics

Legislative Services & Bylaws

Clerk's Office (Year to date)

- Freedom of Information Requests

	2016	2015
Regular Requests	221	180
Property Controlled Substance Files	385	150
TOTAL	606	330

- Processed 585 documents/contracts for signature
- Policy Review
 - 32 Policies rescinded (moved from 88 to 56 Policies)
 - 67 Procedures rescinded (moved from 76 to 9 Procedures)
- 141 requests for bylaw drafting
- 93 bylaws processed for adoption

Statistics

Legislative Services & Bylaws

Bylaws (2016 YTD)

- 2939 Non-Compliant Property Investigations
- 3137 Fines Issued
- 3 Adjudication Hearings



Operating Plan Highlights 2017

Legislative Services & Bylaws

Legislative Services

- Electronic Agendas
- Electronic Document Records Management (CEDAR)
- Policy Review

Bylaws

- AgRefresh – Completed Stage 1 Preliminary Bylaw Non Compliance Assessment
- Unauthorized Camps - Established Focused Bylaw Compliance Strategy (Hired 2 Auxiliary Bylaw Officers)

2016 Successes

Financial Services

- New Permissive tax exemption policy
- 2015 GFOA Canadian award for financial reporting achievement
- No properties went to tax sale
- Implementation of Stone Orchard software
- Comprehensive financial system review (SAP)



Key Issues & Trends

Financial Services

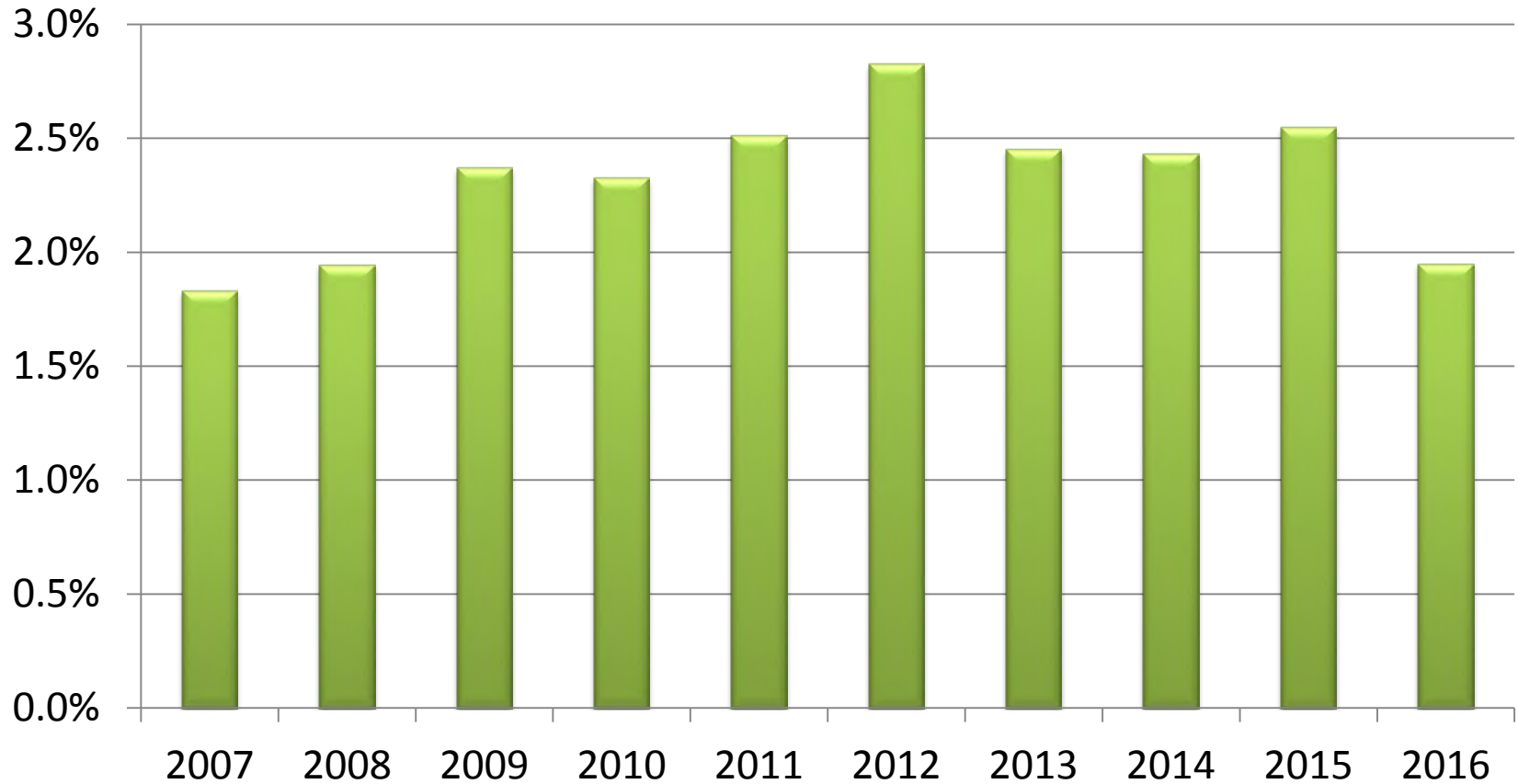
- Accounting standard PSAB and other legislative changes
- Exchange rate movement
- Economic uncertainty
- Low interest rate environment
- Major software upgrades



Statistics

Financial Services

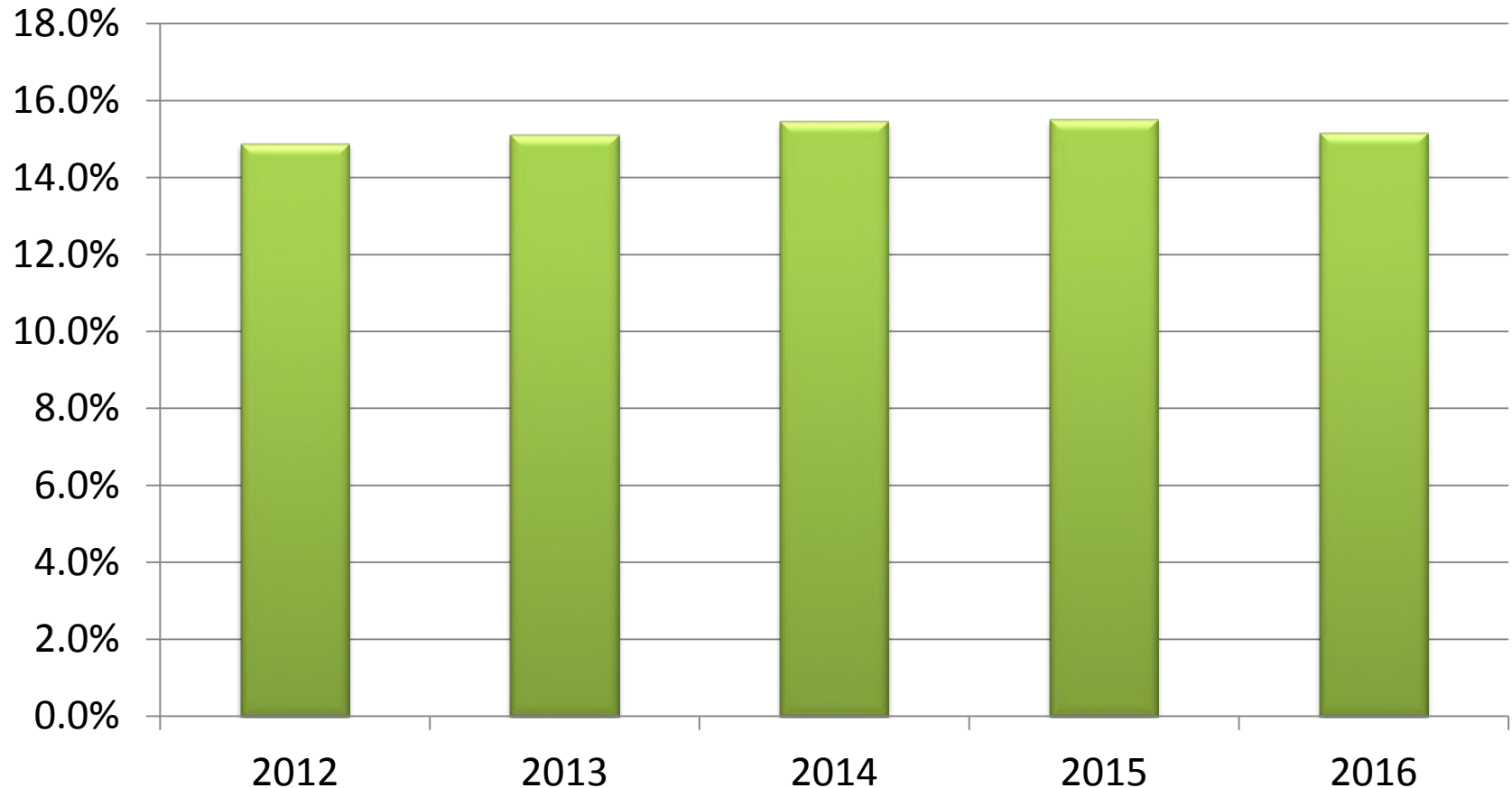
% of uncollected taxes at year end



Statistics

Financial Services

of Tax Accounts on Pre-Payment Plan



City Manager, Corporate & Other Services

Proposed Plan Total for 2017 to 2018: \$2,576,000

2017: \$1,055,000

2018: \$1,521,000

City Clerk

Proposed Project	2017	2018
Folder/Insertter Machine Replacement	0	21,000

Finance

Proposed Project	2017	2018
City-wide General Fund Contingency	500,000	500,000

City Manager, Corporate & Other Services

Proposed Plan Total for 2017 to 2018: \$440,000

2017: \$216,000

2018: \$224,000

Housing Coordination

Proposed Project	2017	2018
Housing Demand Analysis (Affordable and Supportive Housing)	25,000	0
Scattered Site Housing Program	0	8,000

Human Resources

Proposed Project	2017	2018
Health and Safety Coordinator Position	85,000	85,000

City Manager, Corporate & Other Services

Proposed Plan Total for 2017 to 2018: \$440,000

2017: \$216,000

2018: \$224,000

Bylaw Enforcement

Proposed Project	2017	2018
Add Two Seasonal Community Patrol Officers	56,000	56,000

INNOVATION, STRATEGY AND INTERGOVERNMENTAL RELATIONS (ISIR)

2017-2021 Draft Financial Plan



Services

Innovation, Strategy and Intergovernmental Relations

- Economic Development
- Information Technology (IT)
- Communications & Marketing
- Continuous Improvement

2016 Successes

Economic Development

- Business Walks
- Taste of Abby campaign
 - first ever and now being used as benchmark for the Province.
- Marketing Plan Tool Kit
- Ag Tech videos part of larger marketing campaign
- EDAC award for year-end report



2016 Successes

Economic Development

- Business Walks
- **Taste of Abby campaign**
 - first ever and now being used as benchmark for the Province.
- Marketing Plan Tool Kit
- Ag Tech videos part of larger marketing campaign
- EDAC award for year-end report



Key Issues & Trends

Economic Development

Issues

- Agri-Tourism - hosting of events on agricultural land (BeerBQ, BC Hops Fest, Tulip Festival, Roadside Corn Maze & Pumpkin Patch)
- Properly positioning Abbotsford to be competitive in the Global market
- Industrial Land supply tightening

Trends

- Industrial growth still dominating over the commercial sector
- Focus on key emerging-sectors (ag tech and implementation of international marketing blueprint)



Statistics

Economic Development

- Social Media Stats
Twitter has seen a 103.5% increase in followers since year end and Instagram has increased 179.3%
- 113 FILMING DAYS (YTD); an increase over last year of **149.50%** resulting in a **\$436,627** economic impact
- Outdoor Special Events
2015 – 15 permits issued.
2016 – 69 permits issued

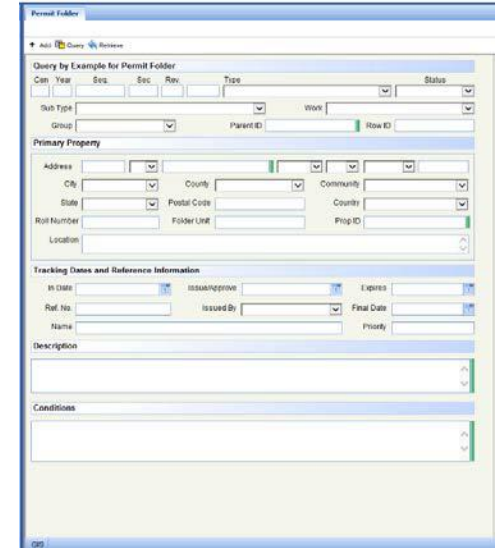
149.5%

Increase in Filming Days in 2016 over 2015

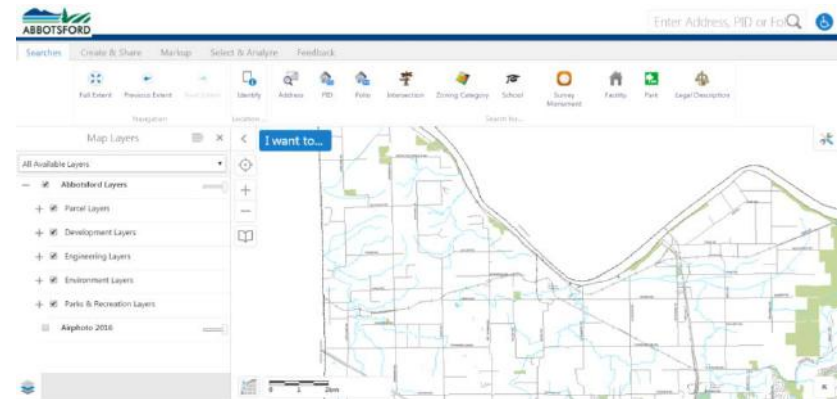


2016 Successes Information Technology

- Improvements to Property Management Software (AMANDA) driven by refined PDS business processes.
- Enhanced Network Security.
- New features rolled-out for Online Mapping (WebMap).
- Application Upgrades (e.g. AMANDA, FDM, GIS, Asset Management).
- Implementation of new cemetery-management system (Stone Orchard).
- New Mobility contract (est. 50K/year savings).



The screenshot shows a web application interface for managing permits. It features a search bar at the top with options for 'Add', 'Query', and 'Review'. Below this is a 'Query by Example for Permit Folder' section with various filters including 'Year', 'Sec', 'Rev', 'Type', and 'Status'. There are also dropdown menus for 'Sub Type' and 'Group', and input fields for 'Parent ID' and 'Row ID'. The 'Primary Property' section includes fields for 'Address', 'City', 'County', 'Communities', 'State', 'Postal Code', 'Country', 'Roll Number', 'Folder Unit', and 'Prop ID'. A 'Tracking Dates and Reference Information' section contains fields for 'In Date', 'Issue/Approve', 'Expires', 'Ref. No.', 'Issued By', 'Final Date', 'Name', and 'Priority'. A 'Description' field and a 'Conditions' section are also visible.



Key Issues & Trends

Information Technology

- Technology Accelerators
- Online/Mobile Services
- Cloud Solutions
- Data Analytics
- Cybersecurity



Statistics

Information Technology

- Projected 5,200 Help-Desk work orders in 2016
- **25** Networked Facilities
- 150 Servers / 850 PC's & Laptops / 45 Copiers
- 15 major enterprise applications (Amanda, SAP, Class)

25

networked facilities



Operating Plan Highlights

Information Technology (IT)

- 4 Major software implementation/upgrade projects underway
- Increased focus on workforce development opportunities
- Intranet upgrade project

2016 Successes

Communications and Marketing

- Launched additional social media platforms (Linked In, Instagram) to complement existing platforms (Twitter and Facebook)
- Supported success of city events, grand openings, and ground-breakings (i.e. MRC Sportsfield Opening, 2nd Annual Mayor's Breakfast, Staff hockey Challenge, Staff BBQ, Staff Breakfast with Council, Taste of Abby Chef Competition, Canada Day, Hometown Hockey, Remembrance Day and more.



Key Issues & Trends

Communications and Marketing

- Increased demand for “real-time” communications via mobile technology and social media
- Diversity of online communications platforms
- Increased demand for online access to services through website
- Balancing public perception related to issues-based media coverage



Statistics

Communications and Marketing

- **200+** speaking notes prepared for Council (YTD)
- 40+ news releases distributed on City programs and events
- Over 7,000 twitter followers, and 2,300 Facebook followers
- Over 150 outdoor public events from festivals, bike races, runs/walks, ceremonies, major sporting events and music concerts. (Year to date)
- 69 special event permits issued (Year to date)
- Over **1.4 million** unique page-views City of Abbotsford Website home page
- 6 websites supported

1.4M
Unique Website Pageviews



2016 Successes

Continuous Improvement

- AMANDA Makeover Project
- Electronic General Inquiry Tracking
- Electronic Disability (DMI) process
- Safety Tracking and Reporting

5 Sub-projects



Key Issues & Trends

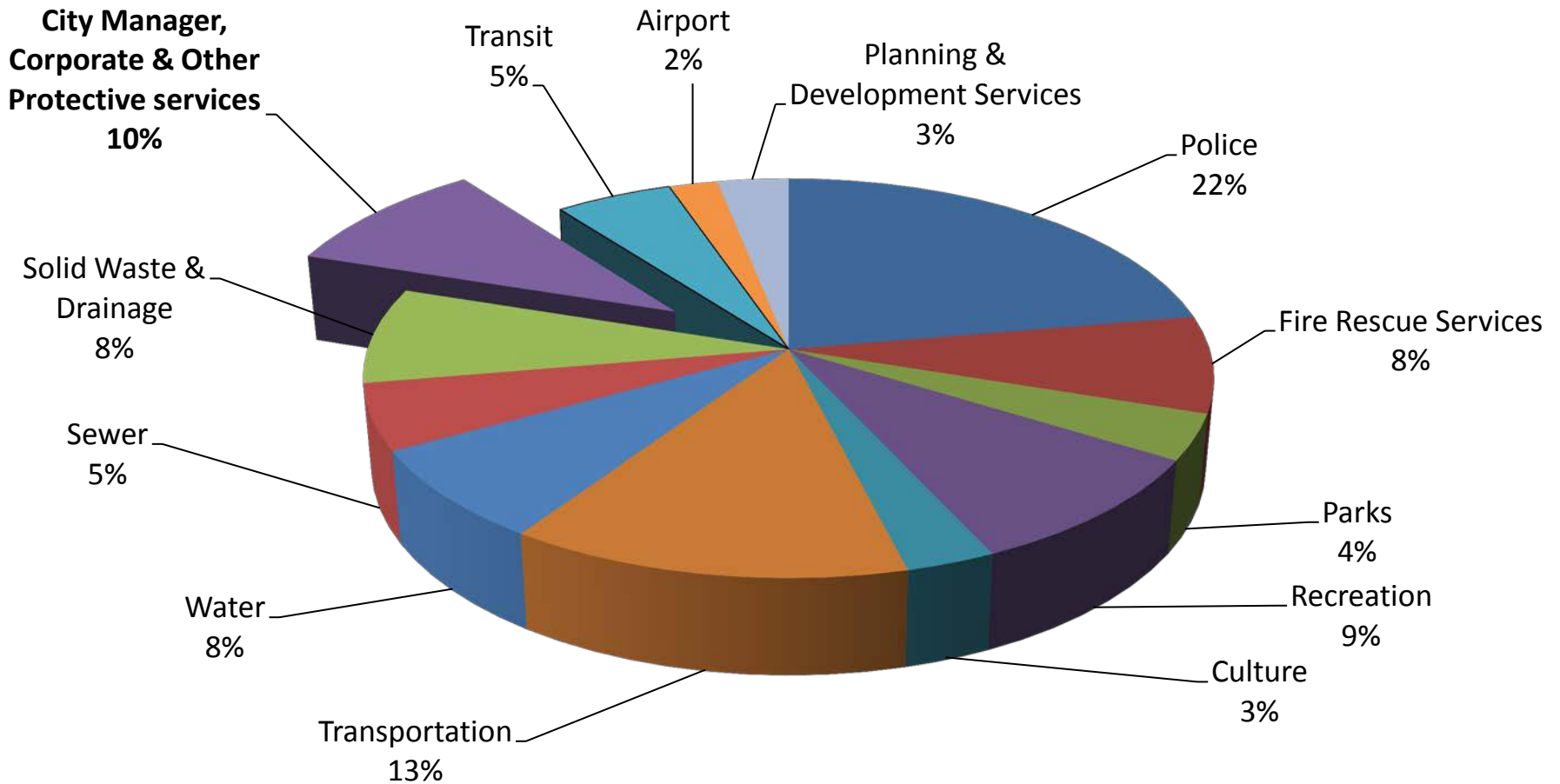
Continuous Improvement

- Integration of innovation into local government operations
- Continued focus on Continuous Improvement



2017 Service Expenditures*

City Manager, Corporate & Other Protective Services



* Draft 2017 Plan expenditures include operating, capital and debt servicing.

City Manager, Corporate & Other Services

Proposed Plan Total for 2017 to 2018: \$2,576,000

2017: \$1,055,000

2018: \$1,521,000

Information Technology

Proposed Project	2017	2018
SAP Systems Upgrades/Enhancements	300,000	0
Tempest Upgrade	40,000	0
Field Data acquisition application replacement	30,000	0
Replace Tape Library	17,000	0
2016 to 2018 Server Replacements	30,000	11,000
2017 to 2018 Storage Infrastructure Replacements	135,000	40,000

City Manager, Corporate & Other Services

Proposed Plan Total for 2017 to 2018: \$2,576,000

2017: \$1,055,000

2018: \$1,521,000

Information Technology

Proposed Project	2017	2018
System Infrastructure Enhancements	3,000	119,000
Applications/GIS Enhancements	0	360,000
Convert 70 Desktops to Virtual Desktops 2018	0	80,000
Online Payment Engine Rebuild	0	65,000
Upgrade Microsoft Office	0	325,000

City Manager, Corporate & Other Services

Proposed Plan Total for 2017 to 2018: \$440,000

2017: \$216,000

2018: \$224,000

Information Technology

Proposed Project	2017	2018
Mobile Technology (Bylaw, Building & Business License, Engineering)	50,000	0
IT Master plan update	0	50,000

Economic Development

Proposed Project	2017	2018
Develop and implement a workforce plan	0	25,000

PARKS, RECREATION & CULTURE

2017-2021 Draft Financial Plan



Services

Parks, Recreation and Culture

- Park Services
- Recreation Services
- Culture Services

Parks Services

- Cemeteries
- Parks
- Trails
- Urban Forestry
- Horticulture
- Park Planning
- Volunteers



Recreation Services

- Pools
- Arenas
- Community Centres
- Healthy Abbotsford
- Neighbourhood Engagement



Culture Services

- Matsqui Centennial Auditorium
- Arts, Culture & Heritage Liaison
- Public Art Program
- Abbotsford Libraries
- The Abbotsford Centre



2016 Successes

Parks, Recreation and Culture

- Mt Lehman Cemetery
- MRC Sports Complex
- Rotary Track re-surface
- Cemetery Software upgrade
- BC Summer Games
- Community Clean-up
- Volunteer Appreciation



2016 Successes

Parks, Recreation and Culture

- BC Lifeguard Champions
- Master Arborist certification
- Communities In Bloom
- Playbox recognition
- Program Guide revamp



2016 Successes

Parks, Recreation and Culture

- Neighborhood Events
- Pokemon Go in Parks
- Park Features Policy
- Parks Bylaw
- Culture Days
- Mural Mosaic
- Hometown Hockey



Key Issues & Trends

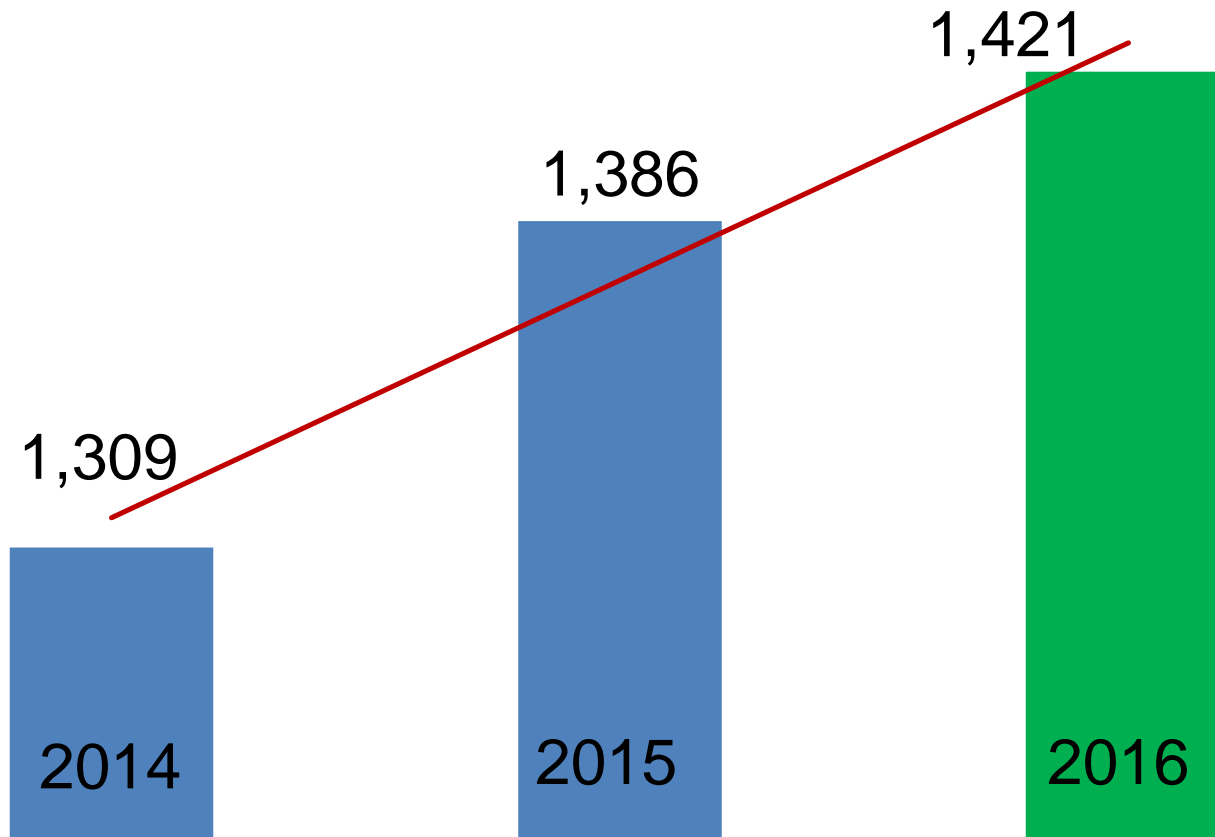
Parks, Recreation and Culture

- 25% will be over the age of 65 in 2036
- Public engagement
- Nonprofit organizations shortfalls
- Graffiti and Park Safety
- Community Partnerships
- Value added focus
- Appreciation for Culture



Statistics

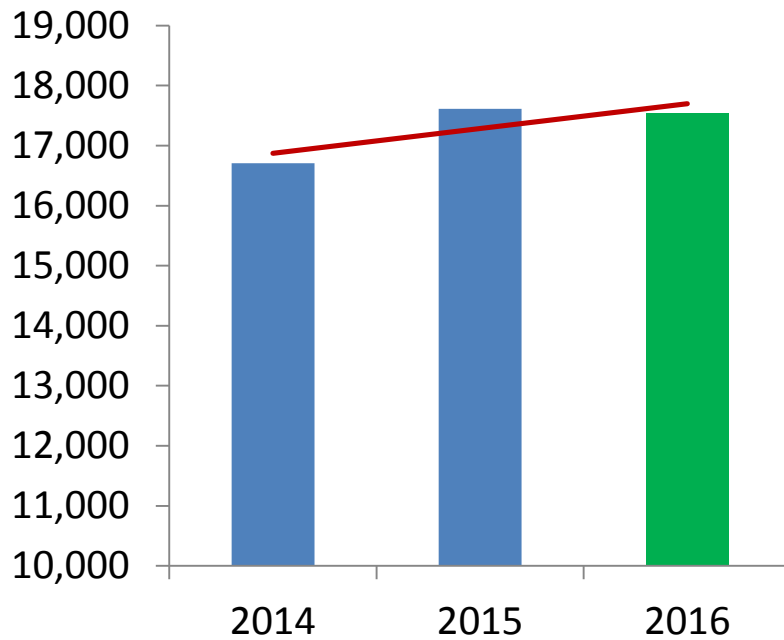
Trees Planted YTD



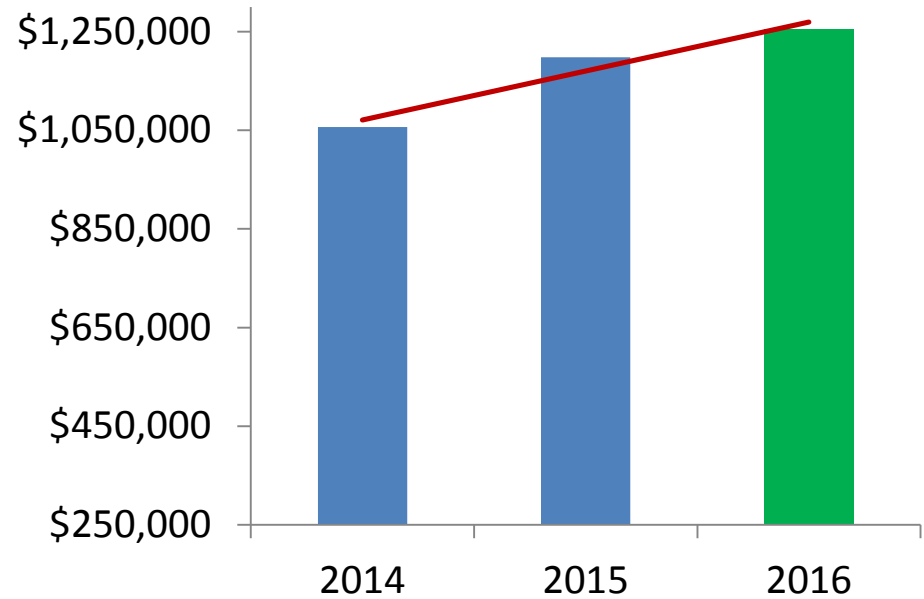
Statistics

Program Registration Comparison YTD

Programs Sold - YTD



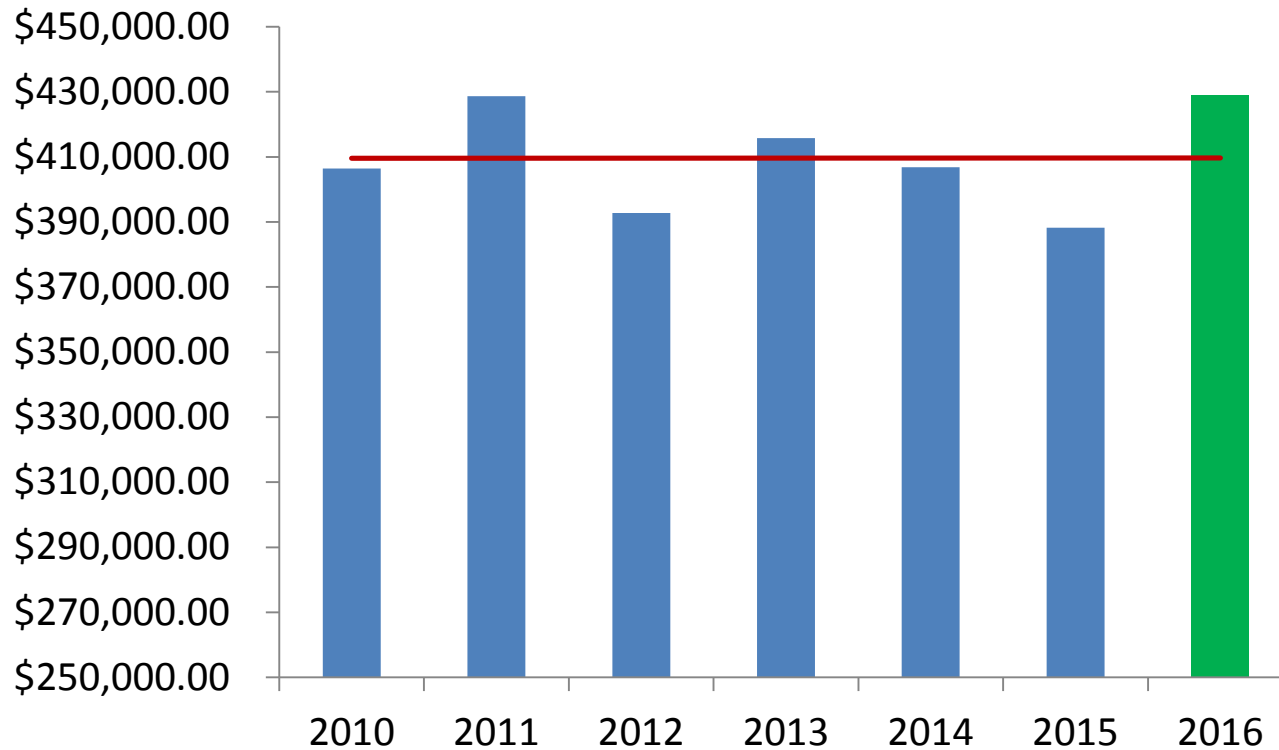
Programs Sold - Revenue YTD



Statistics

Drop-In Comparison YTD

Drop-in Admissions Revenue - Aug 31 YTD



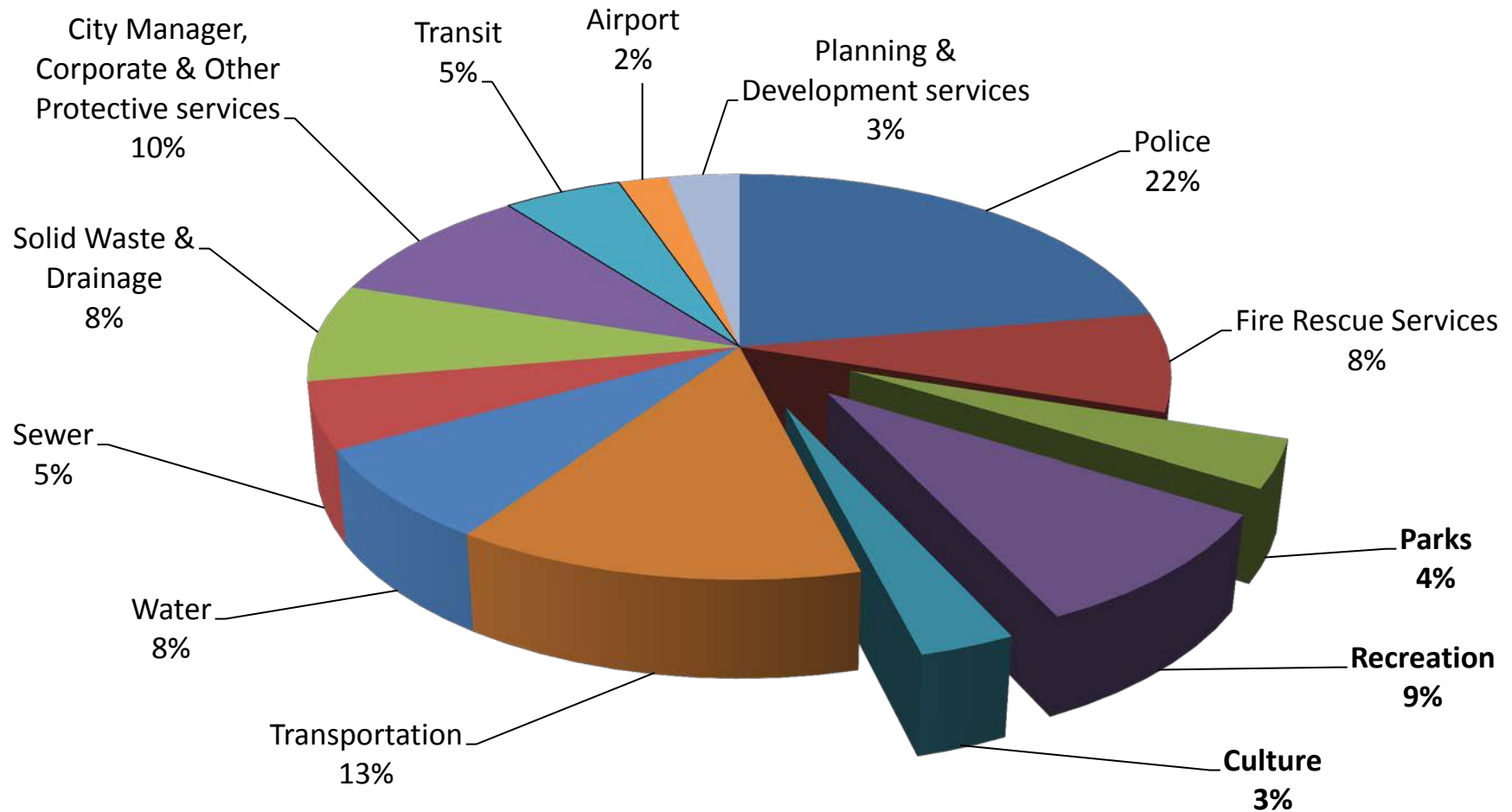
Operating Plan Highlights

Parks, Recreation and Culture

- Assistant Manager Park Operations and Maintenance
- PRC – Master Plan Update
- 5% increase for Fee for Service Operating Agreements
- Recreation maintenance costs moved from Engineering to Recreation
- Recreation Software replacement

2017 Service Expenditures*

Parks, Recreation & Culture



* Draft 2017 Plan expenditures include operating, capital and debt servicing.

Parks, Recreation & Culture – Parks & General

Proposed Plan Total for 2017 to 2018: \$660,000

2017: \$275,000

2018: \$385,000

Proposed Project	2017	2018
MCA Sound System Upgrades	42,000	0
Playground Replacements	120,000	0
City Wide Park Sustainability	35,000	35,000
Community Park Sustainability	35,000	35,000
Trail Sustainability	0	50,000
Parks Buildings – Renewal & Replacement (comprehensive list attached in the budget package)	43,000	265,000

Parks, Recreation & Culture – Parks & General

Proposed Plan Total for 2017 to 2018: \$1,579,000

2017: \$368,000

2018: \$1,211,000

Proposed Project	2017	2018
Sponsorship Program	90,000	0
Status Update on PRC Master Plan	50,000	0
DCC Bylaw Update – Parks	20,000	0
Assistant Manager Park Operations and Maintenance	108,000	111,000
Washroom Development	100,000	100,000
Community Park Development	0	900,000
Trail Development & Planning	0	100,000

Parks, Recreation & Culture – Recreation

Proposed Plan Total for 2017 to 2018: \$768,000

2017: \$614,000

2018: \$154,000

Proposed Project	2017	2018
ARC Security System Upgrade	15,000	0
MRC diving boards, senior centre, club house	135,000	0
Centennial Pool Safety Shut Down	125,000	0
Recreation Buildings – Renewal & Replacement (comprehensive list attached in the budget package)	339,000	154,000

Parks, Recreation & Culture – Recreation

Proposed Plan Total for 2017 to 2018: \$9,992,400

2017: \$45,000

2018: \$9,947,400

Proposed Project	2017	2018
ARC Gymnasium Divider Curtain	45,000	0
ARC Ultra-Violet (UV) Disinfection	0	116,400
MRC Expansion Project	0	9,831,000

FRASER VALLEY REGIONAL LIBRARY - ABBOTSFORD

2017-2021 Draft Financial Plan





Services

Fraser Valley Regional Library - Abbotsford

3 Library locations:

- Mt. Lehman
- Abbotsford Community
- Clearbrook

- **1,100,676 Library Loans** **(182,063 from 2015 YTD)** 
- **535,000 Customer Visits** **(85,000 over 2015 YTD)** 



2016 Successes

Fraser Valley Regional Library - Abbotsford

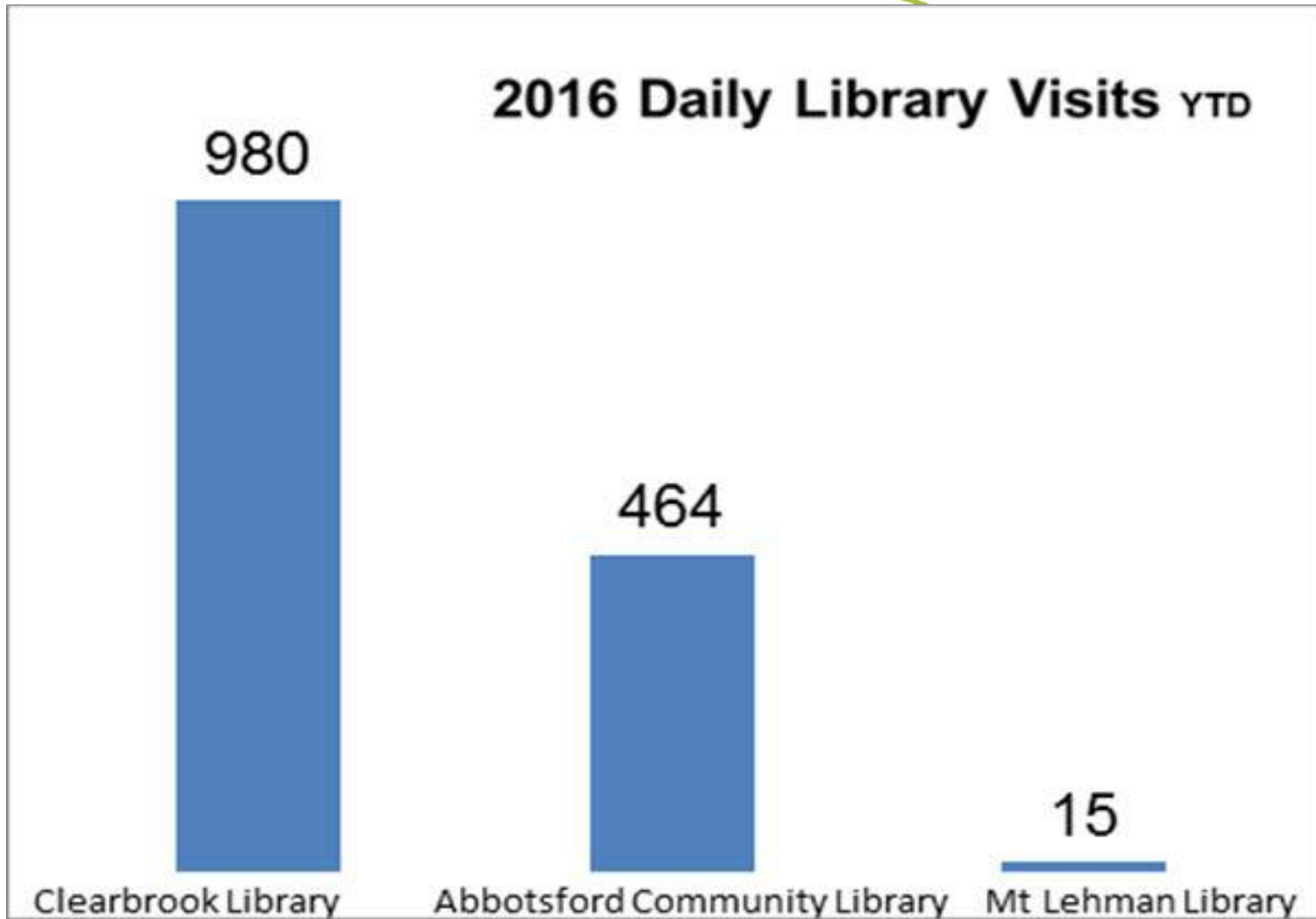
- Reading Link Challenge
- Aboriginal Day
- Technology hub
- Weekly knitting group at Mt. Lehman



Key Issues & Trends

Fraser Valley Regional Library- Abbotsford

- Initiatives to assist those economically challenged
- Community Partnerships
- Customer oriented service



Fraser Valley Regional Library

Proposed Plan Total for 2017 to 2018: \$408,000

2017: \$408,000

2018: \$0

Proposed Project	2017	2018
Clearbrook Library – Roof Replacement	398,000	0
Clearbrook Library – Reinststate Fire Stopping	10,000	0

ABBOTSFORD CENTRE

2017-2021 Draft Financial Plan



Services

Abbotsford Centre

- Events, Experiences, Memories
- 4th largest arena in BC
- Ranked best venue in Canada 10,000 seats
- Seats 7,000 hockey and 8,500 for concerts
- Operated by Spectra



2016 Successes

Abbotsford Centre

- 6 Sold out shows
- Abbotsford Centre ranked #1
- Convocations
- J. W. Convention
- Champions Kabaddi
- BC Summer Games



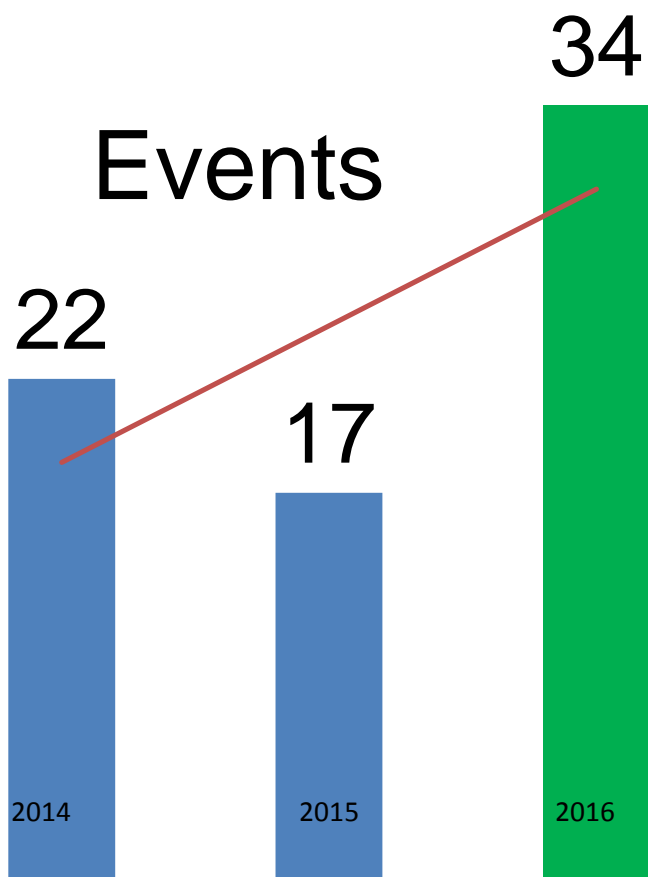
Key Issues & Trends

Abbotsford Centre

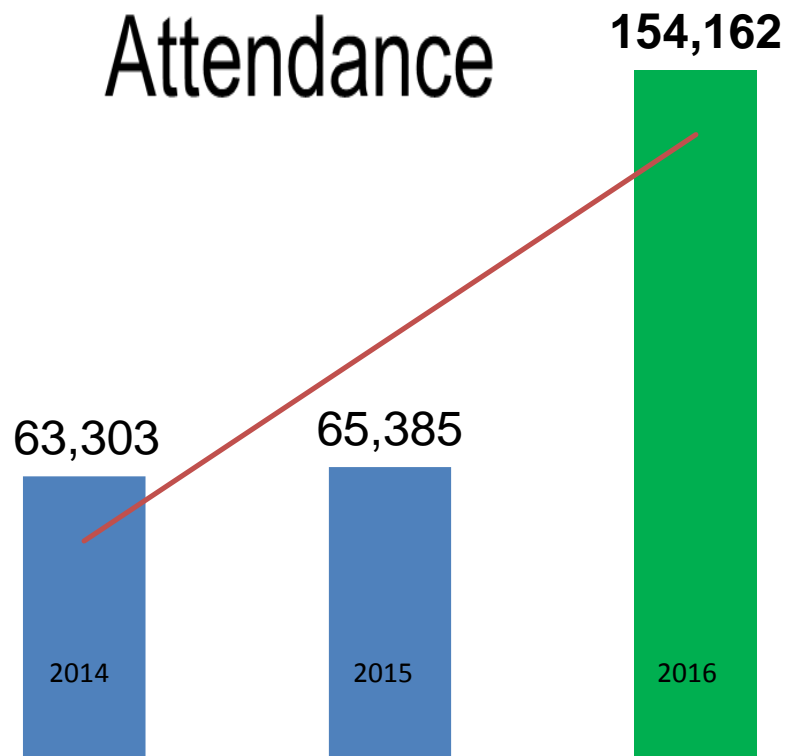
- US Exchange Rate
- Major Tenant
- Entertainment Circuit

Statistics

Events



Attendance



Operating Plan Highlights

Abbotsford Centre

- \$100,000 reduction in the net subsidy



Council Comments/Questions

Public Comment/Question Period

CITY OF ABBOTSFORD

2017-2021

Draft Financial Plan

Nov 1, 2016

INTRODUCTION

George Murray
City Manager



Agenda

- Introduction
- Draft 2017 – 2021 Financial Plan Review
- 2017 Budget Review – Fire Rescue Service
- 2017 Budget Review – Planning & Development
- 2017 Budget Review – Engineering
 - Transportation
 - Roads
 - Transit
 - Drainage
 - Solid Waste
- Public Q&A – end of meeting

FINANCIAL PLAN OVERVIEW

Komal Basatia
Acting Director, Finance



Draft Presentation Days

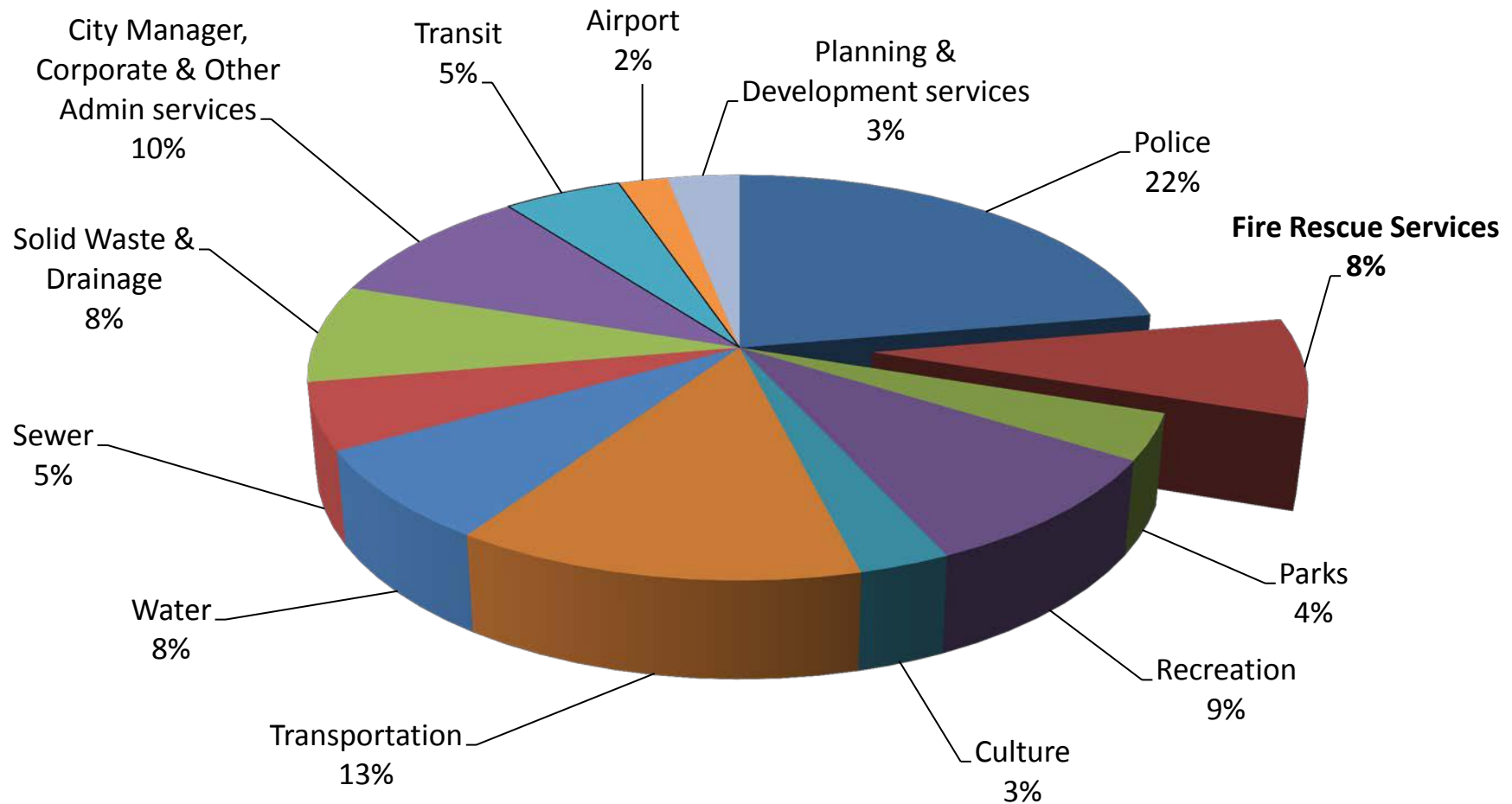
Day 2: Nov 1

- Introduction
- Fire Rescue Service
- Planning and Development
- Engineering:
 - Transportation
 - Roads
 - Transit
 - Drainage
 - Solid Waste
- Public Comment Period

Day 3: Nov 2

- Introduction
- Police
- Water
- Sewer
- Recap
- Closing
- Public Comment Period

2017 Service Expenditures* Fire Rescue Services



* Draft 2017 Plan expenditures include operating, capital and debt servicing.

Proposed Operating Budget

Fire, Rescue Services

Schedule H

General Operating Fund - Fire Rescue Services

In thousands

	2016 Plan	2017 Plan
Revenues		
Fees & Charges	\$ 45	\$ 45
Recoveries	185	155
	<u>230</u>	<u>200</u>
Expenditures		
Administration	525	530
Emergency Response	13,995	14,474
Fire Flow & Hydrants	231	289
Fire Life & Safety Education	184	187
Hall & Grounds Maintenance	467	478
Prevention & Inspection	653	629
	<u>16,054</u>	<u>16,587</u>
Net Operating Revenue/(Expenditure)	<u>(15,824)</u>	<u>(16,387)</u>
Transfer (to)/from Reserves	(791)	(791)
Fund Transfers In	158	-
Contribution To/(From) Operating Fund	<u>\$ (16,457)</u>	<u>\$ (17,178)</u>

Recoveries: Decrease \$30,000

- \$30,000 reduction in CPAT (Candidate Physical Ability Test) Revenue

Emergency Response: Increase \$479,000

- \$80,000 Increase in Departmental Supplies
- \$25,000 Increase in Uniforms budget
- Salary & Benefits

Proposed Operating Budget

Fire, Rescue Services

Schedule I

General Operating Fund - Other Protective Services

In thousands

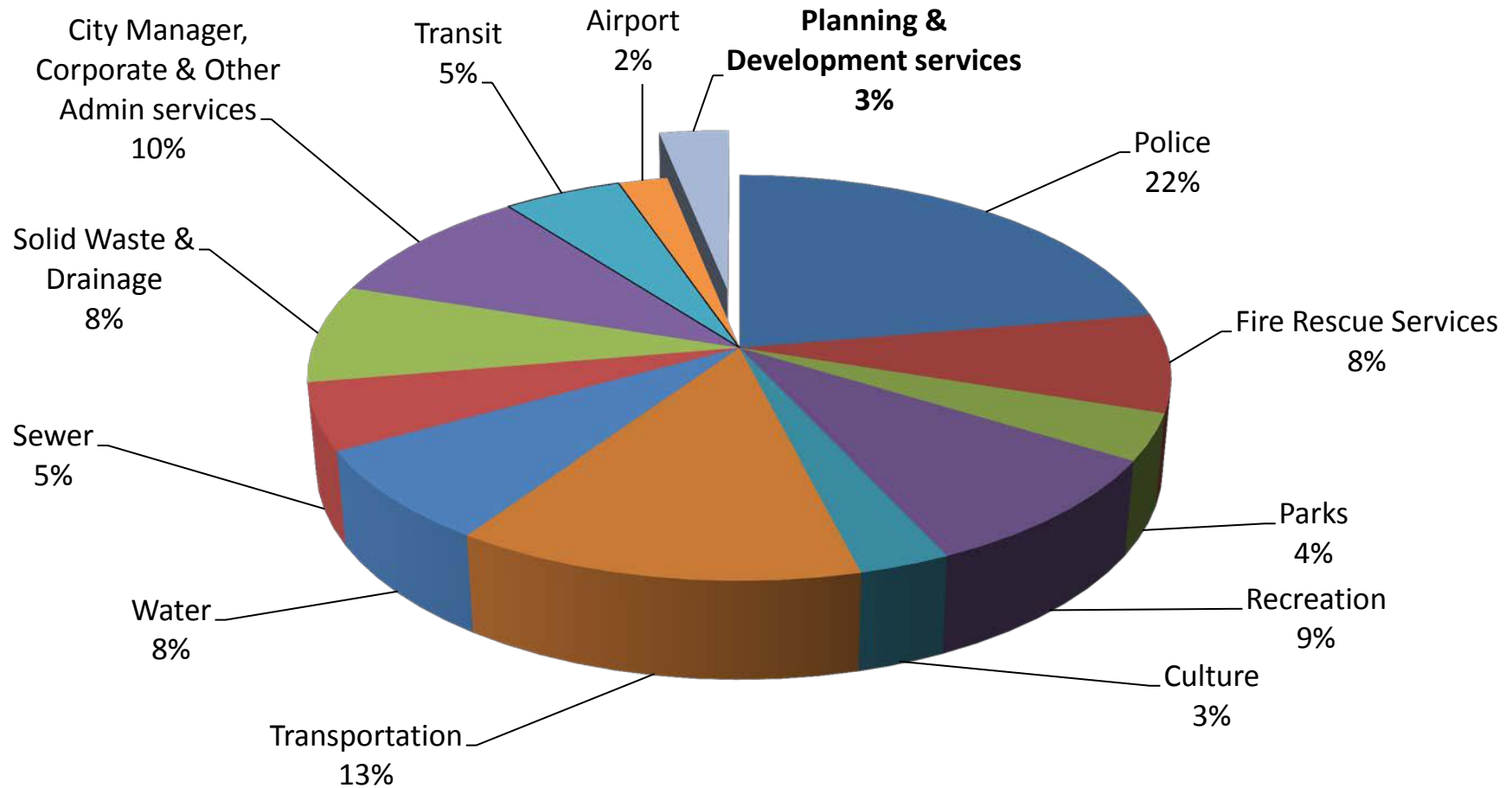
	2016 Plan	2017 Plan
Revenues		
Fees & Charges	\$ 2,943	\$ 3,462
Grants	100	200
Other Revenue	43	43
Recoveries	67	57
	<hr/> 3,152	<hr/> 3,761
Expenditures		
Building Inspections	2,129	2,241
Bylaw Enforcement	1,068	1,145
Emergency Services	255	235
Restorative Justice	149	149
	<hr/> 3,601	<hr/> 3,770
Net Operating Revenue/(Expenditure)	<hr/> (448)	<hr/> (9)
Contribution To/(From) Operating Fund	<hr/> \$ (448)	<hr/> \$ (9)

Emergency Services: Budget decrease \$20,000

➤ One-time 2016 Project Emergency Plan update

2017 Service Expenditures*

Planning & Development Services



* Draft 2017 Plan expenditures include operating, capital and debt servicing.

Proposed Operating Budget

Planning & Development Services

Schedule F

General Operating Fund - Planning & Development Services

In thousands

	2016 Plan	2017 Plan
Revenues		
Fees & Charges	\$ 1,625	\$ 1,765
Recoveries	43	33
	<u>1,668</u>	<u>1,798</u>
Expenditures		
Planning & Development	4,466	4,096
Licence Inspections	177	197
	<u>4,642</u>	<u>4,293</u>
Net Operating Revenue/(Expenditure)	<u>(2,975)</u>	<u>(2,495)</u>
Fund Transfers In	300	100
Contribution To/(From) Operating Fund	<u>\$ (2,675)</u>	<u>\$ (2,395)</u>

Fees and Charges: Increase \$140,000

- \$120,000 increase in Business License revenue

Development Approvals: Decrease \$370,000

Consulting fee:

- \$100,000 decrease— Regulatory Bylaw Updates (zoning bylaw)
- \$200,000 - Agricultural Land Review - one-time Consulting Fee in 2016
- Salary allocation - Director, Building and Development Engineering

Proposed Operating Budget

Other Protective Services

Schedule I

General Operating Fund - Other Protective Services

In thousands

	2016 Plan	2017 Plan
Revenues		
Fees & Charges	\$ 2,943	\$ 3,462
Grants	100	200
Other Revenue	43	43
Recoveries	67	57
	<hr/> 3,152	<hr/> 3,761
Expenditures		
Building Inspections	2,129	2,241
Bylaw Enforcement	1,068	1,145
Emergency Services	255	235
Restorative Justice	149	149
	<hr/> 3,601	<hr/> 3,770
Net Operating Revenue/(Expenditure)	<hr/> (448)	<hr/> (9)
Contribution To/(From) Operating Fund	<hr/> \$ (448)	<hr/> \$ (9)

Fees and Charges: Increase \$519,000

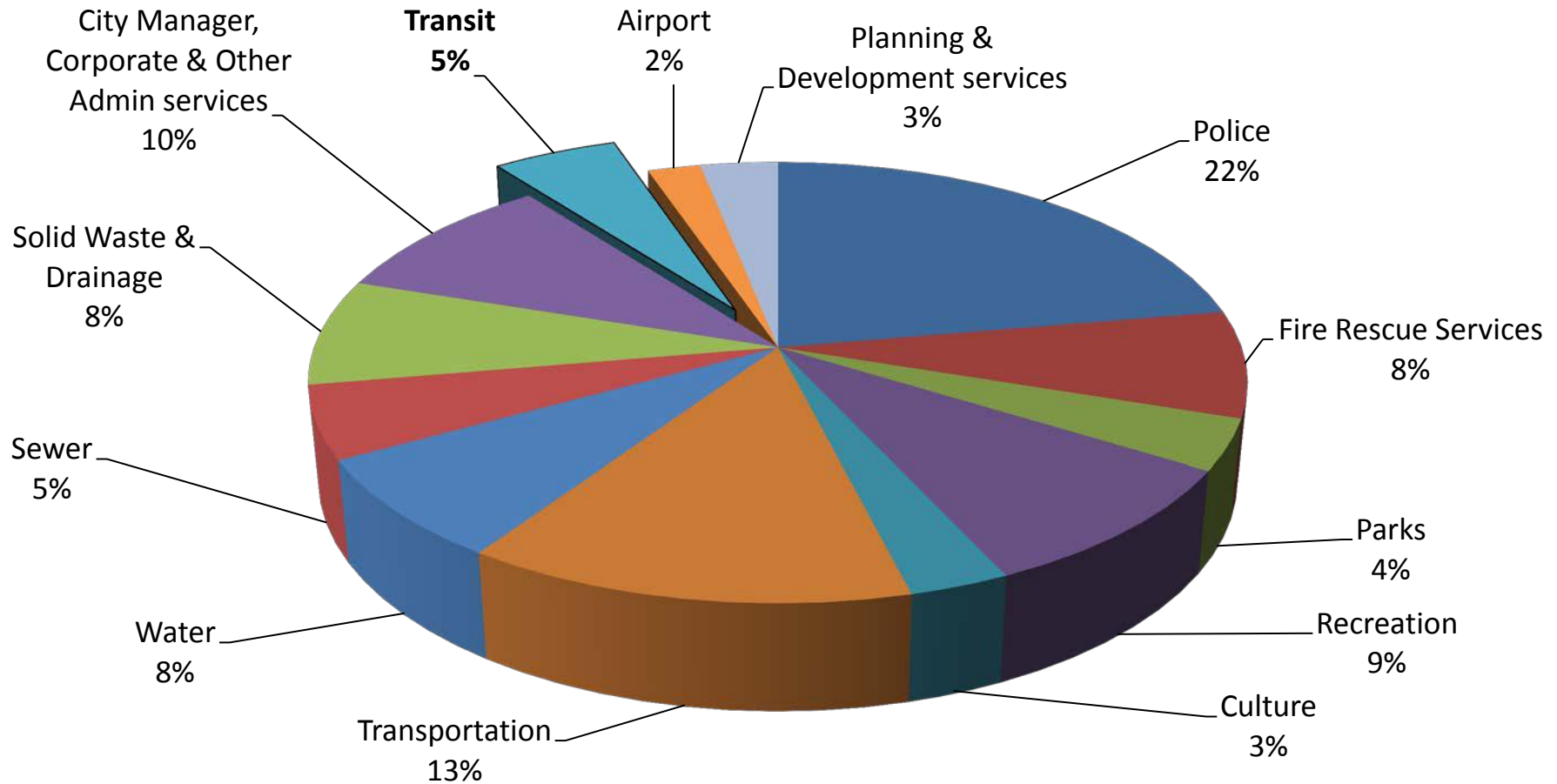
➤ Building Permits Revenue

Building Inspection: Increase \$112,000

➤ \$78,000 salaries and benefits reallocation - Director, Building and Development Engineering

➤ \$32,000 Increase due to legislative changes - building codes

2017 Service Expenditures* Transit



* Draft 2017 Plan expenditures include operating, capital and debt servicing.

Proposed Operating Budget

Engineering - Transit

Schedule O

General Operating Fund - Transit Services

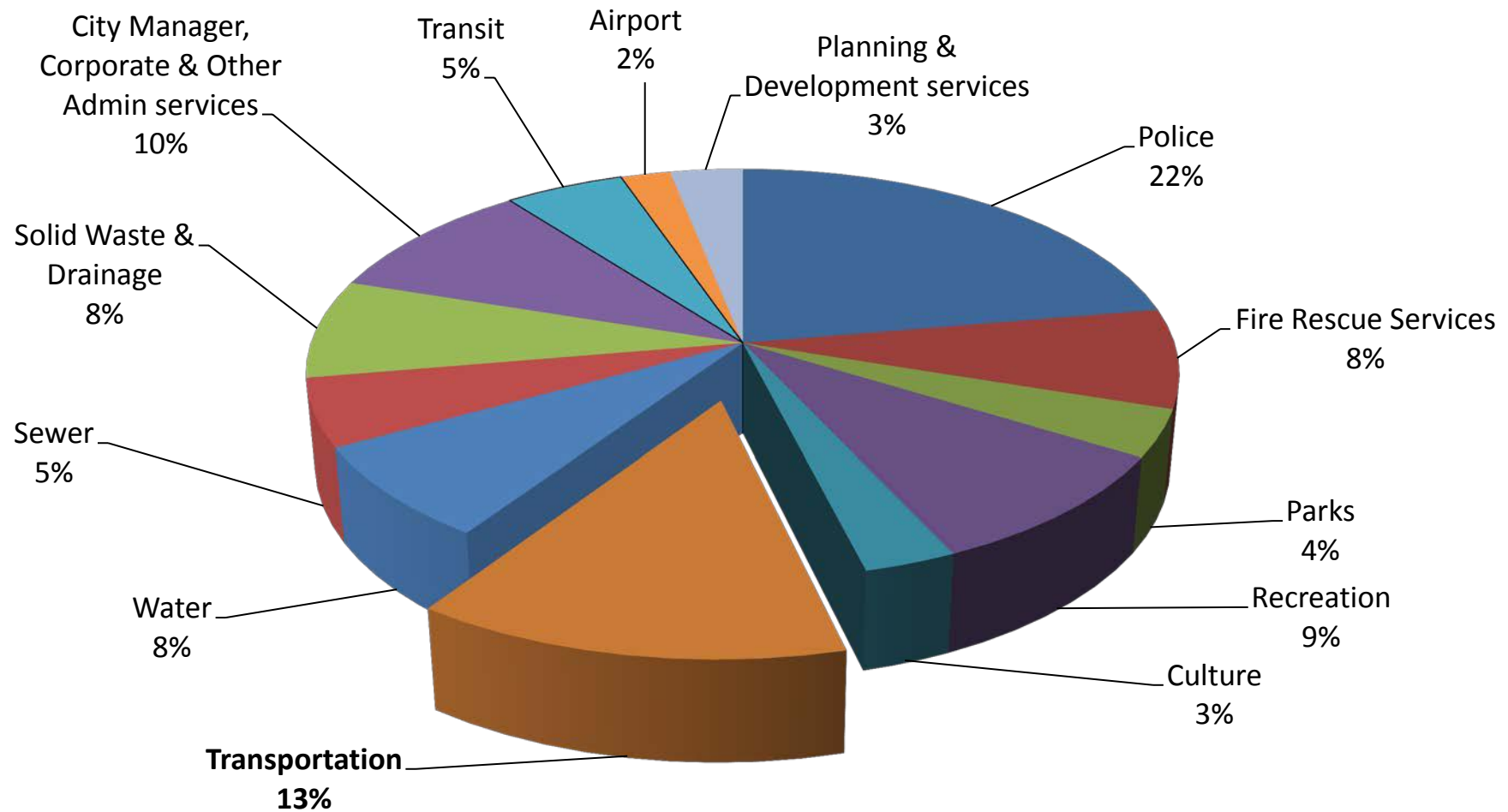
In thousands

	2016 Plan	2017 Plan
Revenues		
Fees & Charges	\$ 2,348	\$ 2,372
Grants	4,894	4,991
Other Revenue	171	172
	7,412	7,536
Expenditures		
Transit	11,457	11,688
	11,457	11,688
Net Operating Revenue/(Expenditure)	(4,045)	(4,153)
Contribution To/(From) Operating Fund	\$ (4,045)	\$ (4,153)

Transfer to BC Transit :
Increase \$231,000 to Contract services made up of:

- Labour costs
- Repair & maintenance
- IT systems
- Insurance

2017 Service Expenditures* Transportation



* Draft 2017 Plan expenditures include operating, capital and debt servicing.

Proposed Operating Budget

Engineering

Schedule P

General Operating Fund - Engineering Services

In thousands

	2016 Plan	2017 Plan
Revenues		
Fees & Charges	\$ 2,385	\$ 2,385
Grants	180	180
Other Revenue	84	84
Recoveries	154	152
	2,803	2,800
Expenditures		
Administration	1,934	1,608
Engineering	2,281	2,147
Equipment Fleet	(1,831)	(2,005)
Operations - Roads	4,768	4,869
Transportation Services	2,788	3,064
Interest Expense - Internal Debt	40	-
	9,980	9,684
Net Operating Revenue/(Expenditure)	(7,177)	(6,883)
Transfer (to)/from Reserves	(11,641)	(11,749)
Fund Transfers In	80	-
Fund Transfers Out	(170)	(170)
Contribution To/(From) Operating Fund	\$ (18,908)	\$ (18,803)

Administration & Engineering:

- Budget reallocation due to organizational alignment changes

Equipment Fleet: Decrease \$174,000

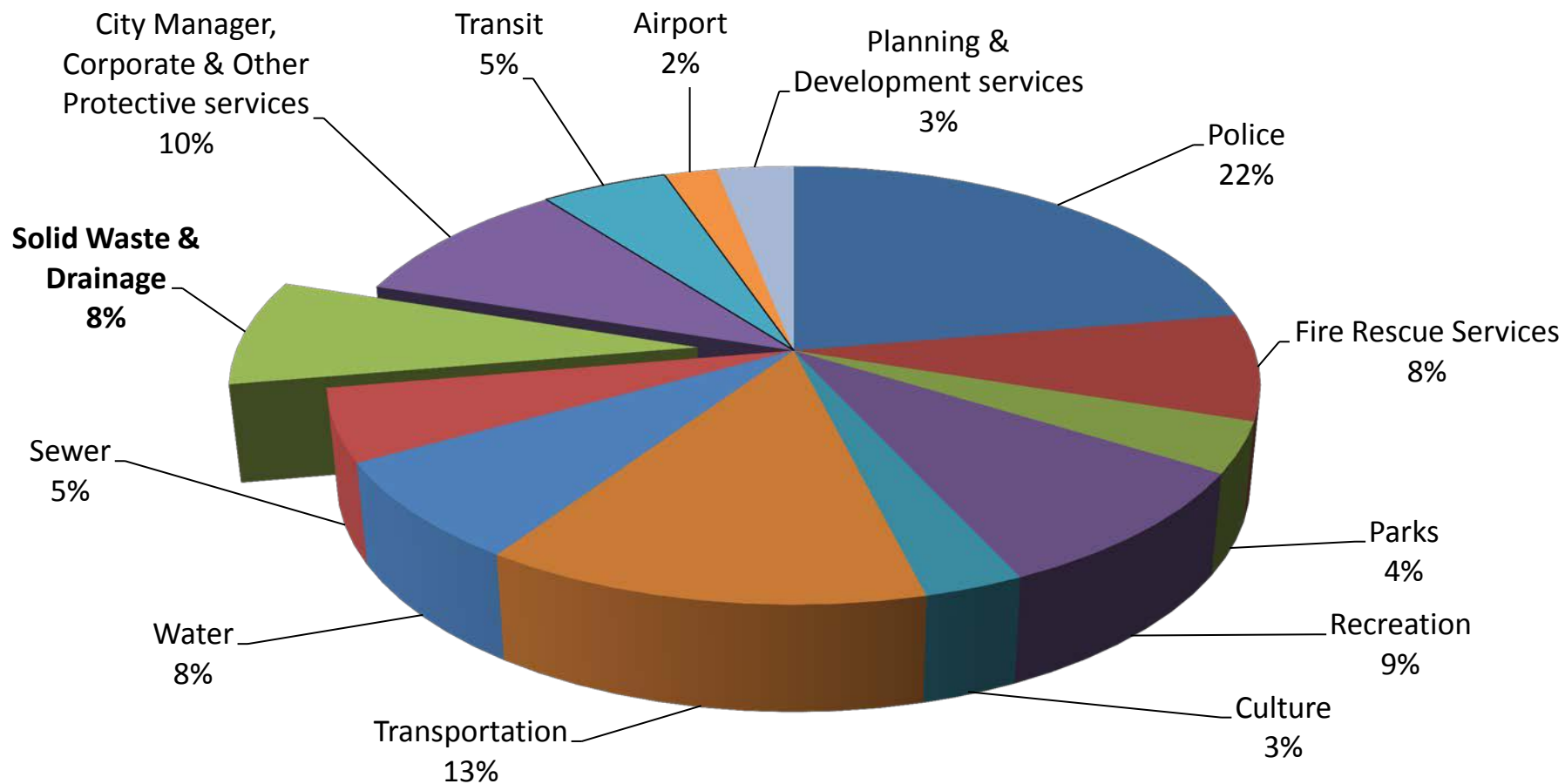
- \$114,000 Fuel reduction
- Fleet equipment changes

Transportation Services: Increase \$276,000

- Transportation studies budget increase \$50,000
- Salaries reallocation – Engineering department re-org

2017 Service Expenditures*

Drainage



* Draft 2017 Plan expenditures include operating, capital and debt servicing.

Proposed Operating Budget

Engineering: Solid Waste

Schedule Q

General Operating Fund - Solid Waste Services

In thousands

	2016 Plan	2017 Plan
Revenues		
Fees & Charges	\$ 6,000	\$ 6,037
Recoveries	1,648	1,480
	7,648	7,517
Expenditures		
Collection	2,722	2,807
Disposal	3,951	4,130
Planning, Design & Management	785	792
	7,458	7,729
Net Operating Revenue/(Expenditure)	190	(212)
Transfer (to)/from Reserves	(188)	0
Fund Transfers In	-	212
Contribution To/(From) Operating Fund	\$ 2\$	0

Solid Waste User Fees: Increase \$36,000

- No change to user fees of \$220
- Additional revenue due to projected growth in single and multi unit homes

Recoveries: Decrease \$168,000

- AMRD (Recycling Depot) revenue decrease

Collection: Increase for \$85,000

- \$25,000 increase to contract services
- Engineering department re-org

Disposal: Increase \$179,000

- \$151,000 AMRD (Recycling Depot) expense increase
- \$28,000 Contract services

Proposed Solid Waste Rates

	2016	2017 Proposed
Urban	\$220	\$220
Rural	\$220	\$220

Proposed Operating Budget

Engineering: Storm Drainage Services

Schedule R

General Operating Fund - Storm Drainage Services

In thousands

	2016 Plan	2017 Plan
Revenues		
Fees & Charges	\$ 3,615	\$ 3,651
	3,615	3,651
Expenditures		
Rural Drainage	407	443
Storm Sewers & Detention	2,530	2,532
Urban Watercourses	592	619
	3,529	3,594
Net Operating Revenue/(Expenditure)	87	57
Transfer (to)/from Reserves	(173)	(126)
Fund Transfers In	48	-
Fund Transfers Out	(369)	(374)
Contribution To/(From) Operating Fund	\$ (407)	\$ (443)

Drainage User Fees: Increase \$36,000

- Revenue increase based on 1% assessment growth

Rural Drainage: Increase \$36,000

- Removal of 2016 one-time project (Nathan Creek Improvement)
- Salary reallocation – Engineering department re-org

Urban Watercourses: Increase \$27,000

- Salary reallocation – Engineering department re-org
- \$13,000 Increase - revised Storm Drainage contribution to Matsqui and Sumas DDI

Proposed Operating Budget

Engineering: Dyking, Drainage & Irrigation

Schedule S

General Operating Fund - Matsqui Prairie Dyking, Drainage & Irrigation Services

In thousands

	2016 Plan	2017 Plan
Revenues		
Recoveries	\$ 16	\$ 16
Taxes	701	701
	<hr/> 717	<hr/> 717
Expenditures		
Dyking	86	56
Irrigation	124	125
Recoverable Work	8	8
Storm	184	185
Administration	(346)	(359)
Drainage	607	633
Interest Expense - External Debt	-	-
	<hr/> 664	<hr/> 648
Net Operating Revenue/(Expenditure)	<hr/> 53	<hr/> 69

Matsqui Dyking: Decrease \$30,000

➤ Removal of one-time Erosion Arc Study project in 2016

Matsqui Drainage: Increase \$27,000

➤ Inflationary and contractual increases

Proposed Operating Budget

Engineering: Dyking, Drainage & Irrigation

Schedule T

General Operating Fund - Sumas Prairie Dyking, Drainage & Irrigation

Services

In thousands

	2016 Plan	2017 Plan
Revenues		
Recoveries	\$ 160	\$ 164
Taxes	1,252	1,252
	<hr/> 1,411	<hr/> 1,415
Expenditures		
Administration	166	171
Drainage	722	723
Dyking	65	65
Irrigation	98	99
Pump Stations	644	657
Recoverable Work	8	8
	<hr/> 1,704	<hr/> 1,722
Net Operating Revenue/(Expenditure)	<hr/> (292)	<hr/> (307)
Transfer (to)/from Reserves	(77)	(66)
Fund Transfers Out	369	374
Contribution To/(From) Operating Fund	<hr/> \$ (0)	<hr/> \$ (0)

Pump Station: Increase \$13,000
➤ Inflationary and contractual increases

FIRE RESCUE SERVICE

2017-2021 Draft Financial Plan



Services

Fire Rescue Service

- Operations/Suppression
- Training
- Prevention/Education
- Emergency Planning
- Administration



2016 Successes

Fire Rescue Service

Fire Hall #4 Matsqui and
Fire Hall #5 Mt. Lehman
Completion and Dedication



2016 Successes

Fire Rescue Service

Check before you
Burn Campaign



2016 Successes

Fire Rescue Service

Fire Training Centre

- Burn Building
- Live Fire
- Fire Fighter Training



Key Issues & Trends

Fire Rescue Service

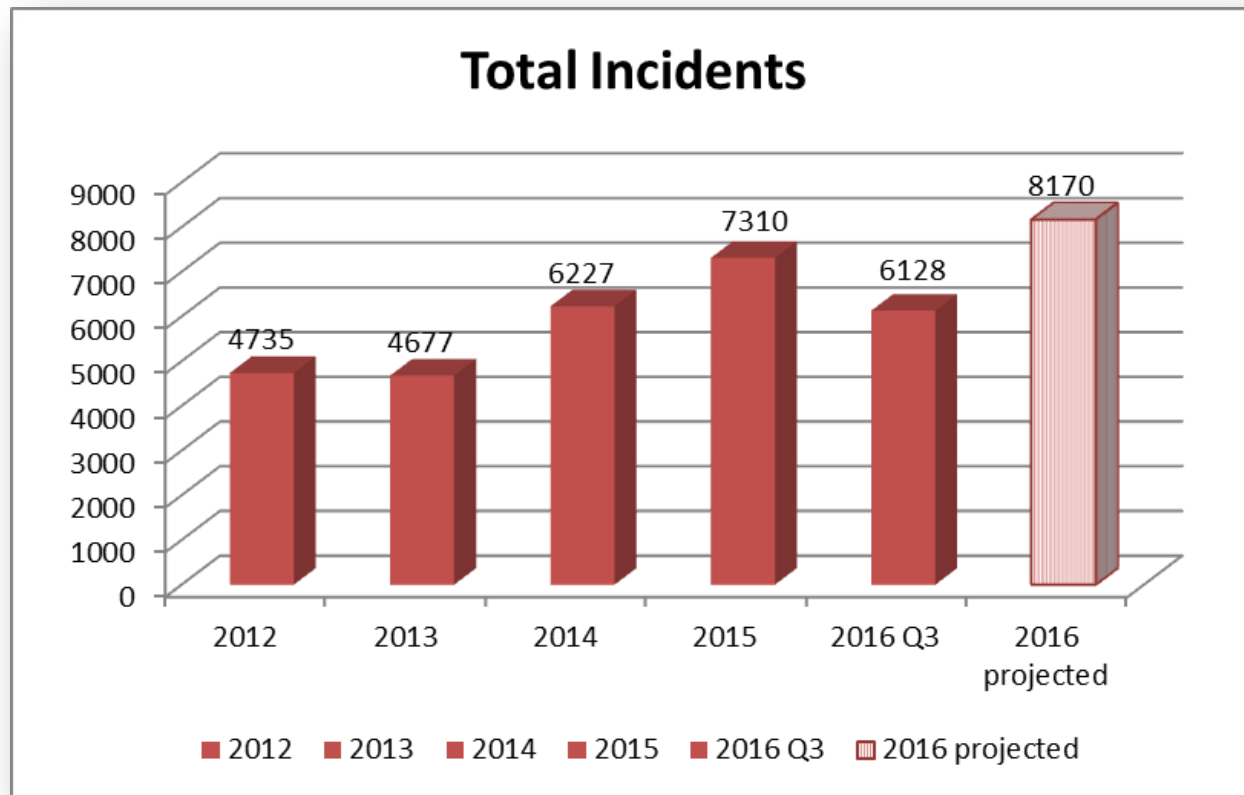
- Motor Vehicle Accidents
 - Abbotsford Fire Rescue Service/
Abbotsford Police Department –
Cooperation
- Post Traumatic Stress Disorder (PTSD)
 - Honour House



Statistics

Fire Rescue Service

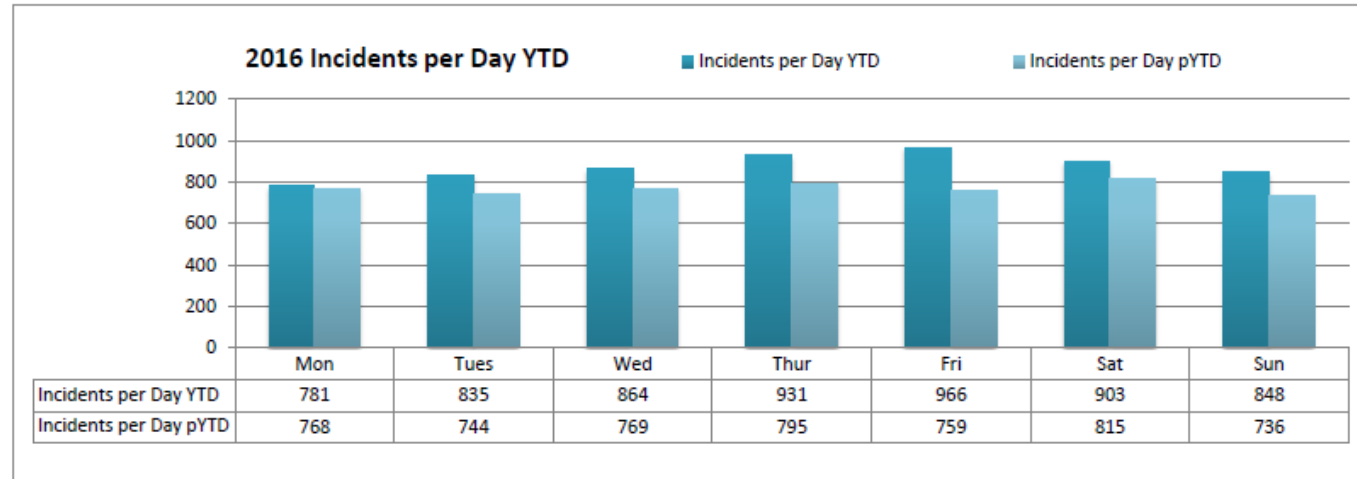
Fire Rescue Five Year Incident Comparison



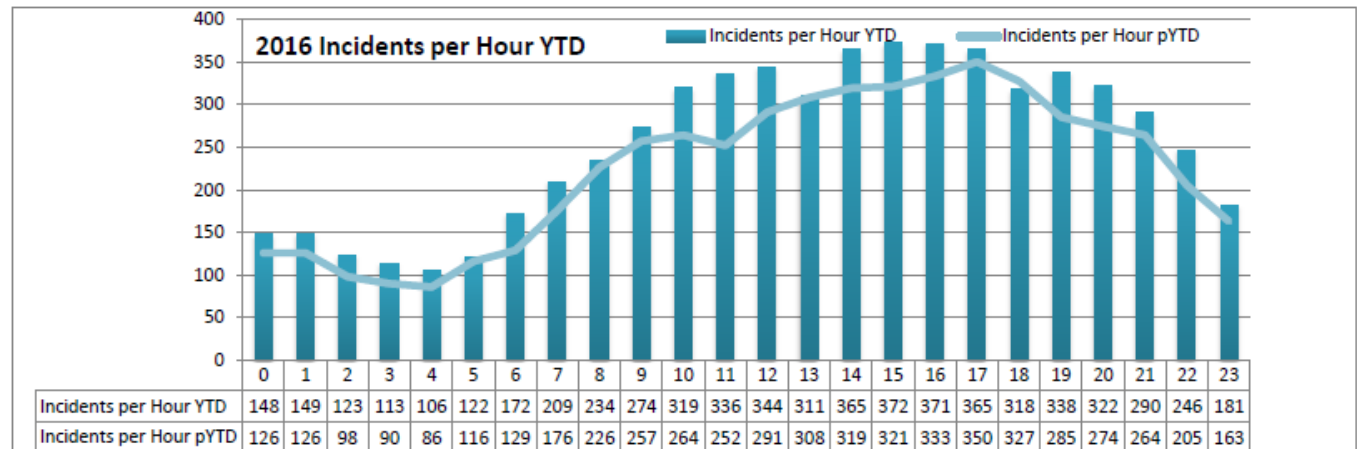
Statistics

Fire Rescue Service

- Fentanyl
Naloxone



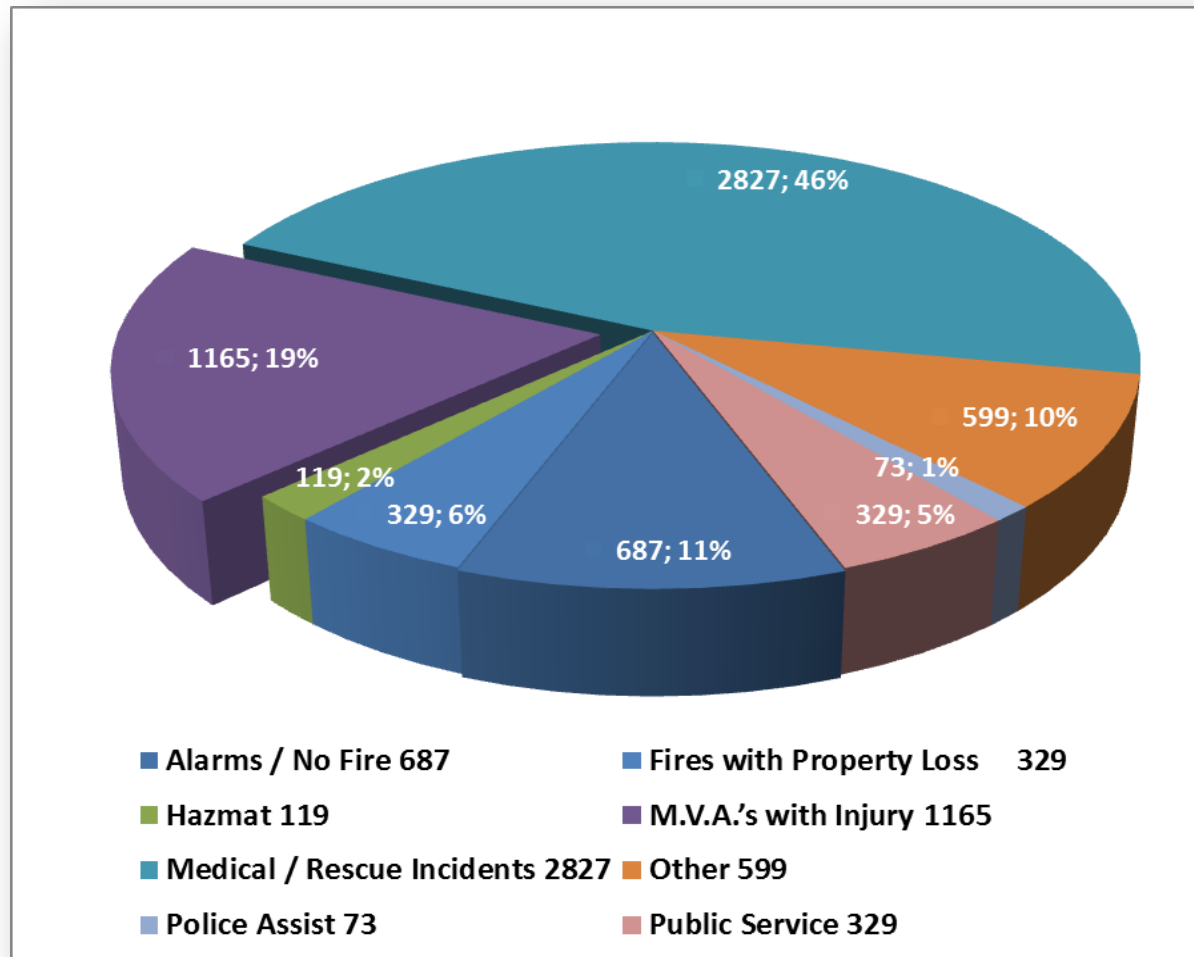
- Increased Responses
Committed Resources



Statistics

Fire Rescue Service

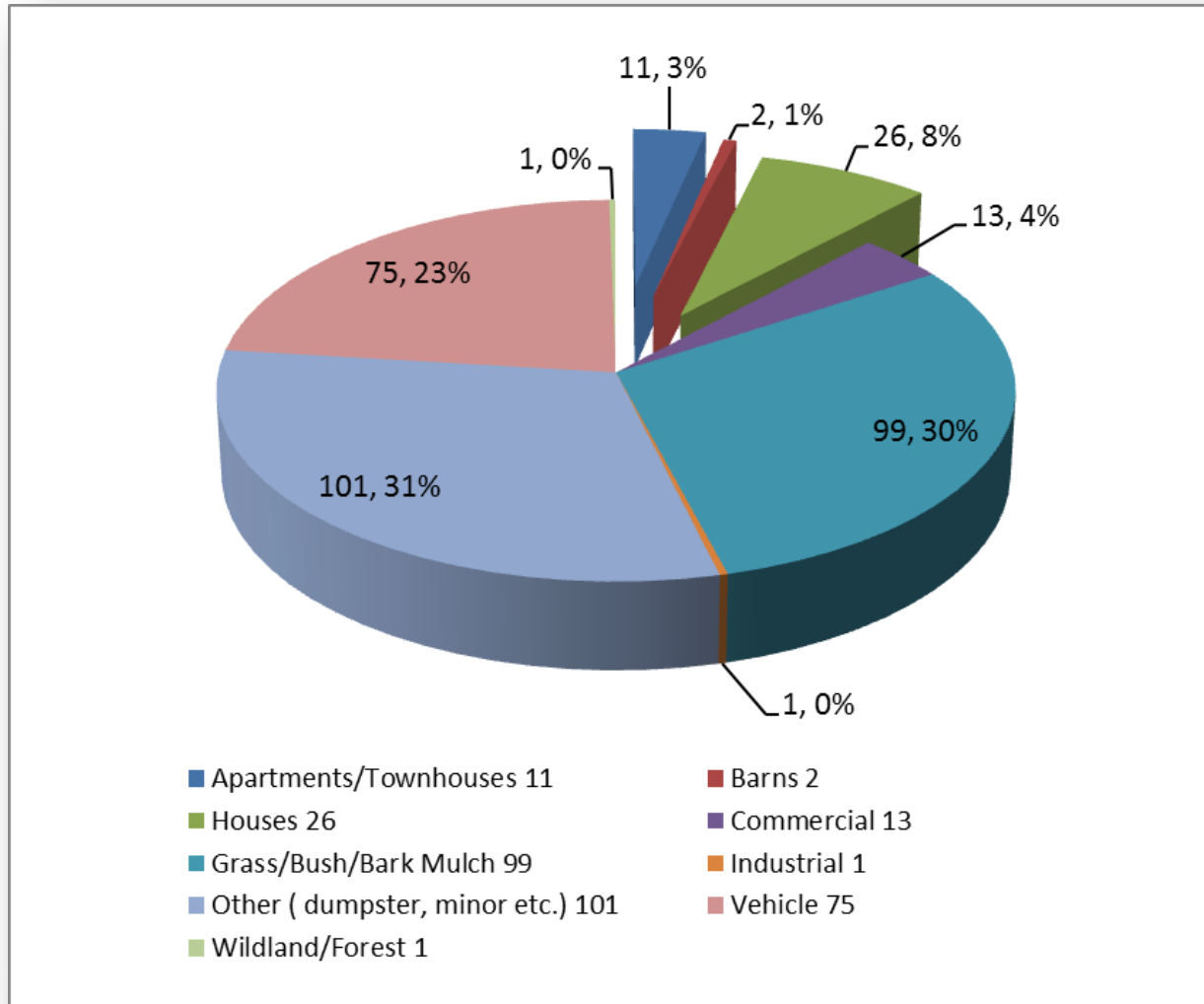
6125 Fire Rescue Incident – 2016 (Jan to Sept)



Statistics

Fire Rescue Service

329 Fire Incidents - 2016 (Jan to Sept)



Operating Plan Highlights

Fire Rescue Service

- Replacement of Fire Hall 6 West Railway
- Develop a Spring Fire Safety Day



Operating Plan Highlights

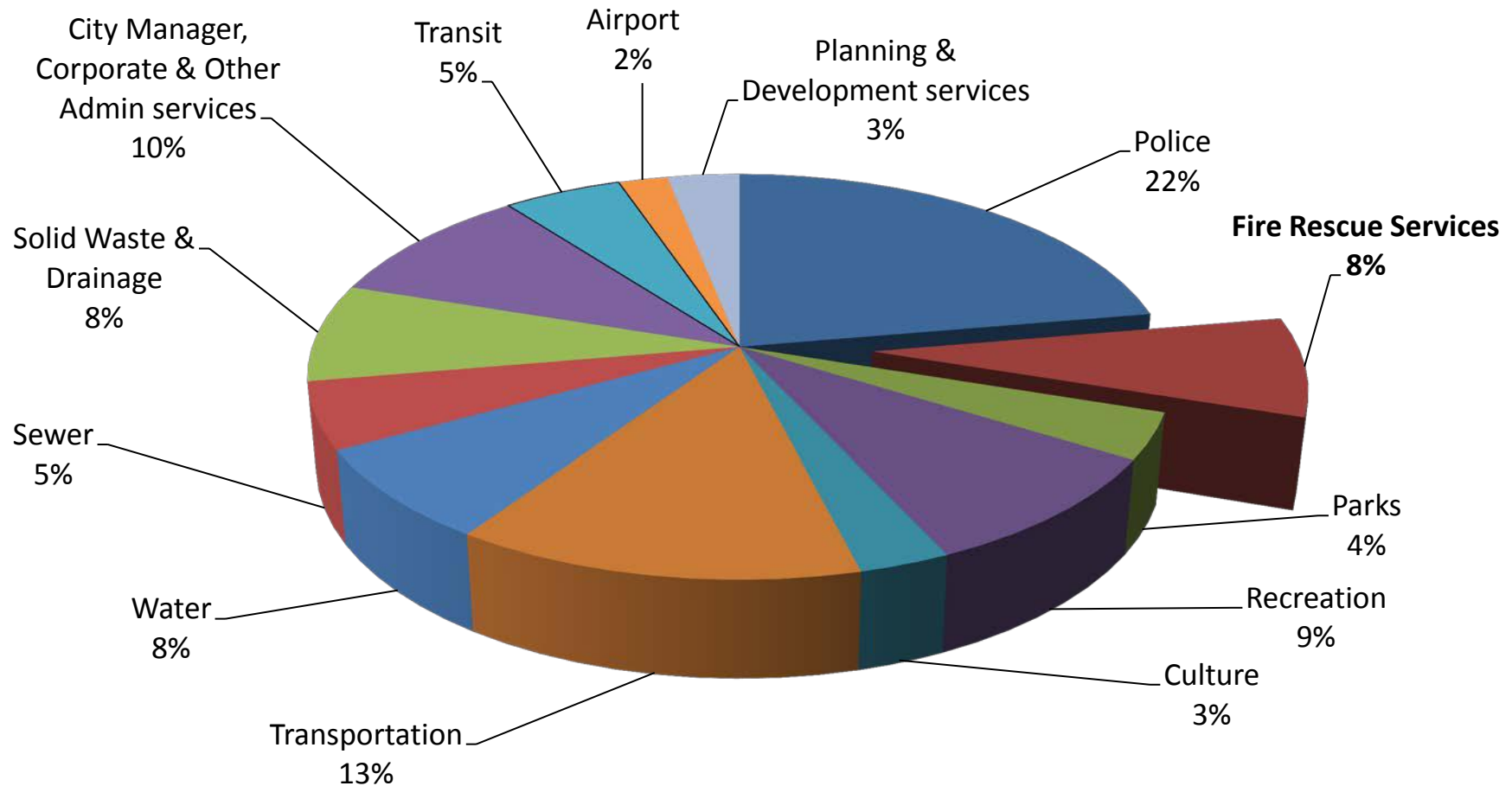
Fire Rescue Service

- Pre-incident planning
 - Consult with Dust Collection Manufacturing Facilities
- Training Centre - Educational Partnership



2017 Service Expenditures*

Fire Rescue Service



* Draft 2017 Plan expenditures include operating, capital and debt servicing.

Fire, Rescue Service

Proposed Plan Total for 2017 to 2018: \$7,720,970

2017: \$1,089,980

2018: \$6,630,990

Proposed Project	2017	2018
Replace Car (FT23)	35,000	0
Replace Engine (FT87)	700,000	0
SCBA Replacement Program (Plus Air Management Pro)	200,000	0
Auxiliary Apparatus-Devices and Mobile App	24,610	2,140
Career Apparatus-Devices and Inspection App	42,370	3,850

Fire, Rescue Service

Proposed Plan Total for 2017 to 2018: \$7,720,970

2017: \$1,089,980

2018: \$6,630,990

Proposed Project	2017	2018
Replace Aerial (FT00) with Engine	0	700,000
Replace Squad (FT88)	0	500,000
Fire Hall #6 Design/Construction (Downtown Abbotsford)	0	5,000,000
Fire Buildings – Renewal & Replacement (comprehensive list attached in the budget package)	88,000	425,000

Fire, Rescue Service

Proposed Plan Total for 2017 to 2018: \$13,000

2017: \$6,500

2018: \$6,500

Proposed Project	2017	2018
EOC Activation and Employee Communication System	6,500	6,500

PLANNING & DEVELOPMENT SERVICES

2017-2021 Draft Financial Plan



Services

Planning & Development Services

- Planning Service
- Development Services
 - Building Permits
 - Development Applications
 - Property Inquiries and Sales of Property Information
 - Environmental Services
- Business Licensing

2016 Successes

Planning & Development Services

Initiatives

- Official Community Plan
- U-District Neighborhood Plan
- Update of Property Information System
AMANDA
- Building Bylaw
- Medical Marihuana Production Facility
Regulations
- Development Application Procedures Bylaw



Key Issues & Trends

Planning & Development Services

Issues:

- Proactive to emerging development opportunities
- Accommodate increasing development activity while continue working on process improvements
- Changing Provincial & Federal Legislation

Key Issues & Trends

Planning & Development Services

Issues:

- Continued increasing development
- Development becoming more complex
- Development shifting from greenfield to exciting neighbourhoods

Statistics

Planning & Development Services

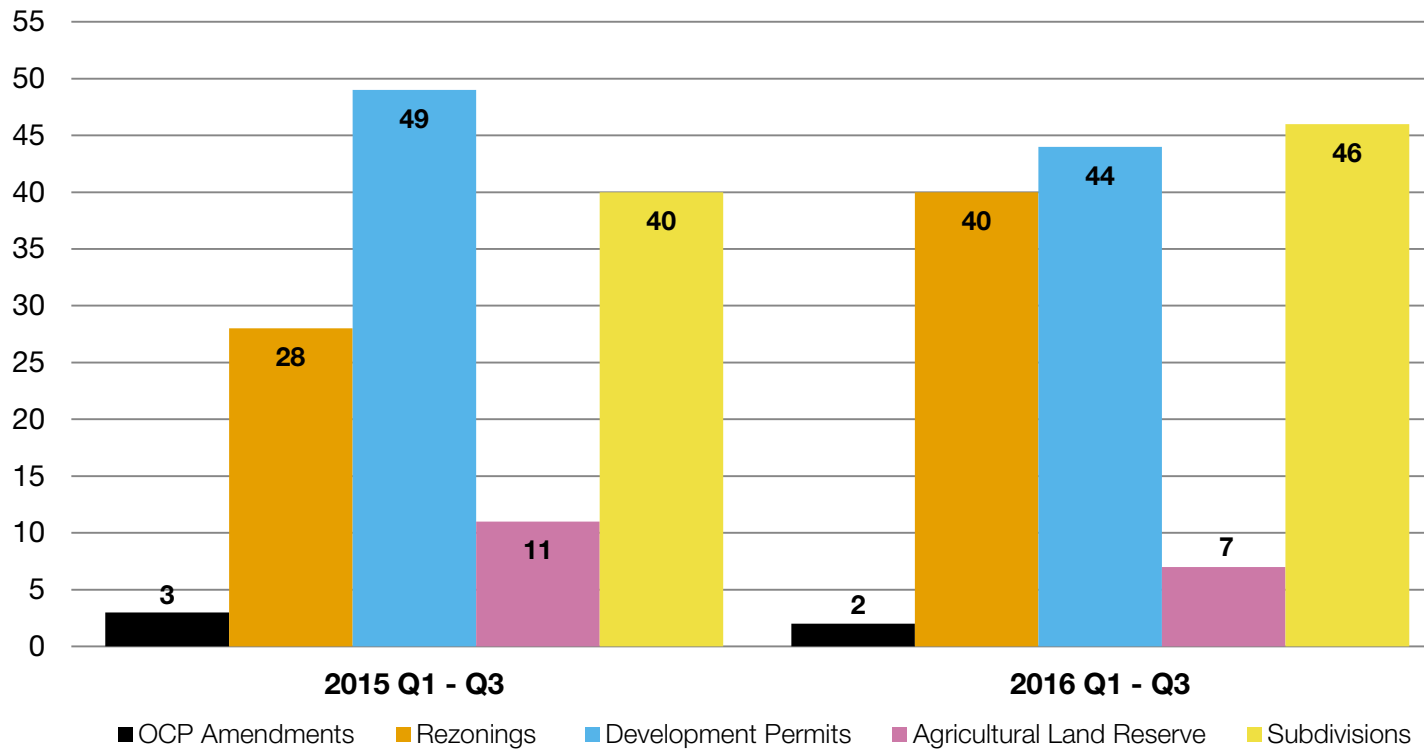
Development Inquiry Meetings (DIMs)



Statistics

Planning & Development Services

Land Development Applications Received



**Q1 – Q3
2015
total
131**

**Q1 – Q3
2016
total
139**

Statistics

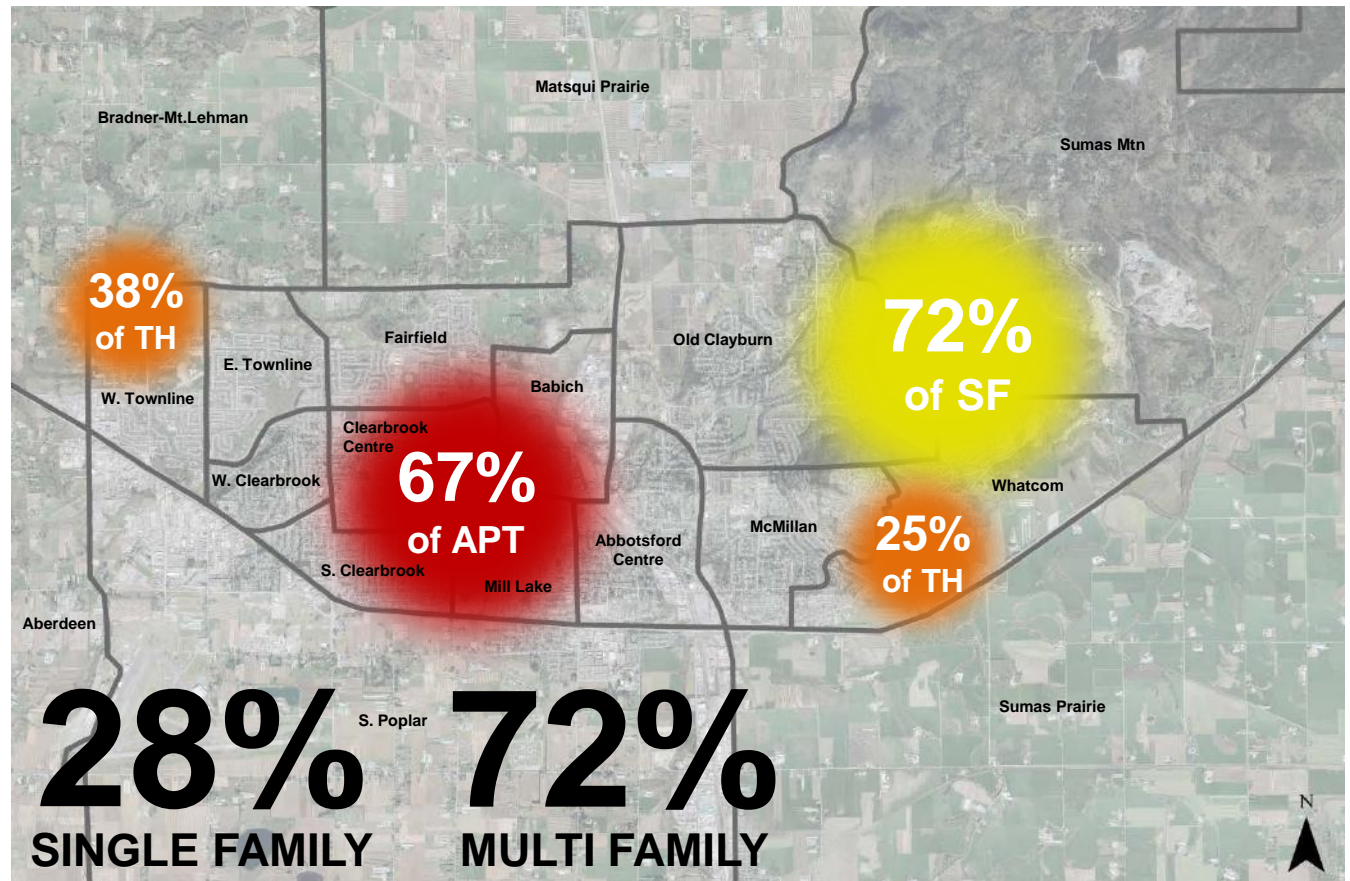
Planning & Development Services

In-Stream Residential Applications

SF
total
402 lots

TH
total
518 units

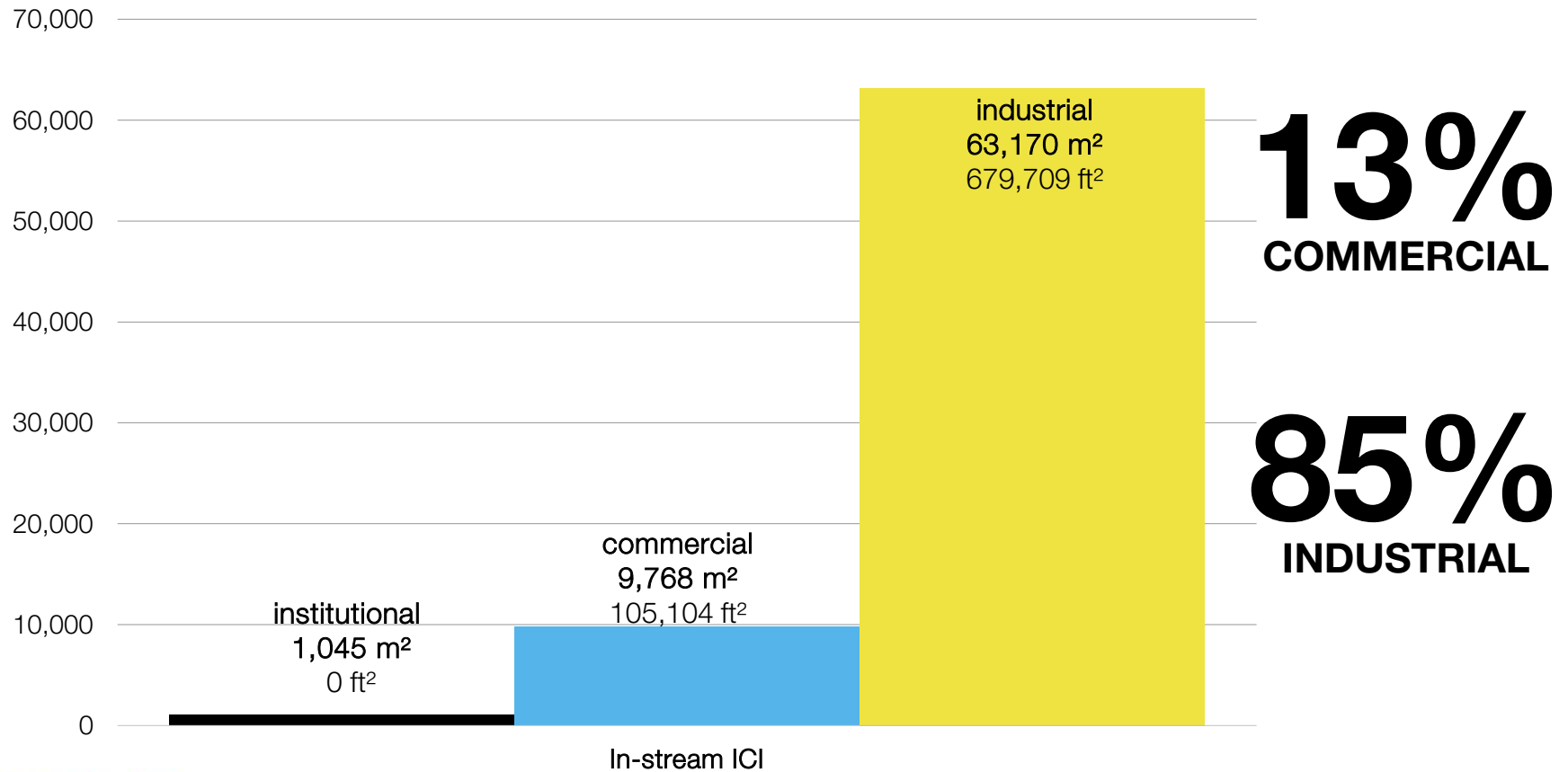
APT
total
528 units



Statistics

Planning & Development Services

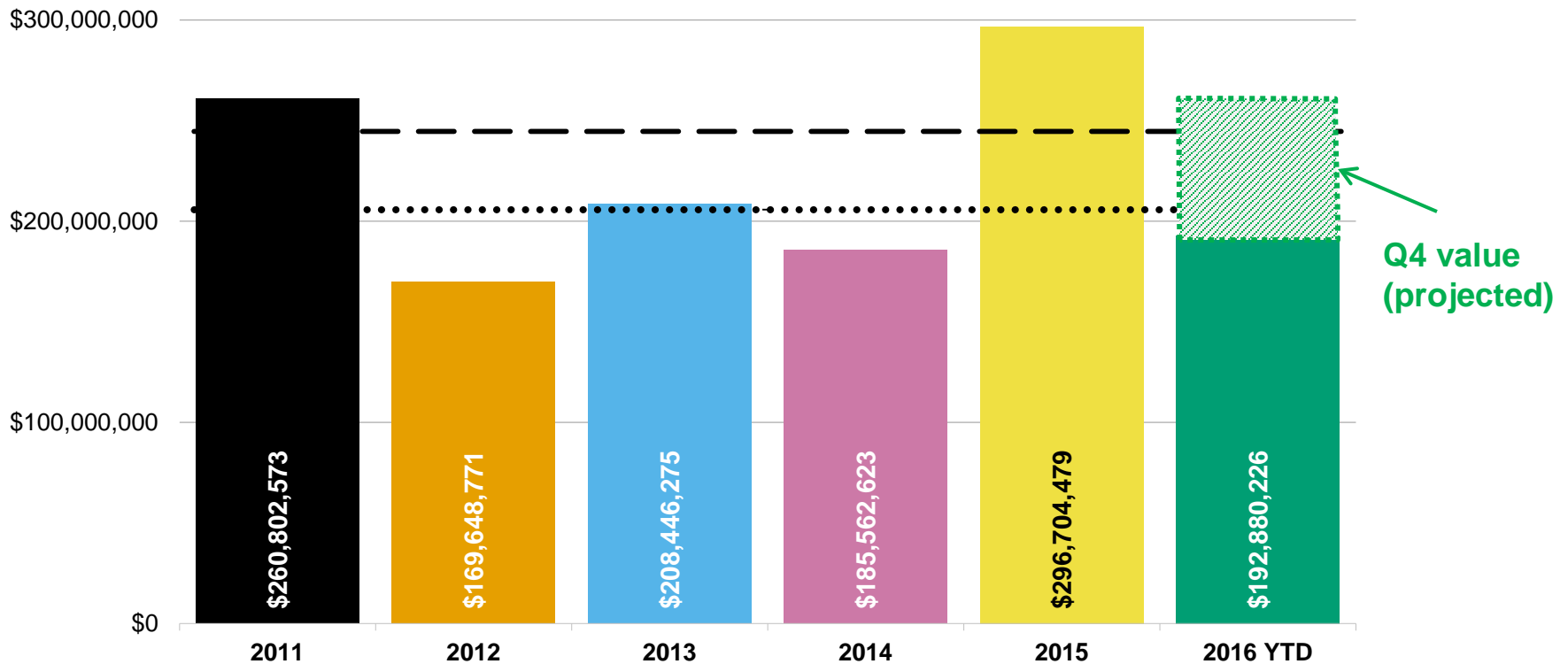
In-Stream Institutional, Commercial and Industrial Applications



Statistics

Planning & Development Services

Values of Issued Building Permits



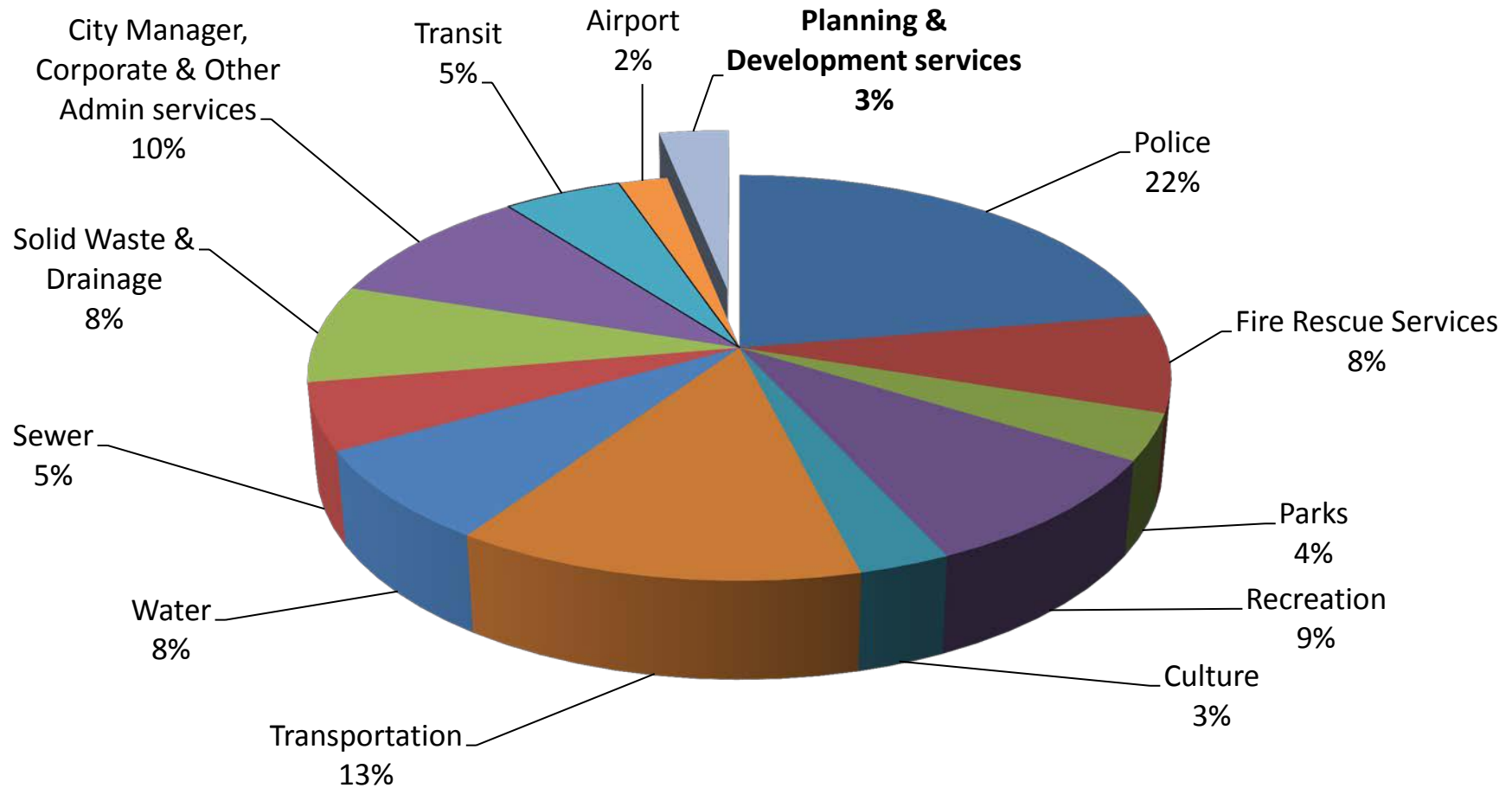
Operating Plan Highlights

Planning & Development Services

- **Process Improvements**
- **Increased level of Service**
- **Proposed 2017 Initiatives**
 - Post OCP Zoning Bylaw Update
 - Three Neighborhood Plans
 - Complete AgRefresh
 - NAICS Coded Business Licencing

2017 Service Expenditures*

Planning & Development Services



* Draft 2017 Plan expenditures include operating, capital and debt servicing.

Planning & Development Services

Proposed Plan Total for 2017 to 2018: \$585,000

2017: \$585,000

2018: \$0

Proposed Project	2017	2018
Zoning Bylaw Review	100,000	0
Neighbourhood Plans	465,000	0
NAICS Data Entry	20,000	0

ENGINEERING & REGIONAL UTILITIES

2017-2021 Draft Financial Plan



Services

Engineering & Regional Utilities

General

- Transportation
- Fleet
- Municipal Buildings
- Geomatics
- Soil Removal & Deposit
- Transit
- Drainage
- Solid Waste

Water

- City Water
- Regional Water

Sewer

- City Sewer
- Regional Sewer



2016 Successes

Engineering & Regional Utilities

- Reorganization of the Engineering department to bring organizational alignment and enhanced customer service
- Successfully achieved and pursuing many grant opportunities
- Successfully delivered many capital and operating projects



Services

Transportation

The Transportation/Roads division plans, designs, constructs, operates and maintains infrastructure.

- Transportation network
- Accessibility
- Pedestrian crosswalks
- Cycling
- Transit
- Traffic calming
- Traffic safety improvements
- Development application reviews

Safe and efficient transportation system for all modes of travel.



2016 Successes

Transportation

- Resurfacing program completed under budget
- Optimized pavement management strategy and reallocated funds for maintenance and other transportation projects
- Pedestrian sidewalk and transit stop improvements including two bus shelters
- Improved capacity by providing left-turn signals and signal coordination
- Improved pedestrian safety (i.e. count down timers, rectangular rapid flashing beacons)
- Approval of upgrading 20 crosswalks citywide
- Received ICBC Road Improvement Program grants of \$127,500
- Preliminary design of King/Marshall Road connector
- Received \$1 million Bike BC Grant for Salton Road



Key Issues & Trends

Transportation

- Review of pedestrian and cyclists safety
- Increased traffic calming requests (175 to date)
- Increased costs associated with changing regulatory and safety requirements
- Shift in alternative travel modes
- Review Fraser Highway corridor improvement option\MOTI 10 Year Transportation Plan (safety, capacity congestion)
 - PTH1 widening to 6 lanes (from Langley to Abbotsford)
 - Mt. Lehman improvements (PTH1 to the Airport)
- Secured \$20 million provincial/federal grant for Mt. Lehman widening



Statistics

Transportation

- 913 kms of paved road
- 48 bridges
- 118 traffic signals
- 9,885 streetlights
- 19,472 signs
- 54 rail crossings
- 411 kms of sidewalk
- 84 pedestrian crosswalks
- 90 kms of marked bicycle lanes
- 28 kms of gravel roads



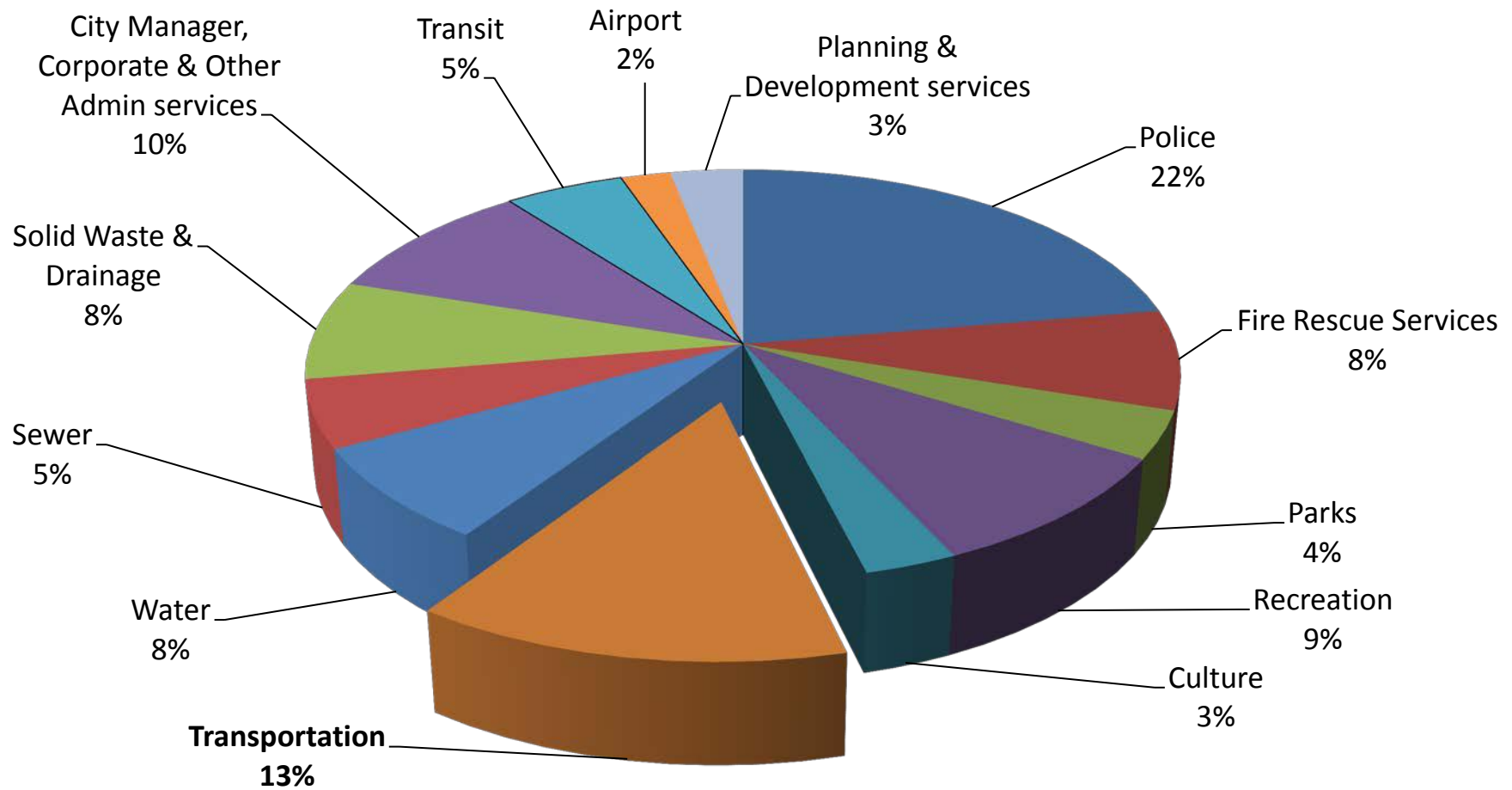
Operating Plan Highlights

Transportation

- Master plan/DCC bylaw updates associated with new OCP
- Developing servicing strategies for new neighborhood plans
- Vye overpass/McConnell crossing project
- Sidewalk and transit stops improvements
- Bike network expansion
- Traffic calming program
- Rural uplands culvert replacement program
- Major and local resurfacing program
- Bridge maintenance/repair
- Rail crossing upgrade program



2017 Service Expenditures* Transportation



* Draft 2017 Plan expenditures include operating, capital and debt servicing.

Transportation

Proposed Plan Total for 2017 to 2018: \$13,765,000

2017: \$7,645,000

2018: \$6,120,000

Proposed Project	2017	2018
Bridge Betterment	500,000	500,000
Bridge Replacement	1,000,000	0
Road Resurfacing: Local	1,500,000	1,500,000
Road Resurfacing: Major	2,500,000	2,500,000
Street Light Pole Replacements	45,000	45,000

Transportation

Proposed Plan Total for 2017 to 2018: \$13,765,000

2017: \$7,645,000

2018: \$6,120,000

Proposed Project	2017	2018
Lower Sumas Mountain Road Landslide Repair	1,000,000	0
Rural Uplands Culvert Replacement	900,000	1,000,000
Crack Sealing	200,000	200,000
Pavement Data Collection	0	300,000
Retaining Wall Evaluation Study	0	75,000

Transportation

Proposed Plan Total for 2017 to 2018: \$31,612,500

2017: \$11,512,500

2018: \$20,100,000

Proposed Project	2017	2018
Downes Road at Mt. Lehman Road Traffic Signal	190,000	0
Crosswalk Upgrade Program (from paving program)	185,000	0
LED Street Light Conversion Study	25,000	0
DCC Bylaw Update – Roads	20,000	0
Servicing Studies – Roads (comprehensive list attached in the budget package)	212,500	0
Salton Road Hwy 1 ped/cycling overpass	3,900,000	0
Blue Jay widening, Maclure to Cardinal	800,000	500,000

Transportation

Proposed Plan Total for 2017 to 2018: \$31,612,500

2017: \$11,512,500

2018: \$20,100,000

Proposed Project	2017	2018
Mt. Lehman Road Widening, SFW to Airport	1,000,000	1,000,000
Marshall Road Connector	3,550,000	5,400,000
Sidewalks	500,000	500,000
Traffic Calming Program	100,000	100,000
Bike Lane Program	200,000	200,000
Rail Crossing Upgrade Program	500,000	600,000
Traffic Safety Assessment	50,000	50,000

Transportation

Proposed Plan Total for 2017 to 2018: \$31,612,500

2017: \$11,512,500

2018: \$20,100,000

Proposed Project	2017	2018
Paving Gravel Road- Rural Area (Area H)	150,000	150,000
SFW at Abbotsford Way Traffic Signal	0	190,000
Marshall Road at Foy Road Traffic Signal	0	200,000
Ross Road Realignment at Marshall Road Connector	0	480,000
Montvue at West Railway Street Intersection	0	400,000
Fraser Highway Improvements	0	10,000,000
Rural Roads Paved Cycle/Pedestrian Shoulder Program	0	200,000

Transportation

Proposed Plan Total for 2017 to 2018: \$31,612,500

2017: \$11,512,500

2018: \$20,100,000

Operations - Roads

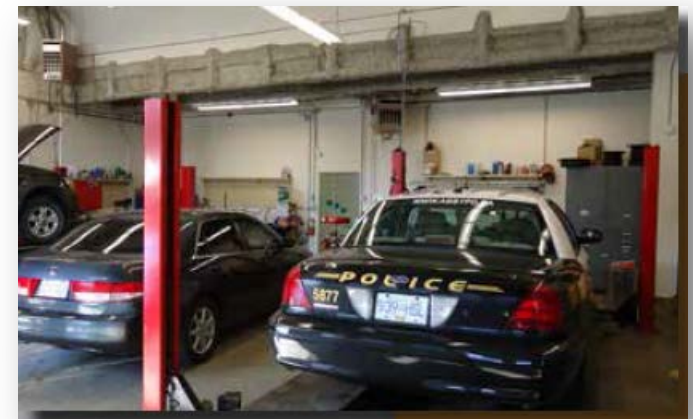
Proposed Project	2017	2018
Crosswalk and Stop Bar Marking	85,000	85,000
Right of Way Cleanup (Community Cleanup)	45,000	45,000

Services

Fleet Services

The Fleet Services division manages, purchases, operates and maintains equipment and vehicles for all City departments.

- Abbotsford Fire Rescue Services
- Abbotsford Police Department
- Other City departments



Fleet Services ensures that all City equipment and vehicles are safe, reliable and meet or exceed all regulations in an environmentally responsible way.

2016 Successes

Fleet

- Shop areas were reorganized to deliver enhanced service in outfitting of police and public works vehicles
- Evaluation of alternate fuel vehicles (two propane and one electric)
- 2016 fleet renewal and replacement program is complete with exception of a few larger units to be delivered early 2017
- Applied for grant funding from Green Municipal Funds (GMF) for a green fleet strategy
- Completed an electric vehicle charging station feasibility study in partnership with Township of Langley and Metro Vancouver



Key Issues & Trends

Fleet

- Fluctuating costs of gasoline, diesel and propane
- Conversion to a green fleet to reduce cost and GHG emissions
- The low Canadian currency affects equipment replacement cost
- Introduction and evaluation of more alternate fuel vehicles such as propane trucks, CNG trucks and electric cars
- Continuous reduction in fuel consumption with improvements in electronic technologies such as advanced GPS, LED lighting and inverters



Statistics

Fleet

Fleet Services portfolio includes 612 vehicles with an approximate value of \$36 million.

DEPARTMENT	VEHICLE COUNT	DESCRIPTION
Airport	37	Sweepers, mowers, crash response trucks
Fire	47	Ladders, engines, tenders, small vehicles
Police	102	SUVs, sedans, pickups
City-wide Departments	407	Dumps, garbage, utility, mowers, heavy equipment, light vehicles, small equipment
Abbotsford Mission Recycling Depot	19	Fork lifts, skid steers, light vehicles
TOTAL	612	



Operating Plan Highlights

Fleet

- Continue reduction and right sizing of fleet vehicles by reviewing fleet utilization
- Continue operational safety improvements
- 2017 fleet renewal and replacement program (major units include):
 - One flush truck
 - Two backhoes
 - One skimmer and dumper (for Water Supply at Norrish Creek)
 - Two Firetrucks
 - One bucket truck



Fleet

Proposed Plan Total for 2017 to 2018: \$4,583,500

2017: \$1,877,000

2018: \$2,706,500

Proposed Project	2017	2018
Fleet Vehicle Replacements (comprehensive list attached in the budget package)	1,877,000	2,706,500

Services

Municipal Buildings

The Municipal Buildings Division plans, designs, operates and maintains civic buildings.

- City Hall, recreation centers, fire halls, libraries and the police building
- The work also includes preventative maintenance, condition assessments, asset replacement and renewals

This service is performed in support of customer service, best practices and maintaining a healthy and safe work environment.



2016 Successes

Municipal Buildings



- Facility condition assessment work completed on 148 (out of 188)
- Marshall Road building and curling club roof replacement projects in progress to be completed by December 2016
- 37 City facilities were assessed and a long-term energy savings plan was prepared to save 1.5 M kWh of energy over the next three years. This will result in \$164,000/year saving in energy consumption
- Secured multi-year contracts (i.e. waste and recycling pickup, plumbing and HVAC services)
- Applied for Community Energy Leadership Program (CELP) grant to fund facilities energy and GHG reduction projects

Key Issues & Trends

Municipal Buildings

- Implement the long-term building capital and maintenance programs utilizing innovative procurement methods such as construction managers and design build
- Implement the long-term facility energy management program to reduce cost of utilities
- Explore grant opportunities to investigate conversion of City facilities to LEED or BOMA energy and environmental standards for buildings



Statistics

Municipal Buildings

The City owns 188 buildings and structures (not including utility buildings such as JAMES plant, Barrowtown, etc.)

- 53 main buildings including: Civic buildings such as City Hall, fire halls, police station, recreation centres and libraries
- 135 ancillary buildings/structures including: Civic buildings, such as storage sheds, washrooms at remote locations, irrigation buildings in parks, etc.
- Total portfolio wide 2015 replacement cost estimated to be approximately \$349 million
- Annual maintenance and operating cost approximately \$6.7 million
- Portfolio wide Facility Condition Index (FCI) is 10.74%



Operating Plan Highlights

Municipal Buildings

- Implementation of 46 condition based replacement/upgrade projects for 2017
- Implementation of 13 energy and GHG saving projects for 2017 identified through energy assessment study
- Building portfolio wide roof investigations to prioritize funding for large budget projects



Municipal Buildings

Proposed Plan Total for 2017 to 2018: \$1,269,000

2017: \$183,000

2018: \$1,086,000

Proposed Project	2017	2018
Search & Rescue Building - Roof - Repair Allowance	5,000	0
Tradex Building - Metal Cladding - Exterior Walls - Investigation	10,000	0
PW Sand Storage Shed #2 - Inv. Exterior Walls Supports corrosion remediation	5,000	0
Transit Garage - Asphalt Pavement - Repair	8,000	0
Matsqui Centennial Auditorium (MCA) - Fire Stopping - Repair Allowance	5,000	0
Portfolio-Wide (50%) - Roof Condition and Pavement Condition Assessments	150,000	0

Municipal Buildings

Proposed Plan Total for 2017 to 2018: \$1,269,000

2017: \$183,000

2018: \$1,086,000

Proposed Project	2017	2018
Recycling Building - Replace Exterior Wall - Metal	0	271,000
Recycling Building - Replace Solid Exterior Doors	0	123,000
Recycling Building - Replace Overhead Doors	0	162,000
Matsqui Centennial Auditorium (MCA) - Replace Roof	0	272,000
Public Works Yard Auto Shop - Replace Metal Roof Panels	0	258,000

Municipal Buildings

Proposed Plan Total for 2017 to 2018: \$245,000

2017: \$90,000

2018: \$155,000

Proposed Project	2017	2018
Greenhouse Gas Projects	90,000	155,000

Services

Geomatics

The Geomatics division services include:

- Geomatics and asset management data maintenance
- WebMap and geomatics development
- Mapping production for all departments and the public
- Survey and drafting services for construction and maintenance projects



2016 Successes

Geomatics

- Staff and public WebMap upgrade completed featuring improved navigation as well as analysis capability
- Efficiencies gained by combining survey and drafting functions
- Access to historical airphoto data and other new layers available on internal WebMap application



Key Issues & Trends

Geomatics

- Geomatics and survey technology is changing daily
- City staff, developers and the general public expect quick, easy access to current, accurate property data and infrastructure information (geomatics data)
- Explore grant opportunities



Statistics

Geomatics

- Geomatics staff produce on average 200 - 250 maps per year
- 250 - 300 legal survey plans are processed each year
- 60 - 80 engineering as-built drawing sets are entered into the City's system
- Over 250 BC One Call tickets are processed each month
- 200 – 250 surveys are performed each year for various construction projects



Operating Plan Highlights

Geomatics

- Continue development of available geomatics and WebMap layers for various City departments and the public
- Develop improved mobile WebMap applications for operations staff
- Maintain or improve geomatics mapping and survey service levels for all departments and the public



Services

Soil Removal & Deposit & Engineering Permits

This division reviews, issues, inspects, monitors and regulates soil activity within the City.

Soil removal:

- Regulate aggregate removal and soil deposit activities in accordance with the Soil bylaw
- Monitoring and administration of soil activity

Engineering permits:

- Issuance and inspection of highways use (HUP) & highways excavation permits (HEP)
- Review of franchise utility design proposals on City roads and property

Public works inspection:

- Inspection and monitoring of development and capital infrastructure maintained by the City.



2016 Successes

Soil Removal & Deposit & Engineering Permits

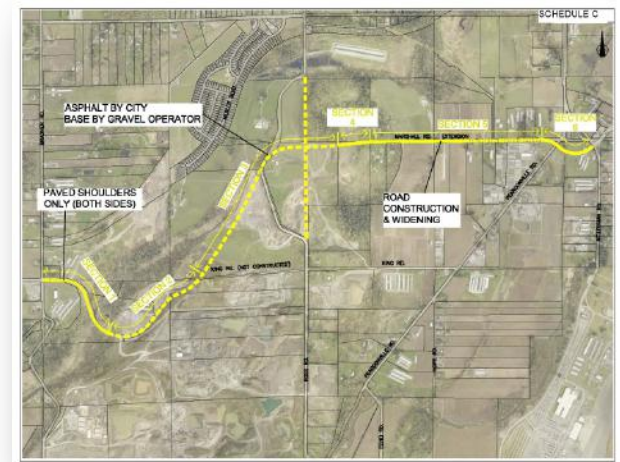
- Design review, acceptance, and inspection of 100 Telus fiber optic cabinet locations as part of the fiber to the premises (FTTP) network expansion
- Permit amendments for southwest sector gravel pits affected by the Marshall Road connector to facilitate initial road grading requirements (ongoing)



Key Issues & Trends

Soil Removal & Deposit & Engineering Permits

- Soil extraction volumes from quarries and pits up approximately 15% from 2015
- Southwest sector continuing transition from extraction to reclamation over next 3-5 years
- Negotiations with franchise utilities for new municipal access agreements
- Reclamation plan/block plan for sand and gravel pits affected by proposed Marshall Road connector
- Telus fiber to the premises (FTTP) network expansion



Statistics

Soil Removal & Deposit & Engineering Permits

- 49 active rock quarries and sand and gravel pits
- Removal revenue – \$2.5 million projected for 2016
- Deposit revenue – \$140,000 projected for 2016
- 70 soil files processed to date
- 21 compliance files to date
- 20% decrease in soil permits (90)
- 16% increase in highway excavation permits to date (121)
- 18% increase in highway use permits to date (165)



Operating Plan Highlights

Soil Removal & Deposit & Engineering Permits

- Ongoing draft of Soil Removal & Deposit bylaw
- Revise reclamation proposal for southwest sector gravel pits including those affected by the Marshall Road connector project
- Continue renewal process of municipal access agreements



Services

Transit

Central Fraser Valley:

- Partnership with Mission and BC Transit in the Central Fraser Valley (CFV) Transit System
- Conventional and Handy-Dart bus service provided seven days per week
- 24 bus routes in the CFV system

Fraser Valley Express:

- Fraser Valley Express bus operating between Chilliwack and Langley



Photo Credit: 107.1 Country



2016 Successes

Transit

Central Fraser Valley:

- Ridership is consistent (2.45 million)
- With a parent, children 8 and under ride the CFV bus for free, and 14 and under ride free on weekends
- 'Google Transit' online routing information is now available for the CFV Transit system
- Obtained 28 Million in grants to expand the CFV Transit Operations Centre



Fraser Valley Express:

- The Fraser Valley Express bus between Chilliwack and Langley has been operating since April 2015

Key Issues & Trends

Transit

- Review property locations to strategically change routing for maximum ridership
- Refresh the Transit Future Plan



Statistics

Transit

Central Fraser Valley:

- 135,000 service hours annually
- 63 buses in service
- Over 500 bus stops
- 2.45 million rides provided each year
- \$3.16 million in revenue is collected
- Total annual cost of the bus network is \$15.07 million
- Abbotsford cost share is \$4.06 million



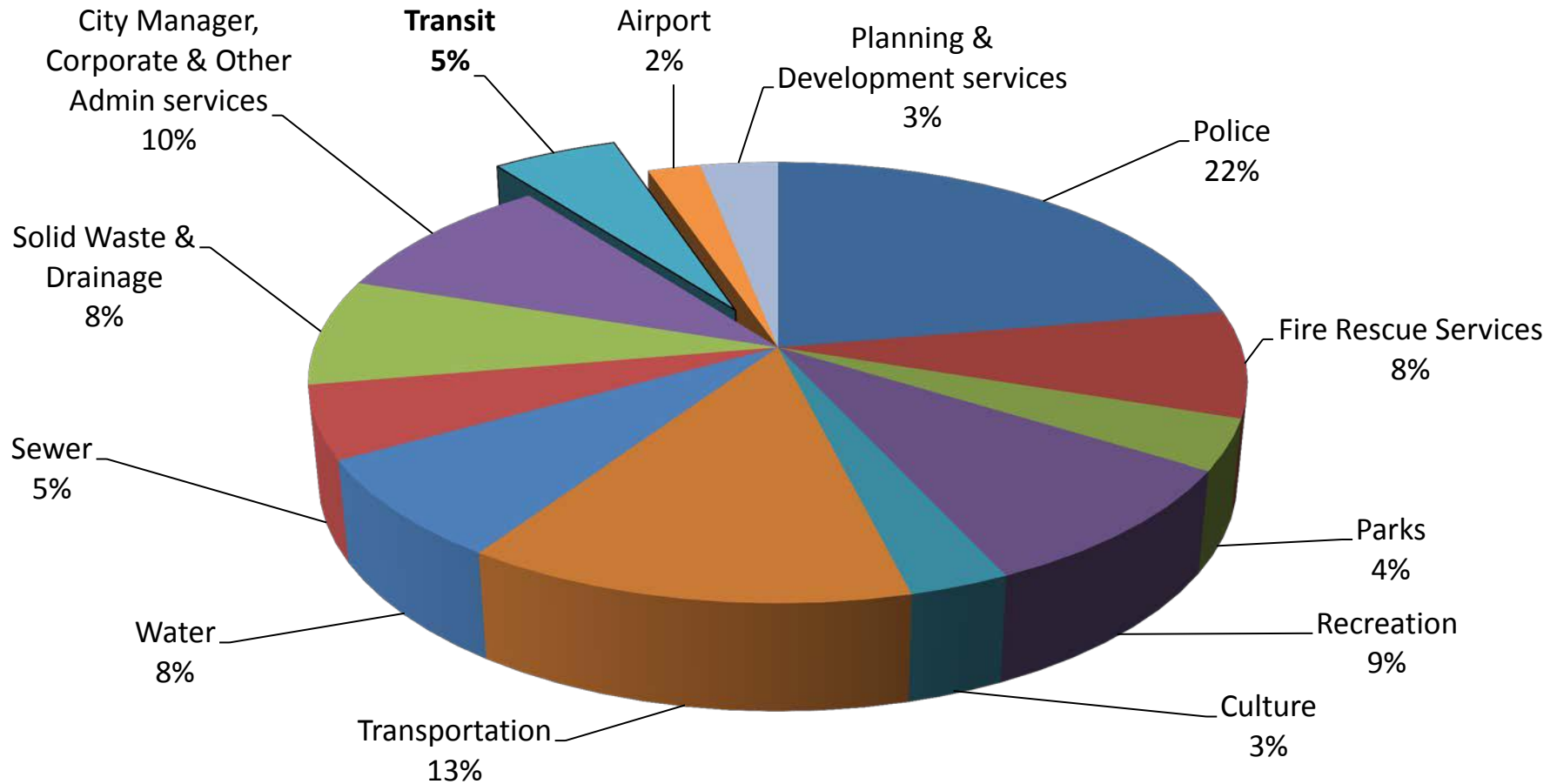
Operating Plan Highlights

Transit

- A three year contract extension to March 31, 2020 was approved for the CFV operating company
- U-Pass agreement with UFV was extended for two years until August 31, 2018



2017 Service Expenditures* Transit



* Draft 2017 Plan expenditures include operating, capital and debt servicing.

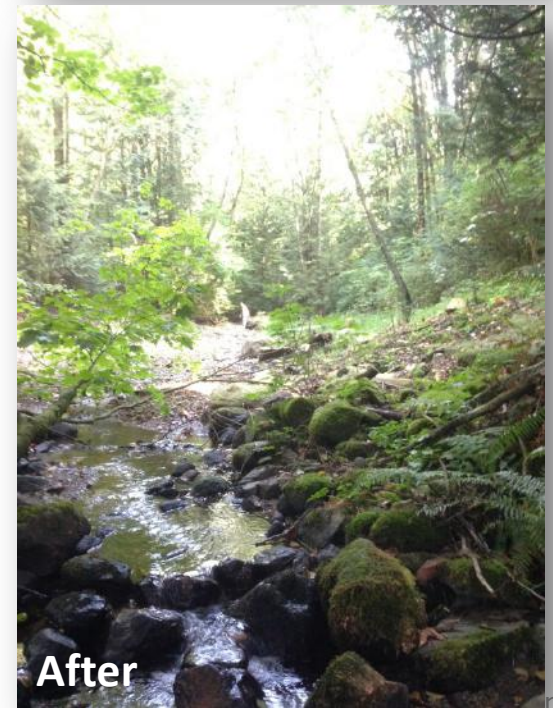
Services

Drainage

The Drainage/Operations division plans, designs, constructs, operates and maintains infrastructure in the urban/rural lowland area.

- Convey storm water through pipes, ditches, creeks and rivers
- Operate and maintain storm water pump stations and dykes
- Provide irrigation services to Matsqui and Sumas prairies

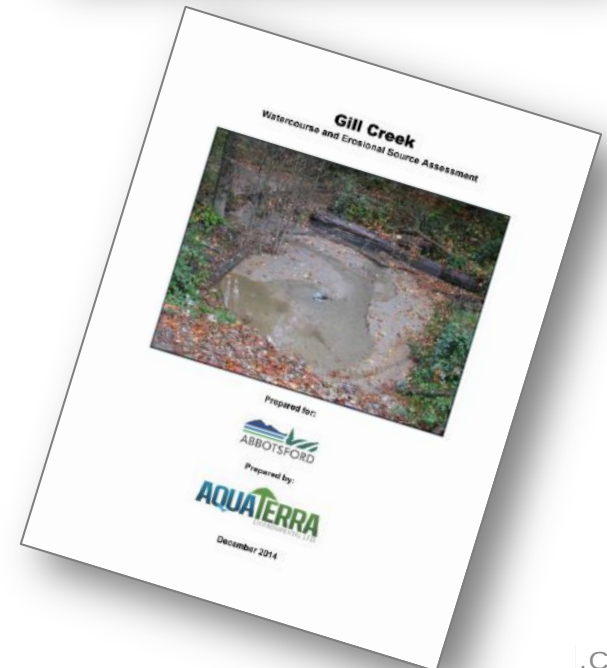
Supports economic vitality, provide drainage/irrigation services and enhances agriculture activity in an environmentally sustainable way.



2016 Successes

Drainage

- Received \$4 million in provincial funding to address Fraser River erosion issues
- Emergency repairs to Erosion Arc F
- Award of Willband Creek integrated stormwater management plan (anticipated completion in 2017)
- Continuation of Clayburn Creek improvement (berm work)
- Continuation of uplands culvert replacement/assessment program
- Continuous supply of irrigation water for farmers in Matsqui and Sumas Prairies during the dry summer
- Memorandum of understanding with Sumas First Nations (dyke access)
- Completed designs for Gill Creek erosion repairs



Key Issues & Trends

Drainage

- Complete remaining ISMPs (Fishtrap Creek ISMP)
- Fraser River bank erosion issue (submerged spurs option \$10 million)
- Condition assessment and asset replacement
- Review drainage utility concept for entire city
- Explore grant opportunities



Statistics

Drainage

- 500 kms of gravity mains
- 20,000 associated structures
- 11,300 catch basins
- 381 storm detention systems (City owned)
- 526 kms of ditches
- 173 kms of creeks
- 33 kms of dykes
- 15 storm pump stations (including Barrowtown)
- 113 irrigation control structures and weirs



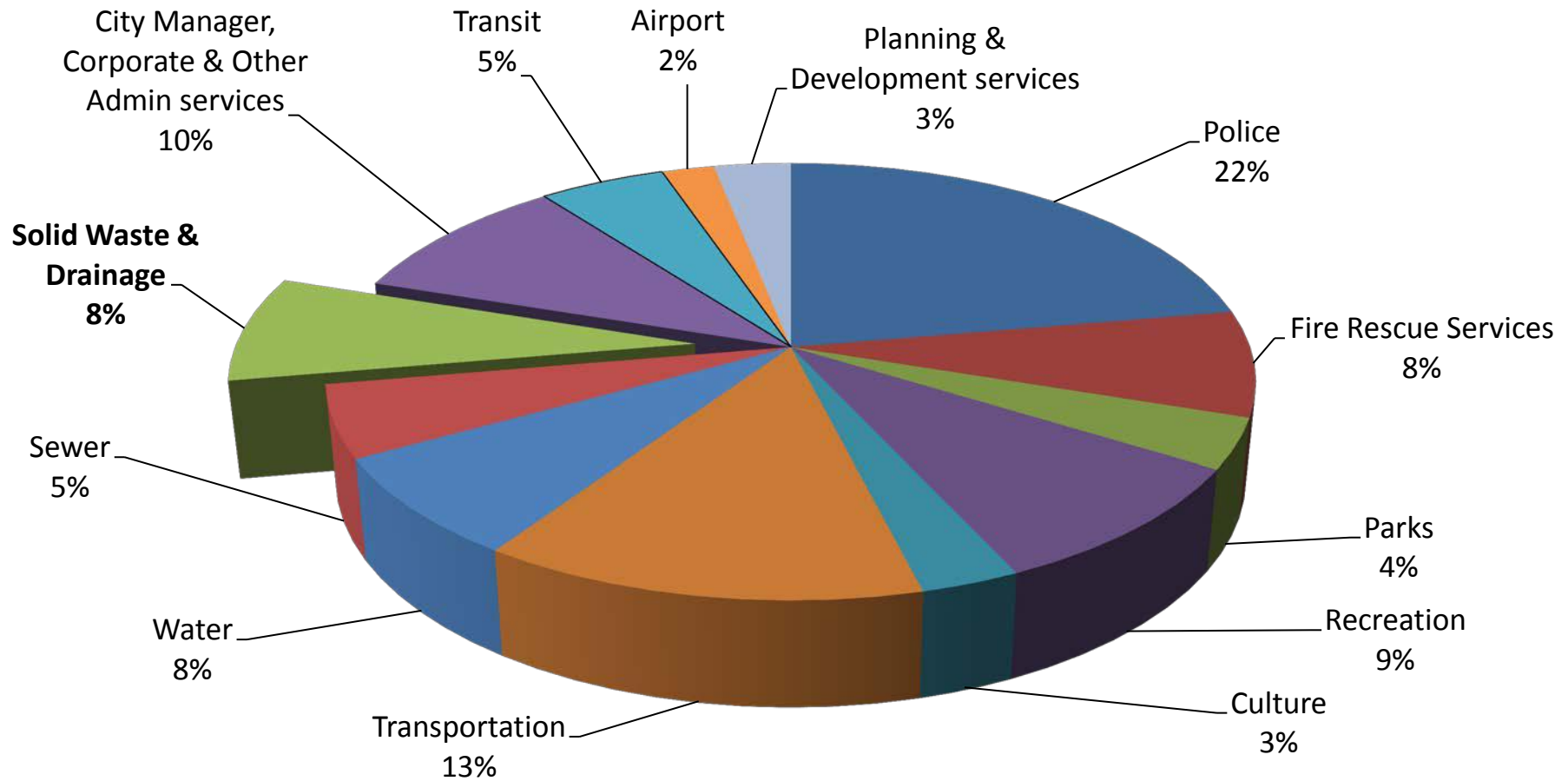
Operating Plan Highlights

Drainage

- Master plan/DCC bylaw updates associated with new OCP
- Supporting new OCP by developing servicing strategies for new neighbourhood plans
- Develop funding strategy for addressing the Fraser River bank erosion issue
- Continue Clayburn Creek improvements
- Condition assessment study
- Continue Integrated Stormwater Management Plan process



2017 Service Expenditures* Drainage



* Draft 2017 Plan expenditures include operating, capital and debt servicing.

DDI – Urban Drainage, Matsqui Prairie and Sumas Prairie

Proposed Plan Total for 2017 to 2018: \$2,537,100

2017: \$1,191,000

2018: \$1,346,100

Proposed Project	2017	2018
Drainage Master Plan	250,000	0
Repair and Replacement of Storm Sewer & Culverts	616,000	616,000
Matsqui Prairie Drainage Study (Phase 2)	0	458,000
McLennan PS Floodbox Joint and Crack Sealing and Stop Log Construction	106,000	0
Asset Replacement Irrigation Pump Stations	53,000	82,100

DDI – Urban Drainage, Matsqui Prairie and Sumas Prairie

Proposed Plan Total for 2017 to 2018: \$2,537,100

2017: \$1,191,000

2018: \$1,346,100

Proposed Project	2017	2018
Matsqui Slough PS Floodbox Joint and Crack Sealing	0	137,000
Barrowtown Pumpstation - Floating Log Boom Replacement	60,000	0
Sumas River and Sumas Canal Sediment Management and Dredging Plan	53,000	0
Barrowtown Floodbox Expansion Joint Repair (1, 2, 3, & 4)	53,000	53,000

DDI – Urban Drainage, Matsqui Prairie and Sumas Prairie

Proposed Plan Total for 2017 to 2018: \$4,049,500

2017: \$3,007,500

2018: \$1,042,000

Proposed Project	2017	2018
Spill Response	50,000	50,000
Clayburn Creek Improvements	1,161,000	0
Pine St., Maple to Hwy 11	178,000	0
DCC Bylaw Update - Storm Drainage	20,000	0
Servicing Studies – Drainage (comprehensive list attached in the budget package)	212,500	0
Gill Creek at Sumas Way Culvert Headwall Rehabilitation	685,000	0
Urban Creek Stabilization	281,000	281,000

DDI – Urban Drainage, Matsqui Prairie and Sumas Prairie

Proposed Plan Total for 2017 to 2018: \$4,049,500

2017: \$3,007,500

2018: \$1,042,000

Proposed Project	2017	2018
Storm Sewer Installations	0	211,000
Downes Creek Detention & Imp., Phase 1	0	500,000
Matsqui Prairie Drainage and Irrigation Masterplan	100,000	0
Geotechnical Assessment for Dykes – Matsqui	70,000	0
Geotechnical Assessment for Dykes – Sumas	130,000	0
Sumas Prairie Drainage and Irrigation Masterplan	120,000	0

Services

Solid Waste

The Solid Waste division plans, manages, operates and maintains the solid waste program.

- West side curbside collection
- East side curbside collection (contract to Emterra)
- Abbotsford Mission Recycling Depot (AMRD)
- Gladwin Road composting facility (contract to NetZero)
- Public education

The goal is to reduce, reuse and recycle our solid waste.



2016 Successes

Solid Waste

- Projected single family diversion rate of 68%
- Commenced review of solid waste collection program
- Communication regarding no plastics in compostable waste
- East side curbside collection: 12,706 households
- West side curbside collection: 13,408 households



Key Issues & Trends

Solid Waste

- Tonnages on all three waste streams (garbage, recycling and compost) are up
- Diversion rate increased from 46% in 2012 to 67% in 2014 and 68% in 2015. The 2016 rate is projected to be 68%
- The City applied to MMBC to participate in its program, further follow up required with MoE and MMBC
- FVRD diversion targets – 65% by 2018, 80% by 2020 and 90% by 2025
- Explore grant opportunities



Operating Plan Highlights

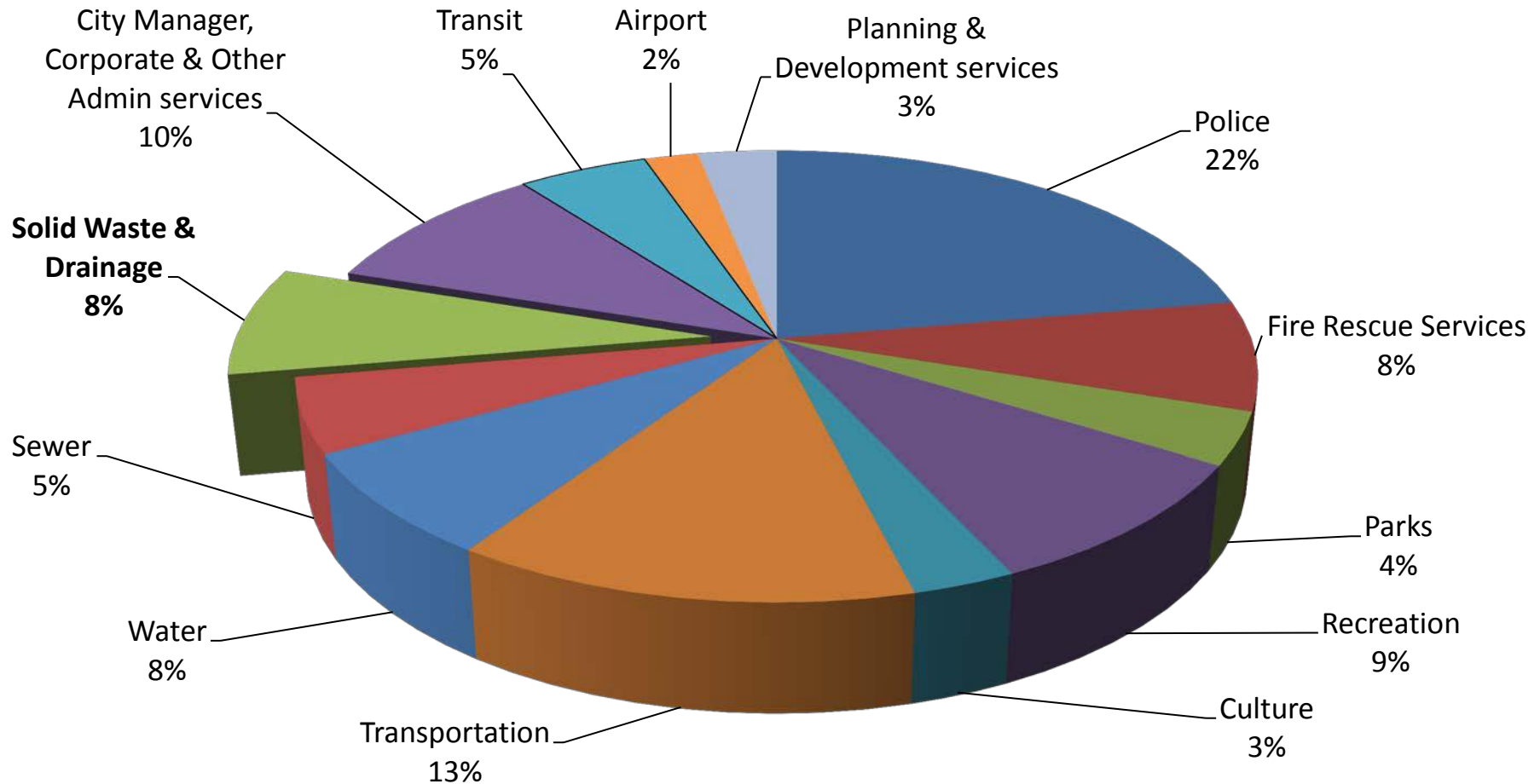
Solid Waste

- Implement multi-family compostable program
- Complete review of solid waste collection program (manual, semi, fully automated)
- Explore options to join MMBC



2017 Service Expenditures*

Solid Waste



* Draft 2017 Plan expenditures include operating, capital and debt servicing.

Solid Waste

Proposed Plan Total for 2017 to 2018: \$105,000

2017: \$0 2018: \$105,000

Proposed Project	2017	2018
AMRD Recycling Depot Bobcat/Loaders - 4 yr replacement cycle	0	60,000
Recycling Depot Forklift - 4 Forklifts (4 years replacement cycle)	0	45,000

Council Comments/Questions

Public Comment/Question Period

CITY OF ABBOTSFORD

2017-2021

Draft Financial Plan

Nov 2, 2016

INTRODUCTION

George Murray
City Manager



ABBOTSFORD POLICE

2017 – 2021 Draft Financial Plan
November 2, 2016



FINANCIAL PLAN OVERVIEW

Komal Basatia
Acting Director, Finance

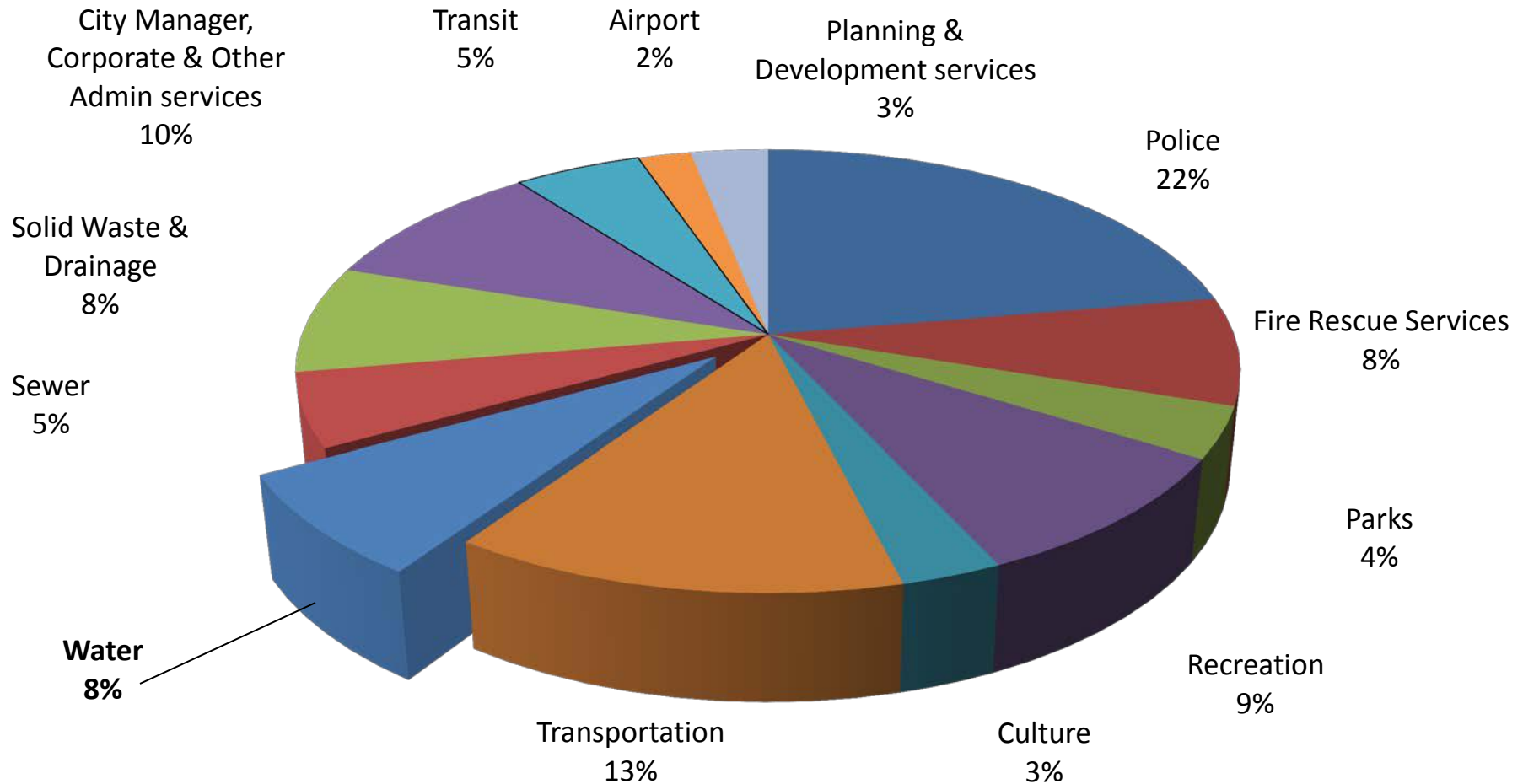


Draft Presentation Days

Day 3: Nov 2

- Introduction
- Police
- Water
- Sewer
- Recap
- Closing
- Public Comment Period

2017 Service Expenditures* Waterworks



* Draft 2017 Plan expenditures include operating, capital and debt servicing.

Proposed Operating Budget

Engineering: Water

Schedule B

Waterworks Operating Fund

In thousands

	2016 Plan	2017 Plan
Revenues		
Fees & Charges	\$ 15,710	\$ 6,030
Investment Income	(86)	25
Other Revenue	1,180	1,239
Recoveries	101	101
Rental	50	50
	16,955	17,445
Expenditures		
Administration	2,524	2,521
Hydrants	97	97
Local Supply & Distribution	1,854	1,922
Maintenance	56	56
Meters	487	529
Regional Supply & Transmission	4,460	4,559
Interest Expense - External Debt	2	-
	9,481	9,684
Net Operating Revenue/(Expenditure)	7,546	7,761

Fees and Charges: Increase 320,000

- \$20,000 increased charges - more New Service Installs planned
- \$300,000 additional revenue (future infrastructure) - proposed water user rates increase 3.75% starting July 2017

Local Supply & Distribution: Increase \$68,000

- Internal and hired equipment charges
- Water quality testing

Meters: Increase \$42,000

- New service install expenses
- Internal equipment charges

Proposed Operating Budget

Engineering: Water

Schedule B

Waterworks Operating Fund

In thousands

	2016 Plan	2017 Plan
Revenues		
Fees & Charges	\$ 15,710	\$ 16,030
Investment Income	(86)	25
Other Revenue	1,180	1,239
Recoveries	101	101
Rental	50	50
	<hr/> 16,955	<hr/> 17,445
Expenditures		
Administration	2,524	2,521
Hydrants	97	97
Local Supply & Distribution	1,854	1,922
Maintenance	56	56
Meters	487	529
Regional Supply & Transmission	4,460	4,559
Interest Expense - External Debt	2	-
	<hr/> 9,481	<hr/> 9,684
Net Operating Revenue/(Expenditure)	<hr/> 7,546	<hr/> 7,761

Regional Supply & Transmission: Increase \$99,000

- \$137,000 removal of one-time 2016 projects
- \$72,000 Operator-In-Training (OIT) Succession planning (SIO)
- \$35,000 new WSA regulation - 19 wells require licencing
- \$11,000 increase - Cannell Lake UV WTP Internet availability
- Inflationary and contractual increases

Water Rates

Proposed Rate
July 2017

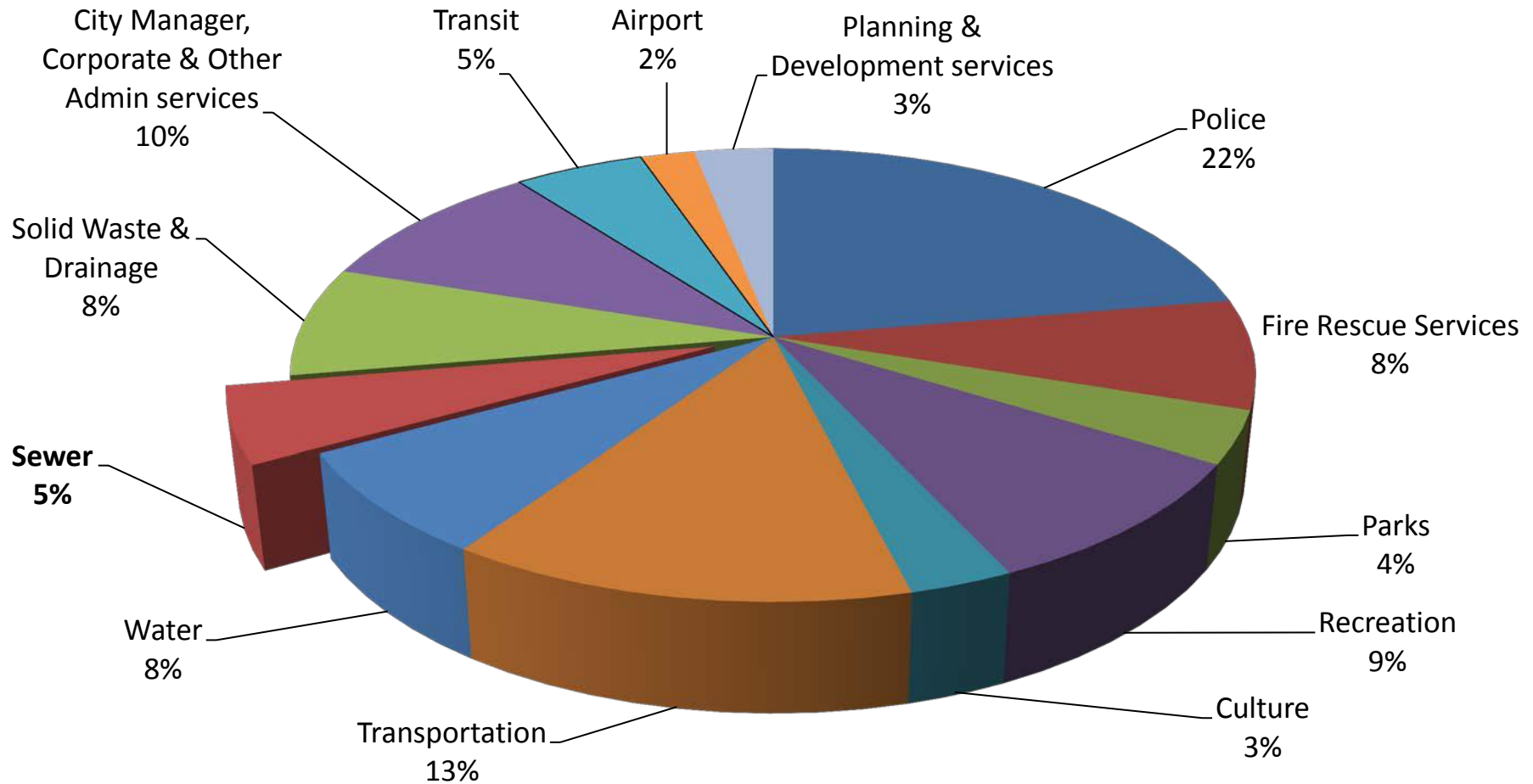


	2016	2017	
Residential	\$1.09	\$1.13	With 5% on-time payment discount
Commercial/Institutional	1.09	1.13	100% of Res
Industrial/Agricultural	0.99	1.03	90% of Res

Current full rate (without discount) \$1.15 m³

2017 Service Expenditures*

Sanitary Sewer



* Draft 2017 Plan expenditures include operating, capital and debt servicing.

Proposed Operating Budget

Engineering: Sewer

Schedule C

Sanitary Sewer Operating Fund

In thousands

	2016 Plan	2017 Plan
Revenues		
Fees & Charges	\$ 11,645	\$ 1,845
Investment Income	99	64
Other Revenue	924	954
Recoveries	364	362
	13,031	13,226
Expenditures		
Administration	1,912	1,982
JAMES	5,291	5,483
Maintenance	1,523	1,428
Interest Expense - External Debt	1	-
Interest Expense - Internal Debt	44	44
	8,771	8,937
Net Operating Revenue/(Expenditure)		
Transfer (to)/from Reserves	(3,958)	(4,289)
Debt Principal Repayments	(361)	-
Fund Transfers In	58	-
Change in Unappropriated Surplus	\$ 0	\$ (0)

Fees and Charges: Increase \$200,000

- User rate revenue (future infrastructure) - proposed water user rates increase 3.75% starting July 2017

Investment Income: Decrease \$35,000

- MFA sinking Fund - one-time payout in 2016 due to early debt retirement

James Plant Expenditures: Increase \$192,000

- Hydro increase - \$85,000 rate & usage increase
- Computer equipment for the field staff
- Increase in maintenance supplies
- Inflationary and contractual increases

Proposed Operating Budget

Engineering: Sewer

Schedule C

Sanitary Sewer Operating Fund

In thousands

	2016 Plan	2017 Plan	
Revenues			
Fees & Charges	\$ 11,645	\$ 11,845	\$
Investment Income	99	64	
Other Revenue	924	954	
Recoveries	364	362	
	13,031	13,226	
Expenditures			
Administration	1,912	1,982	
JAMES	5,291	5,483	
Maintenance	1,523	1,428	
Interest Expense - External Debt	1	-	
Interest Expense - Internal Debt	44	44	
	8,771	8,937	
Net Operating Revenue/(Expenditure)			
Transfer (to)/from Reserves	(3,958)	(4,289)	
Debt Principal Repayments	(361)	-	
Fund Transfers In	58	-	
Change in Unappropriated Surplus	\$ 0	\$ (0)	\$

Maintenance: Decrease \$95,000

- \$125,000 removal of one-time 2016 project - Sanitary Sewer Model Upgrade
- SCADA software license and electrical permits

Sewer Rates

Proposed Rate
July 2017



	2016	July 2017	
Residential	\$0.92	\$0.96	With 5% on-time payment discount
Commercial/Institutional	0.92	0.96	100% of Res
Industrial/Agricultural	0.83	0.86	90% of Res

Current full rate (without discount) \$0.97m³

ENGINEERING & REGIONAL UTILITIES

2017-2021 Draft Financial Plan



Services

Waterworks Distribution: City

The Water Distribution/Operations division plans, designs, constructs, operates and maintains infrastructure.

- Domestic water needs to the community
- Fire flow supply for fire services
- Development application reviews
- Hydraulic modelling
- Water conservation Initiatives
- Advanced metering infrastructure



The City continues to meet and exceed the *Guidelines for Canadian Drinking Water Quality*

2016 Successes

Waterworks Distribution Services: City

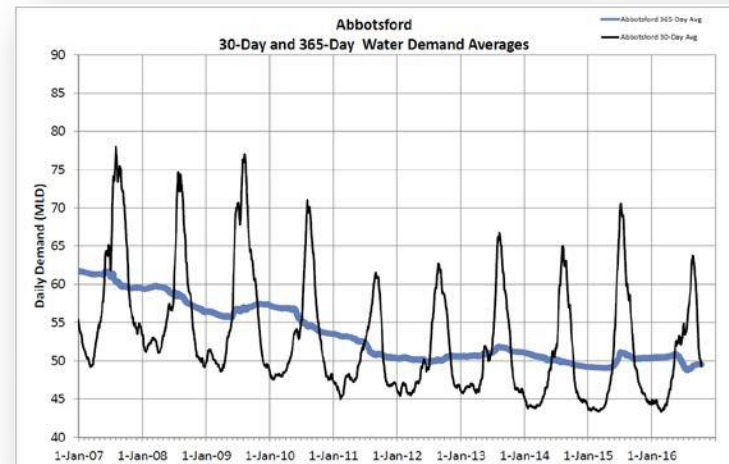
- Approximately 4.1 km of watermain replacement
- Per capita usage (currently 185 litres/person/day)
- Successful implementation of conservation initiatives
- Working on customer web portal
- 3,000 leak notifications (>8,000 since 2011)
- Developed and calibrated a water quality model



Key Issues & Trends

Waterworks Distribution Services: City

- Reduction in average winter demand over the past five years
- Increase in average summer demand over the past few years
- Overall the water demand is declining (190 to 185 Lpcd)
- Water quality (additional metal testing)
- Explore grant opportunities



Statistics

Waterworks Distribution Services: City

Provide water for domestic use and fire protection

- 902 km of watermain
- 4,080 fire hydrants
- 9,740 valves
- 9 reservoirs
- 12 pump stations
- 23 pressure reducing stations
- 26,300 service connections
- 26,900 water meters



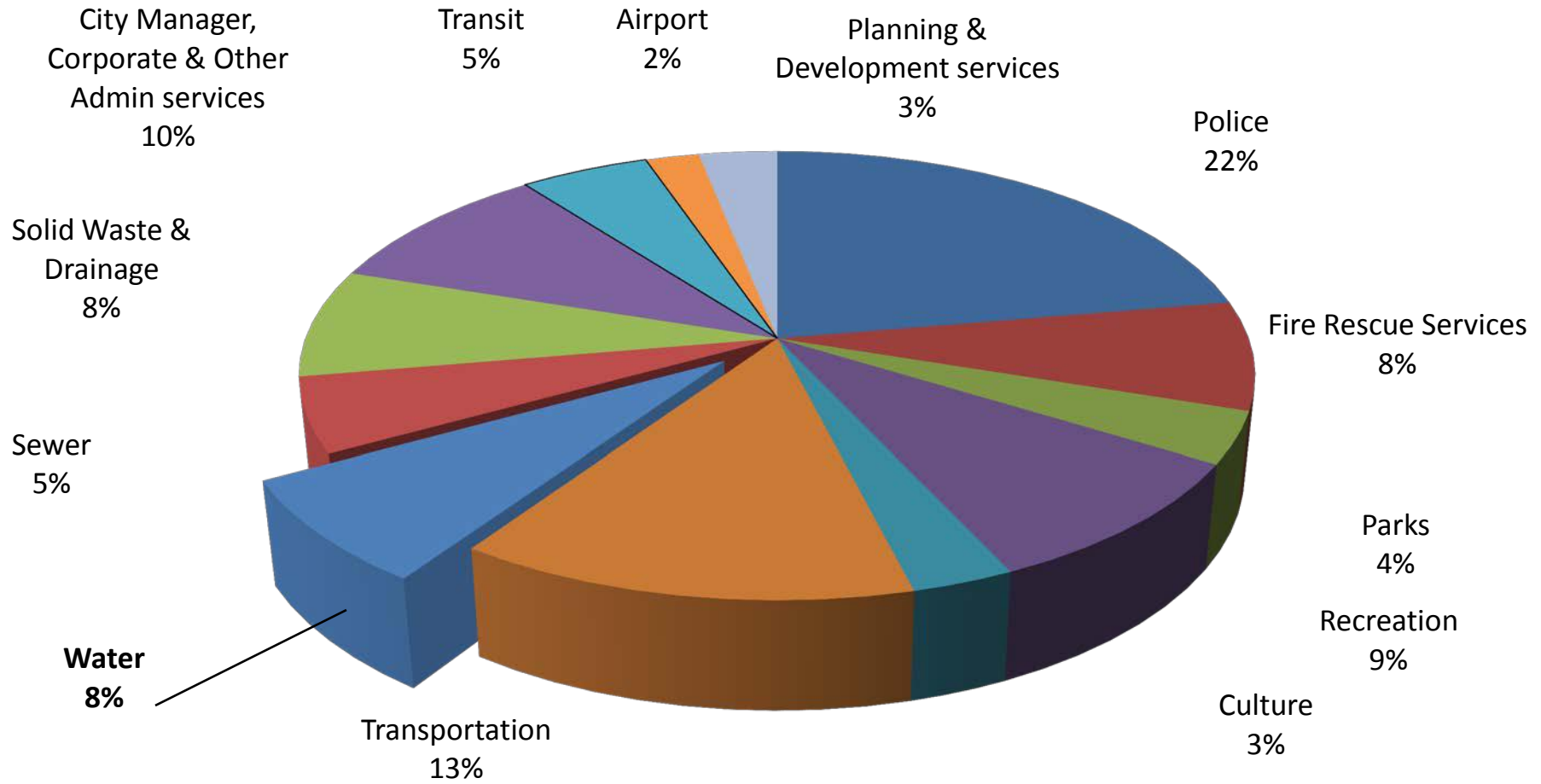
Operating Plan Highlights

Waterworks Distribution Services: City

- Master plan/DCC bylaw updates associated with new OCP
- Developing servicing strategies for new neighbourhood plans
- Web portal for enhanced customer service and conservation opportunities
- Network analysis in support of development proposals
- Ongoing watermain replacement program



2017 Service Expenditures* Waterworks



* Draft 2017 Plan expenditures include operating, capital and debt servicing.

Waterworks Distribution Services: City

Proposed Plan Total for 2017 to 2018: \$8,691,000

2017: \$4,087,000

2018: \$4,604,000

Proposed Project	2017	2018
Asset Renewal design only	250,000	250,000
Asset Renewal Program (Watermains – comprehensive list attached in the budget package)	3,382,000	4,354,000
Condition Assessment for Reservoirs, Pump and PRV Stations as part of Master Plan	100,000	0
Ackerman Standpipe Decommissioning	15,000	0
Beck Road BPS Decommissioning	50,000	0

Waterworks Distribution Services: City

Proposed Plan Total for 2017 to 2018: \$8,691,000

2017: \$4,087,000

2018: \$4,604,000

Proposed Project	2017	2018
Locarno Standpipes Decommissioning	65,000	0
Saddle Reservoir Decommissioning	100,000	0
St Gallen BPS Decommissioning	35,000	0
Whatcom Rd PRV Station Decommissioning	50,000	0
Fraser Hwy BPS Decommissioning	40,000	0

Waterworks Distribution Services: City

Proposed Plan Total for 2017 to 2018: \$1,888,500

2017: \$931,000

2018: \$957,500

Proposed Project	2017	2018
Simon from Garden to Gladwin - 460m of 750mm Urban Core Dist Main (Design)	21,000	0
Simon/Gladwin/Ventura/Bourquin - 640m of 750mm Urban Core Dist Main (Design)	91,000	0
Install Bevan Filling Station	59,000	0
Re&Re Expansion Joints Eagle Mountain Reservoir	30,000	0
DCC Bylaw Update – Water	20,000	0
DCC Bylaw Update - Joint Water	100,000	0
Servicing Studies – Water (comprehensive list attached in the budget package)	212,500	0

Waterworks Distribution Services: City

Proposed Plan Total for 2017 to 2018: \$1,888,500

2017: \$931,000

2018: \$957,500

Proposed Project	2017	2018
City Water - Criticality and Vulnerability Study	250,000	0
New Hydrant Installations in Older Areas	30,000	30,000
Oversizing Water Mains (Development Driven)	53,000	53,000
Booster Station Major Maintenance	35,000	35,000
New Part-time EFT - Engineering Clerk (City water)	29,500	29,500
Const 350mm Temp booster conn. to 400mm Zone 356 Supply Main - McKee Peak Study	0	49,000
McKee Rd. No.2 Reservoir (0.75MG) (Zone 356) - Design, Construction	0	144,000

Waterworks Distribution Services: City

Proposed Plan Total for 2017 to 2018: \$1,888,500

2017: \$931,000

2018: \$957,500

Proposed Project	2017	2018
McKee Rd No.2 Water Main (Zone 356 Supply Main)- Westbury to new reservoir (D/C)	0	89,000
George Ferguson Way final restoration - Clearbrook to Simon	0	528,000

Services

Waterworks Regional Supply Services

Supply and treatment of Water for Abbotsford and Mission.

The Regional Water Supply Services division plans, designs, constructs, operates and maintains infrastructure.

- Supply bulk water to Mission and Abbotsford
- Ensures adequate fire flow supply
- Hydraulic modelling
- Water conservation initiatives

The Regional Water Supply Services division continues to meet and exceed the *Guidelines for Canadian Drinking Water Quality*.



2016 Successes

Waterworks Regional Supply Services



- Successfully provided safe and reliable source of water through the year (remained at Stage 1 all summer)
- Improved efficiency of pump and PRV operation
- Completed uninterrupted operation of the Norrish Creek water treatment plant during unscheduled maintenance
- Completed Cannell Lake water treatment project (\$5 million)
- Completed Norrish water intake screen repairs
- Bevan Wells environmental assessment permit extension
- Water conservation education at schools and public events (130 different events)



Key Issues & Trends

Waterworks Regional Supply Services

- Residential water conservation efforts have proven successful (Water survey shows 97% of respondents feel water efficiency is important)
- Need to focus on industrial, commercial and institutional water conservation as next step
- Toilet rebate program remains strong
- Washing machine rebate program is seeing reduced participation
- Review long-term water source supply capacity
- Explore grant opportunities



Statistics

Waterworks Regional Supply Services

Supply and treat water for Abbotsford and Mission

- 95 kms of watermain
- Norrish water treatment plant
- Bell Road soda ash facility
- 2 reservoirs
- 19 wells
- Cannell Lake UV project
- 5 bulk water meters



Marshall Well



Norrish Creek



Cannell Lake



Operating Plan Highlights

Waterworks Regional Supply Services

- Master plan/DCC bylaw updates associated with new OCP
- Developing servicing strategies for new neighbourhood plans
- Update water demand projections
- Explore future system capacity options (conservation, optimization, phased water sources)



Waterworks Regional Supply Services

Proposed Plan Total for 2017 to 2018: \$3,744,000

2017: \$1,945,000

2018: \$1,799,000

Proposed Project	2017	2018
Norrish Sand Filtration Replacement (as necessary -per field evaluation)	600,000	0
Pickup, Water 202 - 07 Honda Ridgeline	35,000	0
Aging Asset Assessment Procedures Study	40,000	0
Maclure Reservoir Leak & Crack Sealing	60,000	0
Maclure Reservoir PRV Upgrades	300,000	0
Norrish Creek Forest Service Road Assessment & Maintenance Plan	65,000	0
Norrish Creek Forest Service Road - Pole Replacement	80,000	0

Waterworks Regional Supply Services

Proposed Plan Total for 2017 to 2018: \$3,744,000

2017: \$1,945,000

2018: \$1,799,000

Proposed Project	2017	2018
Norrish Creek WTP clear well cracking	30,000	0
Norrish Creek WTP inlet channel valve actuators to the membranes	65,000	0
Norrish Creek WTP lower gallery tank cracking	19,000	0
Norrish Creek WTP membrane actuators	71,000	0
Norrish Creek WTP SSF Inlet valve(3) actuators	40,000	0
Norrish Creek WTP SSF weir valve(3) actuators	40,000	0
Joint Water Contingency	500,000	0

Waterworks Regional Supply Services

Proposed Plan Total for 2017 to 2018: \$3,744,000

2017: \$1,945,000

2018: \$1,799,000

Proposed Project	2017	2018
Aging Asset Replacement - Bell Road Ammonia Station	0	51,000
Aging Asset Replacement - Best PRV Station Pump Replacement	0	420,000
Aging Asset Replacement - Cannon's Pit Ammonia Station	0	46,000
Aging Asset Replacement - Downes Road PRV Station	0	49,000
Aging Asset Replacement - Line Valve Chambers	0	409,000
Aging Asset Replacement - Maclure Reservoir	0	270,000
Farmer 2 (Upgrade or Relocation)	0	554,000

Waterworks Regional Supply Services

Proposed Plan Total for 2017 to 2018: \$1,420,729

2017: \$643,228

2018: \$777,501

Proposed Project	2017	2018
Mt. Mary Ann Reservoir Structural Assessment	45,000	0
Bell Road Soda Ash Facility	60,000	0
Cannell Lake and Dickson Lake Dams - Detailed Topographical Survey	25,000	0
Cannell Lake and Dickson Lake Dams - Log Boom Installation	175,000	0
Industrial Wells Connector to Farmer Disinfection Station	211,000	0

Waterworks Regional Supply Services

Proposed Plan Total for 2017 to 2018: \$1,420,729

2017: \$643,228

2018: \$777,501

Proposed Project	2017	2018
Operator-In-Training (OIT) Succession plan	127,228	87,501
Cannell Lake and Dickson Lake Dams – Engineering Assessment & Remedial Work	0	375,000
Norrish Creek WTP Lighting Study to Realize BCH Efficiencies	0	200,000
Cannell Lake - Geotechnical Assessment & Instrumentation	0	115,000

Services

Sanitary Sewer Collection: City

The City Sanitary Sewer Collection division plans, designs, constructs, operates and maintains infrastructure.

- To collect and convey wastewater from homes and businesses through pipes, pump stations and forcemains to the JAMES treatment plant
- To operate, maintain and replace infrastructure

The City continues to meet and exceed the Provincial and Federal regulations for wastewater discharge.



2016 Successes

Sanitary Sewer Collection: City



- Completion of bylaw revision on water and sewer leak adjustments
- CCTV inspection of 17 kms of sewer mains
- In-house flushing of sewer mains using second flush truck
- Multi-year pump replacement contract with pump supplier
- Communication strategy to deal with sewer issues (Sewer Savvy)

Key Issues & Trends

Sanitary Sewer Collection: City

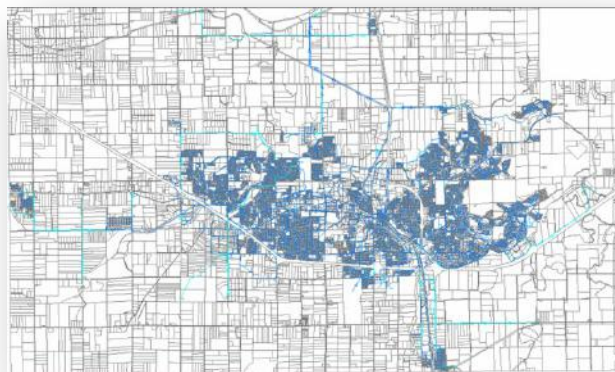
- Increased flushing of mains
- Odour complaints - Simpson Road, west of Ross Road, and Gladwin/Downes Road
- Review servicing agreements with First Nations
- Explore grant opportunities



Statistics

Sanitary Sewer Collection: City

- 600 kms of pipes
- 33 pump stations
- 24,000 sewer connections and 8,500 manholes
- CCTV inspection completed on approximately 77% of 600 kms of pipes
- Approximately 12 kms require upgrading

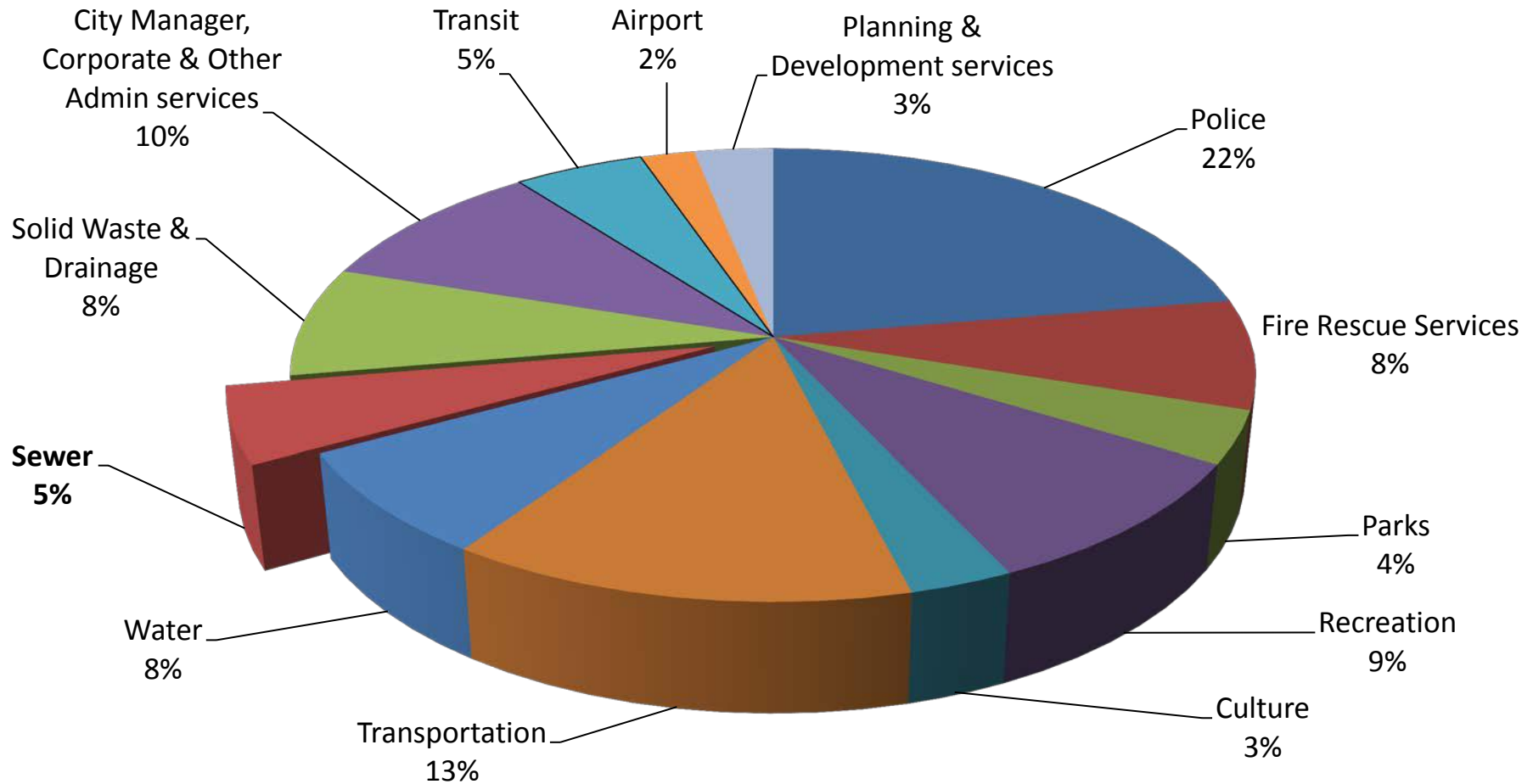


Operating Plan Highlights Sanitary Sewer Collection: City

- Master plan/DCC bylaw updates associated with new OCP
- Developing servicing strategies for new neighbourhood plans
- Condition assessment study and CCTV inspection program
- North Clearbrook trunk sewer odour control study
- Sewer rehab and upgrades (trenchless and open cut)
- Pump station upgrades



2017 Service Expenditures* Sanitary Sewer



* Draft 2017 Plan expenditures include operating, capital and debt servicing.

Sanitary Sewer Collection: City

Proposed Plan Total for 2017 to 2018: \$2,193,000

2017: \$1,040,000

2018: \$1,153,000

Proposed Project	2017	2018
JAMES Trunk Siphon Cleaning	116,000	0
Condition Assessment of Pump Stations in Master Plan	100,000	0
Pump Station Upgrades	317,000	317,000
Repairs to Trunk Sewers Related to CCTV Inspection Contract	507,000	507,000
Sunrise Park Forcemain - Sunrise park Dr - D12	0	329,000

Sanitary Sewer Collection: City

Proposed Plan Total for 2017 to 2018: \$952,500

2017: \$252,500

2018: \$700,000

Proposed Project	2017	2018
DCC Bylaw Update - Sanitary Sewer	20,000	0
DCC Bylaw Update - JAMES Plant	20,000	0
Servicing Studies – Sewer (comprehensive list attached in the budget package)	212,500	0
Highway 1 - D6 Divert Existing, 408m of New Gravity Sewer with 375mm	0	504,000
Livingstone Ave - D6 Divert Existing, 267m of New Gravity Sewer with 375mm	0	196,000

Services

Regional Sanitary Sewer

The Regional Sanitary Sewer division plans, designs, constructs, operates and maintains infrastructure.

- JAMES wastewater treatment plant - provides secondary wastewater treatment services to the urban areas of Abbotsford, Mission and Sumas, WA to meet the Provincial and Federal regulations

The regional sanitary sewer system continues to meet and exceed the provincial and federal regulations for wastewater discharge.



2016 Successes

Regional Sanitary Sewer

- Received approximately \$4.3 million from the federal gas tax fund for the JAMES plant UV disinfection project
- Digester #3 cleaning and repair work
- Trickling Filter #1 media replacement (Cell #1)
- Participation in the UBC microwave sludge pilot project



Key Issues & Trends

Regional Sanitary Sewer

- Reduced flows to the JAMES plant
- Extra strength rates review
- Explore grant opportunities



Statistics (2015)

Regional Sanitary Sewer

- Average Annual Flow:
 - 48,000 m³/d
- Effluent quality:
 - BOD:
 - Average: 7 mg/L < 25 mg/L*
 - Max Day: 34 mg/L < 45 mg/L**
 - TSS
 - Average: 8 mg/L < 25 mg/L*
 - Max Day: 24 mg/L < 45 mg/L**
- Biosolids produced:
 - 5,600 wet tonnes



Effluent Pump Station

Note: * Provincial Municipal Wastewater Regulations
** Federal Wastewater Systems Effluent Regulation

Operating Plan Highlights

Regional Sanitary Sewer

- Master plan/DCC bylaw updates associated with new OCP
- Developing servicing strategies for new neighbourhood plans
- Condition assessment study
- UV disinfection project
- Effluent, uncover outfall diffusers
- Asset repairs/replacements:
 - Repairs to concrete tanks and channels



Regional Sanitary Sewer – JAMES Plant

Proposed Plan Total for 2017 to 2018: \$8,902,000

2017: \$1,410,000

2018: \$7,492,000

Proposed Project	2017	2018
Pickup, JS350 - 07 Ford F150	32,000	0
Effluent, Uncover Outfall Diffusers	150,000	0
Condition Assessment for JAMES Plant assets	200,000	0
Joint Sewer Contingency	500,000	0
General, Miscellaneous Repairs to Concrete Tanks and Channels	528,000	528,000
Pickup, JS202 - 08 Honda Ridgeline	0	26,000
Pickup, JS303 - 08 Ford F150	0	29,000

Regional Sanitary Sewer – JAMES Plant

Proposed Plan Total for 2017 to 2018: \$8,902,000

2017: \$1,410,000

2018: \$7,492,000

Proposed Project	2017	2018
Odour, Odour (H2S) Audit	0	56,000
Solids, Replace WBS Thickener #1	0	227,000
Trickling Filter #1 Media (3 cells)	0	3,740,000
General, Asset Replacement (Grit Tanks#1&2 - misc.)	0	253,000
General, Asset Replacement (Clarifier #2 Process Mechanism and valves)	0	978,000
General, Asset Replacement (Misc. - Septage Equipment, MCCs, Dig Sludge Heat Pumps)	0	1,425,000
General, Asset Replacement (TF#1 - Mechanical piping)	0	230,000

Regional Sanitary Sewer – JAMES Plant

Proposed Plan Total for 2017 to 2018: \$1,255,000

2017: \$659,000

2018: \$596,000

Proposed Project	2017	2018
JAMES Plant - Bypass Cables Project	83,000	0
Effluent, Upgrade and Expand Reclaimed Water	399,000	0
Electrical, Allowance for SCADA and Electrical Upgrades	45,000	60,000
General, Master Plan Study	132,000	0
Primary, Add Watertight Isolation Gate to the Mid-Channel	0	514,000
Secondary, Study to relocate walkway on top of TF	0	22,000

SUMMARY

Komal Basatia
Acting Director, Finance

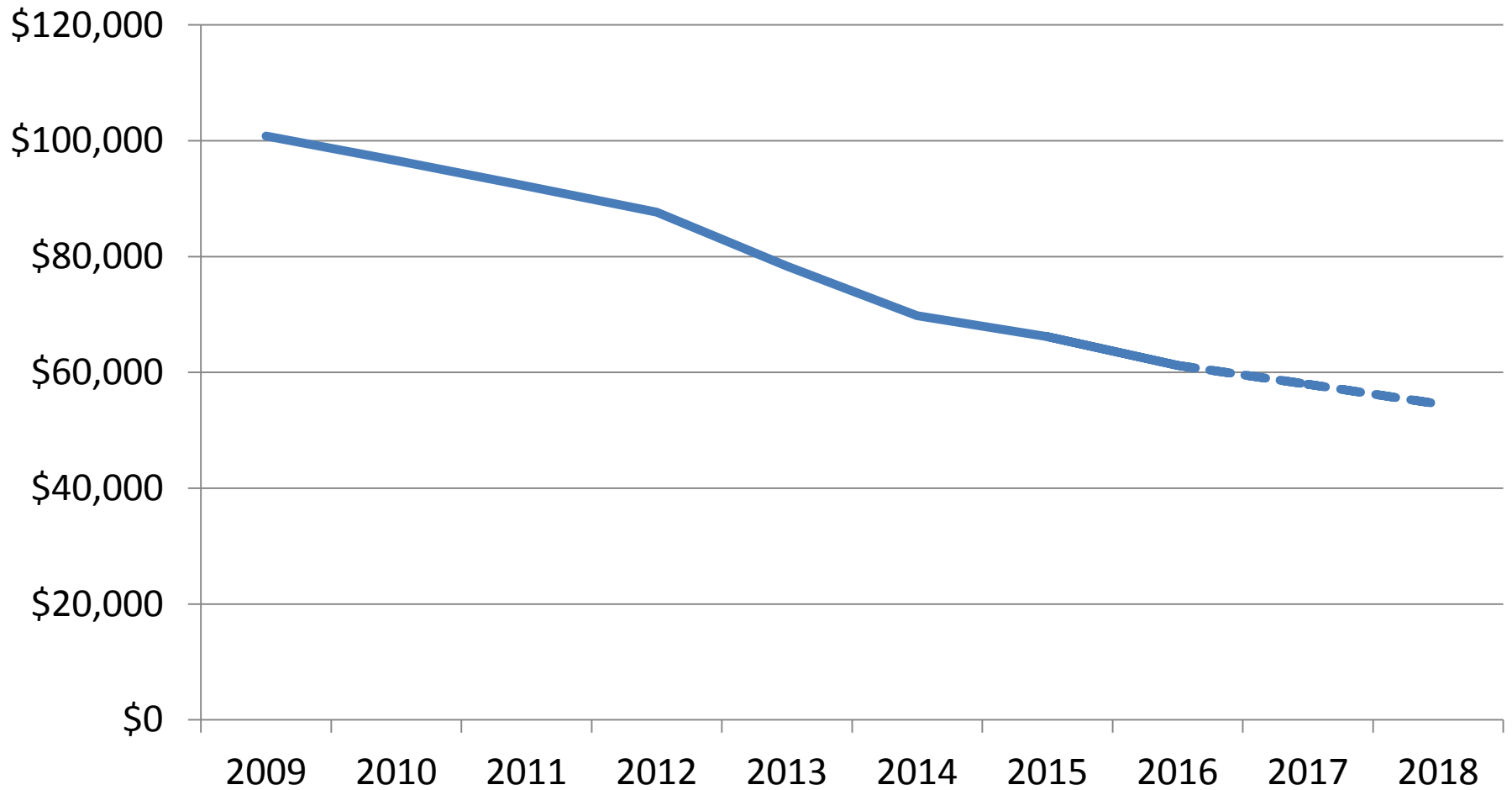


2017 Tax Increase Summary

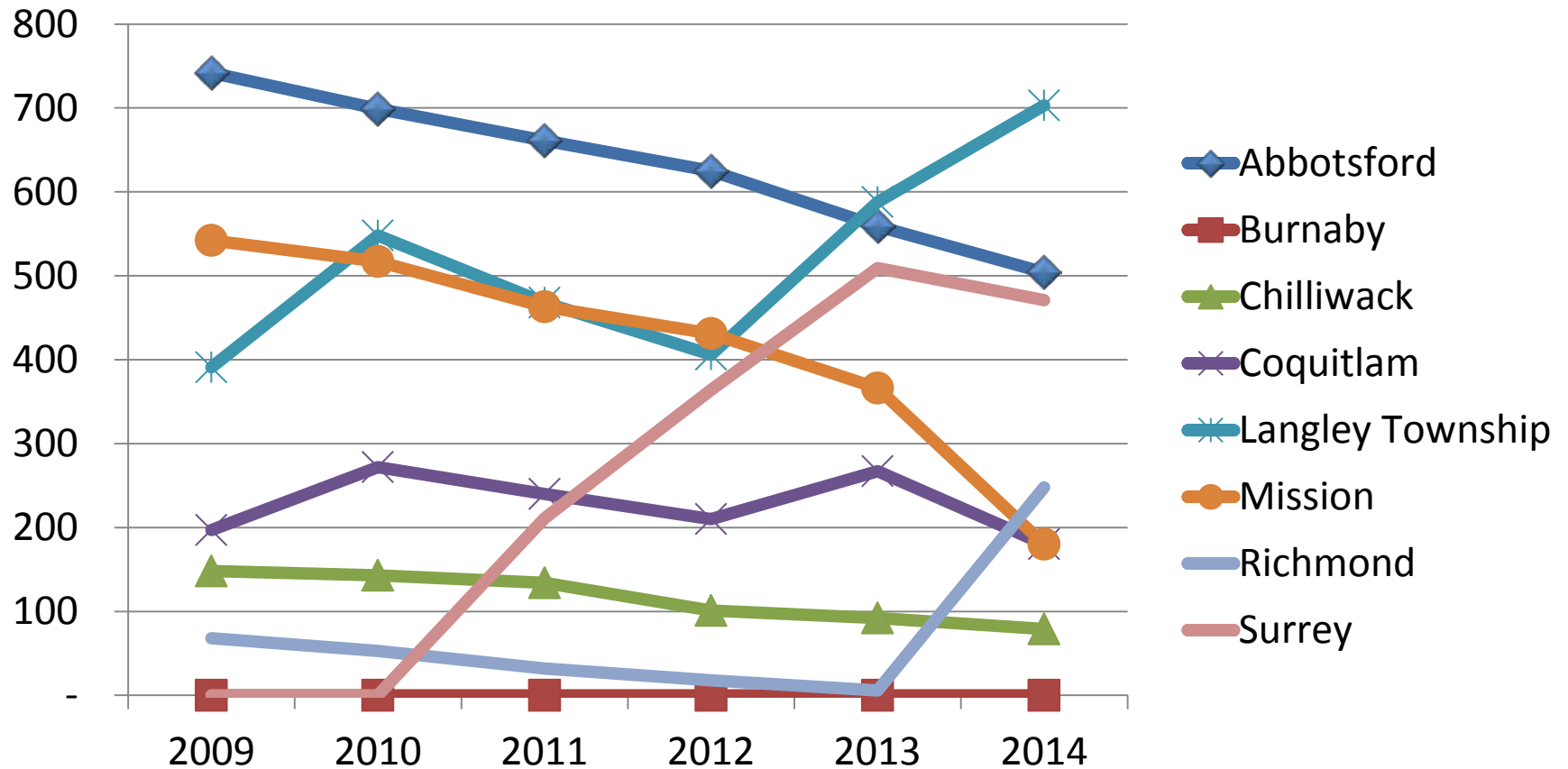
• Police (net of tax growth)	1.04%
• FV Regional Library	0.09%
• BC Transit	0.09%
• City inflationary cost pressures (net of tax growth)	<u>0.91%</u>
• Proposed tax increase after cuts	2.13%
	\$2,711,490

*approx. value of 1% tax revenue change = \$1,273,000

Long Term Debt



Long Term Debt per Capita*



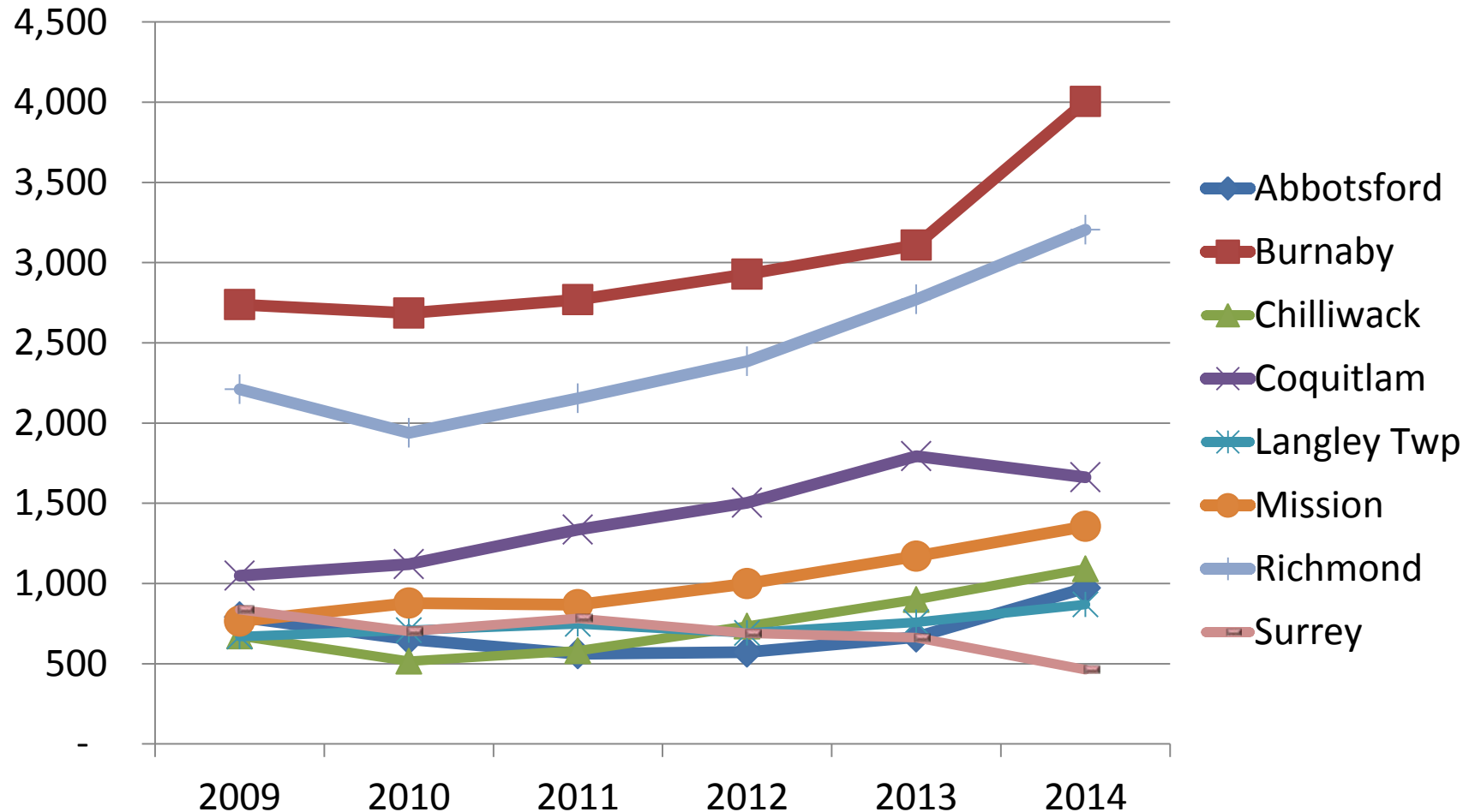
Source: Ministry of Community, Sport and Cultural Development

Internal Financing

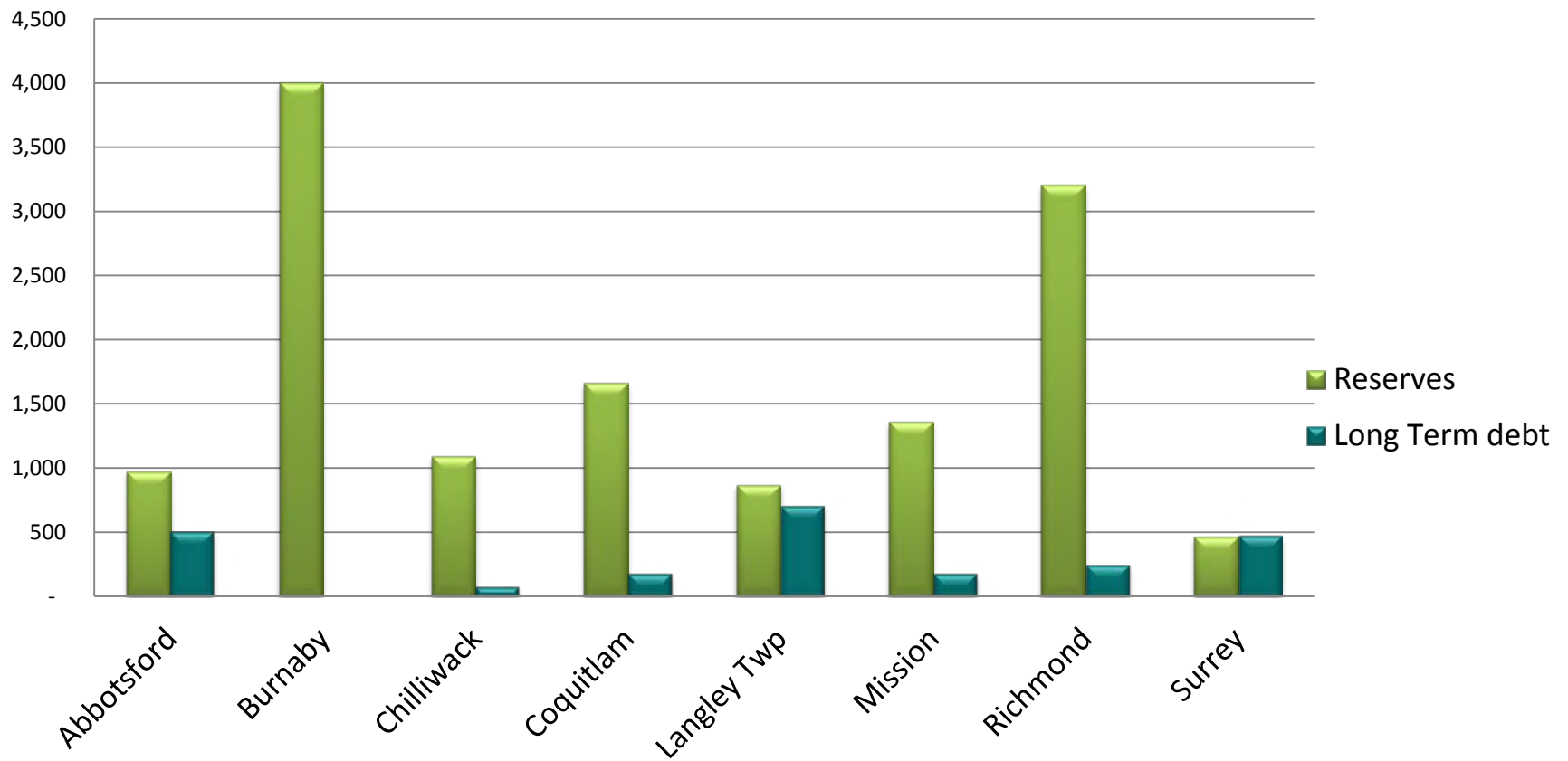
	Rate of Return	Balance, Dec 31, 2015*	Projected Balance, Dec 31, 2016
DCCs – Roads Interchanges	4.28%	\$ 9,945,000	5,944,000
DCCs – Sanitary Sewer Treatment	-	<u>416,000</u>	<u>0</u>
		\$ 10,361,000	5,944,000
Local Services/Improvements (e.g. City in the Country Plan servicing improvements)	2.4% to 9.1%	5,859,000	5,612,000

*As per audited 2015 Financial Statements. Balances include both committed and uncommitted funds.

Financial Reserves per Capita



Long Term Debt VS Reserves – 2014 per Capita



Various Restricted Reserves

Development Cost Charge Reserves	Balance at December 31, 2015*
Roads	(\$9,945,000)
Parks	\$5,419,000
Storm Drainage (Urban)	\$11,672,000
Water Distribution	\$418,000
Water Supply	\$5,384,000
Sanitary Sewer Collection	\$2,041,000
Sanitary Sewer Treatment	(\$416,000)
Parkland Acquisition Reserve	\$2,587,000

**As per audited 2015 Financial Statements.*

IMPACT TO RESIDENTS

What does it mean to me?

Komal Basatia

Assistant Director, Finance



Total Costs for Municipal Services 2016

Total Cost Per Abbotsford Household (for an average house - \$429,000 assessed value)



What does this mean for me?

Proposed Taxes/Rates	Typical Single Family Residence ¹	
Taxes – City (General) Proposal	1.28%	\$ 27
Taxes – Police Proposal	0.77%	17
Taxes – Library Proposal	0.08%	2
Urban Storm Drainage	0%	0
Solid Waste fees	<u>0%</u>	<u>0</u>
Municipal Taxes and Fees on Tax Notice ²	<u>2.13%</u>	<u>\$ 46</u>
Water user fees (6-month impact - increase July 2017)	3.75%	4
Sewer user fees (6-month impact - increase July 2017)	<u>3.75%</u>	<u>4</u>
Water/Sewer user fees (based on 210m ³ water consumption)		<u>\$ 8</u>
Total Impact (Taxes & User fees)		\$54

1. Total taxes and charges from municipal sources on a typical \$429,000 single family residence in 2016 = \$2,150. Figures shown are averages; individual assessment results will vary.
2. Subject to Council's direction on ratio between commercial and residential taxes

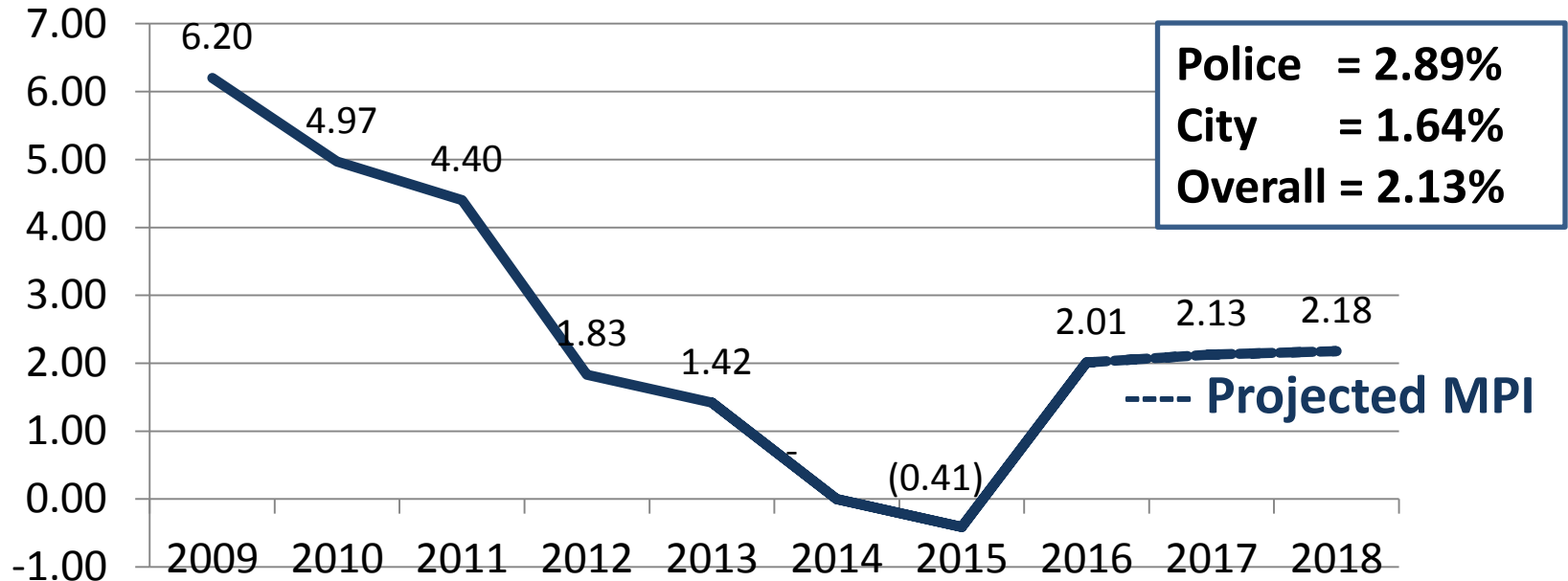
WRAP UP

George Murray
City Manager



Historical Property Tax Increases

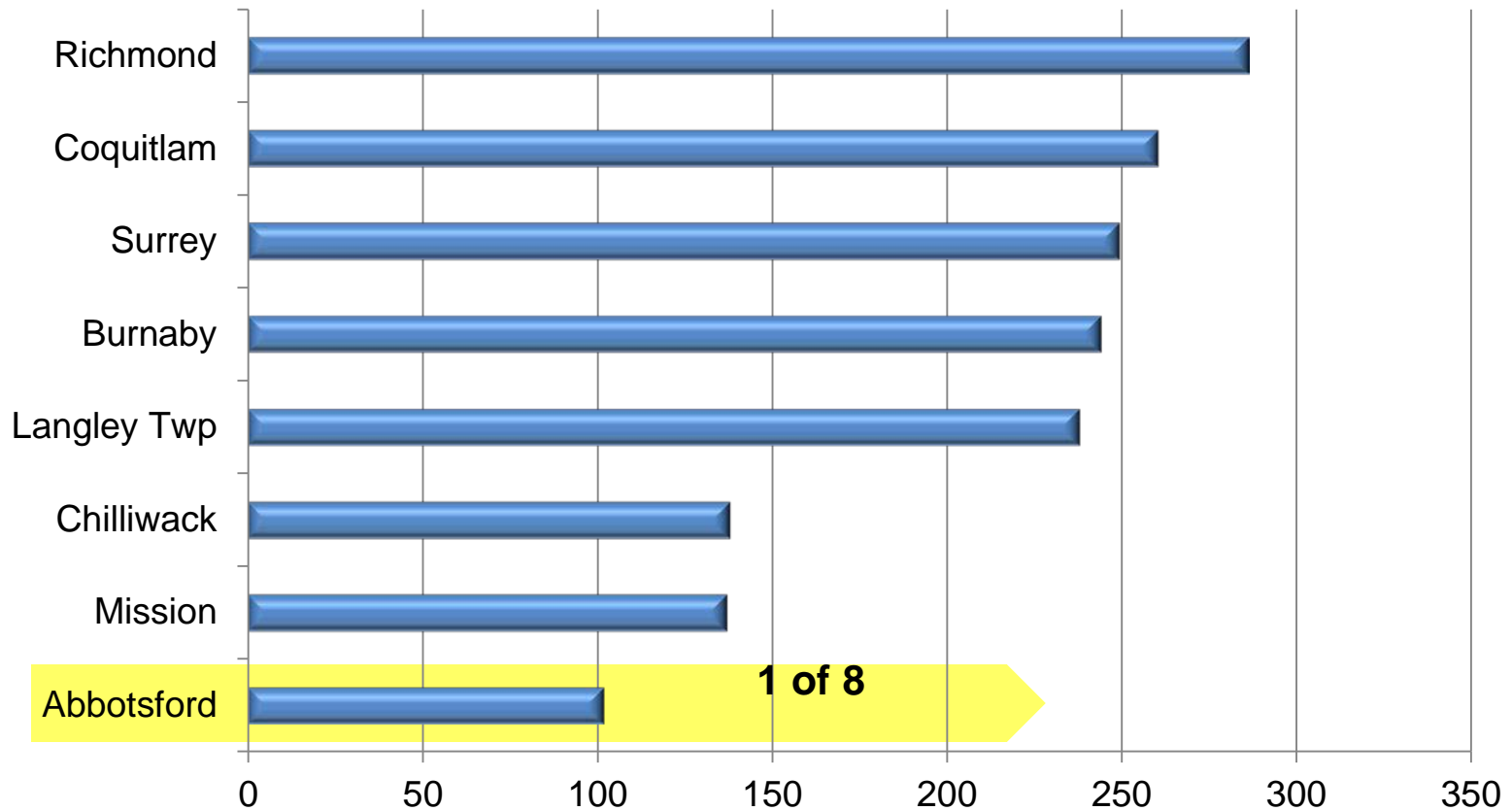
Annual Tax Increases (%)



Note: The tax increase shown represents the average impact on existing properties. It excludes new revenue from development.

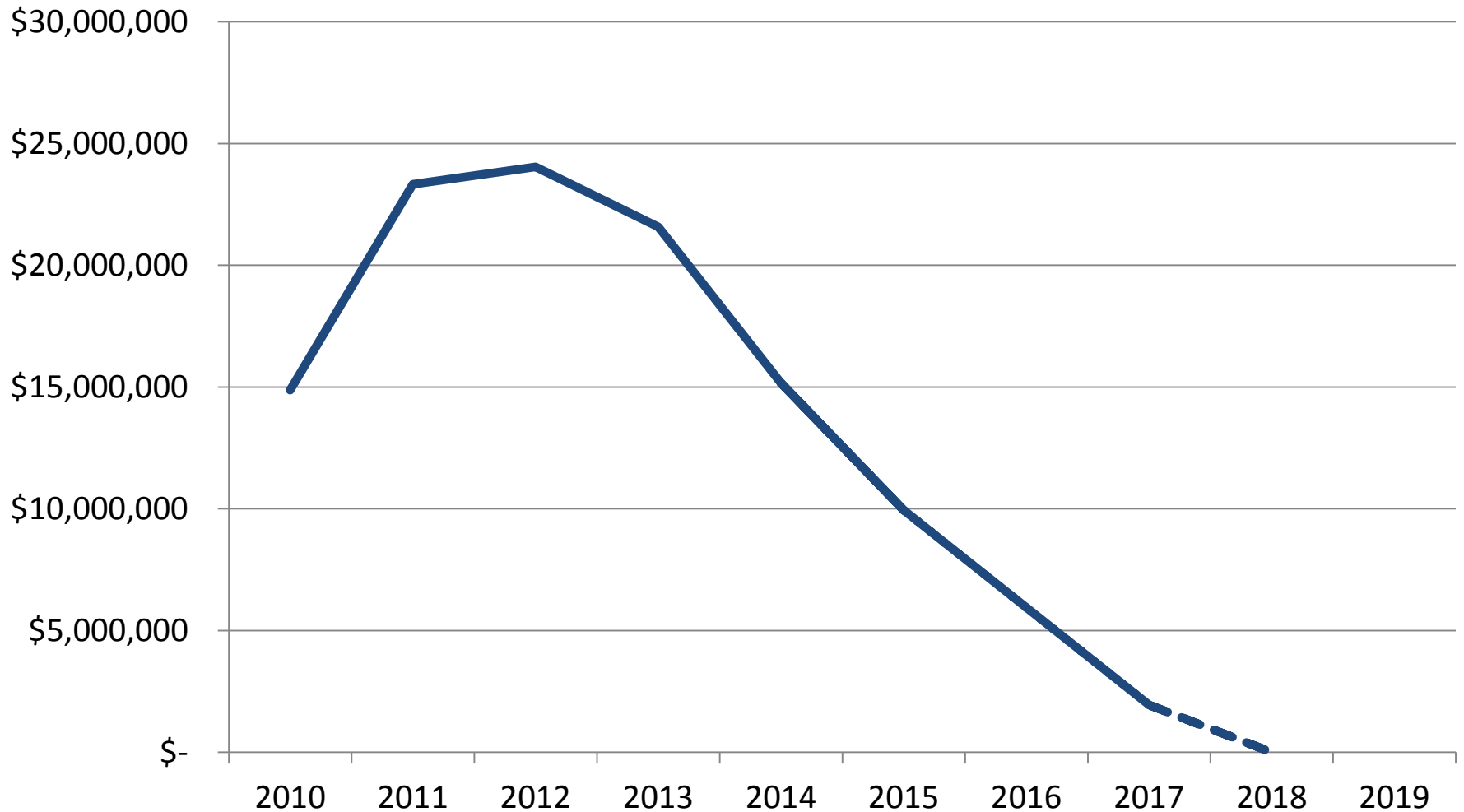
Water and Sewer per Capita Expenses 2014

(Abbotsford plus 7 comparative cities)

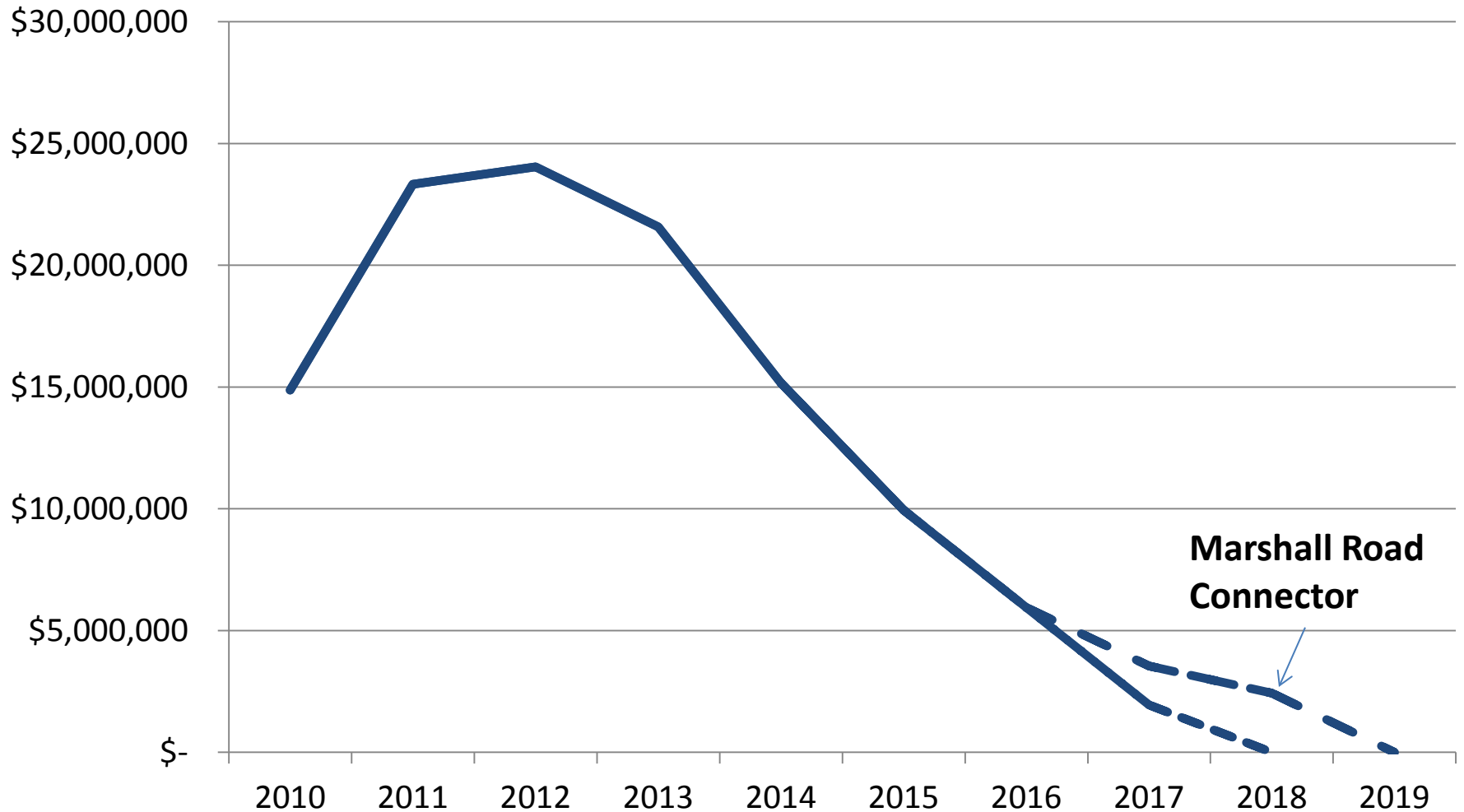


Source: Ministry of Community, Sport and Cultural Development

Internal Financing – Roads DCCs



Internal Financing – Roads DCCs



Council Comments/Questions

Public Comment/Question Period