



CITY OF ABBOTSFORD
2019-2023 Draft Financial Plan

Committee of the Whole and Public Input

February 19, 20, 21, 2019



Agenda

1

Introduction - City Manager

5

Public input each day

2

2019 Financial Plan - CFO/GM,
Finance & Corporate Services

6

Summary - CFO/GM, Finance
& Corporate Services

3

Detail Review by Fund -
Director of Finance

7

Closing - City Manager

4

Departmental Budgets - City
Manager & General Managers



Day 1 – Feb 19

- FVRL – Fraser Valley Regional Library
- Council & City Manager
- Abbotsford Airport
- Innovation, Strategy & Intergovernmental Relations
- Finance & Corporate Services
- Planning & Development
- Public Input

Day 2 – Feb 20

- Police
- Parks, Recreation & Culture
- Engineering: Transportation, Roads, Fleet
- Transit
- Buildings, Development Engineering, GIS
- Public Input

Day 3 – Feb 21

- Drainage
- Solid Waste
- Water, Sewer
- Fire Rescue Services
- Public Input
- Summary

City Manager Overview

2019-2023 Financial Plan
Peter Sparanese
City Manager

Abbotsford Overview

145,102* Growing Population

Largest Composite Fire Department

Airport, YXX

Abbotsford Police Department



largest municipality

in BC by land area:

75% of land base is **ALR**,

25% Urban

fifth largest
municipality by population

Over 1300
City Employees
including APD

\$35 Billion total assessment base
total Folio Count = **47,200** (2019)



City of Abbotsford's Vision

The City of Abbotsford is the Hub of the Fraser Valley.

As the regional centre of the Fraser Valley, Abbotsford will be home to centralized services and agencies including health care, courts, transportation, university, airport, provincial and federal government, entertainment & cultural facilities, and commerce. We are diverse, inclusive, and connected; we are green, prosperous, and healthy; we are a vibrant and beautiful community.



City of Abbotsford's Mission

We strive to continually improve the quality of life within our community by delivering key services for current and future generations.

Strategic Plan 2019-2022

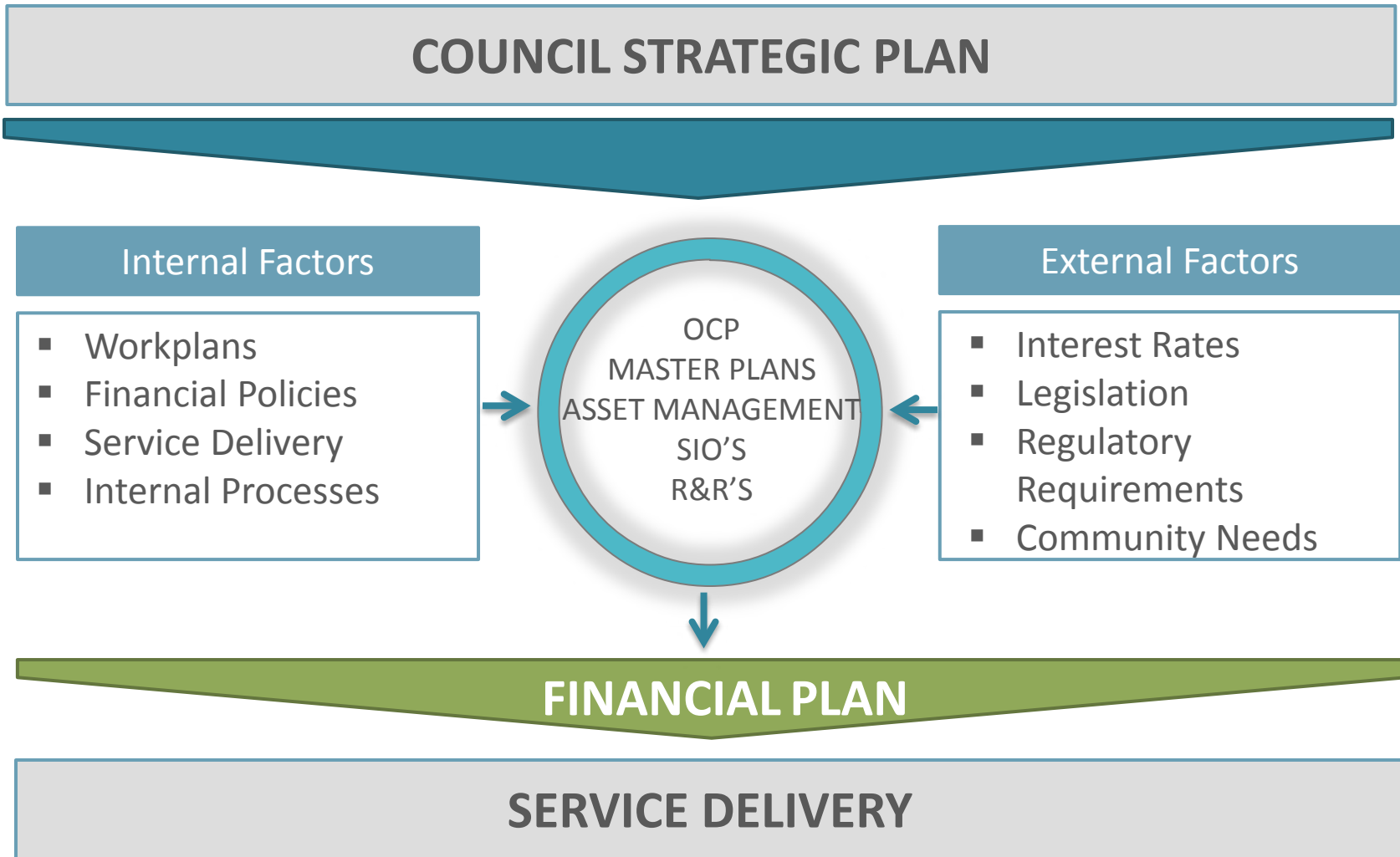
- Aligns all municipal planning decisions
- Provides direction for departmental business plans and budgets
- Allows staff to continually monitor progress towards desired outcomes



Council's 4 Cornerstones



Planning Framework



Financial Plan Requirements

LEGISLATIVE

Community Charter, Section 165:

- **Annual adoption of Financial Plan prior to Property Tax Bylaw**
- **May be amended by bylaw at anytime**
- **Planning period 5 years (specified year + 4)**

CONTENT

Allocation of financial resources for service delivery

Operating & Capital budget

Financial roadmap to accomplish Strategic Plan

Key Aspects of Financial Plan

- Provides Resources for:
 - Operational: Establishes Level of Service (LOS)
 - Sustain: Renew & Replace (R&R)
 - Growth: Strategic Investment Opportunities (SIO)
 - External Influences (EHT, regulations, etc.)

2019 Financial Plan - Themes



City Operations

efficient & effective service delivery



Building Infrastructure

sustain and enhance



Future Planning

growth and complexity



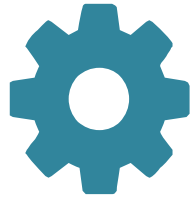
Fiscal Discipline

financial sustainability

2019-2023 Financial Plan



2019 Focus



Allocates Resources:

- MPI (day-to-day operations)
- Employer Health Tax (EHT)
- 911 E-COMM Radio System
- Strategic Plan Priorities
- Strategic Initiatives & Opportunities
- Service level increase in priority areas
- Sustains & enhances infrastructure

Accomplished by:

- Proposed Tax Increase
- Additional new growth
- 2018 Expected Surplus

2019 Proposed Tax Increase - 2.98%

- Supports Council Strategic Plan
- Supports day to day operations
- Will fund full net impact of Employer Health Tax (EHT)
- Enables optimal use of resources to fully deliver the proposed financial plan



2019 Proposed Tax Increase - 2.98%

- Fiscally responsible
- Prudent
- Affordable
- Well positioned



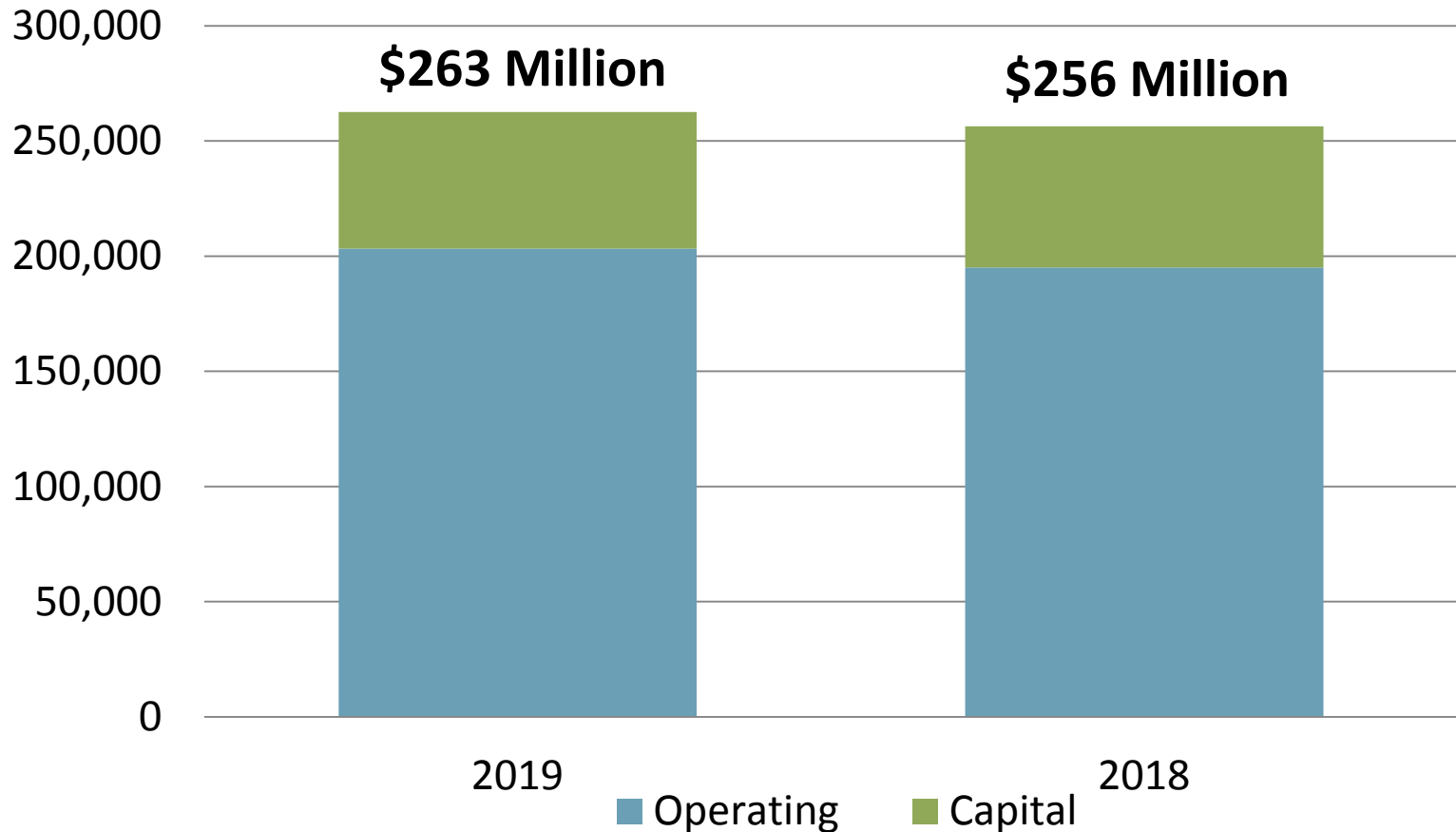
Comparators

Municipality	2019 Proposed Tax Increase
Chilliwack	3.43%
Mission	4.62%
Township of Langley	4.95%
Delta	2.99%
Surrey	2.90%
Kelowna	4.43%
Abbotsford	2.98%

2019 Financial Plan

Rajat Sharma
GM, Finance & Corporate Services

City Consolidated Total Budget

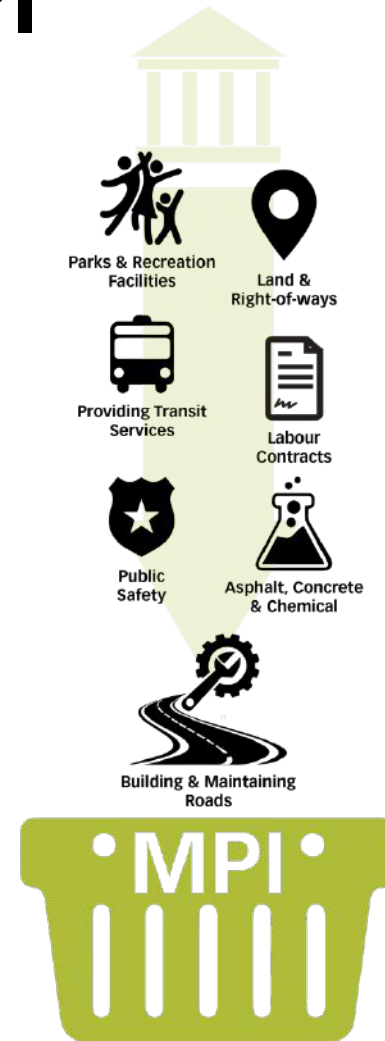
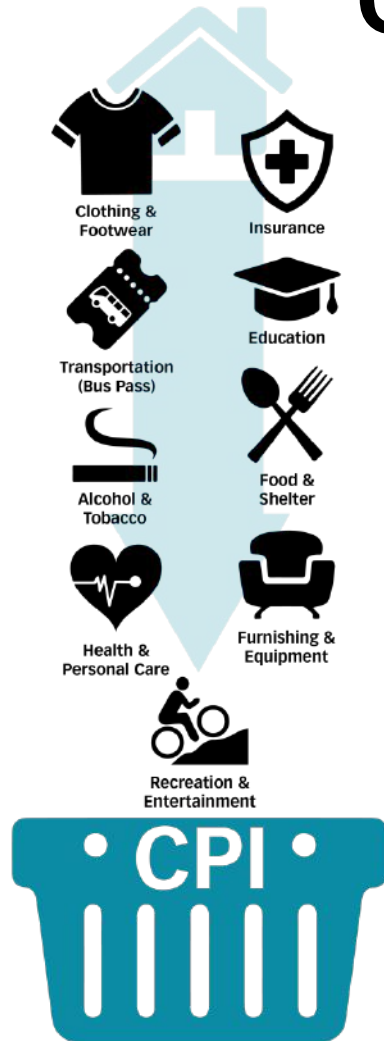


- excluding transfers & debt principal payments
- 2018 amended operating budget
- includes general, airport, water, & sewer funds

2019 Financial Plan Drivers

- MPI (day to day operations)
- Employer Health Tax (EHT)
- 911 E-COMM Radio System
- Strategic Plan Priorities
- Operating Impacts:
 - Strategic Initiatives & Opportunities (SIO)
 - Staffing Requests
 - Renewal & Replacement (R&R)

CPI & MPI



Council Approved Mandate – Planning Purposes

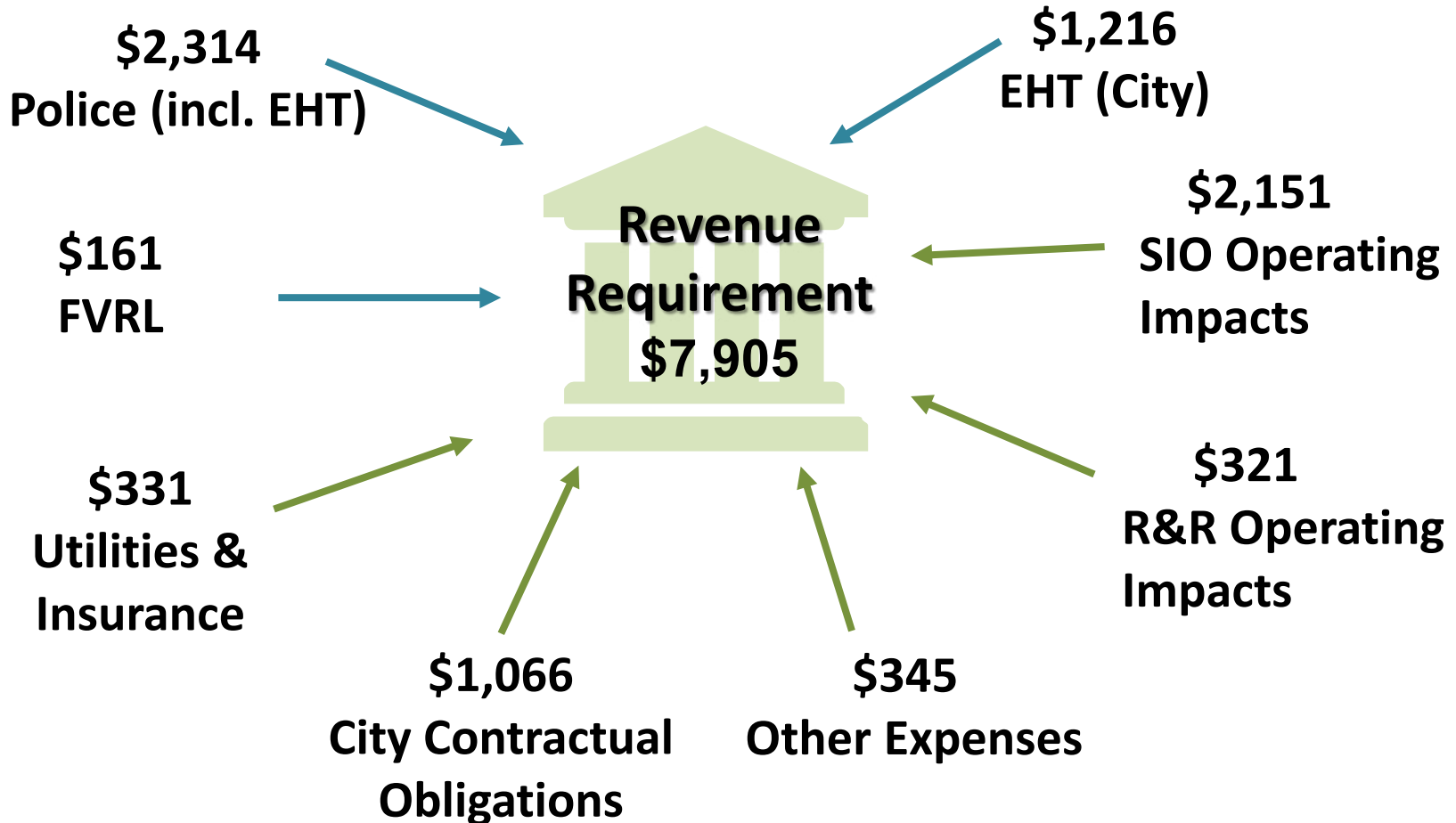
<u>MPI Summary</u>	<u>2019</u>
Consolidated	2.25%

MPI & CPI Forecasts (as at May 2018)

	2019	2020	2021	2022	2023
MPI - Current Forecast	2.25%	2.26%	2.26%	2.26%	2.26%
CPI – Abbotsford/Mission Forecast (annual average)	1.90%	2.01%	1.99%	2.06%	2.06%

2019 Proposed General Fund Revenue Requirement*

(in thousands)



(in thousands)	2018 Base Tax Revenue	2019 Tax Increase	2019 Non-Market Change	2019 Total Tax Revenue	Revenue Increase % (excluding NMC)
City	81,610	2,271	1,152	85,032	1.67%
Library	4,755	161	-	4,916	0.12%
Police	49,461	1,616	698	51,775	1.19%
Consolidated	135,826	4,048	1,850	141,723	2.98%

* (approx. value of 1% tax revenue = \$1,358,000)

Total Required Revenue = \$7.9M

- Proposed Tax Revenue (including NMC) = \$5.9M
- Additional Required Revenue = \$2M to be funded through a combination of year end surplus & additional non-market growth

Fraser Valley Regional Library

Nancy Gomerich, Director of Finance

Heather Scoular, Director of Customer Experience



Detail Review By Fund

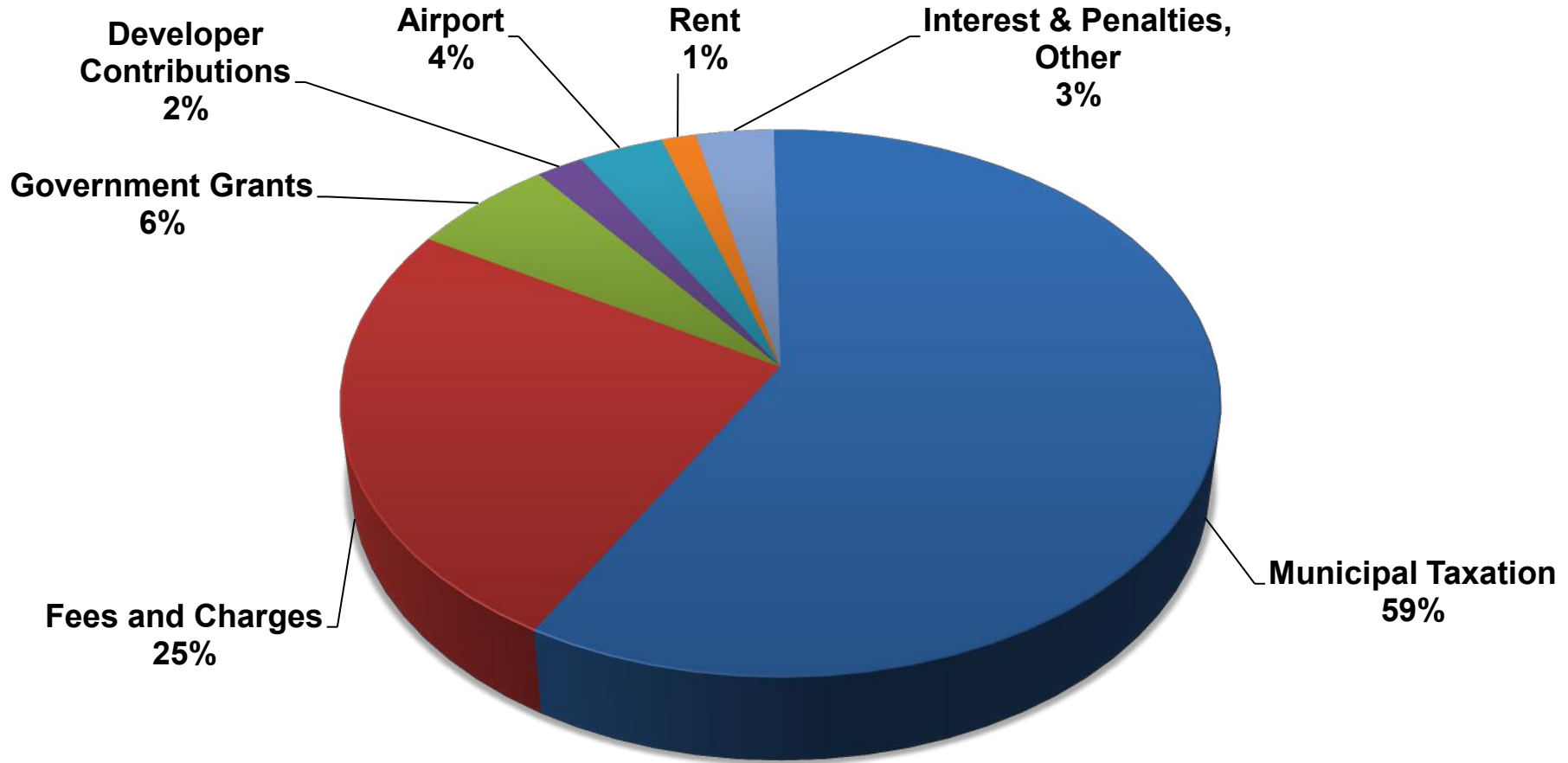
Komal Basatia
Director, Finance

Resources

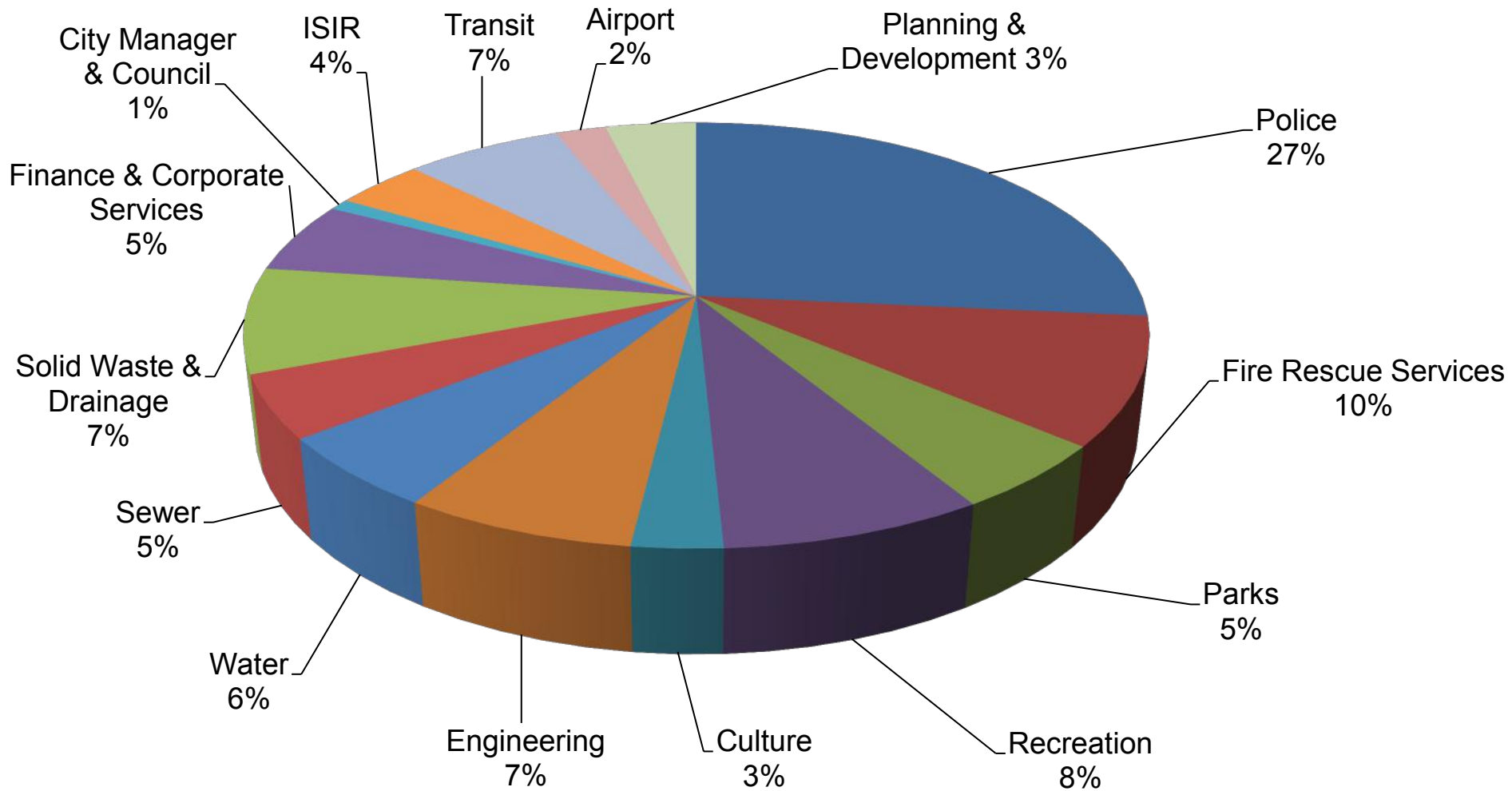
Background Materials

Tab 1	City PowerPoint
Tab 2	Police PowerPoint
Tabs 3-5	Operating Budget – Financial Schedules by Fund (General, Water, Sewer)
Tab 6	Airport
Tab 7	Strategic Initiatives and Opportunities (SIO); Renewal and Replacement (R&R)
Tab 8	Community Works Fund

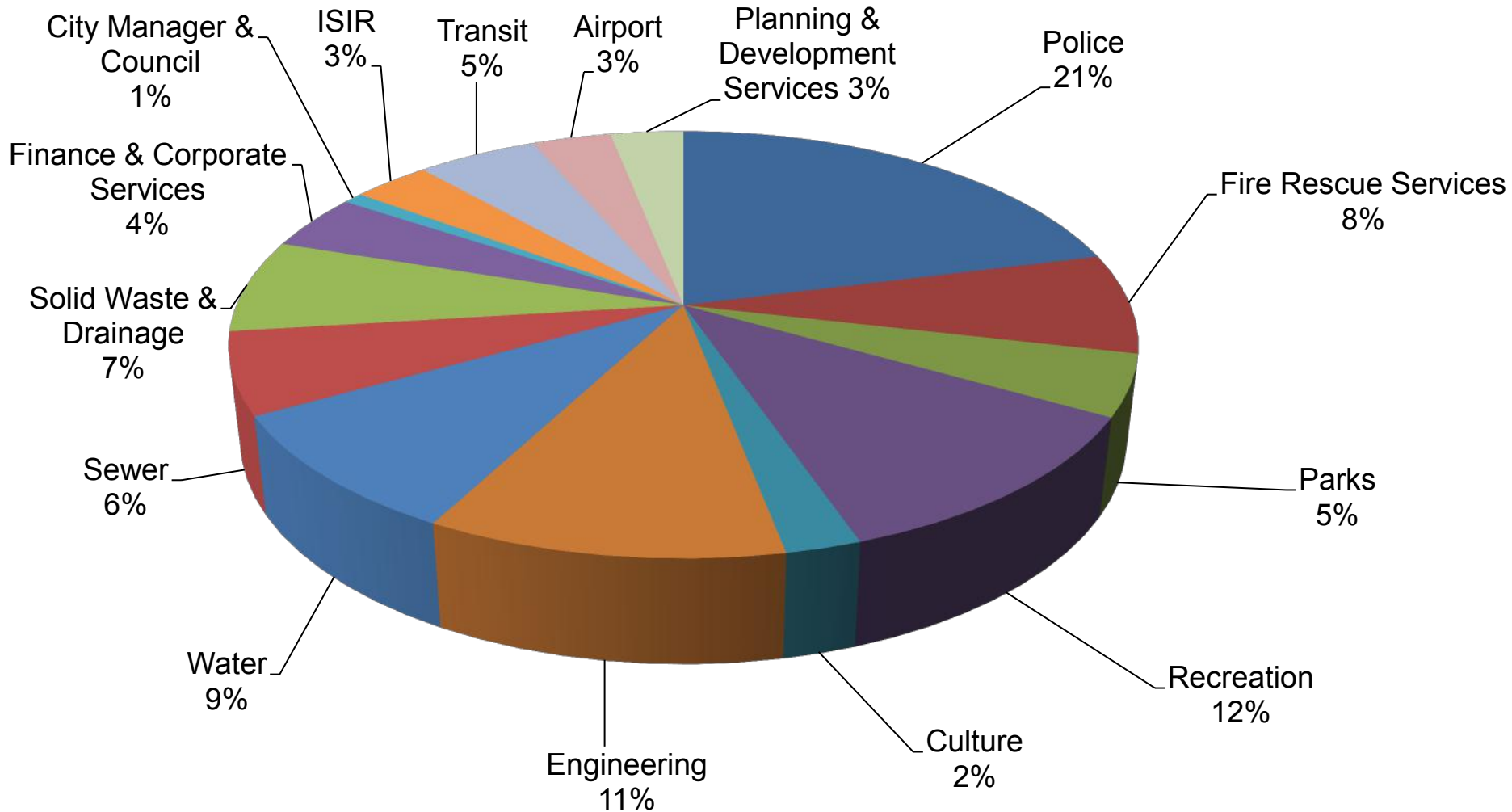
Where the Money Comes From – Year 2019



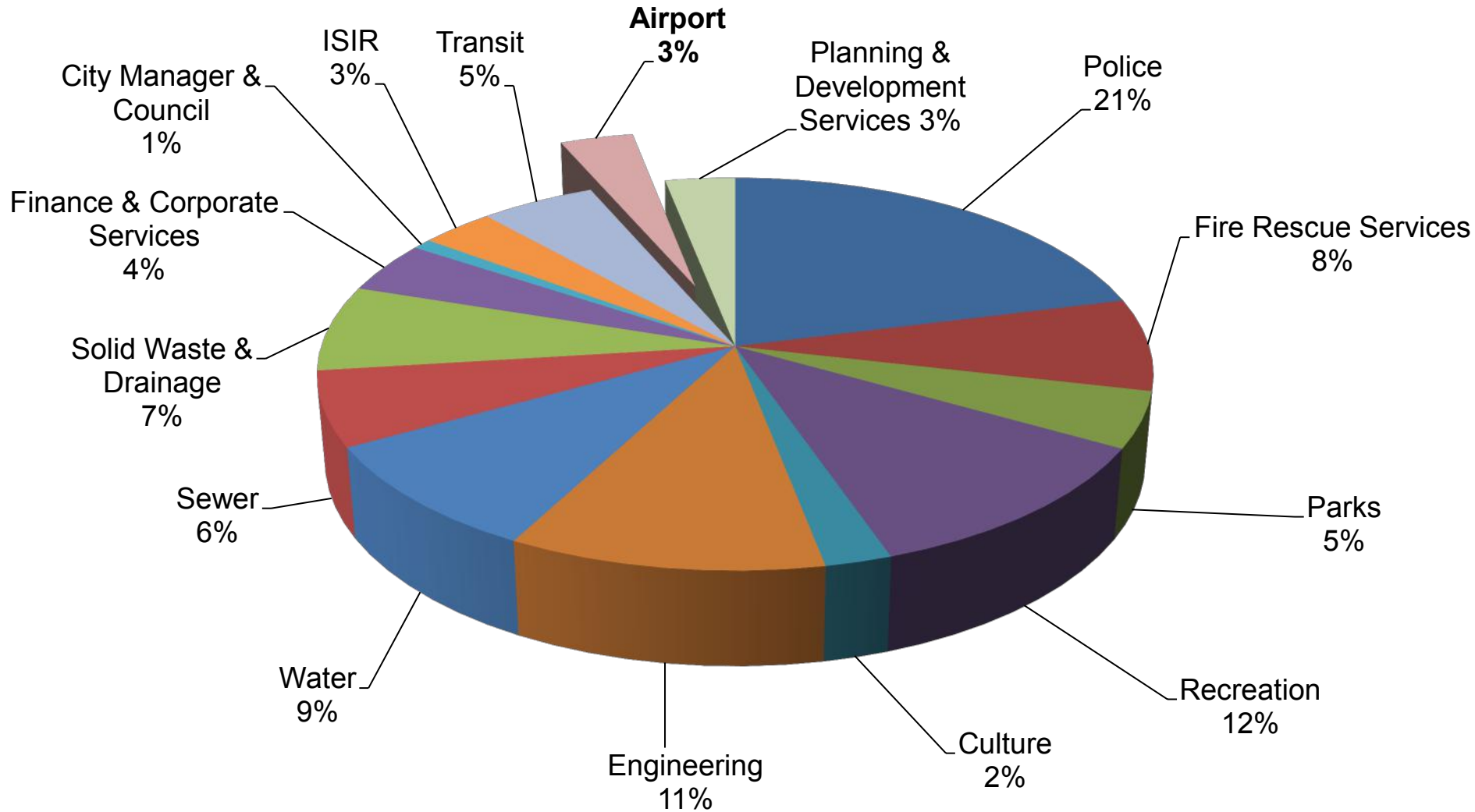
2019 Services – Planned Operating Expenditures



Where the Money Goes – Year 2019



2019 Service Expenditures* Airport



* Draft 2019 Plan expenditures include operating, capital and debt servicing.

Schedule D Airport Operating Fund

(in thousands)

	2018P	2019P
Revenues		
Fees & Charges	4,172	5,435
Investment Income	72	84
Other Revenue	1,288	1,578
Recoveries	196	196
Rental	1,636	1,636
	7,365	8,929
Expenditures		
Administration	1,458	1,563
Airside	1,360	1,636
Marketing	64	64
Mobile Equipment	263	293
Parking	297	297
Terminal Building	526	532
	3,967	4,385
Net Operating Revenue/(Expenditure)	3,398	4,544

REVENUE

Net Increase \$1.6 million

- Increased Passengers
- Fees, Parking, Concessions all increased

EXPENDITURES

Administration: Net Increase \$105K

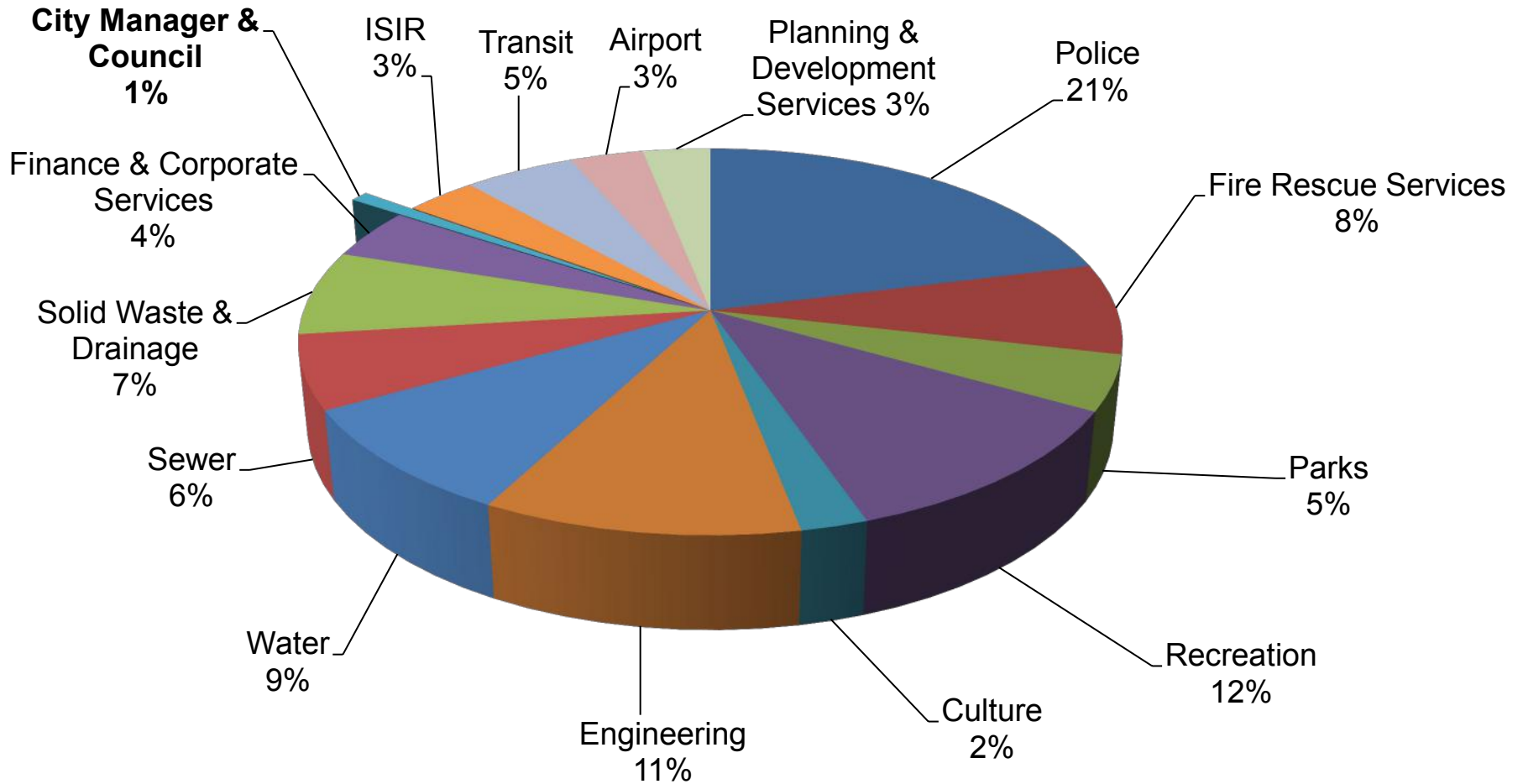
- MPI contractual adjustments

Airside: Net Increase \$276K

- Increased flights & associated costs

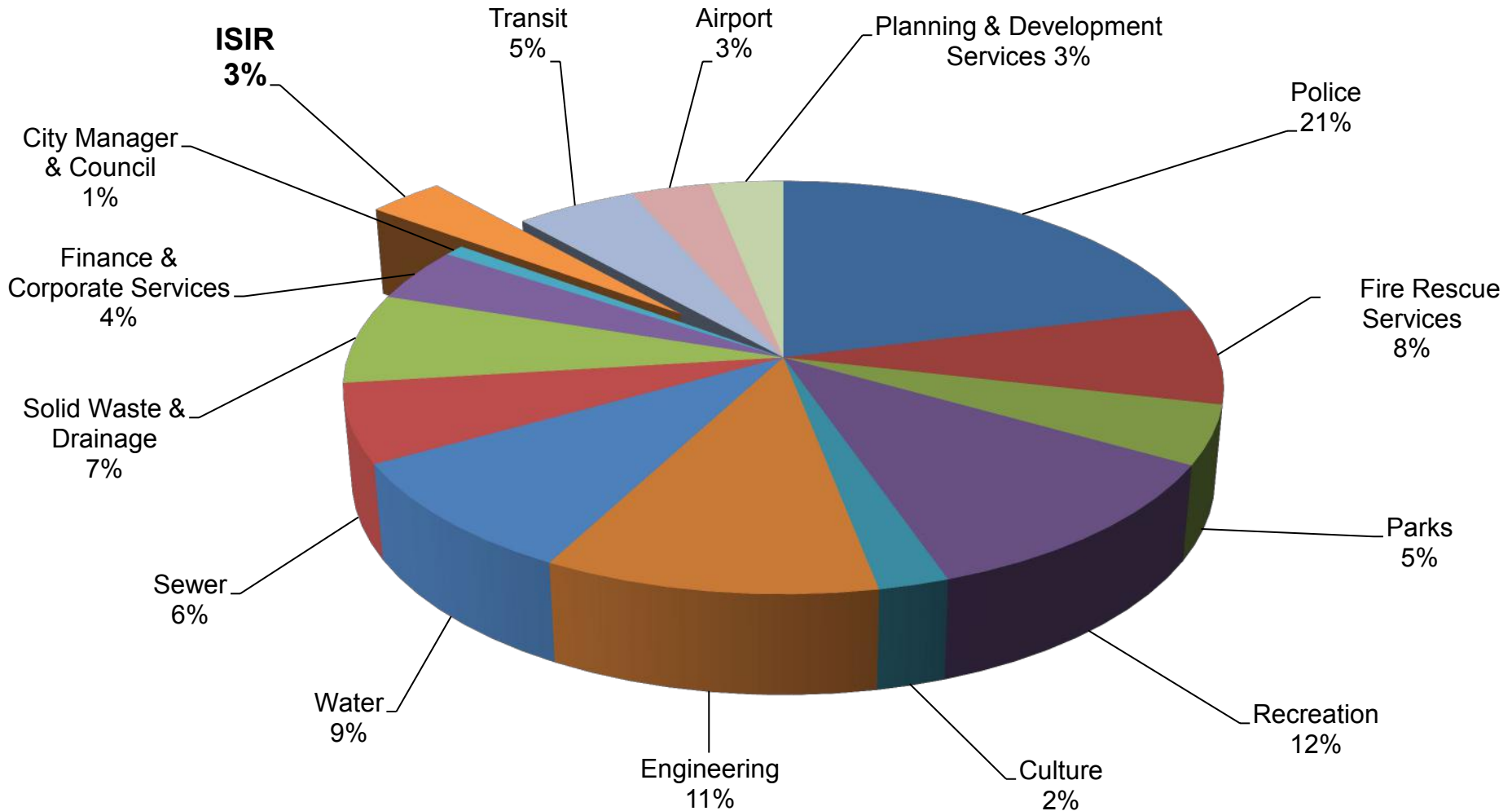
2019 Service Expenditures*

City Manager & Council



2019 Service Expenditures*

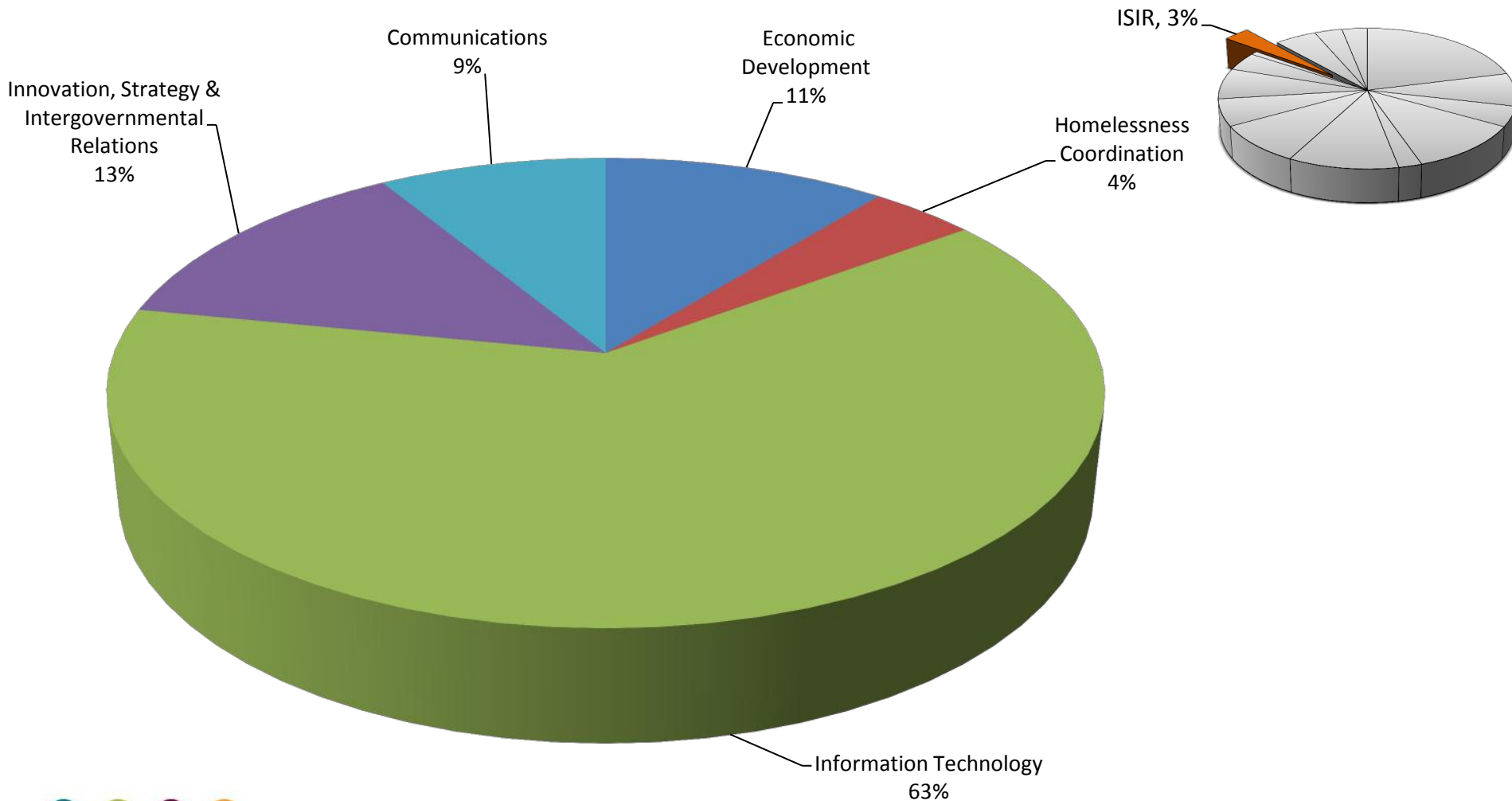
Innovation, Strategy & Intergovernmental Relations (ISIR)



* Draft 2019 Plan expenditures include operating, capital and debt servicing.

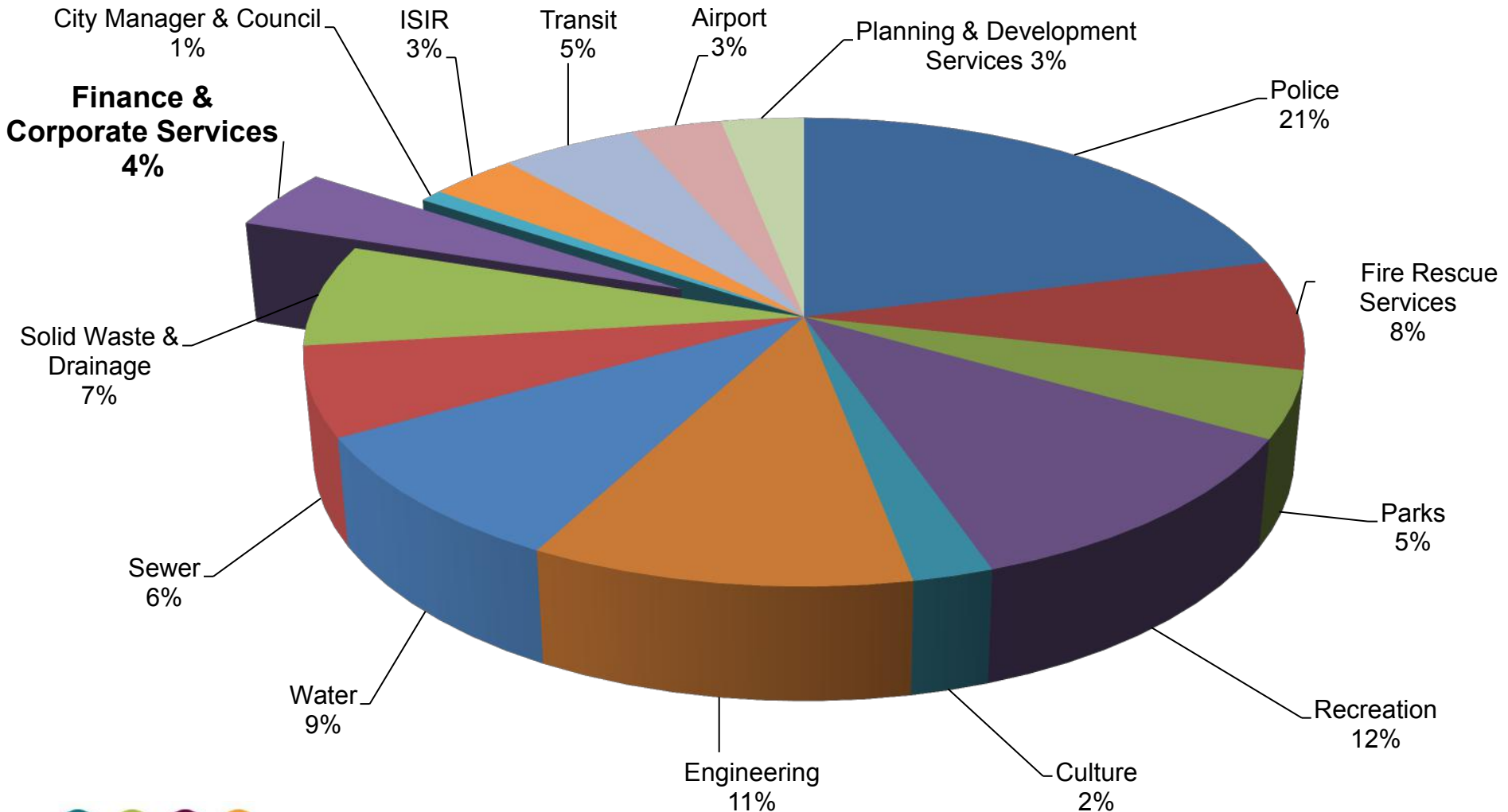
2019 Service Expenditures*

Innovation, Strategy & Intergovernmental Relations (ISIR)

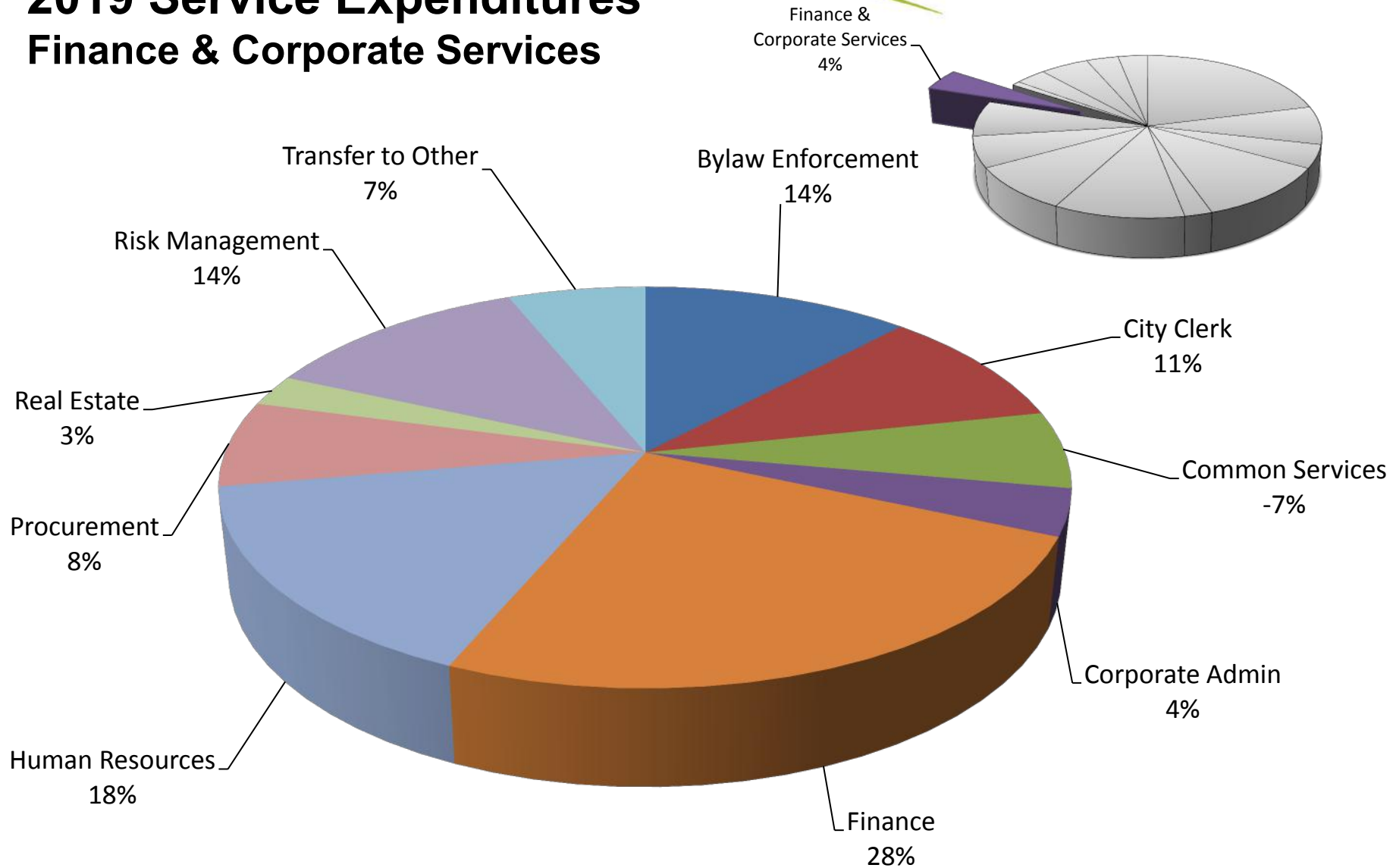


2019 Service Expenditures*

Finance & Corporate Services



2019 Service Expenditures* Finance & Corporate Services



Schedule E

(in thousands)

General Operating Fund - General Government Services

	2018P	2019P
Revenues		
Fees & Charges	342	379
Grants	6,965	7,311
Investment Income	1,960	1,932
Other Revenue	145	265
Recoveries	355	365
Rental	1,901	1,862
Taxes	85,110	89,286
	96,778	101,400

REVENUE

Grants: Increase \$346K

- \$200K gaming revenue adjustment
- \$136K Community Works Funds

Other Revenue: Increase \$120K

- Digital Sign & Contract Revenue

Taxes: Increase \$4.18M

- Proposed tax rate & non-market growth

Schedule E

(in thousands)

General Operating Fund - General Government Services

	2018P	2019P
Expenditures		
City Manager	885	885
Bylaw Enforcement	1,309	1,533
City Clerk	1,151	1,130
Elections	328	-
Finance & Procurement	4,209	4,430
Human Resources	1,801	2,028
Legal & Risk Management	1,426	1,545
Real Estate Services	313	321
Restorative Justice	149	149
Communications & Marketing	691	755
Economic Development	821	940
Housing Services	580	225
Information Technology	4,133	4,627
Innovation, Strategy & Intergovernmental Relations	916	1,143
Legislative Services	779	873
Common Services	208	(943)
Transfers to Other Agencies	604	789
	20,302	20,430

EXPENDITURES

MPI contractual increases

Bylaw Enforcement: Net Increase \$224K

- SIO: Hire Screening Officer (FTE)
- SIO: Bylaw Enforcement Strategy

Elections:

- No budget until next election 2022

Finance & Procurement: Net Increase \$221K

- SIO: Long-Term Financial Plan
- SIO: Payment Card Industry (PCI) Compliance

Human Resources: Net Increase \$227K

- SIO: Hire PT HR Advisor (0.6 FTE)
- SIO: Employee Engagement Strategy

Schedule E

(in thousands)

General Operating Fund - General Government Services

	2018P	2019P
Expenditures		
City Manager	885	885
Bylaw Enforcement	1,309	1,533
City Clerk	1,151	1,130
Elections	328	-
Finance & Procurement	4,209	4,430
Human Resources	1,801	2,028
Legal & Risk Management	1,426	1,545
Real Estate Services	313	321
Restorative Justice	149	149
Communications & Marketing	691	755
Economic Development	821	940
Housing Services	580	225
Information Technology	4,133	4,627
Innovation, Strategy & Intergovernmental Relations	916	1,143
Legislative Services	779	873
Common Services	208	(943)
Transfers to Other Agencies	604	789
	20,302	20,430

Economic Development: Net Increase \$119K

- SIO: International Economic Development Strategy
- SIO: Update Economic Development Website

Housing Services: Net Decrease \$355K

- 2018 housing projects carry forward
- SIO: Affordable Housing Strategy Update
- SIO: Homelessness Action Plan Update

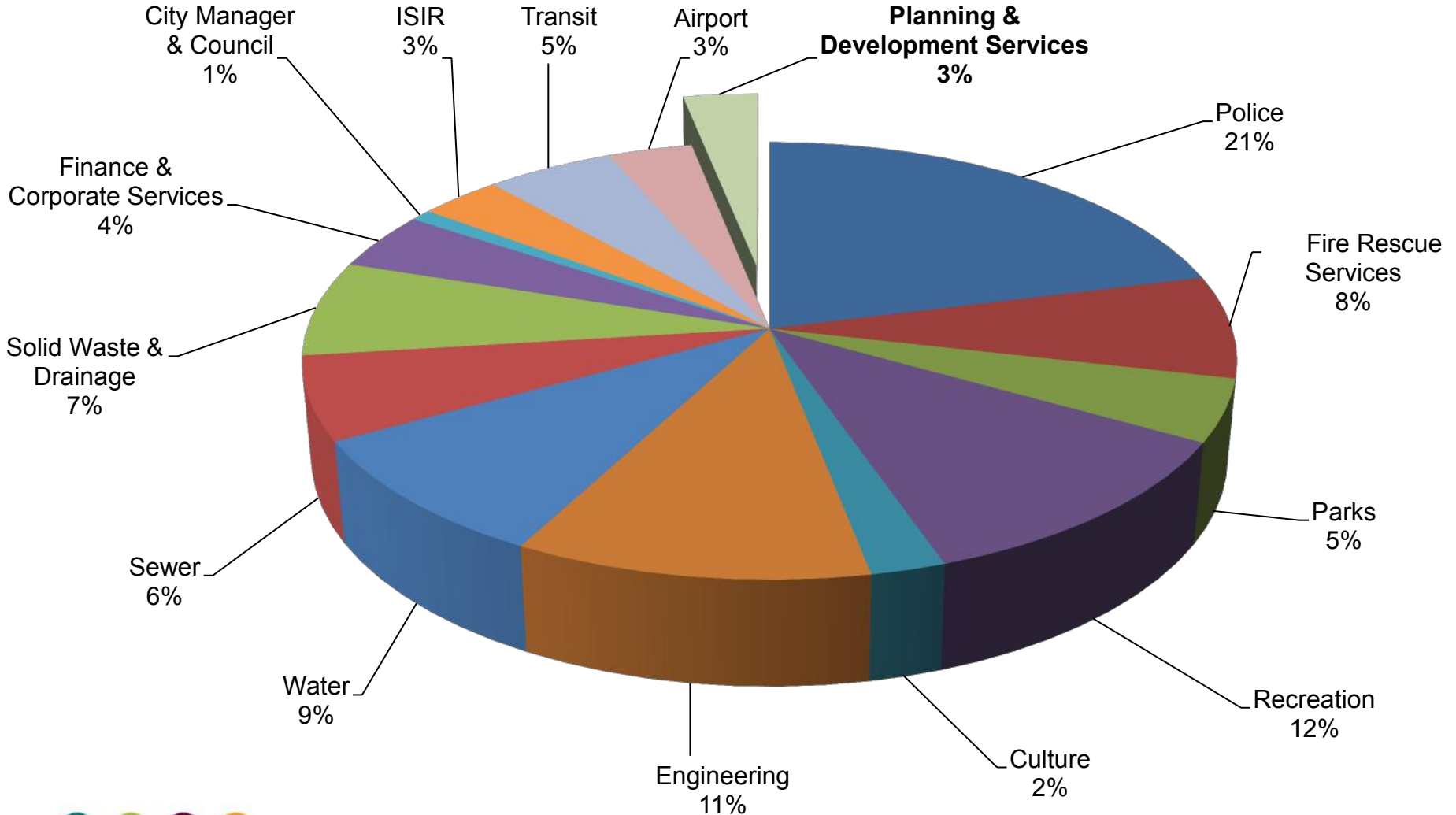
IT: Net Increase \$496K

- SIO: Hire application analyst (FTE)
- SAP & AMANDA licenses
- MPI contractual adjustments

ISIR Department: Increase \$227K

- CityStudio Projects
- MPI contractual adjustment

2019 Service Expenditures* Planning & Development Services



Schedule F

(in thousands)

General Operating Fund - Planning & Development Services

	2018P	2019P
Revenues		
Fees & Charges	6,018	5,863
Investment Income	30	30
Other Revenue	-	-
Recoveries	48	50
	<u>6,096</u>	<u>5,943</u>
Expenditures		
Building Inspections	2,671	2,807
Licence Inspections	185	182
Planning Services	4,891	4,849
	<u>7,748</u>	<u>7,837</u>
Net Operating Revenue/(Expenditure)	(1,652)	(1,894)
Fund Transfers In	351	-
Fund Transfers Out	-	-
Contribution To/(From) Operating Fund	<u>(1,301)</u>	<u>(1,894)</u>

REVENUE

Fee & Charges: Net Decrease \$155K

- Courthouse Building Permit – \$800K one-time 2018 revenue
- Increased building activity & permits – additional expected revenue \$645K

EXPENDITURES

Building Inspections: Net Increase \$136K

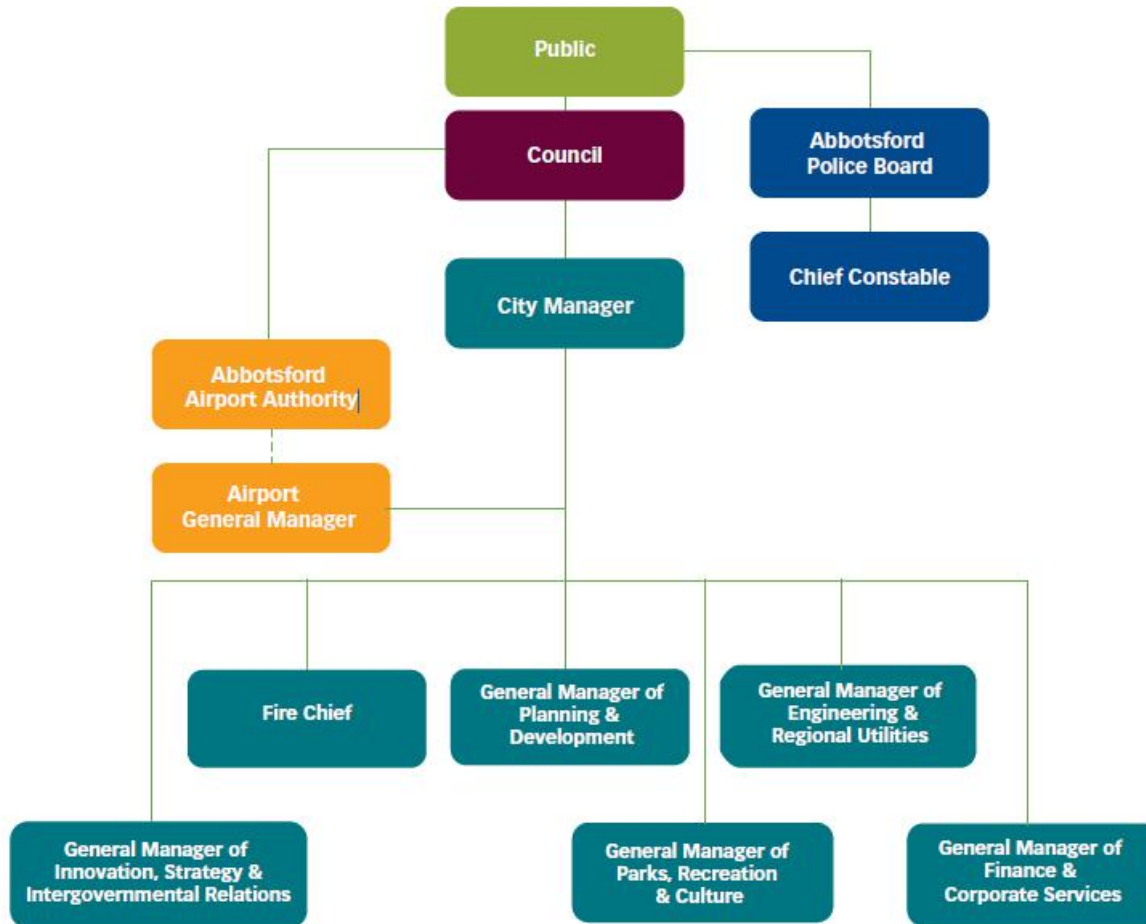
- Carry-forward projects removed
 - Int'l Accreditation Services
- SIO: Hire Two (2) Building Official III
- MPI contractual increases

City Manager's Office

Peter Sparanese
City Manager



Organizational Structure Overview



Services

City Manager's Office

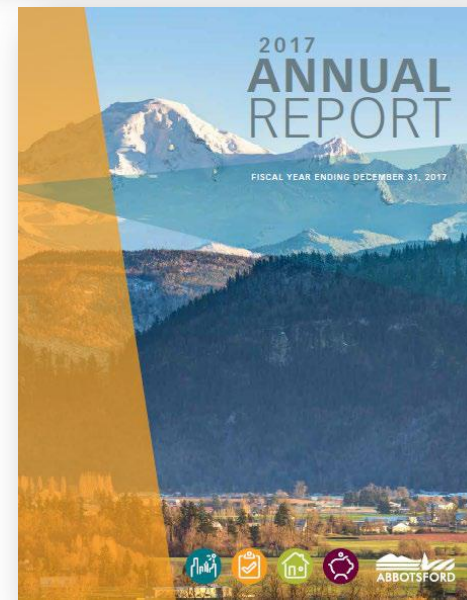
Mayor and Council

- Support Mayor and Council
- Strategic Plan
- Financial Plan
- Annual Report

Administration

Oversight of Strategic Leadership Team and Work Program Strategic Initiatives

- Departmental alignment
- Bylaws, policies, & procedures
- Business system improvements
- Service delivery
- Customer relations



Focus

City Manager

- Good governance
- Policy/bylaws/procedures – best practices
- Staff & community engagement
- Customer relations (internal & external)
- Deliver Council Strategic Plan priorities & approval of Financial Plan
- Legislative & regulatory framework

Organizational Successes

2018 KEY ACCOMPLISHMENTS

- Receiving recognition as **Smart21 community**, which moves us forward in being more connected, engaged, inclusive and sustainable
- Nearing completion of our **Plan 200K Project** which includes 20 Master Plans, Neighbourhood Plans and various studies
- Organizing and running the **2018 General Election**, including employing over 300 election workers from the community on General Election Day
- Receiving **Canadian Institute of Transportation Engineers' award** for our Transportation and Transit Master Plan
- Implementing the **WaterWise Portal**
- Successfully passing our internal **COR Health and Safety audit**, speaking to the culture of safety that is being promoted at the City
- Welcoming more than **1.2 million guests to our recreation centres**
- Supporting approximately **160 community outdoor events** with an estimated **economic impact of \$18.1 million**
- Earning **5 Blooms** in the provincial Communities in Bloom program
- Responding to **8700 AFRS incidents** as well as deploying firefighters to the Burns Lake area to fight wildfires
- Completing a pilot program to test **LED lights on 120 streets**
- Breaking ground on the **redevelopment of Jubilee Park**
- Coordinating approximately **55,000 volunteers hours** through PRC
- Breaking annual records in construction value and processing film permits
- Initiating **CityStudio** Abbotsford
- Welcoming **840,000 passengers** through our International Airport – another record breaking year
- Substantial completion of the **Salton Road Pedestrian/Cycling Bridge** project to improve mobility and safety for pedestrians and cyclists

Key Issues & Trends

- Customer experience and service
- Growing our economy
- Financial stability
- Safety Culture
- Innovation
- Sustainability/Resiliency
- Process improvements and best practices

Strategic Initiatives & Opportunities (SIO)

City Manager

Proposed Plan Total for 2019: \$175,000

Proposed Project	2019
Customer Culture Strategy (ISIR)	25,000
Develop Succession Plans (HR)	75,000
Employee Engagement Strategy (HR)	75,000

Renewal & Replacement (R & R)

City Manager

Proposed Plan Total for 2019: \$500,000

Proposed Project	2019
City-wide General Fund Contingency	500,000

Airport

Parm Sidhu
GM, Airport



Services

Airport

- Airport Operations
- Investment opportunities
- Land development
- Civic Events



Successes

Airport

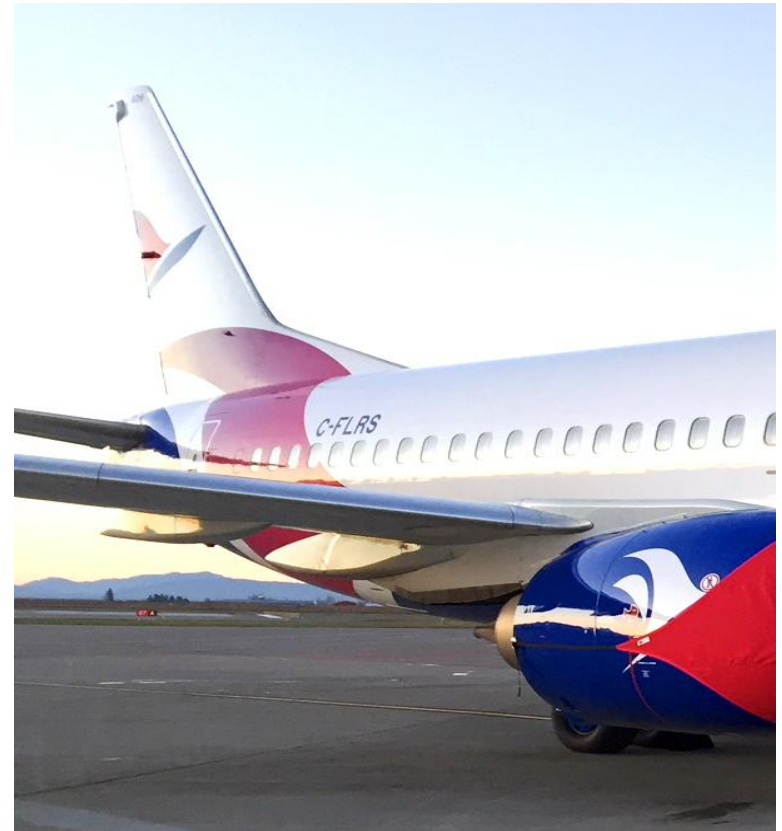
- Welcomed 842,212 passengers, another record breaking year!
- 5 million dollar Terminal expansion – 14,000 square feet of new terminal space
- Secured funding through the BC Air Access Program for \$532,973
- Hosted the annual airshow (including the Blue Angels), Girls Fly Too & the ADSE event
- Four National Carriers now offer service from YXX in Swoop, WestJet, Flair Airlines, Air Canada rouge (seasonal service)
- 20,000 square feet of new hangar space was constructed by Andres Welding & Machining
- Completed the LED lighting project in the grassed / gravel parking lot



Key Issues & Trends

Airport

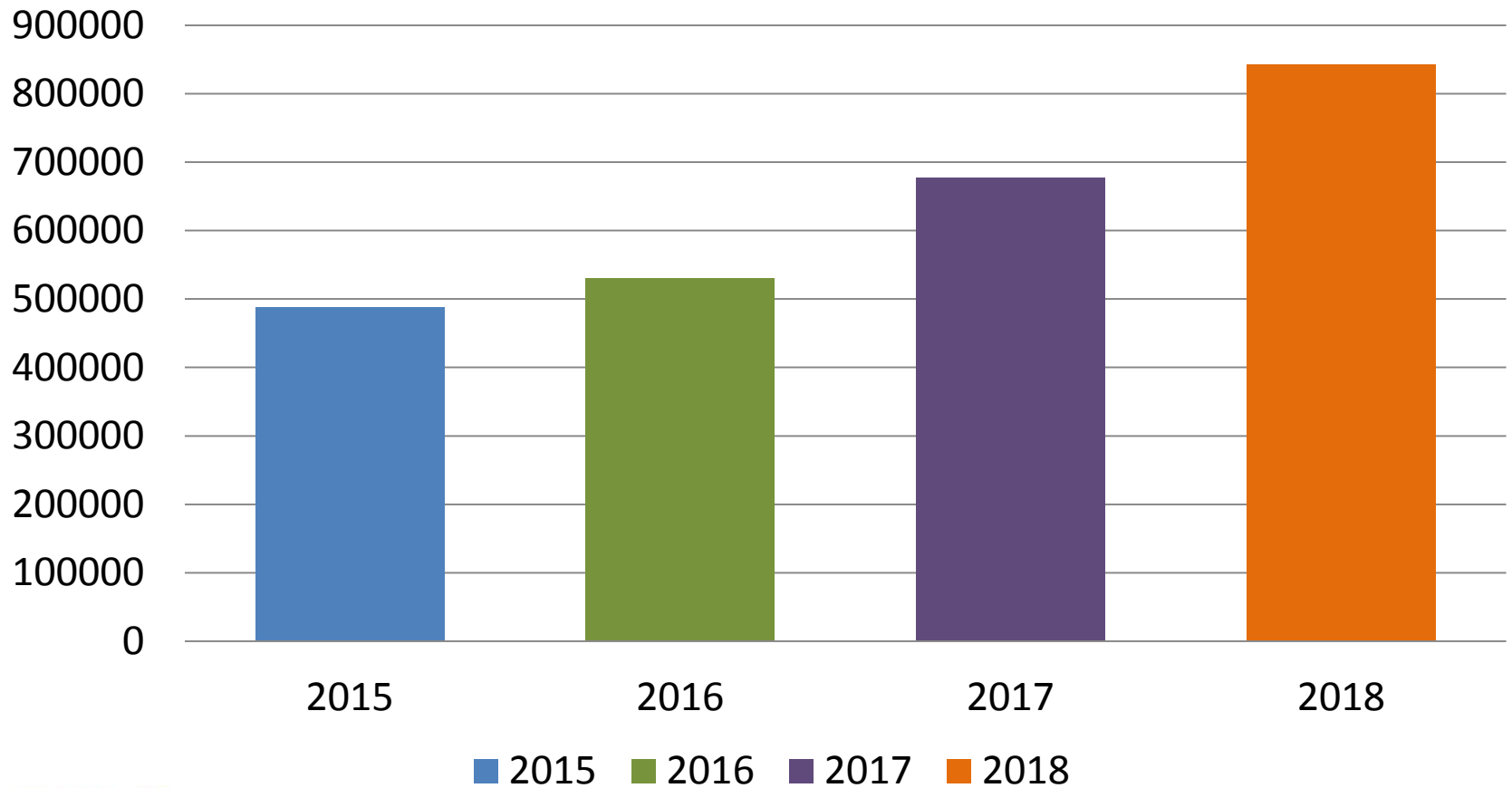
- Regulatory requirements
- Airline Dependent Revenue Streams
- Operational Risks
- Demand for increased commercial flights
- Growth
- Capital investment
- Continued land development



Metrics

Airport

2015-2018 Passengers



Operational Highlights

Airport

- Promote an open for business culture, that supports development of Abbotsford International Airport
- Implement Terminal Master Plan initiatives with emphasis on improving guest experience
- Increase leasehold areas
- Operate a safe, secure and efficient airport year-round, with a strong internal/external safety & security culture on the airfield
- Promote expansion of regional transportation
- Secure regular shuttle or bus service

Strategic Initiatives & Opportunities (SIO)

Airport

Proposed Plan Total for 2019: \$2,450,000

Proposed Project	2019
Terminal Furnishings & Minor Renovations	150,000
New Taxiway	300,000
Terminal Expansion - Bag Room/Hold Bag Screening	2,000,000

Renewal & Replacement (R & R)

Airport

Proposed Plan Total for 2019: \$2,070,000

Proposed Project	2019
Runway 25 lighting	100,000
Two (2) Light Pick Up Trucks	140,000
Contingency (Airside Developments)	250,000
Contingency (Groundside Developments)	250,000
Replace HVAC Units	250,000

Renewal & Replacement (R & R)

Airport

Proposed Plan Total for 2019: \$2,070,000

Proposed Project	2019
HVAC for Field Electrical Centre (FEC)	30,000
Apron Floodlights – Aircraft Operation Stand A1	200,000
Runway Maintenance Equipment - Multipurpose	350,000
Parking/ Tradex Offset/ Liberator to Mt. Lehman	500,000

Innovation, Strategy & Intergovernmental Relations (ISIR)

Katherine Treloar
GM, ISIR

Services



Communications & Marketing



Executive Office



Continuous Improvement



Housing & Homelessness



Economic Development



Information Technology (IT)

Services

ISIR

Communications & Marketing

- Community engagement
- Internal & external communication
- Program marketing & branding

Executive Office

- Support Mayor, Council & City Manager
- Coordinate Council correspondence
- Proactive public relations
- Social media

Economic Development

- Community connections
- Promote Abbotsford nationally & internationally
- Business attraction and retention
- Coordinate special events & filming

Services

ISIR

Continuous Improvement

- Promote innovation
- Facilitate community partnerships
- Encourage a customer focus
- Facilitate process improvement

Information Technology

- Provide digital & technical expertise
- Manage hardware, software, & enterprise applications
- Business systems and process enhancements
- Provide cyber-security & data integrity

Housing & Homelessness

- Advocate with senior levels of government
- Partner with local service providers and agencies
- Participate in regional & inter-regional efforts
- Develop policy solutions

2018 Successes

ISIR

- Enhanced **city website** and launched the **Housing and Homelessness web presence** and **WaterWise web portal**
- Implemented an **Innovation Network framework**
- Improved business process for permits including **implementation of some online applications**
- **Innovation Day** for staff
- Launched **CityStudio Abbotsford**, a partnership with UFV
- Launched **1st Fraser Valley Career Connections & Conference**
- Intelligent Community Forum initiative – **Smart 21 Achieved**
- **Foreign Direct Investment Strategy** developed-India Market
- **Largest ever Business Walks**: 153 businesses visited

CITYSTUDIO

ABBOTSFORD

An innovation hub where UFV students experiment and solve community challenges by collaborating with City of Abbotsford staff in the design and launch of solution prototypes.

Fresh perspectives for our city.



2018 Successes

ISIR

- Inaugural Council Orientation (2018-2022)
- Homelessness Coordinated Intake & Referral Pilot project
- Continued work by Inter-Agency Care Team
- Launched Housing with Abbotsford Rental Connect (HARC)
- Over 80 units of supported modular housing approved
- Provided enhanced **cyber-security** measures
- Implemented “**PerfectMind**” software replacement - PRC
- **Cyber security** training for staff



Key Issues & Trends

ISIR

Communications & Marketing

- Increased online accessibility for city services
- Demand for “real-time” communications via mobile technology and social media
- Increased need for community engagement activities

Executive Office

- Increase in Council correspondence volumes
- Increase in speaking engagement support
- Continued provincial and local media interest in City programs, services, projects and issues

Economic Development

- Enhancing opportunities for BR&E programs
- Growth in filming, agri-tourism activities and special event attendance
- Align Event grant support programs

Key Issues & Trends

ISIR

Continuous Improvement

- Continued focus on Continuous Improvement and Innovation objectives
- Increased collaboration with other community agencies
- Joined the Steering Team of the (Canada-wide) Municipal Innovation Community (MIC)

Information Technology


- Development of a Digital Strategy to align with SmartCity objectives
- Ongoing Cyber-security pressures
- “Cloud” Adoption Strategy

Housing & Homelessness

- Housing pressures continue with low rental vacancy rates
- Youth homeless under age 15 is expanding
- Increased supports needed for older adults

Metrics

Communications & Marketing

OVER
1.5M 
website visits, an increase
of **100,000** over 2017


OVER
9600
Twitter followers

f **OVER**
4300
Facebook followers

1960+
requests for service from our
@Abbotsford App 


responded to
150+
website inquiries

6 websites
1 app 


website support for
11 City departments

Metrics

Economic Development

- **159** Outdoor Community Events, **282** Event Days
- **537,603** Participants at outdoor events (up 6.4% from 2017)
- **\$18.1M** in Economic Impact
- **56** Film Permits issued (44 in 2017), **173** filming days
- **\$1,708,542** Economic Impact (93% increase over 2017)



Executive Office

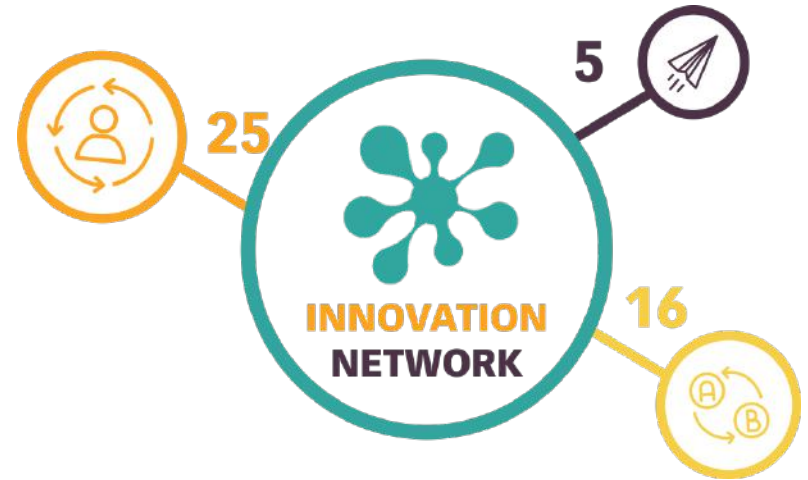
- **46** Media releases issued, over **285** media touchpoints
- **~880** individual pieces of Council Correspondence
- **181** Meetings with Stakeholders
- **242** Events Attended by Council
- **234** Speaking Notes prepared
- 5 School Tours (**~275** students)



Metrics

Continuous Improvement

- **25+** Continuous Improvement Projects
- **5** Testing/Pilot Projects
- **16** CityStudio Challenges



Information Technology

- ~6300 Helpdesk Tickets
- 60 Tablets & Laptops for mobile workforce initiatives
- 150 Servers / 1050 PC's & Laptops
- 16 major Enterprise Applications
- 24 Networked Facilities



Metrics

Housing and Homelessness

- Development permits issued for 60 units of affordable rental housing (MQHS) and 83 units of temporary housing
- 120 intakes have been received and processed for housing placement through HARC
- 450 intakes into the Coordinated Intake and Referral model
- 5 local non-profits have submitted expression of interest to BC Housing to provide supported and affordable housing



Operating Plan Highlights

Communications & Marketing

- New community engagement portal, launching in Spring 2019.
- Online platform to improve collaboration and coordination in City social media channels.
- Further developments to the City App to include more features and reporting options for residents.



Operating Plan Highlights

Executive Office

- Intergovernmental Relations Advocacy Strategy
- Social Media Training for Council
- Mayor's Breakfast
- Federation of Canadian Municipalities Conference (FCM)
- Union of British Columbia Municipalities Annual Convention (UBCM)
- Lower Mainland Local Government Association Annual General Meeting (LMLGA)

Operating Plan Highlights

Economic Development

- Economic Development Strategic Plan Update
- Workforce Development Plan implementation strategy
- India Investment implementation strategy
- Intelligent Community Forum (ICF) Smart Infrastructure and Foreign Direct Investment Readiness Strategy
- Community Innovation Hub – library redevelopment
- Ongoing delivery of programs including Taste of Abby, Business Walks, Airshow engagement opportunities

TOP7
INTELLIGENT
COMMUNITIES
OF THE YEAR

ICF GLOBAL SUMMIT 2019
New York June 11-13

Strategic Initiatives & Opportunities (SIO)

ISIR: Economic Development

Proposed Plan Total for 2019: \$35,000

Proposed Project	2019
Develop Intergovernmental Relations Advocacy Strategy	5,000
Update Economic Development (CAED) Website	15,000
Update Long Term International Economic Development Strategy	15,000

Operating Plan Highlights

Information Technology

- Develop Digital Strategy
- Enhance Cybersecurity
- Improve Online Services
- Upgrade & Enhance Enterprise Applications
- Digitally Transform Legacy Paper-Based Processes



Strategic Initiatives & Opportunities (SIO)

ISIR: IT

Proposed Plan Total for 2019: \$557,379

Proposed Project	2019
Privileged Access Management (Cyber Security)	25,000
Vulnerability Scanning & Monitoring (Cyber Security)	30,000
Security Audit Program	35,000
Exhibition Park Public WiFi	65,000
Add Wireless links to MRC, Public Works and Hall 1	69,500
City Content Management System Replacement (City website)	75,000
Digital Strategy Creation	75,000
Purchase Network Access Control (Cyber Security)	79,000
Hire Application Analyst (FTE)	103,879

Renewal & Replacement (R & R)

ISIR: IT

Proposed Plan Total for 2019: \$750,800

Proposed Project	2019
Purchase Acrobat Upgrade licenses	34,000
Next Generation End Point Protection (desktops)	50,000
MS Exchange Upgrade 2019	73,000
Desktop Replacement Program	120,800
Microsoft Office 365 (O365)	232,000

Renewal & Replacement (R & R)

ISIR: IT

Proposed Plan Total for 2019: \$750,800

Proposed Project	2019
Multifunction Printer Additions/Replacements	26,000
Data Center Switch Replacement (hardware)	70,000
Upgrade from Windows 7	145,000

Operating Plan Highlights

Housing and Homelessness

- Update Homelessness in Abbotsford Action Plan
- Complete update of Affordable Housing Strategy

ABBOTSFORD HOMELESSNESS PREVENTION & RESPONSE SYSTEM

BACKGROUND

In 2014, Abbotsford City Council Task Force on Homelessness developed a plan with the goal of reducing the number of Abbotsford people who are homeless. With the importance of having an emergency response in place for people who have become homeless in Abbotsford, the focus of the plan is to create conditions that prevent homelessness and quickly support those who have become homeless.

Since the finalization of the Homelessness Action Plan in 2013, work has been focused on developing the Abbotsford Homelessness Prevention and Response System (PHRS). The City of Abbotsford continues to work collaboratively with the Federal and Provincial Governments, BC Housing, Fraser Health Authority, Ministry of Social Development and Family Services, local housing and service providers, community organizations, and local businesses to make the implementation of the Abbotsford Homelessness Prevention and Response System a reality, which includes priorities on **homelessness, housing, and community integration.**

PERFORMANCE MEASUREMENT

The Abbotsford Homelessness Prevention and Response System Performance Measurement System will continue to submit to the community, funding partners, and service providers. These measures will help the City, identify and track progress, assess the alignment of activities, measure accountability with service and housing providers to address needs, and to report outcomes for the service population.

Scenarios of the system will be reviewed by the Abbotsford Homelessness Task Force, and the development of a Community Business Case that will support the City and identify, register and manage service Government policy, initiative, and funding support for community homelessness service and supports in Abbotsford. A new performance measurement dashboard will be launched in 2017. The infographic on the right displays 2018 performance measurement indicators compared to 2016.

2018 PERFORMANCE INDICATORS

2014	2016	2018	2020
100%	100%	100%	100%
100%	100%	100%	100%
100%	100%	100%	100%
100%	100%	100%	100%

TIMELINE

- 2014 / 2016
- 2016
- 2017
- 2018

2018

- SPRING 2018**: The Homelessness Prevention and Response System (PHRS) will be launched in Abbotsford.
- SUMMER 2018**: The Homelessness Prevention and Response System (PHRS) will be launched in Abbotsford.
- FALL 2018**: The Homelessness Prevention and Response System (PHRS) will be launched in Abbotsford.
- WINTER 2018**: The Homelessness Prevention and Response System (PHRS) will be launched in Abbotsford.

Strategic Initiatives & Opportunities (SIO)

ISIR: Housing Services

Proposed Plan Total for 2019: \$125,000

Proposed Project	2019
Homelessness in Abbotsford Action Plan Update	25,000
Affordable Housing Strategy Update	100,000

Finance & Corporate Services

Rajat Sharma

GM, Finance & Corporate Services

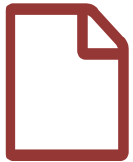
Services



Legislative Services



Procurement



Bylaw Services



Human Resources



Financial Services



**Property, Risk Management
& Legal Services**

Services

Finance & Corporate Services



Legislative Services

- Preparation & custody of Council minutes & records
- Elections & other voting
- Day to day Council business
- Records Management
- Freedom of Information
- Mailroom & Reception



Bylaw Services

- Promotes safety, livability & beautification
- Enforcement of City Bylaws
- Public Education

Services

Finance & Corporate Services

Financial Services

- Accounting, budgeting & financial reporting
- Long-term planning
- Provide inter-departmental financial advice
- Revenue, taxation, investments & financial policies
- Payroll, accounts payable & financial systems

Procurement

- Procurement strategies for the City
- Source & facilitate competitive bidding process
- Contract negotiations
- Contract & vendor management

Services

Finance & Corporate Services



Human Resources

- Recruitment, Training & Development
- Employee Engagement & Benefit Administration
- Employee Relations & Collective Agreement
- Employee Disability Claims Management
- Safety Management System Administration
- Occupational, Health & Safety



Property, Risk Management & Legal Services

- Property management, acquisitions, disposals
- Leases, licenses, & residential tenancies
- Property & liability insurance needs
- General risk management & loss prevention
- Legal advice, litigation & oversight
- Bylaw and policy processing

2018 Successes

Finance & Corporate Services

- Successfully conducted the 2018 General Local Election
- Revised Officer Designation and Delegation of Authority Bylaw & adoption of new Purchasing Policy
- Implementation of CUPE Staff Development Program for hard to fill positions
- GFOA Award for Financial reporting
- Enhancing fiscal discipline by supporting the growth of reserves & DCC balances
- Enhanced customer service through business process improvements in Procurement



2018 Successes

Finance & Corporate Services

- Promoted workplace safety:
 - Passed Internal Certificate of Recognition (COR) Audit
 - Implementation of Safety Training Tracking Database
 - Decrease in severity rate (days lost to injury) by ~ 53%
 - 51% Reduction in WorkSafe claim surcharges from 2017
- \$57K savings in insurance premiums and broker fees
- Completed implementation of legal electronic billing system



Key Issues & Trends

Finance & Corporate Services

Legislative & Bylaw Services

- Adaptation of evolving technology for municipal needs
- Changing Legal and Legislative landscape
- Increased need for greater transparency & access to information
- Increase in number of bylaw related calls for service

Financial Services

- Public Sector Accounting Board standard changes
- Foreign Exchange rates
- Macroeconomic conditions
- Financial transparency

Procurement

- Open, fair, and transparent processes
- Utilizing unique procurement strategies to achieve best value:
 - Design-Bid-Build (DBB)
 - Design-Build (DB)
 - Construction Management (CM)
 - Early Contractor Involvement (ECI)
- Scrutiny on public sector procurement

Key Issues & Trends

Human Resources



Talent Attraction



Talent Retention



Workplace Safety
Legislative Obligations



Work/Life Integration



Benefit Costs



Multi-Generational
Workforce



Employee Experience

Metrics

Finance & Corporate Services

Legislative & Bylaw Services

- **44%** of City staff are living & working in CEDAR (14% in 2017)
- Issued **3857 Bylaw notices** (43% increase from last year, increase of \$104,244 in fine revenue collected)
- Processed **670 FOI Requests** (33% increase since 2015)
- Received **4230 Calls for Bylaw services** (21% increase)

Financial Services & Procurement

- **2% increase in users** choosing online payment
- Streamline of credit payment processing – **savings of \$100,000**
- Return on investments **37% increase** over 2017
- Developed **over 110 contracts** in 2018
- **80% of contracts** conducted through competitive procurement process

Metrics

Human Resources




54 employees received awards
through recognition programs celebrating 600 years of service



30 staff training classes in 2018
Training & Development calendar



723 days of organizational supported training



215 positions filled
(FT, PT, Aux), up from 212 in 2017



81 new employees welcomed to the City family in 2018
*excludes Fire and Seasonal

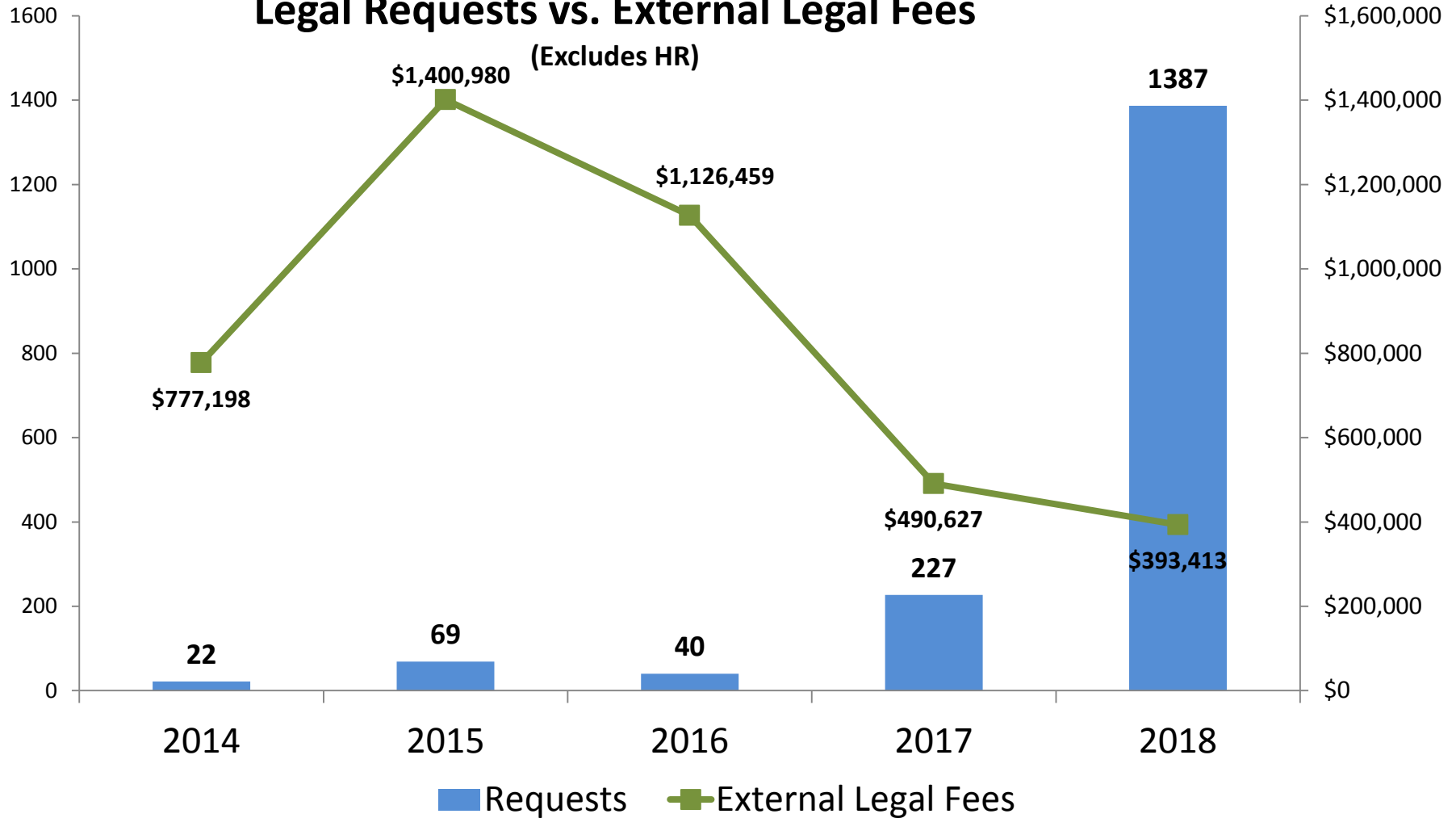


9 retirements in 2018
down from 16 in 2017

Metrics

Legal Requests vs. External Legal Fees

(Excludes HR)



Operating Plan Highlights

Legislative Services

- Council Committees review (ABC Report)
- Council agenda process improvements
- Completion of transition to City's Electronic Document Archival and Retrieval system (CEDAR)



Bylaw Services

- Develop Bylaw Compliance Strategy
- Additional Bylaw Officer safety improvements



Strategic Initiatives & Opportunities (SIO)

Legislative & Bylaw Services

Proposed Plan Total for 2019: \$270,525

Proposed Project	2019
Hire Screening Officer (FTE)	70,525
Bylaw Compliance Strategy Development	100,000
Council Web Streaming Upgrade	100,000

Operating Plan Highlights

Financial Services

- Update Development Cost Charge (DCC) Bylaw
- Establish a Long Term Financial Plan
- Implement online credit card payment for utility and property taxes
- Improve security of personal data through Payment Card Industry (PCI) compliance



Procurement

- Develop Vendor Community page on City Webpage
- Develop Sustainability Strategy for procurement
- Continue centralizing the procurement model for standardization and efficiencies



Strategic Initiatives & Opportunities (SIO)

Financial Services

Proposed Plan Total for 2019: \$185,000

Proposed Project	2019
Payment Card Industry (PCI) Compliance	35,000
Additional Co-op Student Funding	50,000
Long Term Financial Plan	100,000

Operating Plan Highlights

Human Resources

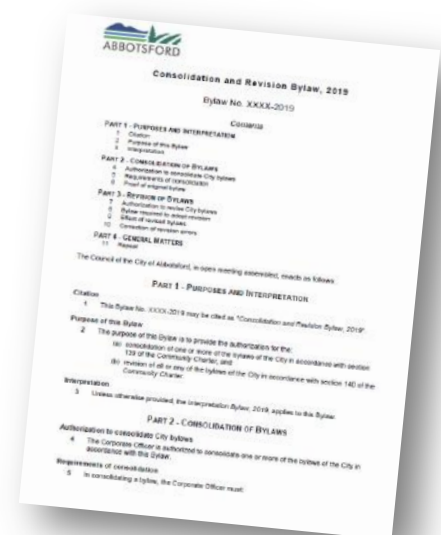
- Employee Engagement / Experience
- Succession Planning
- Implementation of e-Recruitment software
- Launch Leadership Learning & Development Program



City of Abbotsford
HUMAN RESOURCES

Property, Risk Management & Legal Services

- Bylaw Modernization Project
- Refresh of Claims handling model to enhance customer experience
- Continued legal support on all operational & strategic priorities



Strategic Initiatives & Opportunities (SIO)

Human Resources

Proposed Plan Total for 2019: \$87,875

Proposed Project	2019
Hire HR Special Advisor Part-Time (FTE)	87,875

Planning & Development Services

Siri Bertelsen,
GM, Planning & Development Services

Services

Planning & Development Services

Community Planning

- Long-term planning
- Official Community Plan (OCP)
- Neighbourhood Plans

Development Planning

- Development Applications
- Subdivisions/Approving Officer
- Property Inquiries

Building, Permits & Licenses

- Building permits
- Inspections
- Business Licenses

2018 Successes

Planning and Development Services

- Updated Building Bylaw
- U-District Neighbourhood Plan adopted
- Progress towards:
 - McKee Neighbourhood Plan
 - Historic Downtown Neighbourhood Plan
 - City Centre Neighbourhood Plan
 - Urban infill (Zoning Bylaw Update)
- Additional resources to support applications



UDISTRICT



MCKEE



HISTORIC DOWNTOWN



CITY CENTRE



ZONING BYLAW UPDATE

Key Issues & Trends

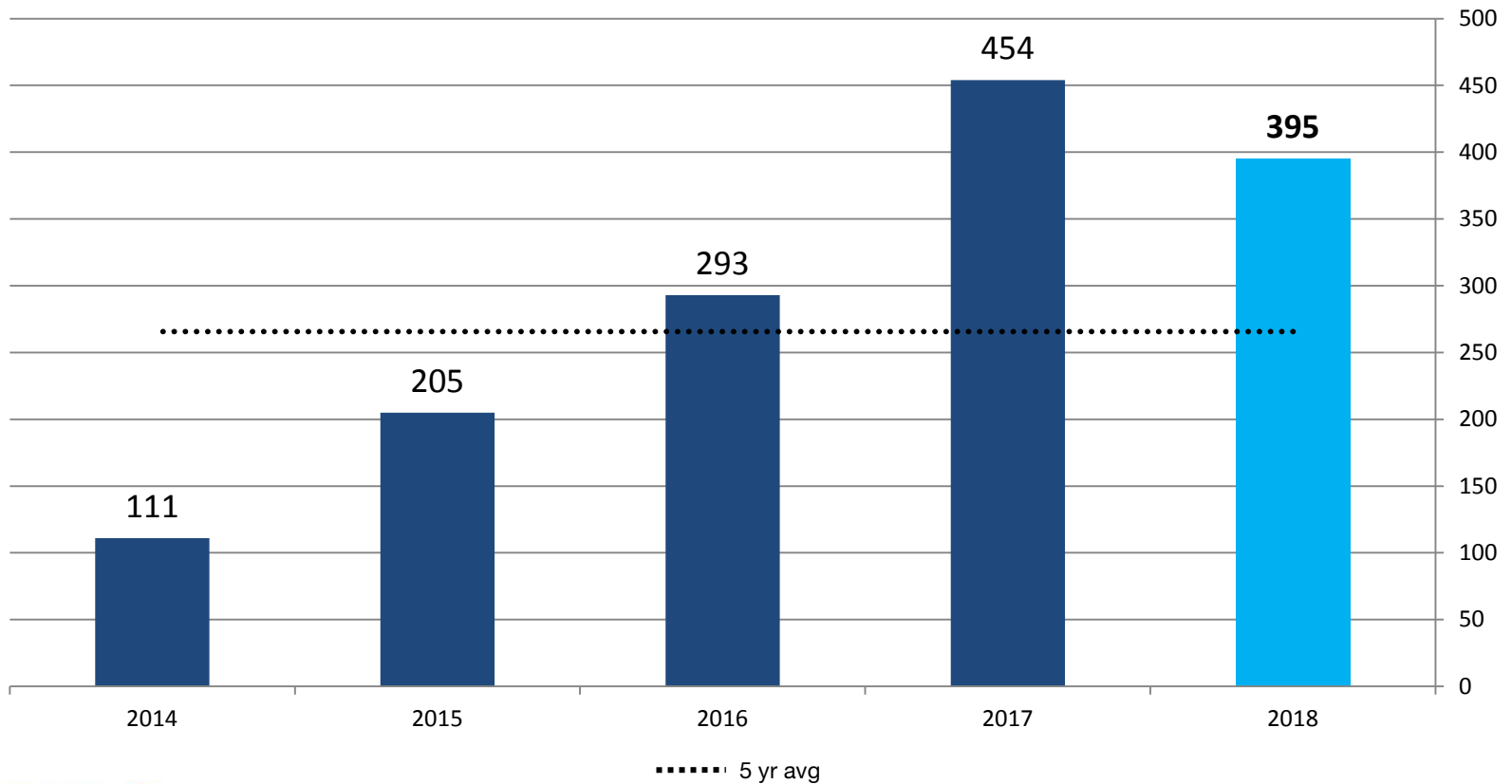
Planning and Development Services

- Customer Service improvements to accommodate increasing development activity
- Align Zoning Bylaw to OCP
- Balancing development with sustainability objectives and complexities
- Densification
- Changing Provincial & Federal Legislation

Metrics

Planning & Development Services

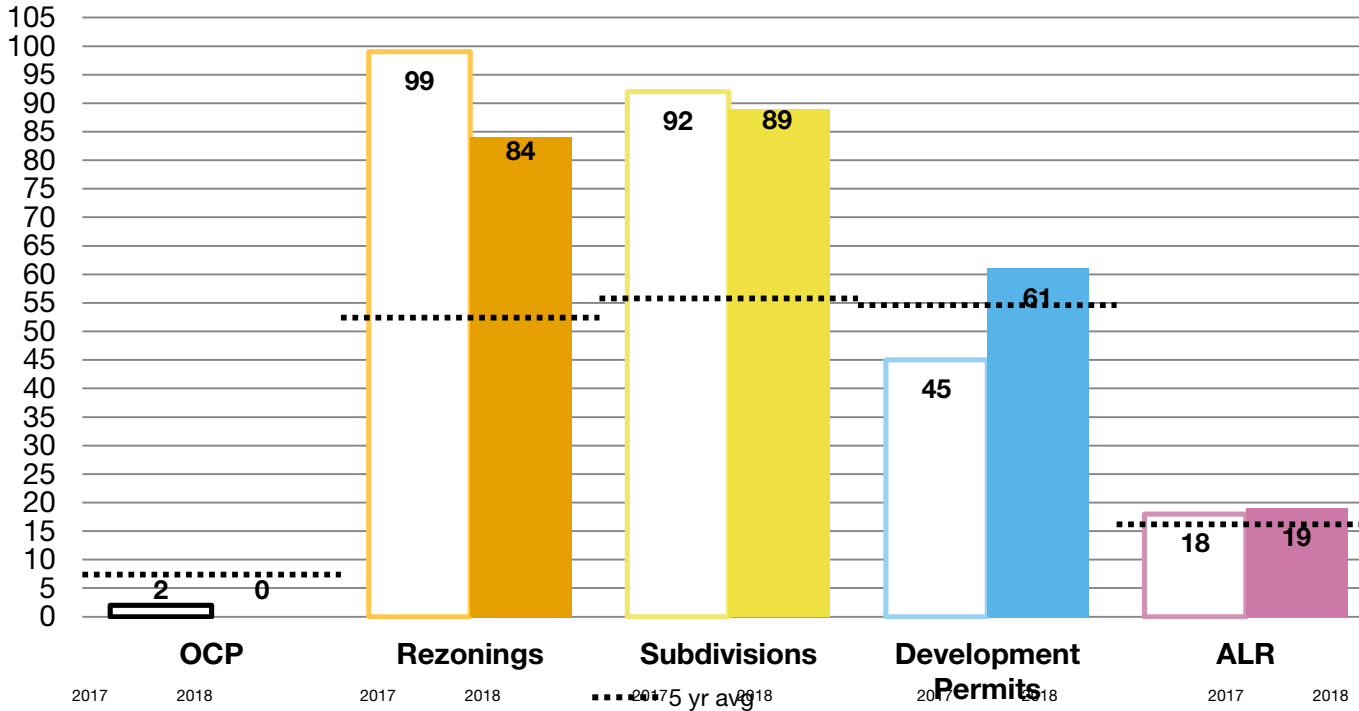
Development Inquiry Meetings (DIMs)



Metrics

Planning & Development Services

Land Development Applications Received



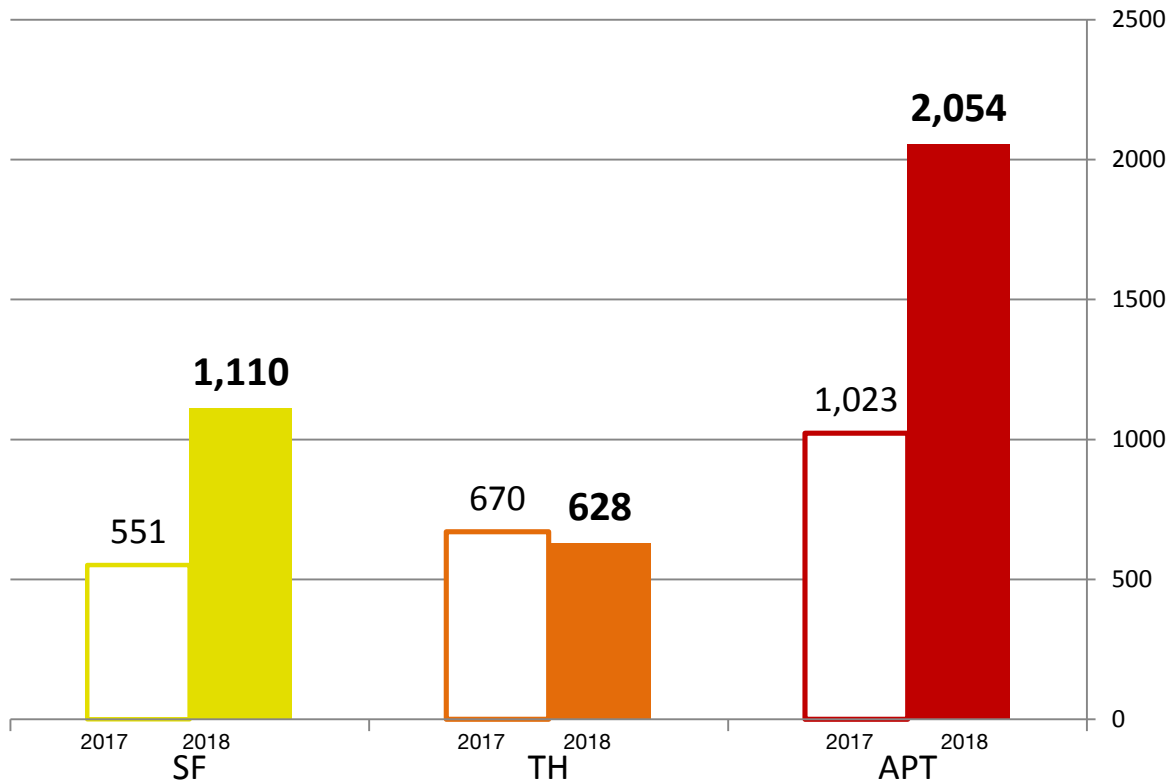
2017 total 256

2018 total 253

Metrics

Planning & Development Services

In-Stream Residential Applications



**2018
total
3,792**

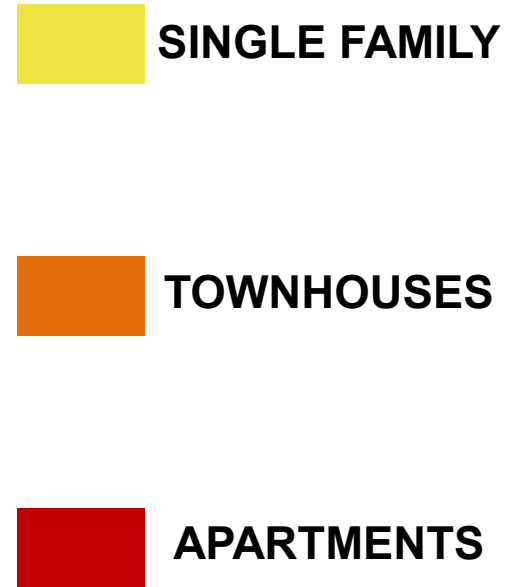
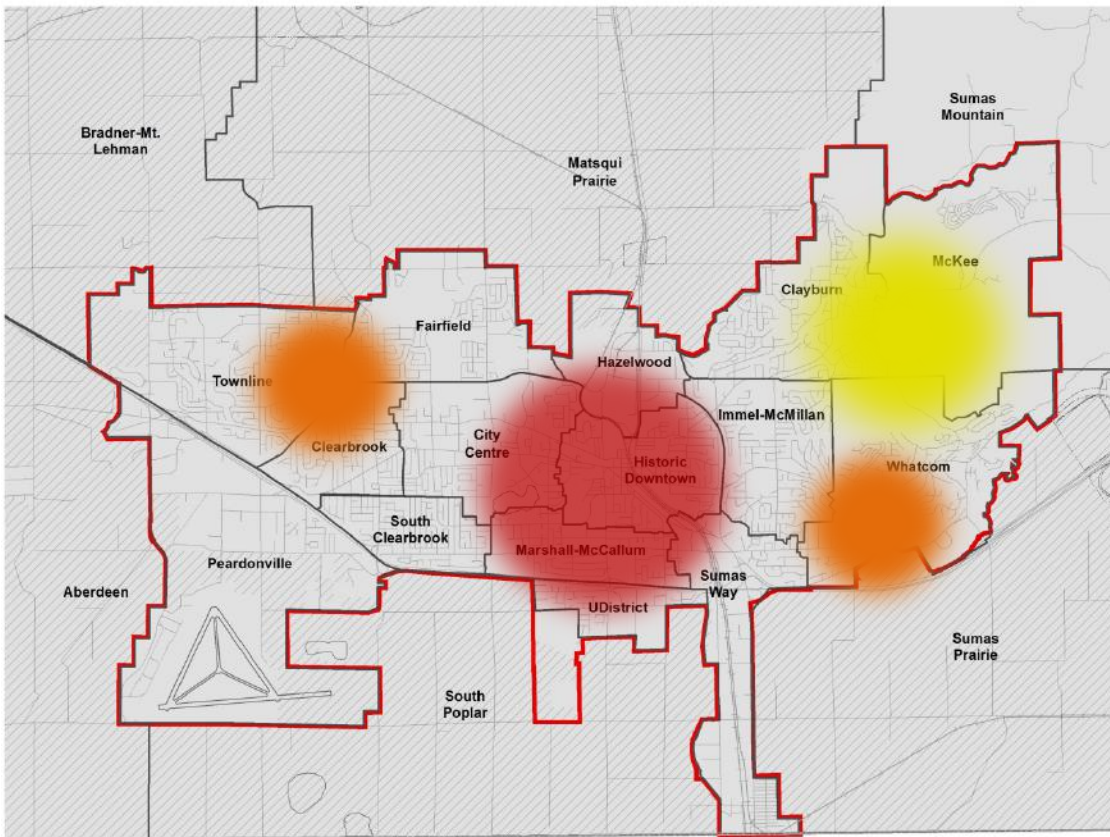
29%
SINGLE FAMILY

71%
MULTI FAMILY

Metrics

Planning & Development Services

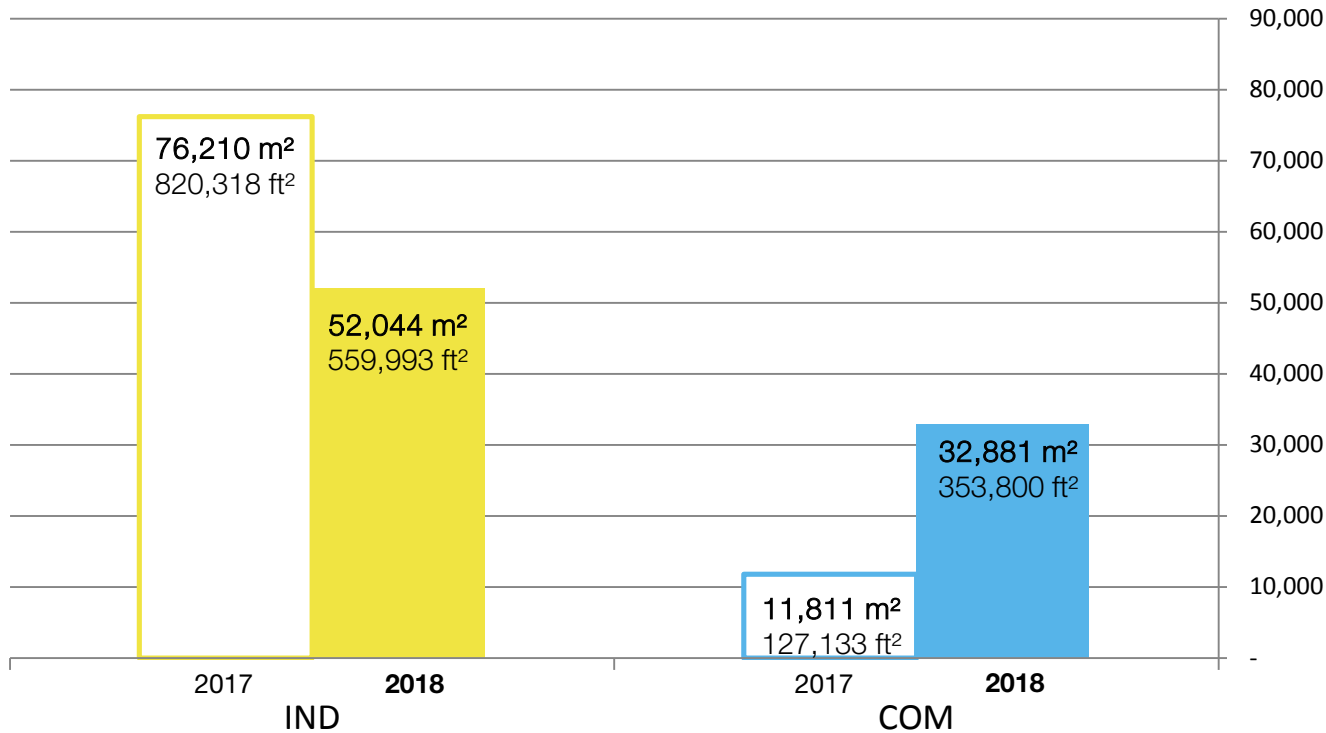
In-Stream Residential Applications



Metrics

Planning & Development Services

In-Stream Institutional, Commercial and Industrial Applications



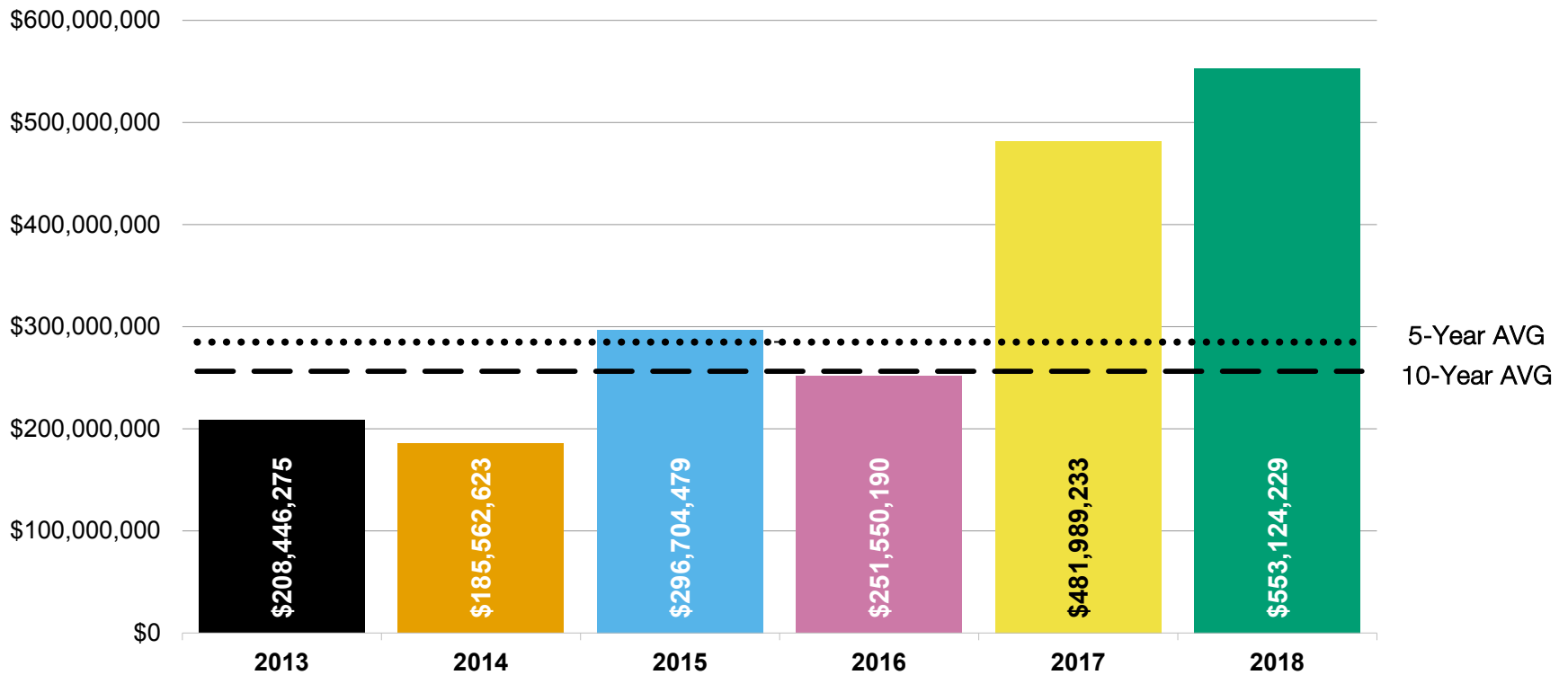
39%
COMMERCIAL

61%
INDUSTRIAL

Metrics

Planning & Development Services

Values of Issued Building Permits



Operating Plan Highlights

Planning & Development Services

- AgRefresh
- Special Study Areas Review
- 3 Neighbourhood Plans
- Post OCP Zoning Bylaw Update
- Sign Bylaw Review
- Customer Service Improvements

Strategic Initiatives & Opportunities (SIO)

Planning & Development Services

Proposed Plan Total for 2019: \$567,930

Proposed Project	2019
Sign Bylaw Update	45,000
Special Study Areas Review	100,000
Zoning Bylaw Update	200,000
Hire Building Official III (2 FTE)	222,930

A photograph of a modern, multi-story brick building with large glass windows, situated behind a large, multi-tiered fountain. The fountain has several water jets spraying upwards. The scene is set in a park-like area with trees and a clear blue sky. The text "QUESTION PERIOD & PUBLIC INPUT" is overlaid in large white letters across the center of the image.

QUESTION PERIOD & PUBLIC INPUT

Recommendation

THAT the verbal reports by staff, regarding the 2019-2023 Financial Plan, background information and PowerPoint presentation be received for information.



CITY OF ABBOTSFORD
2019-2023 Draft Financial Plan

Committee of the Whole and Public Input

February 19, 20, 21, 2019



Introduction

Rajat Sharma
GM, Finance & Corporate Services

Presentation Days

Day 2 - Feb 20

- Police
- Parks, Recreation & Culture
- Engineering: Transportation, Roads, Fleet
- Transit
- Buildings, Development Engineering, GIS
- Public Input

Day 3 - Feb 21

- Drainage
- Solid Waste
- Water, Sewer
- Fire Rescue Services
- Public Input
- Summary

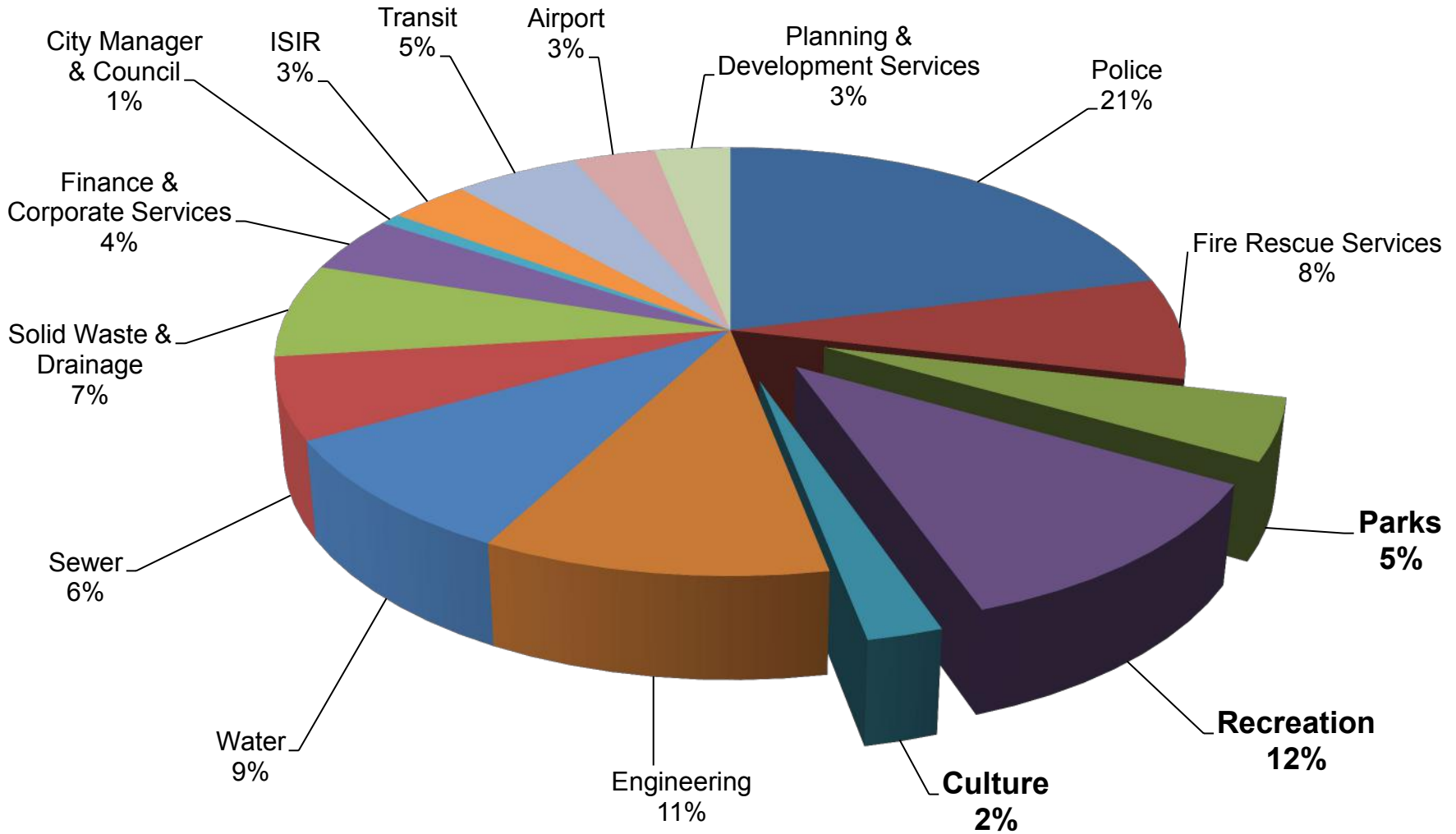
Financial Plan Overview

Komal Basatia
Director, Finance

Agenda

- Introduction
- Police Presentation
- Draft 2019 - 2023 Financial Plan Review
- 2019 Budget Review - Parks, Recreation & Culture
- 2019 Budget Review - Engineering & Regional Utilities
 - Transportation
 - Roads
 - Fleet
 - Transit
 - Buildings
 - GIS
 - Development Engineering
- Public Q&A - end of meeting

2019 Service Expenditures* Park, Recreation and Culture



* Draft 2019 Plan expenditures include operating, capital and debt servicing.

Schedule I

General Operating Fund - Parks Services

(in thousands)

	2018P	2019P	2020P	2021P	2022P	2023P	19-18 Change
Revenues							
Fees & Charges	469	469					
Other Revenue	129	666					
Recoveries	30	30					
Rental	381	381					
	1,009	1,546					
Expenditures							
Cemeteries	428	477					
Horticulture & Turf Maintenance	2,890	2,845					
Park & Building Maintenance	2,749	2,684					
Parks Administration	746	909					
Urban Forestry	1,418	1,999					
	8,232	8,914					
Net Operating Revenue/(Expenditure)	(7,223)	(7,369)					

REVENUE

Net Increase: \$537K increase

- FVRD Regional Parks management fee

EXPENDITURES

Park Administration: Net Increase \$163K

- Position reallocation Manager, Horticulture and Turf
- MPI Contractual Adjustments

Urban Forestry: Net Increase \$581,000

- FVRD Regional Parks costs
- MPI Contractual Adjustments



Schedule I General Operating Fund - Recreation Services

(in thousands)

	2018P	2019P
Revenues		
Fees & Charges	4,267	4,281
Other Revenue	132	135
Recoveries	6	6
Rental	1,061	1,043
	5,465	5,465
Expenditures		
Arenas	2,410	2,610
Pools	7,042	7,251
Recreation Administration	562	582
INTEREST EXPENSE - EXTERNAL DEBT	697	658
	10,712	11,101
Net Operating Revenue/(Expenditure)	(5,246)	(5,636)

EXPENDITURES

Operating Cost: Increase \$389K

- SIO: Admission wristbands
- Arenas labour hours increased to match demand
- Program demand increasing - supplies increase
- MPI contractual adjustments

Schedule J

General Operating Fund - Abbotsford Centre

(in thousands)

	2018P	2019P	2020P	2021P	2022P	2023P	19-18 Change
Revenues							
Other Revenue	4,673	4,673					
	4,673	4,673					
Expenditures							
Operations	5,671	5,671					
INTEREST EXPENSE - EXTERNAL DEBT	2,153	2,077					
	7,825	7,748					
Net Operating Revenue/(Expenditure)	(3,152)	(3,075)					
Debt Principal Repayments	(1,917)	(1,994)					
Contribution To/(From) Operating Fund	(5,069)	(5,069)					

Abbotsford Centre:

- No changes to budgeted revenue and expenditures compared to 2018
- Budgeted net operating subsidy \$998K

Actuals Summary - Subsidy:

	2017	Expected 2018
<u>Variance</u>		
Total Revenue	6,432	7,838
Total Expenses	7,315	8,588
Net Subsidy	(883)	(750)

Schedule K

General Operating Fund - Library Services

(in thousands)

	2018P	2019P
Revenues		
Taxes	4,755	4,916
	4,755	4,916
Expenditures		
Operating Costs	345	366
Transfer to Fraser Valley Regional Library	4,111	4,250
	4,455	4,616
Net Operating Revenue/(Expenditure)	300	300

REVENUE

- Net Increase: \$161K

EXPENDITURES

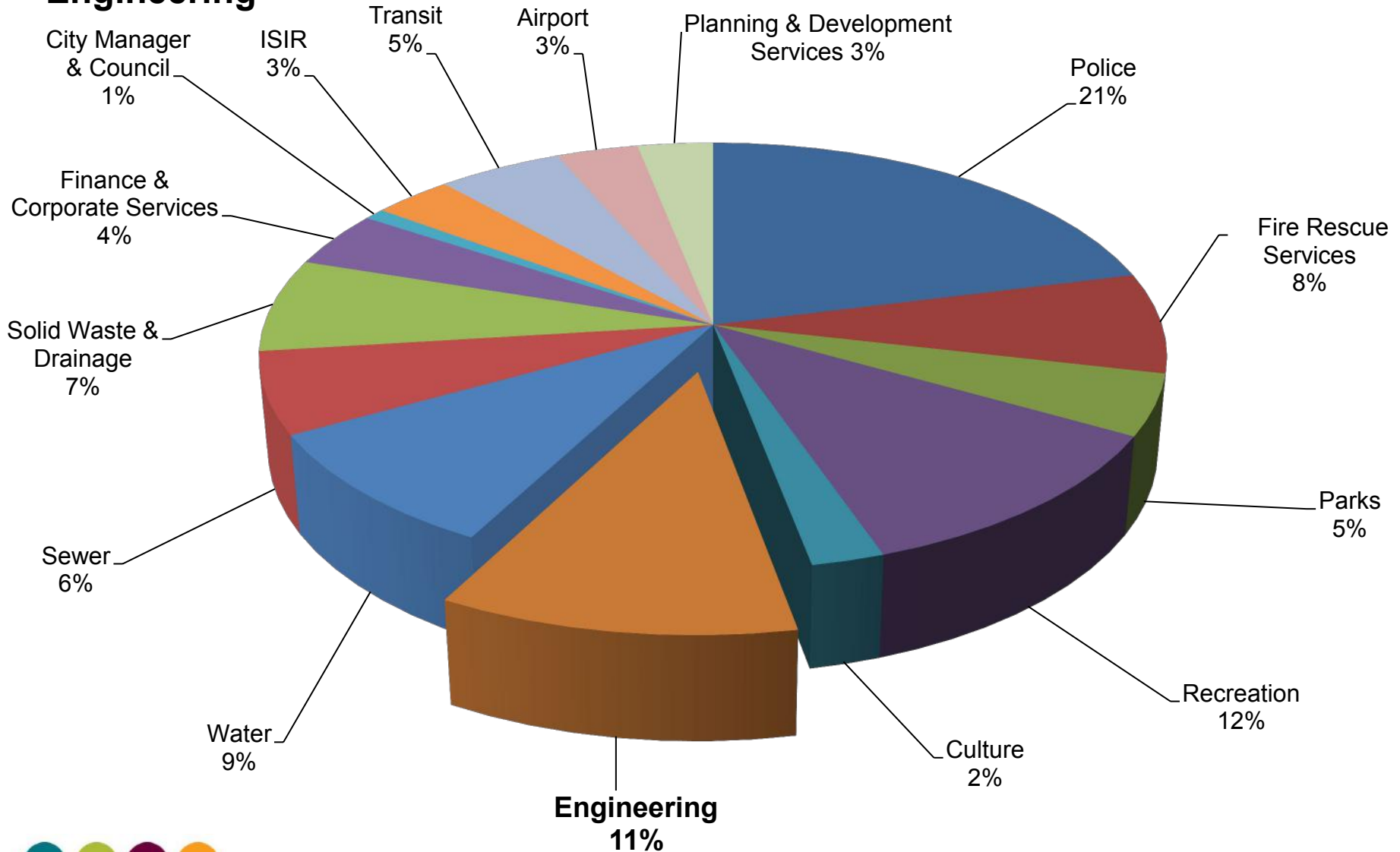
Operating Costs

- Net Increase: \$21K

Transfers to Fraser Valley Regional Library

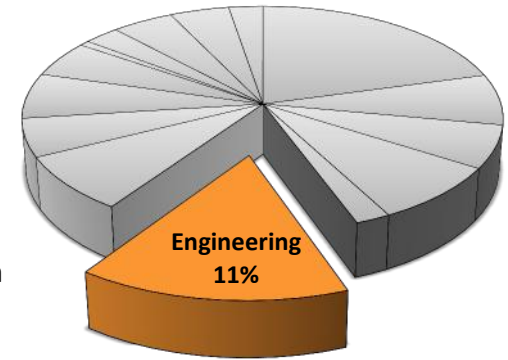
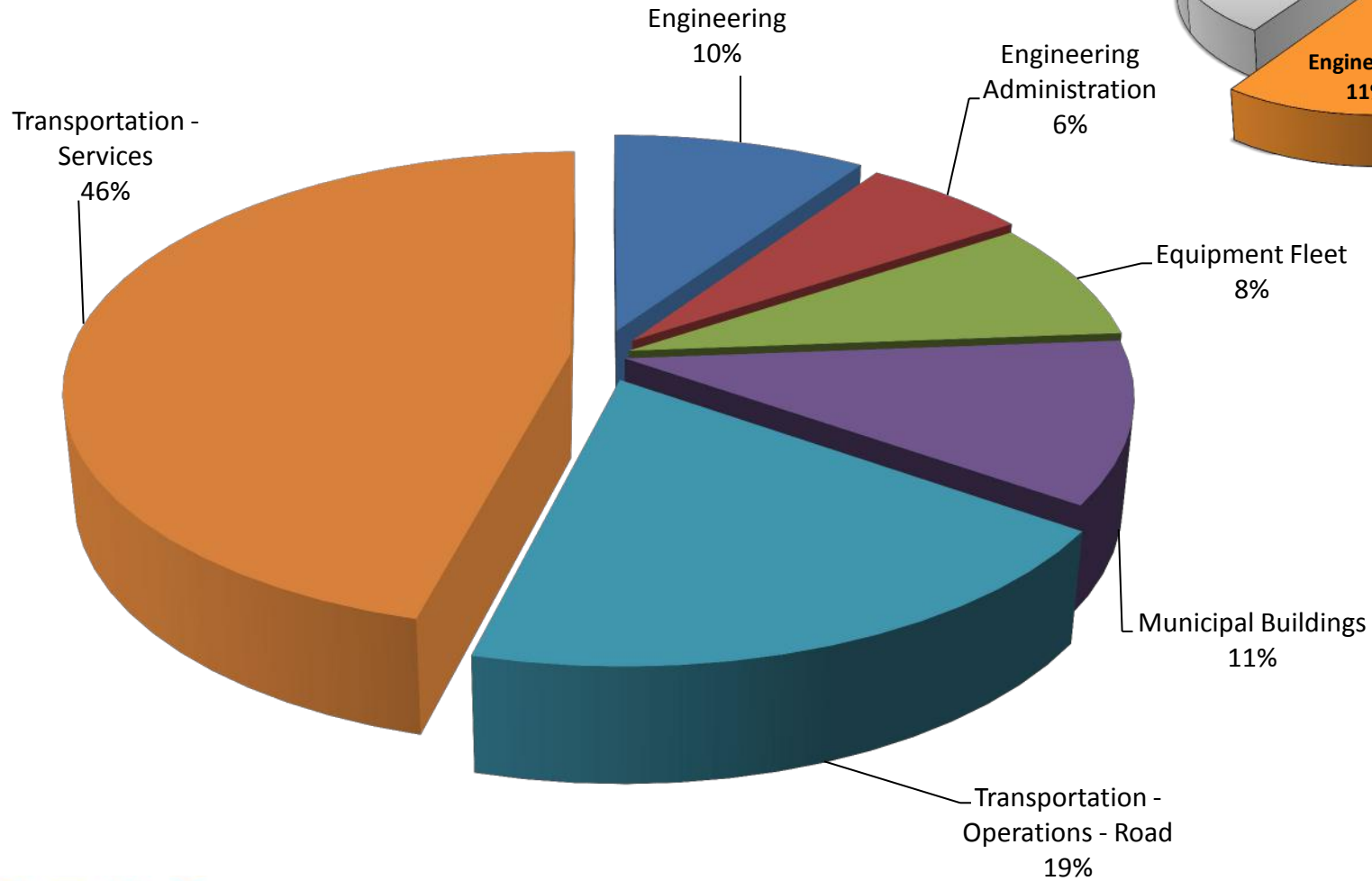
- Net Increase \$139K
- Proposed increase 3.34%

2019 Service Expenditures* Engineering



* Draft 2019 Plan expenditures include operating, capital and debt servicing.

2019 Service Expenditures* Engineering



Schedule M General Operating Fund - Engineering Services

(in thousands)

	2018P	2019P
Revenues		
Fees & Charges	2,385	2,385
Grants	180	180
Other Revenue	125	125
Recoveries	155	155
Rental	207	207
	3,051	3,051
Expenditures		
Administration	1,581	1,762
Engineering	2,234	2,507
Equipment Fleet	(1,980)	(1,705)
General Municipal Buildings	3,017	2,498
Operations - Roads	5,514	5,524
Transportation Services	3,264	3,603
	13,631	14,189
Net Operating Revenue/(Expenditure)	(10,580)	(11,138)

EXPENDITURES

Administration: Net Increase \$181K

- MPI contractual adjustments

Engineering: Net Increase \$273K

- SIO: Hire Project Engineer (FTE)
- SIO: Hire Energy Management Coordinator (temporary 2 year)

Fleet Services: Net Increase \$275K

- Tariffs & exchange rates on vehicle parts
- Fuel adjustment

Schedule M General Operating Fund - Engineering Services

(in thousands)

	2018P	2019P
Revenues		
Fees & Charges	2,385	2,385
Grants	180	180
Other Revenue	125	125
Recoveries	155	155
Rental	207	207
	3,051	3,051
Expenditures		
Administration	1,581	1,762
Engineering	2,234	2,507
Equipment Fleet	(1,980)	(1,705)
General Municipal Buildings	3,017	2,498
Operations - Roads	5,514	5,524
Transportation Services	3,264	3,603
	13,631	14,189
Net Operating Revenue/(Expenditure)	(10,580)	(11,138)

EXPENDITURES

General Municipal Building:

Net Decrease \$519K

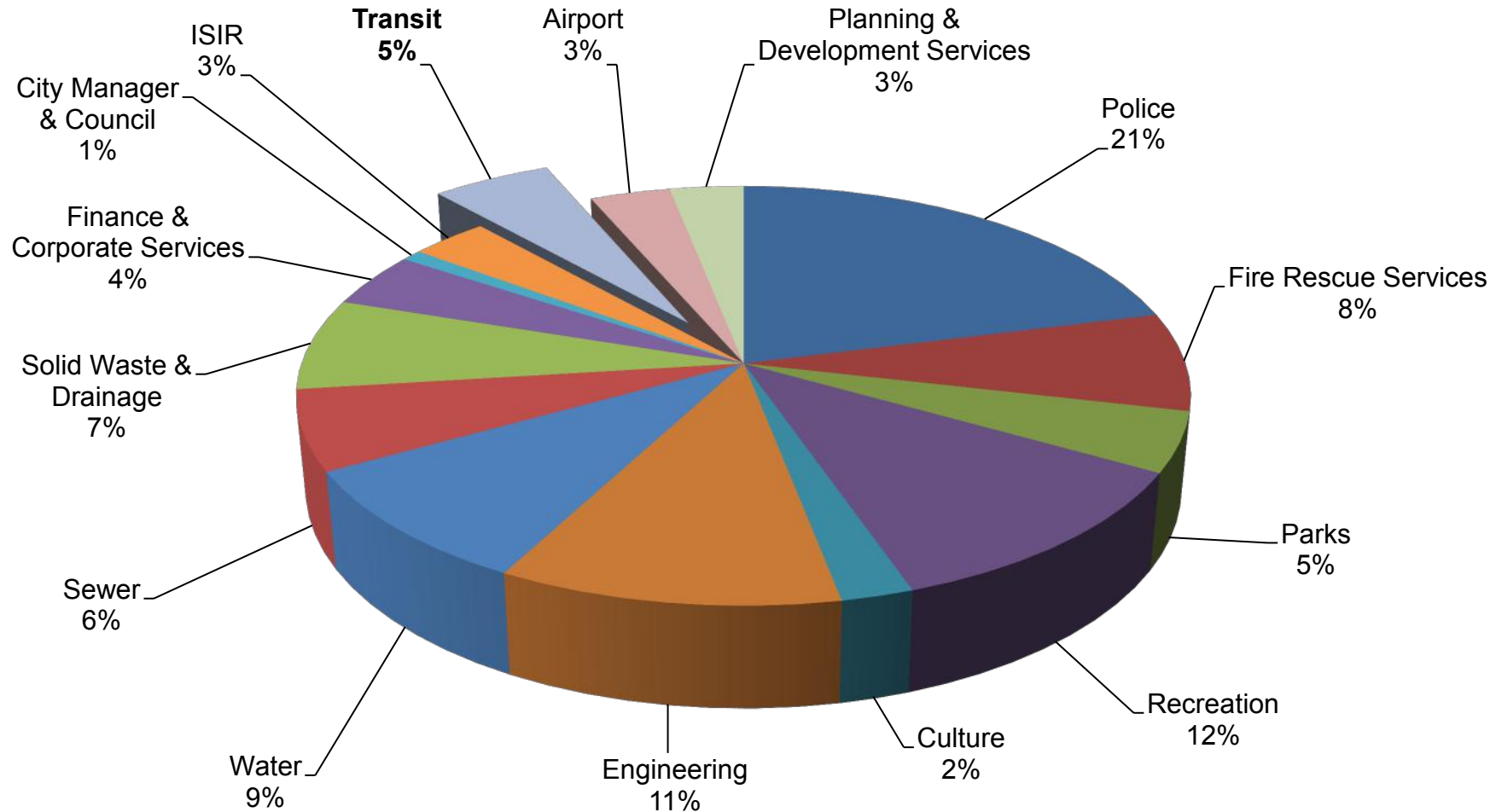
- Carry Forward Project - City Hall Reno

Transportation Services:

Net Increase \$339K

- MPI contractual adjustments
- SIO: Transportation Engineer (FTE)

2019 Service Expenditures* Transit



* Draft 2019 Plan expenditures include operating, capital and debt servicing.

Schedule L General Operating Fund - Transit Services

(in thousands)

	2018P	2019P
Revenues		
Fees & Charges	2,395	2,451
Grants	5,091	5,754
Other Revenue	174	270
	7,661	8,475
Expenditures		
Transit	11,920	13,516
	11,920	13,516
Net Operating Revenue/(Expenditure)	(4,259)	(5,041)

REVENUE

- Net Increase \$814K
 - Including operating grant from BC Transit increased by \$663K

EXPENDITURES

BC Transit Contract: Increase \$1.6M

- Updated 3 Year Operating Contract
- Maintenance, insurance, fuel budget increased

Parks, Recreation & Culture

Mary Morrison-Clark
GM, Parks, Recreation & Culture

Services

Parks, Recreation & Culture



2018 Successes

Parks, Recreation & Culture



- PRC Master Plan
- Communities in Bloom
- “Perfect Mind”
- 55+ BC Games Bid
- Customer Service
- Safety



Key Issues & Trends

Parks, Recreation & Culture

- Population growth and development
- Diversity, Inclusion, and Newcomers
- Aging Infrastructure
- Capacity for partnership building
- Master Plan & Strategic Plan alignment
- Safety Regulations



ALL YOUTH MATTER INCLUSION TRAINING

Ensure your programs, workplaces and communities are safe, inclusive and welcoming for marginalized youth

REGISTER NOW

Register by December 31, 2018 to receive FREE* training
*Limited spots available

Contact: coordinator@viasport.ca for more information

Your staff will gain:

- Empathy and understanding for youth from marginalized populations
- The ability to identify personal bias and intervene to stop discrimination
- Access to tools and techniques to reduce barriers and foster inclusion
- Best practices and a personalized action plan for youth inclusion

Other benefits include:

- Increased program participation through the inclusion of new audiences
- Increased staff confidence when interacting with diverse populations
- An All Youth Matter - Inclusion Training certificate and three NCCP PD points

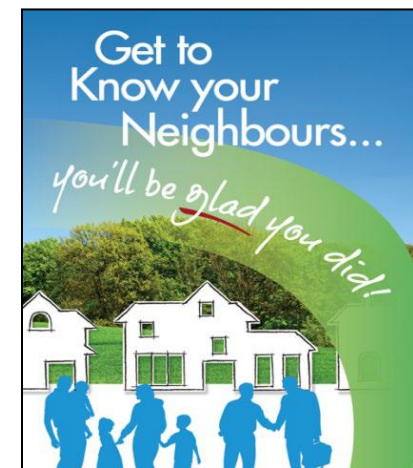
This training is suitable for:

- Coaches
- Front-line recreation staff
- Programmers
- Supervisors
- Mid-level managers
- Learning facilitators

Supported by the Physical Activity Strategy
BRITISH COLUMBIA BC Alliance for Healthy Living

viaSPORT
BRITISH COLUMBIA

© viaSport British Columbia and affiliated entities. Designed and produced by viaSport British Columbia 03-181126



Metrics

Parks

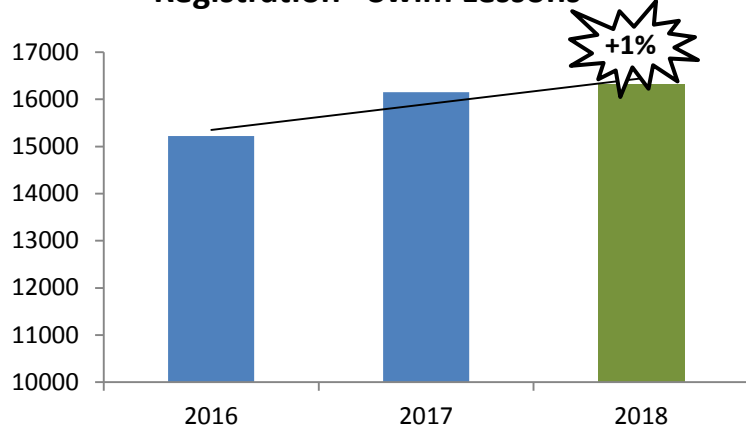
- Manage & maintain over 100km of trail network
- Planted over 1,000 trees, 37,000 bulbs, and 17,000 bedding plants
- 4,400 Volunteers and 55,000 hours of volunteering in 2018



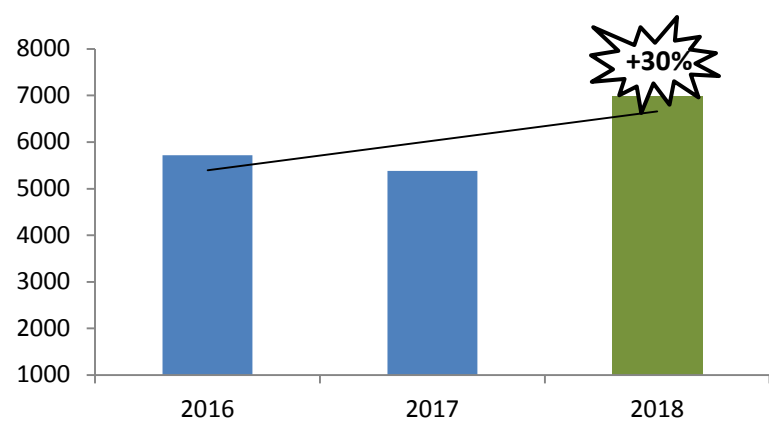
Metrics

Recreation

Registration - Swim Lessons



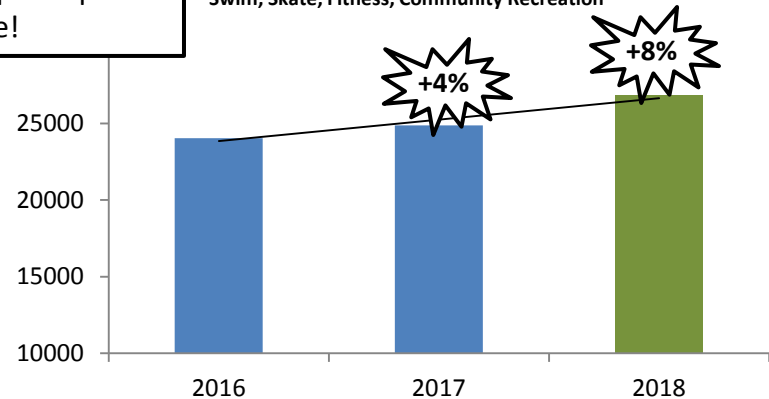
Registration - Community Recreation



Highest program participation to date!

Total Registrations - Recreation

Programs
Swim, Skate, Fitness, Community Recreation



Metrics

Culture

- Mt. Lehman Fire Hall & Salton Bridge public art installations
- Launched Community Street Banner Project
- Launched Virtual Reality headsets at Clearbrook & Abbotsford Libraries
- 3000 participants in heritage programming at Trethewey House
- 244 programs & events hosted by The Reach
- Abbotsford Arts Council supported over 70 local arts, heritage and culture organizations

Community Banner Project

THANK YOU FOR VOTING!

Thank you to all the residents who took the time to participate in this project. Over 2600 residents voted for the Community Banners contest! Thank you Abbotsford!



THESE TOP 10 BANNERS WILL BE REPRODUCED AND DISPLAYED ON STREET LIGHT STANDARDS THROUGHOUT THE CITY CENTRE IN 2019.

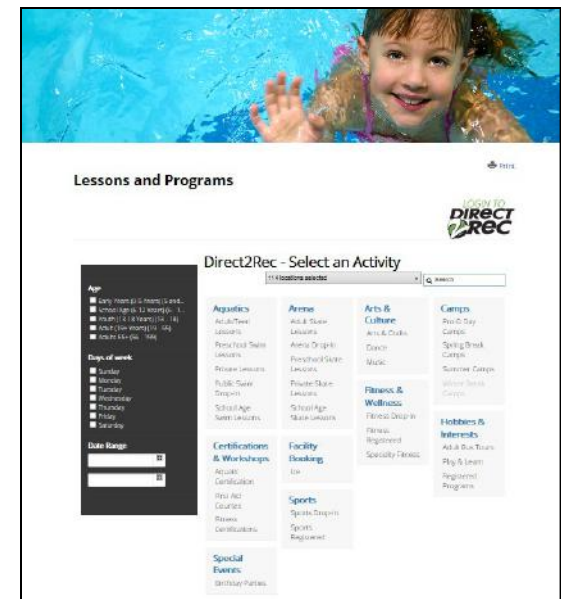
www.abbotsford.ca/prc
www.thereach.ca



Operating Plan Highlights

Parks, Recreation & Culture

- Urban Forestry Strategy
- Culture Strategy
- Customer Experience:
 - Partnership renewal
 - Community Engagement
 - Updates to Policy and Plans
 - Fees and Charges
 - Registration and Booking Software Implementation (Perfect Mind)



Strategic Initiatives & Opportunities (SIO)

Parks, Recreation & Culture - General

Proposed Plan Total for 2019: \$50,000

Proposed Project	2019
Sponsorships	20,000
Special Event Trailer	30,000

Strategic Initiatives & Opportunities (SIO)

Parks, Recreation & Culture - Parks

Proposed Plan Total for 2019: \$1,665,000

Proposed Project	2019
Communities in Bloom National Competition*	15,000
Urban Forestry Strategy	100,000
Trail Development & Planning (Discovery, Willband, Trans Canada)	100,000
Washroom Development (Albert Dyck, Mill Lake)	100,000
Community Park Development - Clayburn Village Park	250,000
Sports Field Development (Exhibition Park)	250,000
Grant Park Sports Field Development	850,000

*Will be included with the Budget Bylaw

Strategic Initiatives & Opportunities (SIO)

Parks, Recreation & Culture - Recreation

Proposed Plan Total for 2019: \$10,017,868

Proposed Project	2019
Admission Wristbands (MRC & ARC Pool)	12,000
Aquatics - Onboarding and Continuous Training	25,868
Recreation & Cultural MRC Expansion Project (Grant Funded)	9,980,000

Strategic Initiatives & Opportunities (SIO)

Parks, Recreation & Culture - Culture

Proposed Plan Total for 2019: \$155,000

Proposed Project	2019
Cultural Strategic Plan Phase 1 & 2	155,000

Renewal & Replacement (R & R)

Parks, Recreation & Culture - General

Proposed Plan Total for 2019: \$20,000

Proposed Project	2019
Facility Asset Improvements	20,000

Renewal & Replacement (R & R)

Parks, Recreation & Culture - Parks

Proposed Plan Total for 2019: \$281,000

Proposed Project	2019
City Wide Park Sustainability	35,000
Community Park Sustainability	35,000
Neighborhood Park Sustainability	35,000
Trail Sustainability	50,000

Renewal & Replacement (R & R)

Parks, Recreation & Culture - Parks

Proposed Plan Total for 2019: \$281,000

Proposed Project	2019
Exhibition Park Air Cadet Building - Replace B2011 Exterior Wall	11,000
Exhibition Park 4-H Barn - Replace B3016 Gutters & Downspouts	15,000
Exhibition Park AG-Rec Building - Sloped Roof System sheet insulation	18,000
Judo Club - Replace B3010 Roof Coverings	32,000
Exhibition Park AG-Rec Building - Replace B2032 Solid Exterior Doors	50,000

Renewal & Replacement (R & R)

Parks, Recreation & Culture - Recreation

Proposed Plan Total for 2019: \$1,564,250

Proposed Project	2019
Matsqui Recreation Centre (MRC) - Replace Roof Coverings	10,000
MRC - Senior Centre Tables & Chairs	11,250
MSA Arena - Replace D2022 - DHW Heater	39,000
Replacement of MRC Arena Electrical Panel	75,000
Replace Arena Ice Plant Reciprocal Compressor	98,000
Replacement of the MRC Arena Condenser	123,000
ARC Replacement Broken Air Handling Unit #1	250,000

Renewal & Replacement (R & R)

Parks, Recreation & Culture - Recreation

Proposed Plan Total for 2019: \$1,564,250

Proposed Project	2019
Matsqui Recreation Centre (MRC) - Replace B3011 Roof Finishes EPDM	10,000
Abbotsford Curling Club - Replace B2021 Windows	11,000
MRC Arena - Replace Hot Water Heaters	20,000
Centennial Pool Basin Repainting	20,000
MRC Fitness Equipment Replacement	110,000
Replacement of MRC Waterslide	700,000

Renewal & Replacement (R & R)

Parks, Recreation & Culture - Recreation

Proposed Plan Total for 2019: \$1,564,250

Proposed Project	2019
Trethewey Historical Site Meeting House - Exterior Walls - Repainting	7,000
ARC - Replace Exterior Insulated Finish Stucco Walls	80,000

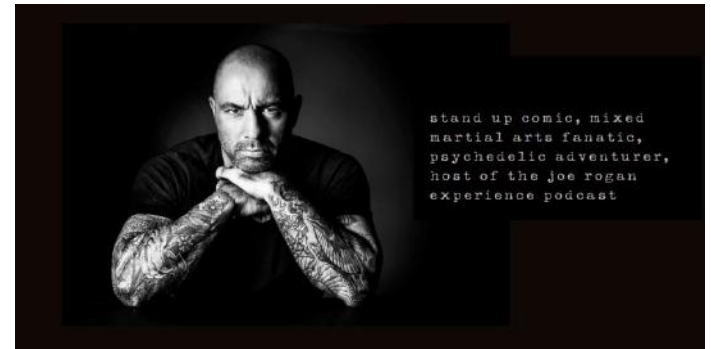
Abbotsford Centre

2019-2023 Financial Plan

Services

Abbotsford Centre

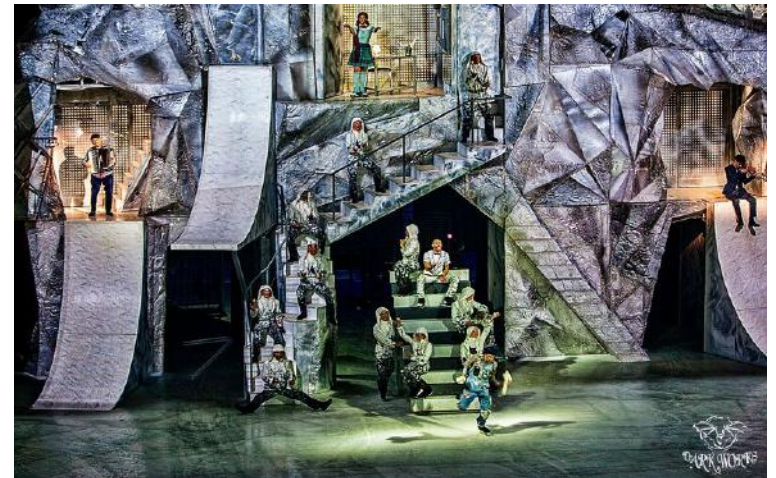
- Entertainment
- Community
- Sport Hosting



Successes

Abbotsford Centre

- Anticipated 2018 **subsidy reduction of approx. \$248K** (2018 subsidy approx. \$748K)
- **9 sold out concerts**
- **New record attendance, 6,846 tickets sold for Joe Rogan**
- Cirque du Soleil - eight day performance drew **25,000+ guests.**
- Continued community access through Minor Hockey Rentals
- Received the **Inclusive Champion Award** from Rotary at Work and Community Living Society of British Columbia



Key Issues & Trends

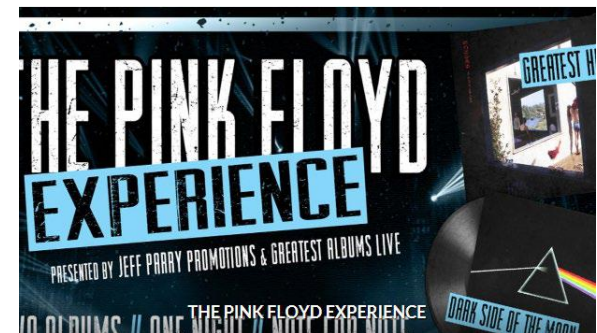
Abbotsford Centre

- Exchange rate
- Balancing events & community access
- Market competition

Operating Plan Highlights

Abbotsford Centre

- Management contract extension
- More diverse, entertainment, acts/events coming to Abbotsford
- Strong strategic relationships with promoters across North America
- New sport opportunities including Canadian Elite Basketball League



Engineering & Regional Utilities

Rob Isaac

Acting GM, Engineering & Regional Utilities

Services

Engineering & Regional Utilities

General

- Transportation, Roads
- Fleet
- Transit
- Municipal Buildings
- Geomatics
- Development Engineering
- Drainage
- Solid Waste

Water

- City Water
- Regional Water

Sewer

- City Sewer
- Regional Sewer

Services

Transportation

- Accessibility improvements
- Sidewalks and crosswalks
- Cycling facilities
- Transit improvements
- Transportation network
- Traffic calming
- Traffic safety improvements
- Complete streets design
- Asphalt rehabilitation
- Bridge maintenance



2018 Successes

Transportation

- Transportation & Transit Master Plan:
 - awarded 'Transportation Project of the Year' by Canadian Institute of Transportation Engineers
- \$4.7M Salton Road pedestrian/cycle bridge
- Initiated \$27.5M Mt. Lehman Road 4-Laning from Great Northern Way to YXX
- Finalizing Vye Road overpass/NEXUS lane on Highway 11
- Initiated work on Marshall Road Connector Project from Mt. Lehman to Bradner
- Fraser Highway - Phase I, \$7M capacity improvements, began preliminary design



2018 Successes

Transportation

- Partnered with ICBC on road safety projects: five upgraded crosswalks, the signalization of Mt. Lehman and Downes, and five sidewalk installations
- Complete streets project on McKee Road saw 8 km of bike lanes and four new crosswalks installed
- Installed traffic calming on three streets
- Inspected all bridges and completed improvements on 28 structures
- Gladwin Road at Matsqui Slough Bridge Replacement Project completed



2018 Successes

Transportation

Enhanced Road Safety with Pavement Marking and Surface Rehabilitation



Key Issues & Trends

Transportation

- Implementation of the short-term projects identified in the Transportation and Transit Master Plan
- Pedestrian safety in crosswalks
- Mode shift from vehicle trips to walking, cycling and transit
- Reducing MVI's
- Need for complete street approach
- Phase out high pressure sodium streetlights and replace with LED



Metrics

Transportation

- Resurfaced 19.4 lane kms of roads
- Repainted 840 kms of road lines
- Remarked 185 intersections out of 560 intersections (2nd year of 4 year rotational program)
- Sealed 179 kms of pavement cracks
- Swept 10,248 kms of roads
- Repaired 2,897 potholes
- Mowed 1,742 kms of road shoulder in spring and summer
- Removed 96,000 kgs of illegal garbage from roads
- Installed 632 new signs and completed 4,750 sign maintenance requests

Operating Plan Highlights

Transportation

- DCC Bylaw updates
- Fraser Highway Phase I Improvements
- Parkview - Tims Bikeway
- Highway 11 / Vye Road Overpass
- 2019 Sidewalk Program
- Major and local road resurfacing program
- Bridge maintenance/repair
- Continued improvements on road markings to enhance public safety

Strategic Initiatives & Opportunities (SIO)

Engineering Services

Proposed Plan Total for 2019: \$395,481

Proposed Project	2019
Hire Energy Management Coordinator (FTE Temporary 2 Years)	69,560
Hire Project Engineer (FTE)	125,921
Update Development Services Bylaw	200,000

Strategic Initiatives & Opportunities (SIO)

Transportation

Proposed Plan Total for 2019: \$1,793,410

Proposed Project	2019
Rural Uplands Culvert Condition Assessment	50,000
Rural Roads Paved Cycle/Pedestrian Shoulder Program	100,000
Montvue at West Railway Street Intersection	100,000
Hire Development Engineer, Transportation (FTE)	138,410
Paving Gravel Road- Rural Area (Area H)	150,000
Sidewalks (New in Existing Neighbourhoods)	500,000

Strategic Initiatives & Opportunities (SIO)

Transportation

Proposed Plan Total for 2019: \$1,793,410

Proposed Project	2019
Street Side Furnishing Study - support NPs	35,000
Infill Strategy	40,000
South Fraser Way @ Ware Street Left Turn Signals	65,000
Downes Road Corridor	65,000
Historic Downtown Parking Study	100,000
Dark Fiber Installation - Arterial Roads	200,000
Lower Sumas Mountain Sedimentation Trap	250,000

Renewal & Replacement (R & R)

Transportation

Proposed Plan Total for 2019: \$7,870,000

Proposed Project	2019
Street Light Pole Replacements	45,000
Traffic Calming Program	100,000
Bike Lane Program	300,000
Road Resurfacing: Local	1,500,000
Road Resurfacing: Major	2,500,000

Renewal & Replacement (R & R)

Transportation

Proposed Plan Total for 2019: \$7,870,000

Proposed Project	2019
Marshall at Riverside Traffic Signal	40,000
Rock Scaling Eagle Mountain	40,000
Traffic Safety Assessment	75,000
Rural Uplands Culvert Replacement	300,000
Rail Crossing Upgrade Program	770,000

Renewal & Replacement (R & R)

Transportation

Proposed Plan Total for 2019: \$7,870,000

Proposed Project	2019
Crack Sealing	200,000
Bridge Replacement	1,000,000
Mt. Lehman Road - 4 Lanes Municipal Enhancements	1,000,000

Services

Fleet Services

- Manage, purchase, maintain equipment and vehicles for all City departments including Abbotsford Police Department



2018 Successes

Fleet Services

- Fleet standard contract for pickups
- Installation of new GPS System to better track utilization, fuel consumption, idling and total distance traveled
- Completion of 2018 fleet renewal and replacement program
- Maximum discounted fleet insurance rates possible for fourth year in a row



Key Issues & Trends

Fleet Services

- Fluctuating costs of gasoline, diesel and propane
- Conversion to a green fleet to reduce GHG emissions and cost
- Foreign exchange rates affects equipment replacement costs
- Continuous reduction in fuel consumption with improvements in electronic technologies
- WorkSafe Regulations
- Explore grant opportunities
- Customer Service experience

Metrics

Fleet Services

- Installed 200 new GPS units
- Completed 707 preventative maintenance tasks & 3,240 breakdown maintenance tasks
- Purchased first battery operated bucket truck (lift runs on battery power, engine only starts up to recharge battery)



Operating Plan Highlights

Fleet Services

- Continue reduction & right sizing of fleet vehicles by reviewing fleet utilization
- Continue operational safety improvements
- 2019 fleet renewal and replacement program (major units include):
 - 3 dump trucks (tandem, single and 5 ton)
 - 18 pick up trucks
 - 6 work vans
 - 1 backhoe
 - 2 mowers and a number of other light duty vehicles
- Increase Green Fleet



Renewal & Replacement (R & R)

Fleet Services

Proposed Plan Total for 2019: \$4,005,000

Proposed Project	2019
Fleet Vehicle Replacements (comprehensive list attached in the budget package)	4,005,000

Services

Transit

Central Fraser Valley (CFV):

- Operating Agreement with Mission and BC Transit for the CFV Transit System
- Conventional & Handy-Dart bus service provided seven days per week
- 24 bus routes in the CFV system



2018 Successes

Transit

Central Fraser Valley:

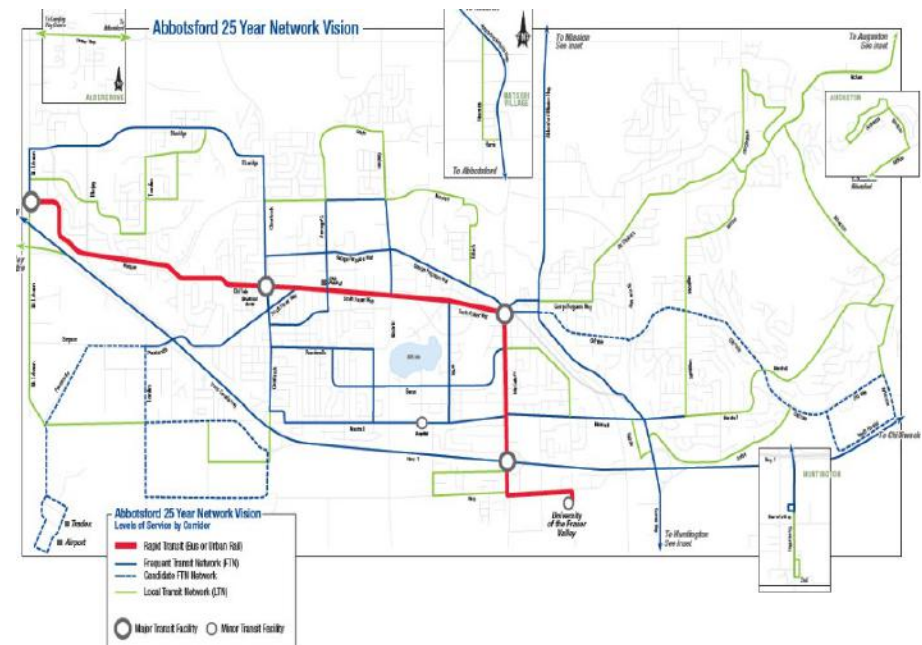
- Completed Transit Master Plan
- 2.64 million passenger trips, an increase of 7% from 2016/17
- U-Pass for UFV students now accounts for 23% of all CFV revenue
- 'Google Transit' online routing information is now available in the CFV
- \$23 million grant to construct a new Transit Operations and Maintenance Facility



Key Issues & Trends

Transit

- Improve service reliability
- Increase frequency of service in core area of city
- No expansion is possible until the new transit facility is built
- Commence a transit exchange study to determine best way to decentralize the Bourquin Hub
- Undertake a bus stop audit



Metrics

Transit

Central Fraser Valley:

- 135,000 service hours annually
- 65 buses in service
- 672 total bus stops
- 2.64 million passenger trips
- \$3.16 million in revenue collected
- \$15.07 million total annual cost to run the CFV system
- \$4.06 million is the Abbotsford portion of the cost-share formula



Operating Plan Highlights

Transit

- Construction of new Transit Operations & Maintenance Facility
- Approval of Transit Improvement Program (TIPS)
- U-Pass agreement with UFV extended for two years
- Approval of Annual Operating Agreement



TIPS (Expansion Initiative)

Year	In Service Date	Additional Hours	Vehicle Requirements
2019/20	March 2020	10,000	4
2020/21	September 2021	5,000	2
2021/22	September 2022	5,000	2

Services

Municipal Buildings

The Municipal Buildings Division operates and maintains civic buildings.

Sites include: City Hall, recreation centers, fire halls, libraries and police buildings.

The work includes:

- preventative maintenance
- emergency repairs
- condition assessments
- capital planning for asset management



2018 Successes

Municipal Buildings

- Completed a customer service improvement renovation of City Hall
- Initiated new infrastructure preventative maintenance program
- Completed portfolio assessments for building roofs and parking lots



Key Issues & Trends

Municipal Buildings

- Aging infrastructure
- Asset management plan
- Green Building Policy
- Options for conversion of City facilities to LEED or BOMA energy and environmental building standards
- Continuing to promote safety in the workplace
- Broadening our procurement strategy (DBB, DB, CM, ECI) to access the most effective and efficient project delivery methods
- Exploring grant opportunities

Metrics

Municipal Buildings

- Fulfilled 3,315 fix-it requests for building maintenance service
- Completed 2,338 preventative maintenance services and inspections
- Completed 2018 energy projects expected to save approximately 195,700 Kwh of annual electricity consumption
- Completed 17 capital renewal and replacement projects for a collective investment of approximately \$370,000 in aging infrastructure

Operating Plan Highlights

Municipal Buildings

- Ongoing asset management
- Investigate energy and GHG saving opportunities to minimize our energy consumption and reduce our carbon footprint
- Establish long term contracts to secure best value services for City buildings
- Promote and support green initiatives that meet Council's Strategic Plan and Policies

Strategic Initiatives & Opportunities (SIO)

Municipal Buildings

Proposed Plan Total for 2019: \$200,000

Proposed Project	2019
New Electric Charging Station at City facilities	50,000
Greenhouse Gas Projects	150,000

Renewal & Replacement (R & R)

Municipal Buildings

Proposed Plan Total for 2019: \$403,000

Proposed Project	2019
Marshall Road Office Building - Replace B2011.1 Exterior Wall Sealant	31,000
Civic Buildings - Parking Lot Rehabilitation Projects	100,000
Matsqui Centennial Auditorium (MCA) - Replace B3011 Roof Finishes	272,000

Services

Geomatics

The Geomatics division services include:

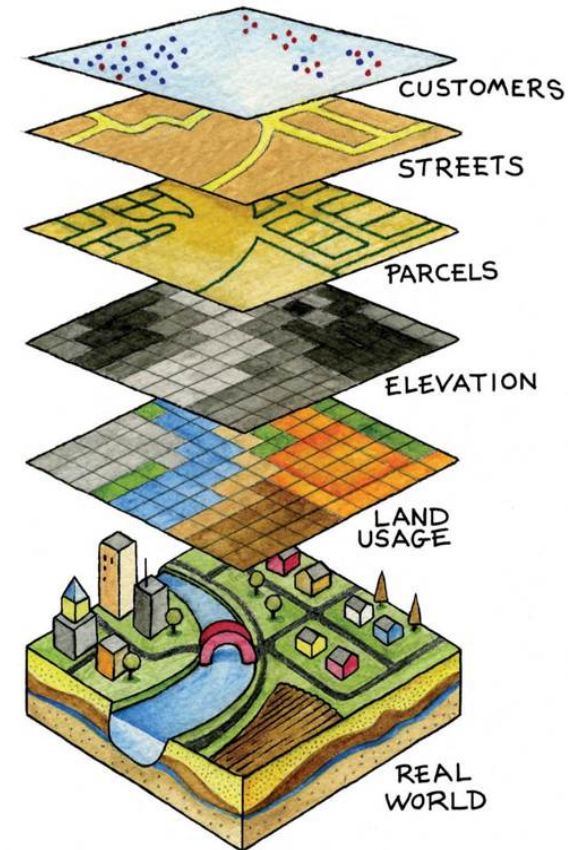
- Data Access and Integration
- GIS Technology Management
- Visualization - Maps and Graphics
- Property and Asset Data Management
- GIS, Survey and Drafting Services



2018 Successes

Geomatics

- Staff and public WebMap enhancements to improve access to GIS data and records
- Enhanced internal & external customer engagement experience
- Acquired 2018 airphoto data for GIS and WebMap
- Added information layers available on internal & external WebMap applications
- Streamlining work procedures for survey, drafting & GIS data input
- Improved GIS modernization - digital workflows
- Improved organizational alignment - enhanced workflows



Key Issues & Trends

Geomatics

- Fast paced technological change
- Barriers to engagement
 - Time to Implement
 - Service Delivery Requirements
- High need for data driven decisions
- Modern expectation for effective two-way collaboration
- Transparency and accountability requirements
- Grant funding opportunities
- Sustainable systems and workflows



Metrics

Geomatics

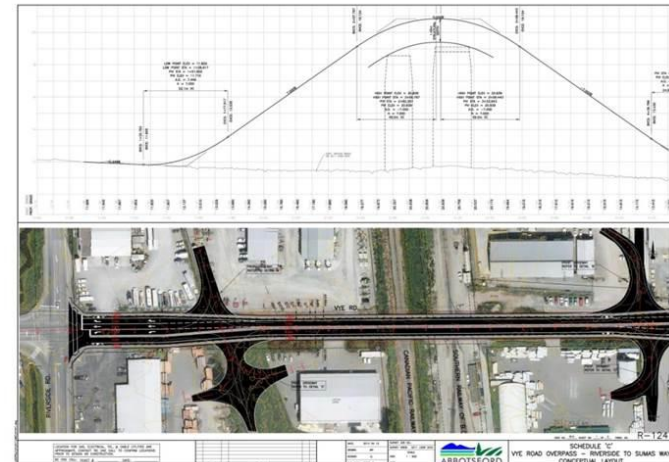
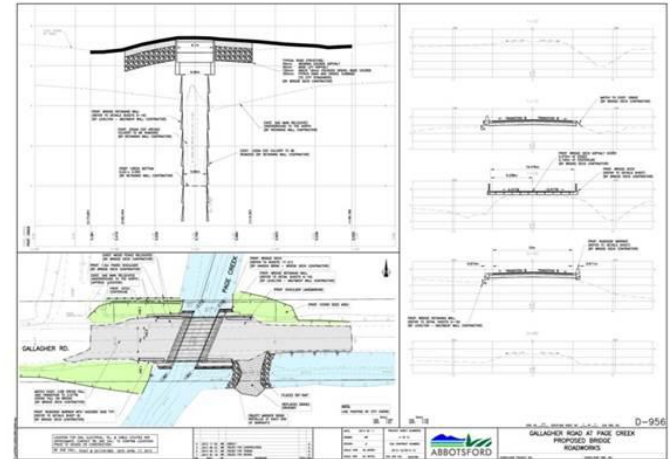
- Geomatics produces on average 200 - 250 maps per year
- 250 - 300 legal survey plans are processed each year
- 60 - 80 engineering as-built drawing sets are entered into the City's system
- Over 4,650 BC One Call tickets are processed annually
- 200 - 250 surveys are performed each year for construction projects
- 230 Circle maps and figure maps produced annually



Operating Plan Highlights

Geomatics

- Enhance GIS and WebMap analytics for City departments and the public
- Develop improved mobile applications for operations staff
- Improve Geomatics service levels for all departments and the public
- Modernize solutions and services
- Enhance experience and service quality



Services

Development Engineering

- Development Engineering
 - Soil Removal
 - Engineering Permits
 - Public Works Inspection
 - Facilitating Development Works & Services



2018 Successes

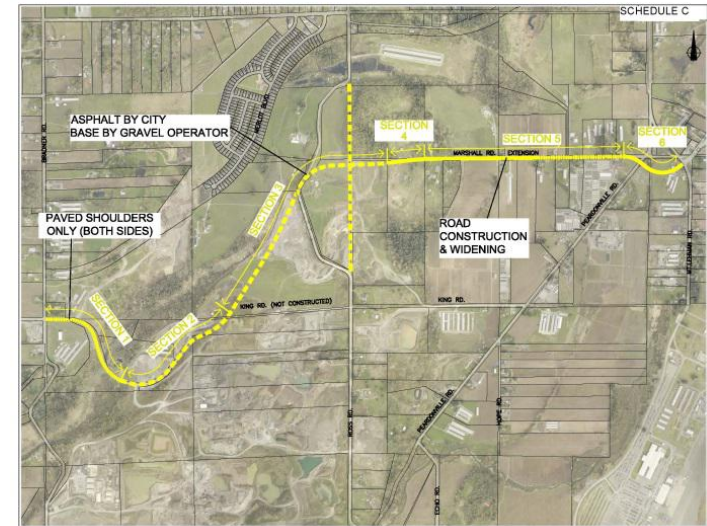
Development Engineering

- Processed 87 soil permit applications/non-compliance files
- Processed 483 highway permits
- Reviewed, accepted, and inspected 408 franchise utility infrastructure projects
- Provided inspection services for approximately 180 development/capital projects
- Two year Telus fiber to the premises (FTTP) network expansion completed in Q1

Key Issues & Trends

Development Engineering

- Soil extraction volumes from quarries & pits equal to historic high of 2017
- Southwest sector continuing transition from extraction to reclamation over next 3-5 years
- Negotiations with franchise utilities for new municipal access agreements ongoing
- Increased development activity



Metrics

Development Engineering

- 51 active rock quarries and sand & gravel pits
- Removal revenue - \$2.95 million projected for 2019
- Deposit revenue - \$95,000 projected for 2019
- 79% increase in highway excavation permits in 2018 (233)
- 4% increase in highway use permits in 2018 (250)
- 63% increase in franchise utility drawing reviews and inspection in 2018 (408)
- 15% increase in DCC revenue collected from 2017



Operating Plan Highlights

Development Engineering

- Development Services Bylaw update
- 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 City access agreements





QUESTION PERIOD & PUBLIC INPUT



Recommendation

THAT the verbal reports by staff, regarding the 2019-2023 Financial Plan, background information and PowerPoint presentation be received for information.



CITY OF ABBOTSFORD
2019-2023 Draft Financial Plan

Committee of the Whole and Public Input

February 19, 20, 21, 2019



Introduction

Rajat Sharma
GM, Finance & Corporate Services

Presentation Days

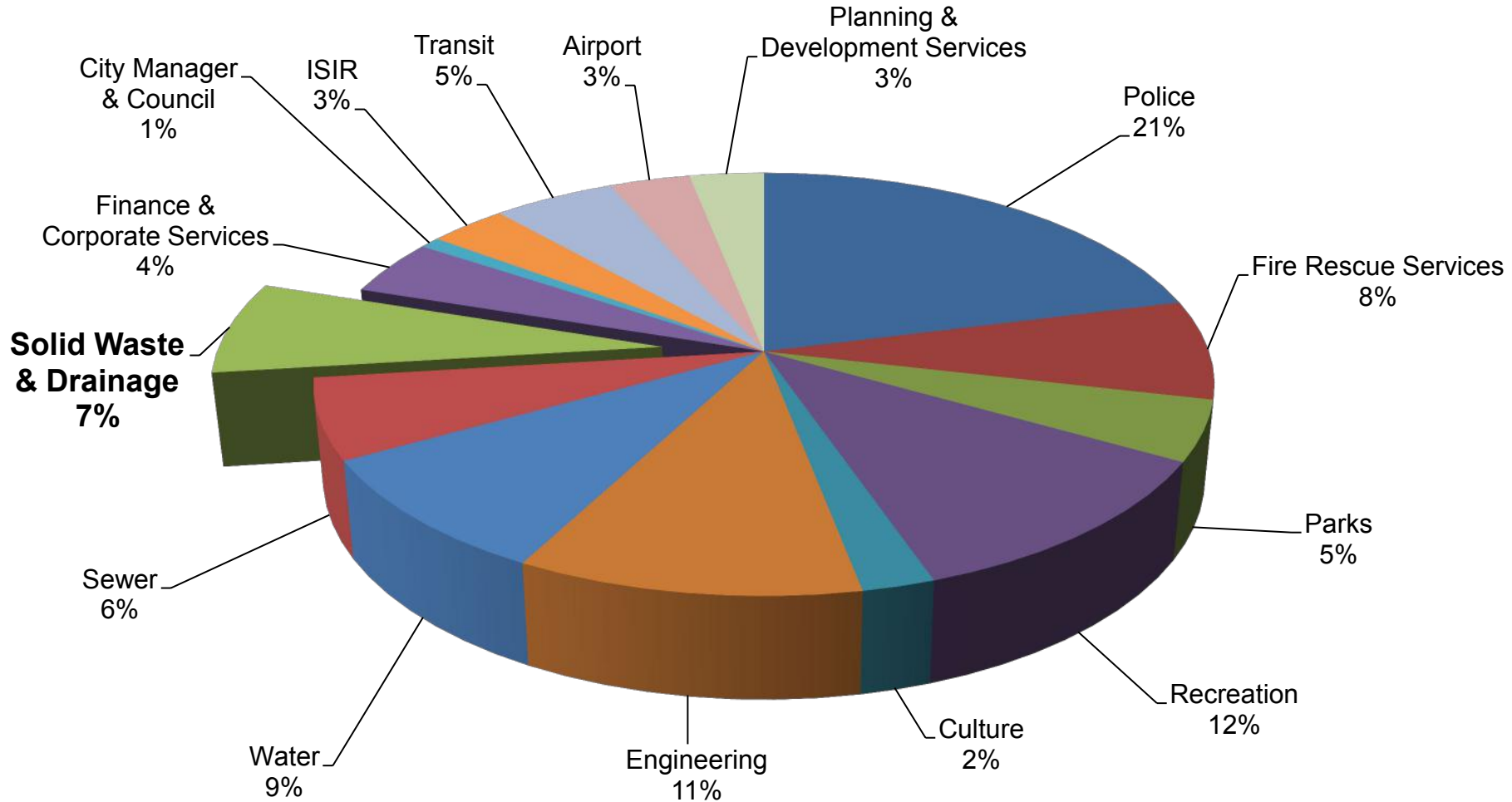
Day 3 – Feb 21

- Drainage
- Solid Waste
- Waterworks
- Sanitary Sewer
- Fire Rescue Services
- Public Input
- Summary

Financial Plan Overview

Komal Basatia
Director, Finance

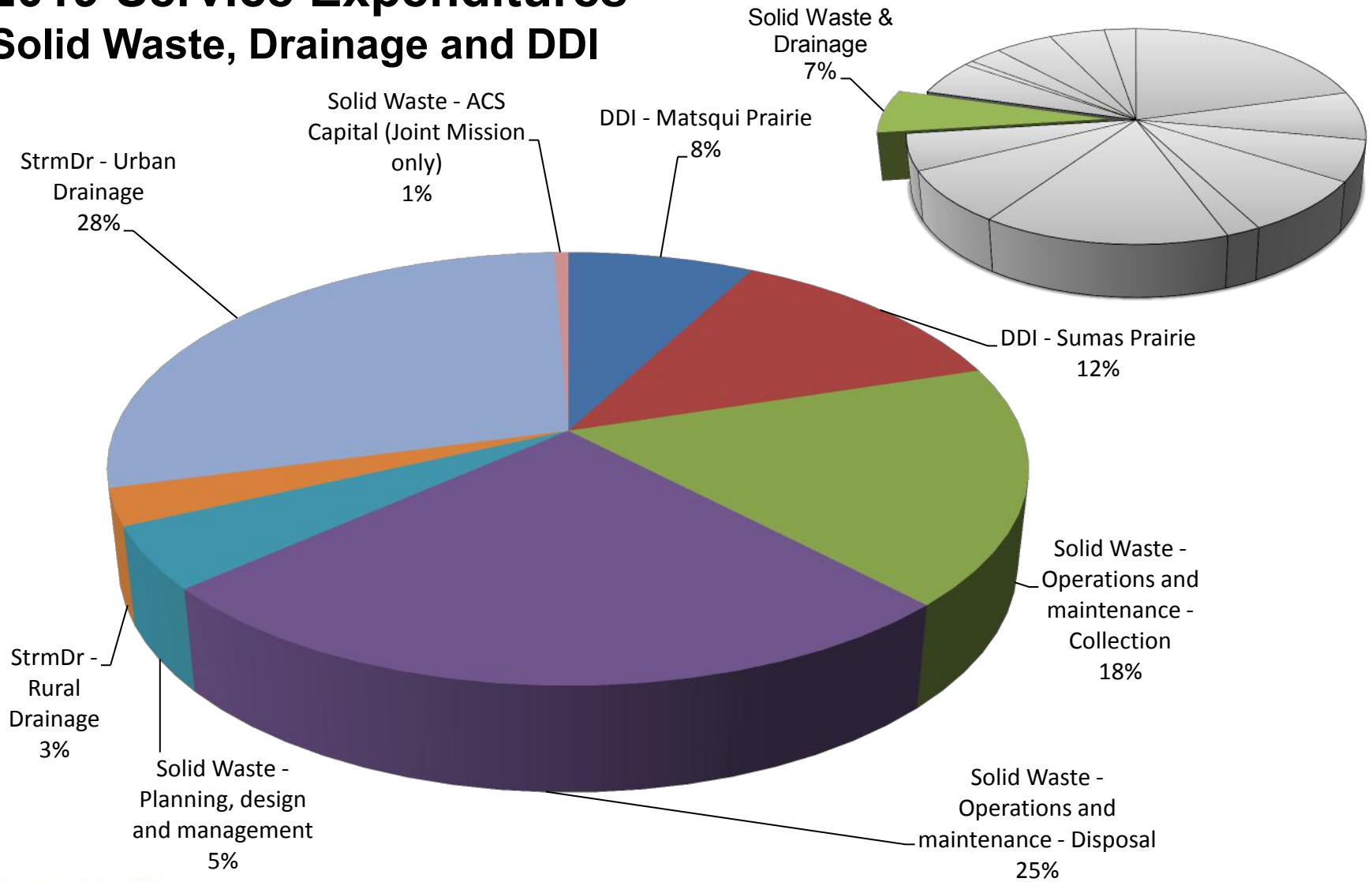
2019 Service Expenditures* Solid Waste, Drainage and DDI



* Draft 2019 Plan expenditures include operating, capital and debt servicing.

2019 Service Expenditures*

Solid Waste, Drainage and DDI



Schedule O

(in thousands)

General Operating Fund - Storm Drainage Services

	2018P	2019P
Revenues		
Fees & Charges	3,688	3,725
	3,688	3,725
Expenditures		
Rural Drainage	472	455
Storm Sewers & Detention	2,631	2,528
Urban Watercourses	121	153
	3,224	3,136
Net Operating Revenue/(Expenditure)	464	589

REVENUE

Fee & Charges: Net Increase \$37K

- Revenue increase due to assessment growth

EXPENDITURES

Net Decrease \$88K

- MPI contractual adjustments
- 2018 Carry forward project - Nathan Creek Improvements completed

Schedule P

(in thousands)

General Operating Fund - Matsqui Prairie Dyking, Drainage & Irr

	2018P	2019P
Revenues		
Recoveries	16	16
Taxes	701	701
	<hr/> 717	<hr/> 717
Expenditures		
Dyking	57	58
Irrigation	130	131
Recoverable Work	8	8
Storm	179	184
Administration	126	120
Drainage	668	680
	<hr/> 1,167	<hr/> 1,181
Net Operating Revenue/(Expenditure)	<hr/> (450)	<hr/> (464)

EXPENDITURES

Net Increase \$14K

- MPI contractual adjustments

Schedule P

(in thousands)

General Operating Fund - Sumas Prairie Dyking, Drainage & Irrig

	2018P	2019P
Revenues		
Recoveries	167	171
Taxes	1,252	1,252
	<hr/>	<hr/>
	1,419	1,422
Expenditures		
Administration	170	140
Drainage	774	776
Dyking	66	72
Irrigation	121	129
Pump Stations	641	682
Recoverable Work	8	8
	<hr/>	<hr/>
	1,780	1,807
Net Operating Revenue/(Expenditure)	(361)	(384)

EXPENDITURES

Net Increase \$27K

- MPI contractual adjustments

Schedule N

General Operating Fund - Solid Waste Services

(in thousands)

	2018P	2019P
Revenues		
Fees & Charges	6,073	6,073
Other Revenue	1,009	984
Recoveries	1,514	1,193
	8,596	8,251
Expenditures		
Collection	2,848	2,954
Disposal	4,198	4,235
Planning, Design & Management	812	774
	7,859	7,963
Net Operating Revenue/(Expenditure)	737	288

REVENUE

Net Decrease \$345K

- AMRD revenue decrease - global market for commodity pricing
- Household count adjustment

EXPENDITURES

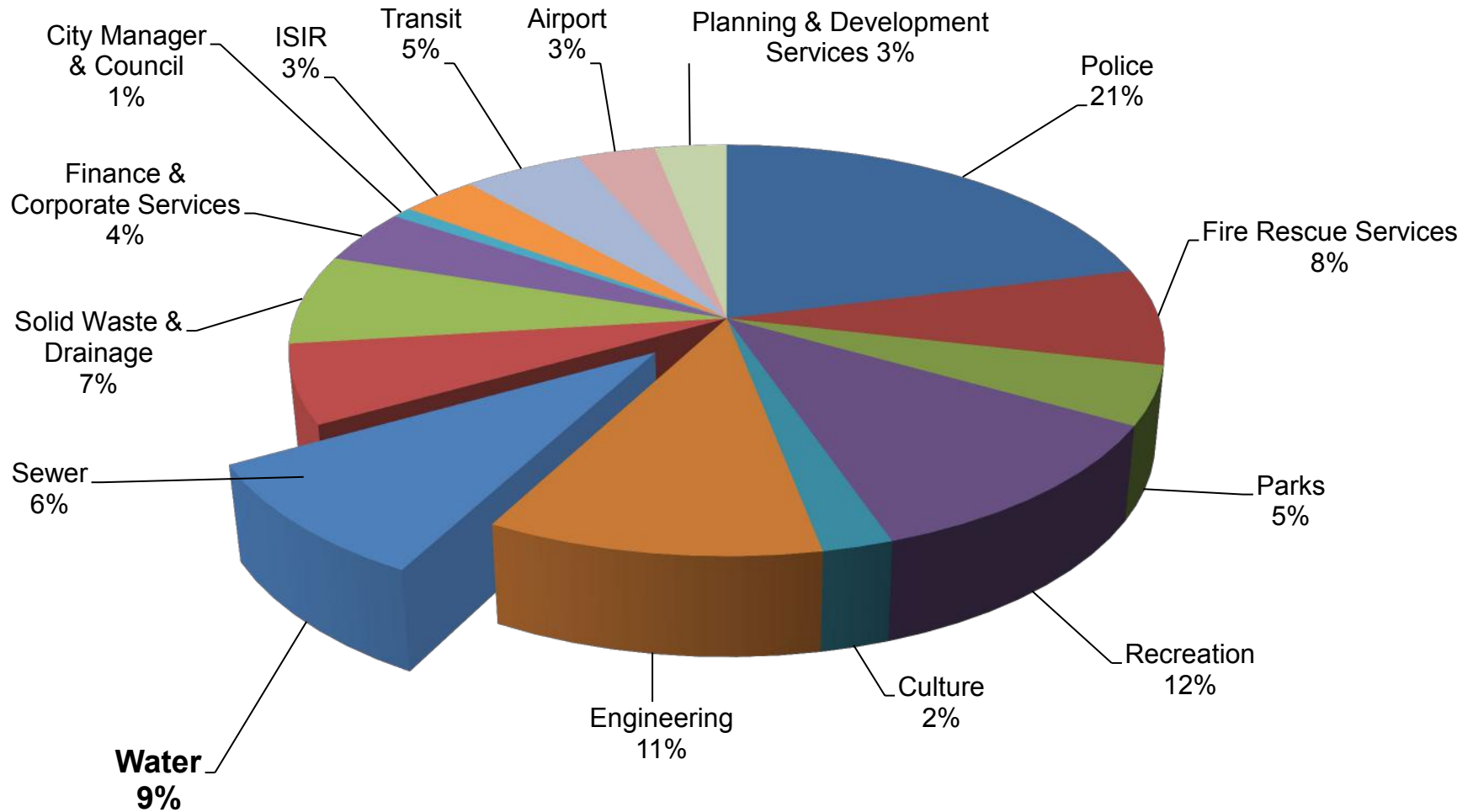
Collection: Net Increase \$106K

- Bear-proof totes - Sumas Mountain
- Yard waste coupon expansion
- MPI contractual adjustments

Disposal: Net Increase \$37K

- Decrease AMRD expenditures
- MPI contractual adjustments

2019 Service Expenditures* Waterworks



* Draft 2019 Plan expenditures include operating, capital and debt servicing.

Schedule B Waterworks Operating Fund

(in thousands)

	2018P	2019P	2020P	2021P	2022P	2023P	19-18 Change
Revenues							
Fees & Charges	17,330	18,130					
Investment Income	131	135					
Other Revenue	1,414	1,384					
Recoveries	101	101					
Rental	50	50					
	19,026	19,799					
Expenditures							
Administration	3,028	2,807					
Hydrants	414	416					
Local Supply & Distribution	2,161	1,956					
Maintenance	56	56					
Meters	542	578					
Regional Supply & Transmission	5,336	5,319					
	11,537	11,133					
Net Operating Revenue/(Expenditure)	7,488	8,666					

REVENUE

Fees & Charges: Net Increase \$800K

- Consumption adjustment
- No rate increase proposed for 2019

Other Revenue: Net Decrease \$30K

- 2018 Removal of carry-forward projects

EXPENDITURES

Administration: Net Decrease \$221K

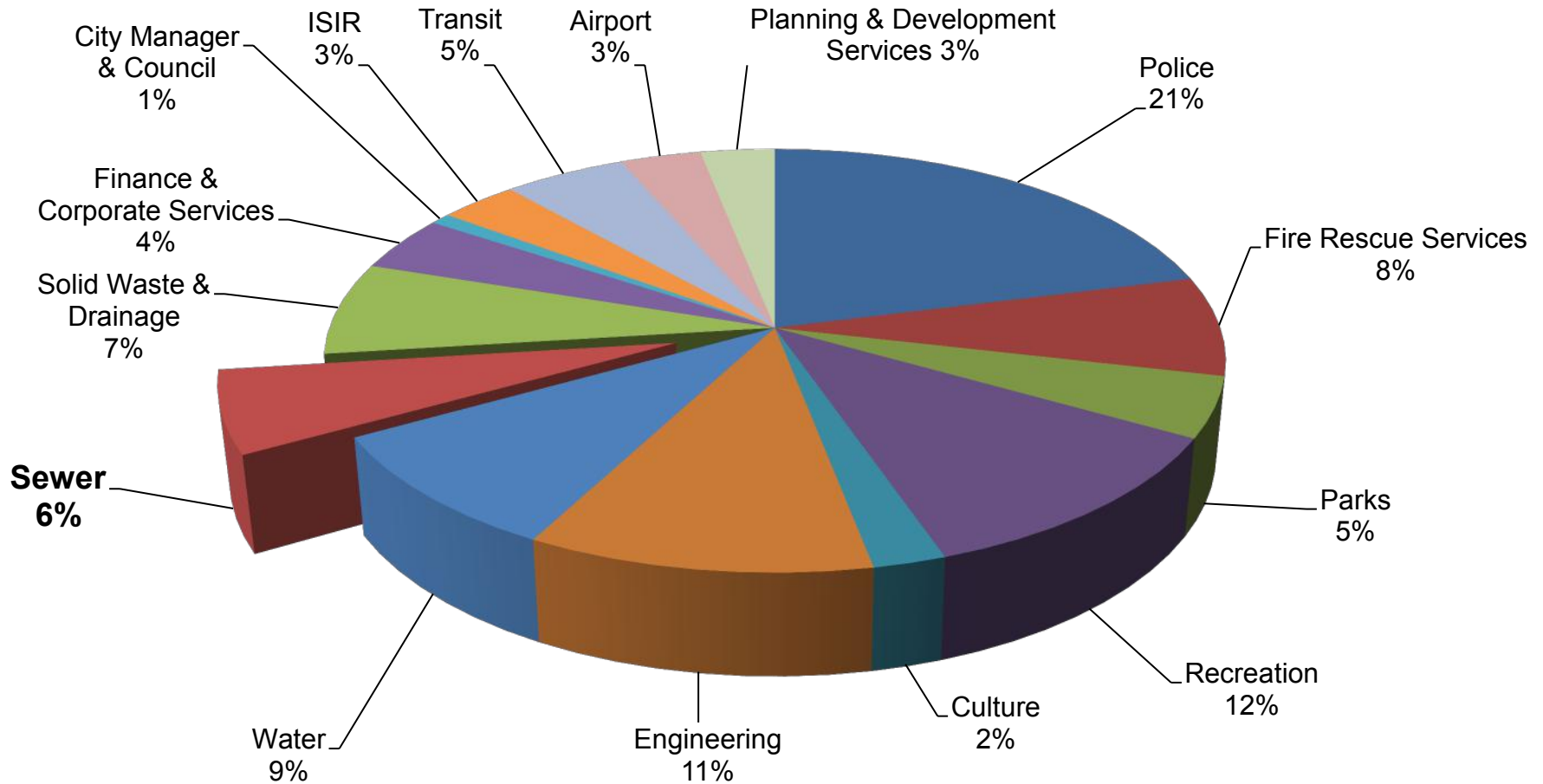
- 2018 Carry forward Water Modelling software

Local supply: Decrease \$205K

- 2018 One-time maintenance work completed

2019 Service Expenditures*

Sanitary Sewer



* Draft 2019 Plan expenditures include operating, capital and debt servicing.

Schedule C Sanitary Sewer Operating Fund

(in thousands)

	2018P	2019P
Revenues		
Fees & Charges	12,670	13,196
Investment Income	87	90
Other Revenue	957	967
Recoveries	275	275
	13,989	14,528
Expenditures		
Administration	2,005	2,199
JAMES	5,843	5,904
Maintenance	1,509	1,534
	9,357	9,637
Net Operating Revenue/(Expenditure)	4,632	4,890

REVENUE

Fees & Charges: Net Increase \$526K

- Usage adjustment
- No rate increase proposed for 2019

EXPENDITURES

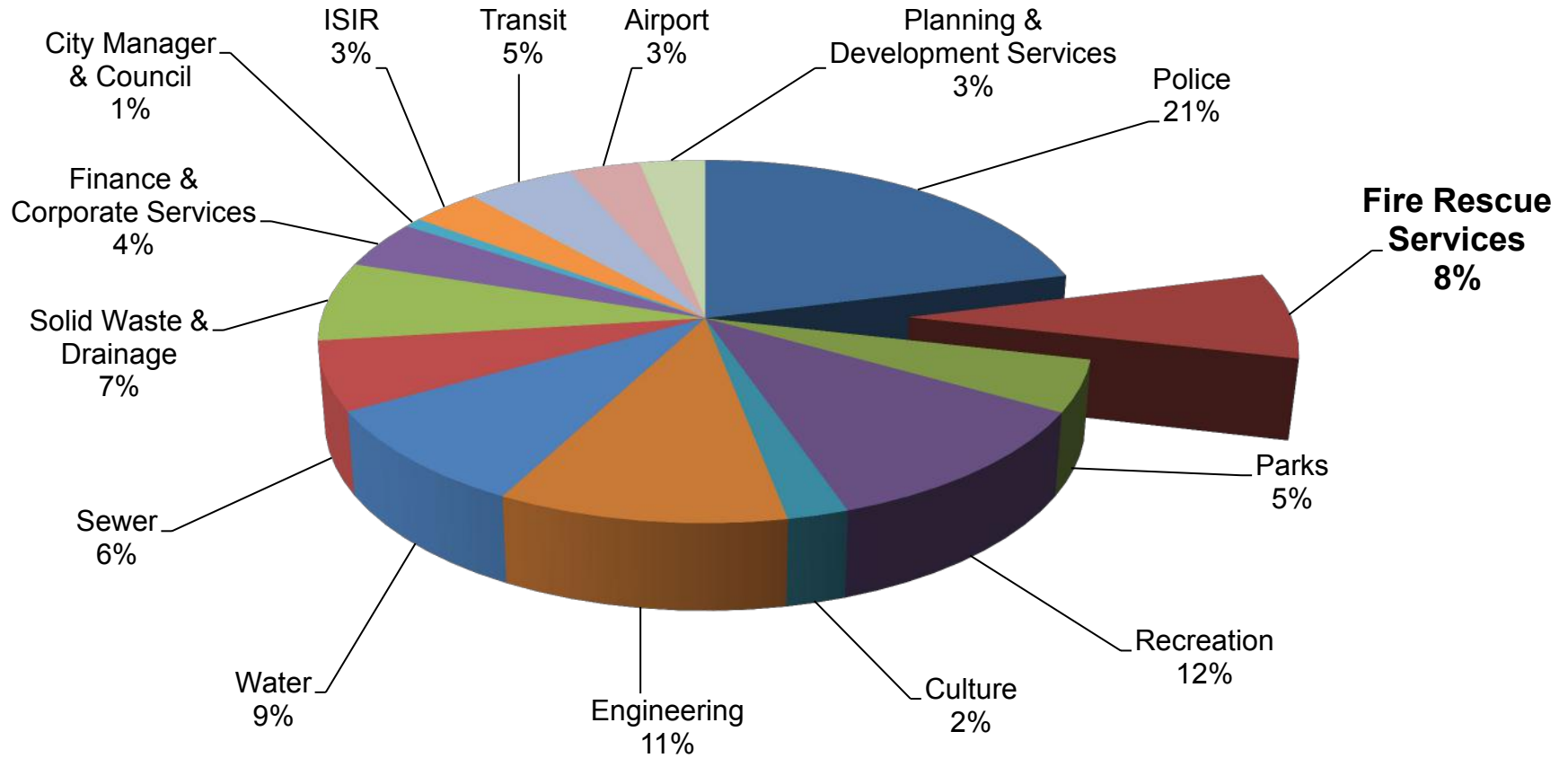
Administration: Net Increase \$194K

- MPI contractual adjustments

JAMES: Net Increase \$61K

- Outfall Monitoring Program increase

2019 Service Expenditures* Fire Rescue Services



* Draft 2019 Plan expenditures include operating, capital and debt servicing.

Schedule H

General Operating Fund - Fire Rescue Services

(in thousands)

	2018P	2019P
Revenues		
Fees & Charges	45	45
Other Revenue	52	52
Recoveries	172	175
	<u>268</u>	<u>272</u>
Expenditures		
Administration	556	656
Emergency Response	15,219	17,235
Fire Life & Safety Education	191	-
Hall & Grounds Maintenance	488	522
Fire Flow s and Hydrants	-	-
Prevention & Inspection	644	857
Provincial Emergency Response	188	184
Search and Rescue	72	73
	<u>17,359</u>	<u>19,526</u>
Net Operating Revenue/(Expenditure)	(17,091)	(19,255)

EXPENDITURES

Administration: Net Increase \$100K

- MPI contractual adjustments
- Position reallocation

Emergency Response: Net Increase \$2.0M

- Two-Person Medical Response Unit
- E-Comm radio system
- MPI contractual adjustments

Prevention and Inspection: Increase \$213K

- MPI contractual Adjustments
- Position reallocation

Engineering & Regional Utilities

Rob Isaac

Acting GM, Engineering & Regional Utilities

Services

Drainage

- Operate and maintain storm water pump stations and dykes
- Provide irrigation services to Matsqui and Sumas prairies



2018 Successes

Drainage

- Completion of Drainage Master Plan
- Completion of Rainwater Management Plans for City Centre & Historic Downtown
- Willband Creek Integrated Storm water Management Plan
- Initiation of Fishtrap Creek Integrated Storm water Management Plan
- Clayburn Creek Improvement
- CCTV inspection of 18 kms of storm sewer mains, and inspected 72 culverts in the rural uplands area
- Supply of irrigation water for farmers in Matsqui and Sumas Prairies during dry summer



Key Issues & Trends

Drainage

- Complete remaining ISMPs (Fishtrap Creek ISMP) to support sustainable developments
- Fraser River & urban creeks bank erosion issue
- Address localized flooding
- Condition assessment and asset replacement
- Review drainage utility concept for entire city (2020)
- Procurement Strategy (DBB, DB, CM, ECI)
- Explore grant opportunities



Metrics

Drainage

- 513 kms of gravity mains
- 20,000 associated structures
- 11,500 catch basins
- 425 storm detention systems (City owned)
- 526 kms of ditches
- 173 kms of creeks
- 33 kms of dykes
- 15 storm pump stations (including 5 major pump stations such as Barrowtown)
- 118 irrigation control structures and weirs



Operating Plan Highlights

Drainage

- DCC Bylaw updates
- Development Bylaw updates
- Continue Clayburn Creek improvements
- Continue Integrated Stormwater Management Plan process
- Continue upland culvert replacement/assessment program
- Repair and replacement of storm sewer and culvert
- Continue support of development approval process through review of ongoing development applications

Strategic Initiatives & Opportunities (SIO)

Dyking, Drainage & Irrigation Services

Proposed Plan Total for 2019: \$80,000

Proposed Project	2019
Sumas Prairie: SCADA Network design - Security Enhancement (Shared Project)	4,000
Matsqui Prairie: SCADA Network design - Security Enhancement (Shared Project)	4,000
Matsqui Prairie: Upgrade SCADA for Mobile Access (Shared Project)	11,000
Sumas Prairie: Upgrade SCADA for Mobile Access (Shared Project)	11,000
Sumas Prairie: Sumas River Floodboxes Stop logs	50,000

Strategic Initiatives & Opportunities (SIO)

Storm Drainage

Proposed Plan Total for 2019: \$1,003,000

Proposed Project	2019
Infill Development Strategy-Drainage	20,000
Subdivision and Development Bylaw Update-Phase 2	20,000
Stormwater Source Control Bylaw Update	35,000
Clayburn Ck. Improvements	220,000
Urban Creek Stabilization	311,000
Urban Storm Sewer & Culverts/ Bridges Improvements	397,000

Renewal & Replacement (R & R)

DDI - Urban Drainage, Matsqui Prairie and Sumas Prairie

Proposed Plan Total for 2019: \$273,000

Proposed Project	2019
Barrowtown Floodbox Expansion Joint Repair (1, 2, 3, & 4)	63,000
Asset Replacement Irrigation Pump Stations	89,000
Barrowtown Pump Station - Overhaul Pump #1, 2, 3, & 4	121,000

Renewal & Replacement (R & R)

Storm Drainage

Proposed Plan Total for 2019: \$1,065,000

Proposed Project	2019
Asset Renewal - Urban Storm Sewer & Culverts	1,065,000

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)
 - Composting facility (contract to Net Zero Waste)
 - Public education



2018 Successes

Solid Waste

- Projected curbside diversion rate of 66%
- Continued participation in the Recycle BC program
- 26,300 households serviced
- 28% of serviced households downloaded the Curbside Collection App
- Initiated consultation with multi-family and industrial, commercial sectors on compostables collection



PROGRAM UPDATE



COMPOSTABLES COLLECTION
for multi-family residents &
ICI sectors

Key Issues & Trends

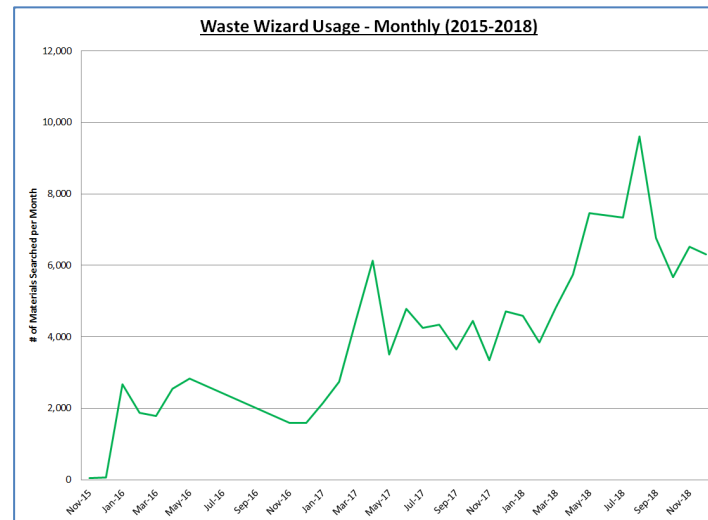
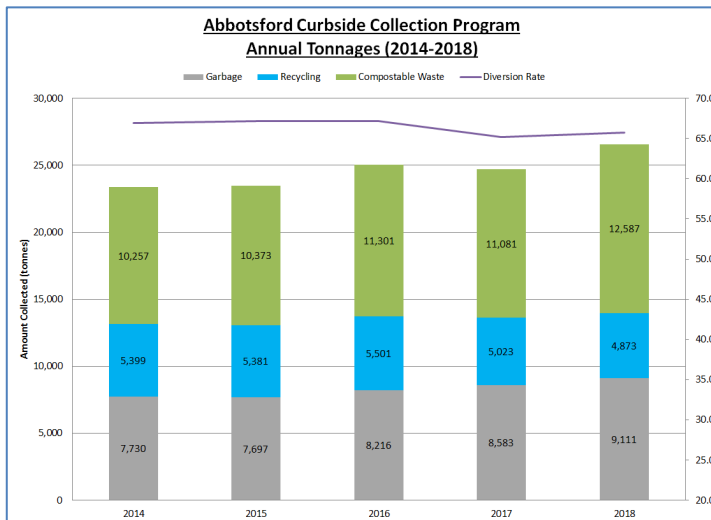
Solid Waste

- Curbside program diversion rate remained consistent
- Continued participation in the Recycle BC program provided approximately \$1 million in revenue
- Curbside compost tonnage increased while recycling tonnage decreased slightly and garbage tonnage increased
- Overall recycling program tonnage increased by 19%
- FVRD diversion targets - 80% by 2020 and 90% by 2025
- FVRD continues to explore MRF/ARC options
- Succession planning
- WorkSafe BC regulations

Metrics

Solid Waste

- Waste diversion remains consistent
- All time usage of the Waste Wizard search tool exceed 100,000 searches
- Monthly Waste Wizard searches have greatly increased



Operating Plan Highlights

Solid Waste

- Implement compostables collection program for multi-family & industrial, commercial & institutional sectors in alignment with FVRD
- Complete review of solid waste collection program (manual, semi, full automated)
- Transition plan for replacing blue bags with reusable curbside containers for recycling



Renewal & Replacement (R & R)

Solid Waste

Proposed Plan Total for 2019: \$100,000

Proposed Project	2019
AMRD Weigh Scale	15,000
AMRD Yard Paving	25,000
AMRD Recycling Depot Bobcat/Loaders	60,000

Services

Waterworks Distribution Services: 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
- Advanced metering infrastructure



2018 Successes

Waterworks Distribution Services: City

- Completion of City Water Master Plan
- Completion of servicing strategies for City Centre & Historic Downtown neighbourhood plans
- Set-up 5 year contract for reservoir cleaning
- Completed crack sealing on Eagle Mountain reservoir
- Completed safety upgrade and cleaning of St. Moritz reservoir
- Completion of customer web portal (WaterWise)
- Implemented mobile tablets in field for tracking maintenance activities
- Issued 3,950 leak notifications



Key Issues & Trends

Waterworks Distribution Services: City

- AMI system upgrading
- Increase in average summer demand over the past few years
- Succession planning and staff retention
- Asset Management System
- WorkSafe Regulations
- Water conservation and optimization improvements

Metrics

Waterworks Distribution Services: City

- 899 kms of watermain
- 4,145 fire hydrants
- 9,233 valves (includes air valves)
- 10 reservoirs
- 13 pump stations
- 23 pressure reducing stations
- 27,085 service connections
- 27,747 water meters
- Exercised 5,886 valves
- Repaired 11 water main breaks
- Cleaned 3 reservoirs



Operating Plan Highlights

Waterworks Distribution Services: City

- DCC Bylaw updates
- Development Bylaw updates
- Reservoir Cleaning Program
- Ongoing water main replacement program
- Upgrade Saddle PRV / Booster Station
- Upgrade Bradner Booster pump station and add back up generator



Strategic Initiatives & Opportunities (SIO)

Waterworks Distribution Services: City

Proposed Plan Total for 2019: \$534,000

Proposed Project	2019
Xeriscaping of Water Distribution Stations	20,000
Afterhours Standby - Water Distribution	39,000
Oversizing Water Mains (Development Driven)	53,000
Install PRV off Transmission Main at Saddle Booster	325,000

Strategic Initiatives & Opportunities (SIO)

Waterworks Distribution Services: City

Proposed Plan Total for 2019: \$534,000

Proposed Project	2019
SCADA Network design - Security Enhancement (Shared Project)	13,000
Infill Study (Water Portion)	20,000
High Read Meter Replacement	20,000
Upgrade SCADA for Mobile Access (Shared Project)	44,000

Renewal & Replacement (R & R)

Waterworks Distribution Services: City

Proposed Plan Total for 2019: \$6,418,000

Proposed Project	2019
Replace water quality testing equipment	10,000
Hydrant Installations in Older Areas	30,000
AMI Replacement & Licensing	3,000,000
Water Main Asset Renewal Program (construction)	3,378,000

Services

Waterworks Supply Services: Regional

The Regional Waterworks Supply division plans, designs, constructs, operates and maintains the water source, treatment and transmission infrastructure.

- Supplying potable water to Abbotsford and Mission
- Regional water conservation and education programs



2018 Successes

Waterworks Supply Services: Regional

- Completion of a new Water Supply Master Plan and Water Source Study
- Re-sanded two of the four Norrish Creek water treatment plant's slow sand filters
- Installed debris booms at both Cannell and Dickson Lake dams and completed engineering investigations for future dam safety improvements
- Installed the Farmer-Industrial Wellfields' Interconnect water main
- Asset replacement at Maclure Level Control Facility and Marshall 1 Well
- Connected with over 5,000 people through water conservation and education public events and school workshops
- Completion of several significant maintenance projects



Key Issues & Trends

Waterworks Supply Services: Regional

- Increasing water demands and need for new water source
- Comprehensive aging asset replacement program
- Evolving water quality and regulations
- Succession planning and staff retention
- Workplace safety

Metrics

Waterworks Supply Services: Regional

- Treatment Facilities:
 - Norrish Creek Water Treatment Plant
 - Cannell Lake Water Treatment Plant
 - Bell Road and Cannon's Pit Ammonia Stations
 - Bell Road Soda Ash Facility
 - Four Well Disinfection Stations
- Transmission Infrastructure:
 - 95 kms of water transmission mains
 - 2 reservoirs (Maclure and Mt. Mary Ann)
 - 3 major pressure management stations (Best, Downes and Maclure)
 - 5 bulk water meters and more than 20 take-off water meters

Operating Plan Highlights

Waterworks Supply Services: Regional

- DCC Bylaw updates
- Ongoing technical investigations for New Source (Collector Well Project)
- Complete re-sanding of remaining two Norrish WTP slow sand filters
- Start construction of Marshall and Farmer wellfields' infrastructure renewal
- Install the Fishtrap Creek mitigation well to comply with the requirements of amended Bevan EA Certificate
- Design and permitting of dam safety remedial works for Dickson and Cannell Dams
- Update Emergency Response Plan
- Update Cannell Lake Watershed Management Plan
- Update Regional Water Efficiency Plan
- Develop an asset management plan

Strategic Initiatives & Opportunities (SIO)

Waterworks Supply Services: Regional

Proposed Plan Total for 2019: \$4,346,978

Proposed Project	2019
Bell Road Soda Ash Facility / PH Study	100,000
Bevan Wells Environmental Assessment Program - GW Model Update	159,978
Norrish Creek Intake Removal	930,000

Strategic Initiatives & Opportunities (SIO)

Waterworks Supply Services: Regional

Proposed Plan Total for 2019: \$4,346,978

Proposed Project	2019
SCADA Network design - Security Enhancement (Shared Project)	13,000
Upgrade SCADA for Mobile Access (Shared Project)	44,000
Emergency Response Plan Update	100,000
New Supply - Construction, Engineering Services and Commissioning	3,000,000

Renewal & Replacement (R & R)

Waterworks Supply Services: Regional

Proposed Plan Total for 2019: \$1,898,000

Proposed Project	2019
Pickup, Joint Water JW214 - 09 Ford Ranger	33,000
Replace Norrish WTP Programmable Logic Controllers	36,000
Impressed Current Cathodic Protection (ICCP) system repairs	100,000
Aging Asset R&R - Cannel Lake Pumps' Power Cable Replacement	150,000
Aging Asset R&R - Best Booster Station Pump Renewal	420,000
Joint Water Contingency	500,000
Aging Asset R&R - Farmer Wellfield Renewal	659,000

Services

Sanitary Sewer: 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

2018 Successes

Sanitary Sewer: City

- Completion of City Sewer Master Plan
- Completion of servicing strategies for City Centre and Historic Downtown neighbourhood plans
- CCTV inspection of 19 kms of sewer mains
- Odour control measures at Simpson Road, west of Ross Road
- North Parallel pump station upgrades
- Old Yale Road sewer rehabilitation and upgrades
- North Clearbrook trunk sewer rehabilitation and upgrades

Key Issues & Trends

Sanitary Sewer: City

- Increased storm events causing power outages
- Odour complaints - Gladwin/Downes Road and Clayburn Road and Highway 11
- Review servicing agreements with First Nations
- Odour and corrosion of sewer mains and manholes due to sewer gases
- More root intrusion into mains and services due to drier summer
- Succession Planning
- WorkSafe Regulations
- Procurement Strategy (DBB, DB, CM, ECI)
- Explore grant opportunities

Metrics

Sanitary Sewer: City

- 565 kms of pipes
- 34 pump stations
- 25,500 sewer connections and 8,700 manholes and cleanouts
- CCTV inspection completed on approximately 76% of the pipes
- Approximately 11 kms require upgrading



Operating Plan Highlights

Sanitary Sewer: City

- DCC Bylaw updates
- Development Bylaw Updates
- CCTV Inspection and condition assessment
- New siphon chamber and odour scrubber at Gladwin Road and Downes Road
- Sewer rehab and upgrades (trenchless and open cut)
- Pump station upgrades
- Continue support of development approval process through review of ongoing development applications



Strategic Initiatives & Opportunities

Sanitary Sewer: Collection

Proposed Plan Total for 2019: \$454,000

Proposed Project	2019
SCADA Network design - Security Enhancement (Shared Project)	13,000
Infill Strategy Study	20,000
Afterhours Standby - Wastewater Collection	35,000
Upgrade SCADA for Mobile Access (Shared Project)	36,000
Maintenance Access and Trunk Sewer Improvements	150,000
Queen ST Pump Station Upgrades	200,000

Renewal & Replacement (R & R)

Sanitary Sewer: Collection

Proposed Plan Total for 2019: \$1,627,000

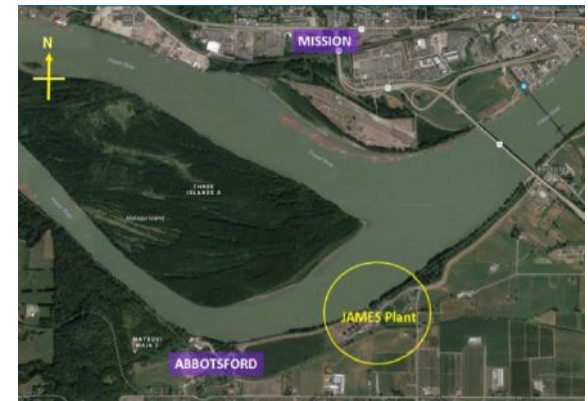
Proposed Project	2019
Gladwin Siphon Outlet Chamber Improvements	200,000
Siphon Chamber Improvements - Guildford and Donlyn siphons	300,000
Pump Station Upgrades	320,000
Repairs to Trunk Sewers Related to CCTV Inspection Contract	807,000

Services

Sanitary Sewer: Regional

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



2018 Successes

Sanitary Sewer: Regional

- Completion of JAMES Plant Master Plan
- Participation in the UBC microwave sludge pilot project
- Continuation of JAMES Plant UV Disinfection Project (anticipated completion in 2019)
- Uncover outfall diffusers
- Continuation of pasteurization system cleaning review
- Review of Mission's second forcemain into the JAMES Plant
- Upgrading the Computerized Maintenance Management System (CMMS)



Key Issues & Trends

Sanitary Sewer: Regional

- Reduced flows to the JAMES Plant
- Beneficial use of Biosolids
- Extra strength rates review
- Ongoing source control program
- Succession Planning
- WorkSafe Regulations
- Procurement Strategy (DBB, DB, CM, ECI)
- Explore grant opportunities



Metrics

Sanitary Sewer: Regional

- Average Annual Flow:
 - 53,000 m³/d
- Effluent quality:
 - BOD and TSS meet or exceed the Provincial and Federal regulations
- Biosolids produced:
 - Approximately 5,400 wet tonnes



Operating Plan Highlights

Sanitary Sewer: Regional

- DCC Bylaw updates
- Outfall Monitoring Study
- Biosolids Management Plan
- Add isolation gate to mid-channel
- Upgrade to scum dewatering and grit removal system
- Asset repairs/replacements:
 - Repairs to concrete tanks and channels
 - Trickling Filter media replacements
 - Replace Secondary Clarifier #1 main gear box and baffle



Strategic Initiatives & Opportunities (SIO)

Sanitary Sewer: JAMES Treatment Plant

Proposed Plan Total for 2019: \$1,515,000

Proposed Project	2019
SCADA Network design - Security Enhancement (Shared Project)	5,000
Headworks, Relocate Hydrocyclone #1 and Add Hydrocyclone #2	236,000
Biosolids Management Plan	315,000
Primary, Upgrade and Relocate Scum Dewatering System	370,000
Primary, Add Watertight Isolation Gate to the Mid-Channel	589,000

Renewal & Replacement (R & R)

Sanitary Sewer: JAMES Treatment Plant

Proposed Plan Total for 2019: \$3,170,000

Proposed Project	2019
Odour Audit	66,000
Replace Building Roofs	73,000
Removal of Belt Filter Presses	99,000
Electrical, Allowance for SCADA and Electrical Upgrades	132,000
Miscellaneous Repairs to Concrete Tanks and Channels	528,000

Renewal & Replacement (R & R)

Sanitary Sewer: JAMES Treatment Plant

Proposed Plan Total for 2019: \$3,170,000

Proposed Project	2019
HVAC/AC Replacement UED Office Building	15,000
Replace Thickener #1	262,000
Joint Sewer Contingency	500,000
Trickling Filter Media (cell 3)	1,495,000

Fire Rescue Service

Chief Don Beer
GM, Fire Rescue Services

Services

Fire Rescue Service

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



2018 Successes

Fire Rescue Service

- AFRS Master Plan
- Two POC (Paid On Call) Recruitments
- Firefighter Mental Health Check-in
- Spousal Health/Wellness Education Event
- Fortis and Mt Baker Exercises
- Recruited and hired six additional Firefighters
- Squad (Medical) Unit



Key Issues & Trends

Fire Rescue Service

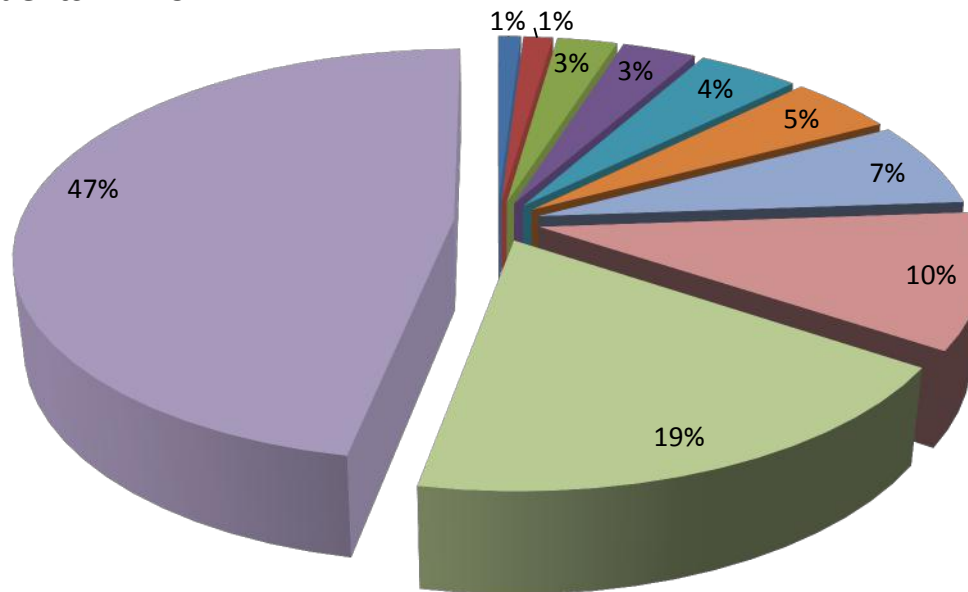
- Overdose Crisis
- Digital Radio Communications
 - Transition to EComm911
- Firefighter Health & Wellbeing
 - Post Traumatic Stress
- Paid On Call Firefighter
 - Recruitment Retention and Response
- Master Plan & Strategic Plan alignment

Metrics

Fire Rescue Service

Total 2018 Fire Rescue Service Incident Responses - 8831

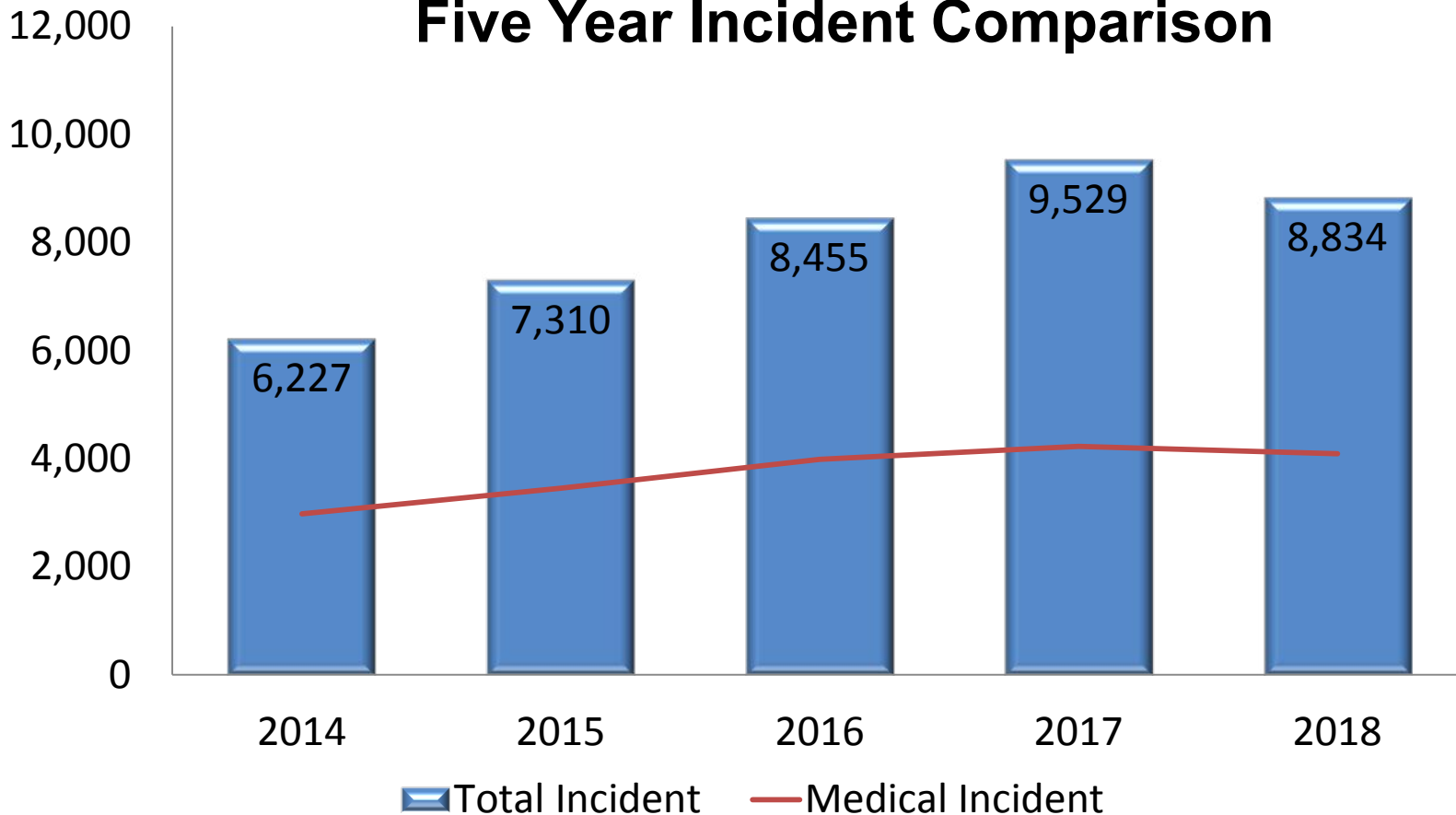
- Police Assist - 87
- Public Service - 287
- Burning Complaints - 588
- Medical/ Rescue Incidents - 4149
- Hazmat - 114
- Other - 392
- Alarms - No Fire - 930
- POC City Coverage - 233
- Fires with Property Loss - 405
- MVA's with injury - 1646



Metrics

Fire Rescue Service

Five Year Incident Comparison



Operating Plan Highlights

Fire Rescue Service

- Additional resources to support medical unit
- ECOMM 911 P25 Radio System
- Fire Hall #6/Social Housing Project
- Implementation of Platoon Captains
- Commissioning/Training with new Fire Tender
- Technical High Angle Training



Strategic Initiatives & Opportunities (SIO)

Fire Rescue - Emergency Response

Proposed Plan Total for 2019: \$827,735

Proposed Project	2019
Personal Protective Equipment - Fire Training Centre	23,000
Hire – Phase 1 – 2 Person Overdose/Medical Unit (2 FTE's)	156,765
ECOMM 911 - P25 Radio System	647,970

Renewal & Replacement (R & R)

Fire Rescue Service

Proposed Plan Total for 2019: \$503,000

Proposed Project	2019
Fire Hall #1 - D2013 Lavatories - Replace D2013 Lavatories	6,000
Fire Hall #1 - Replace B2031 Glazed Doors & Entrances	12,000
Fire Hall #7 - B3011 Roof Finishes - Replace B3011 Roof Finishes	35,000
Tender, Replacement (Replace FT81) - FT53	450,000

Financial Performance

Rajat Sharma

GM, Finance & Corporate Services



Statistical Overview



Benchmarking is for **comparative** purposes only

- Evaluate overall City performance



Financial indicators are influenced by **service, price,** and **efficiency levels**



No two local governments are truly alike

- Differences to consider:

- Tax Assessment base

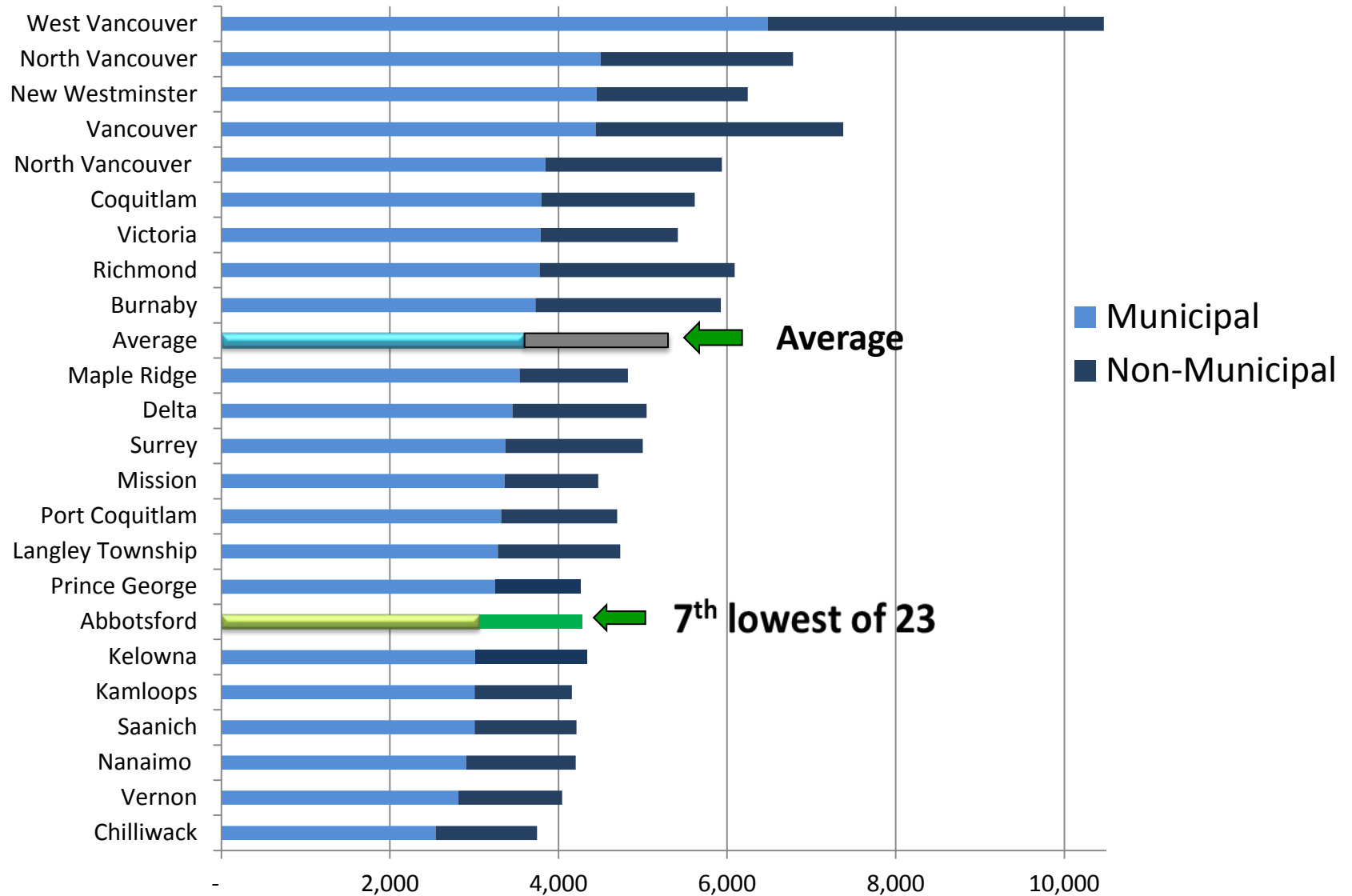
- Community Goals
- Service levels

- Regulatory Requirements

- Demographics
- Geography

Taxes and Charges on a Representative House, 2018

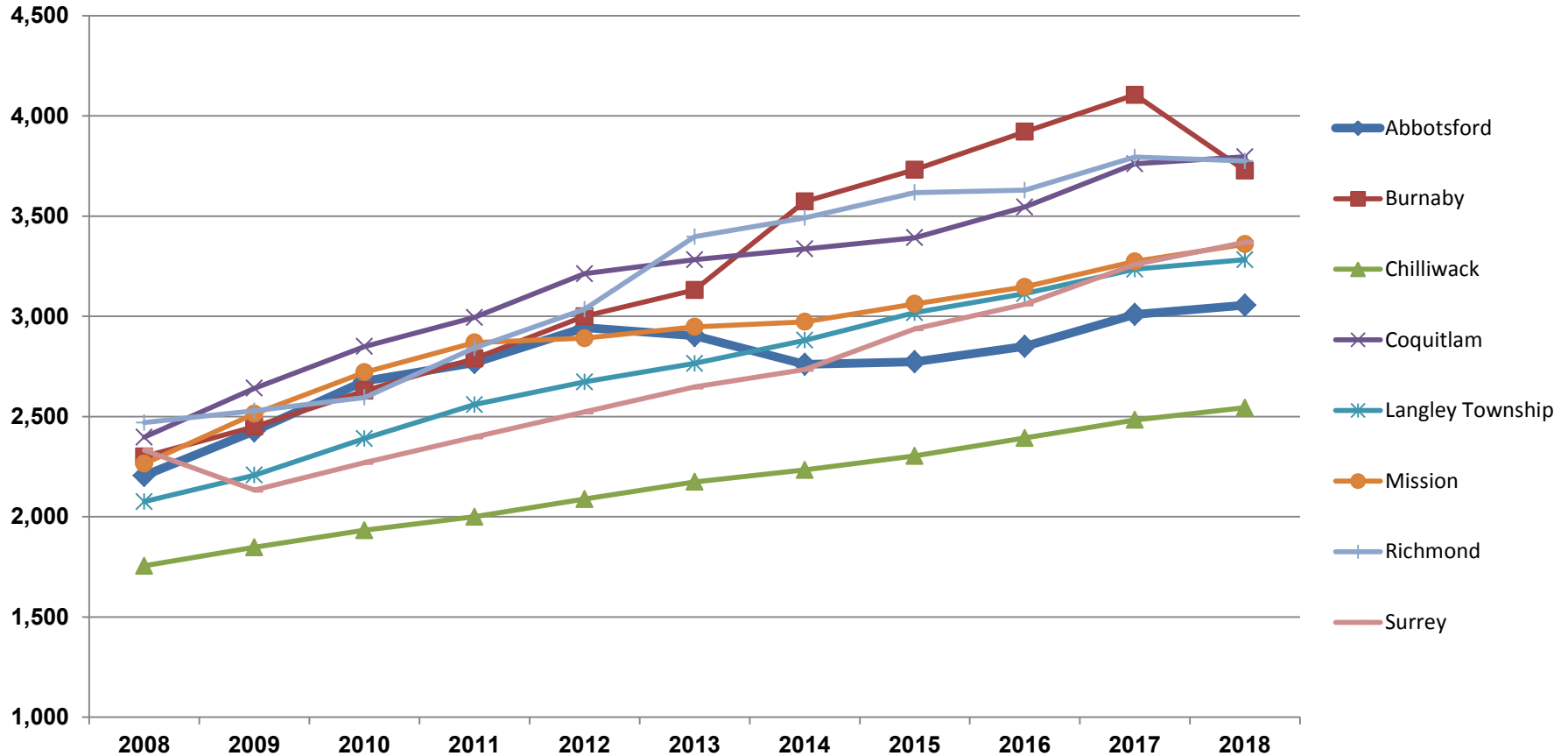
(BC Cities Over 35,000 Population)



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 \$688,000 for Abbotsford in 2018

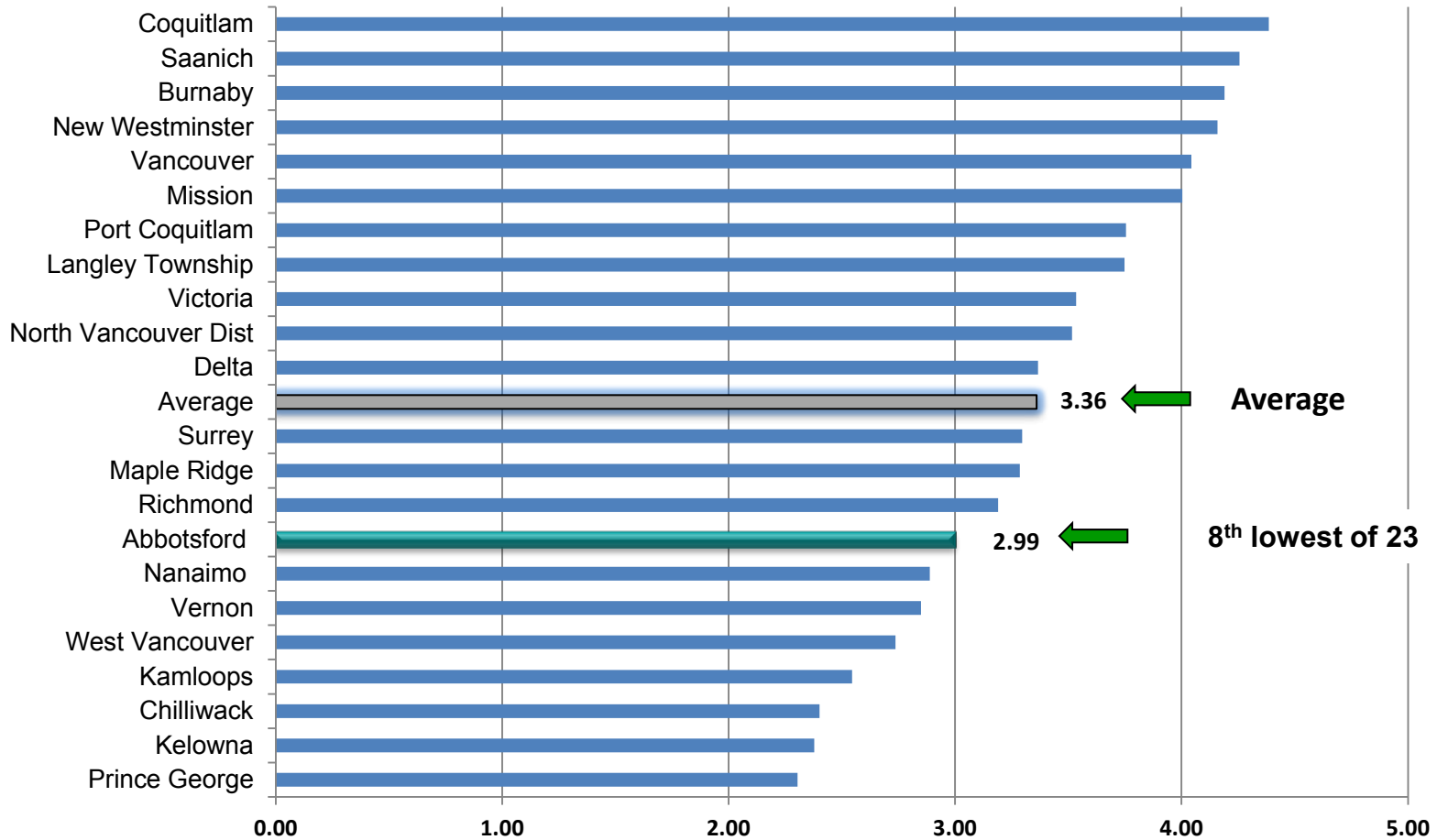
Municipal Taxes and Charges on a Representative House



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 \$688,000 for Abbotsford in 2018.

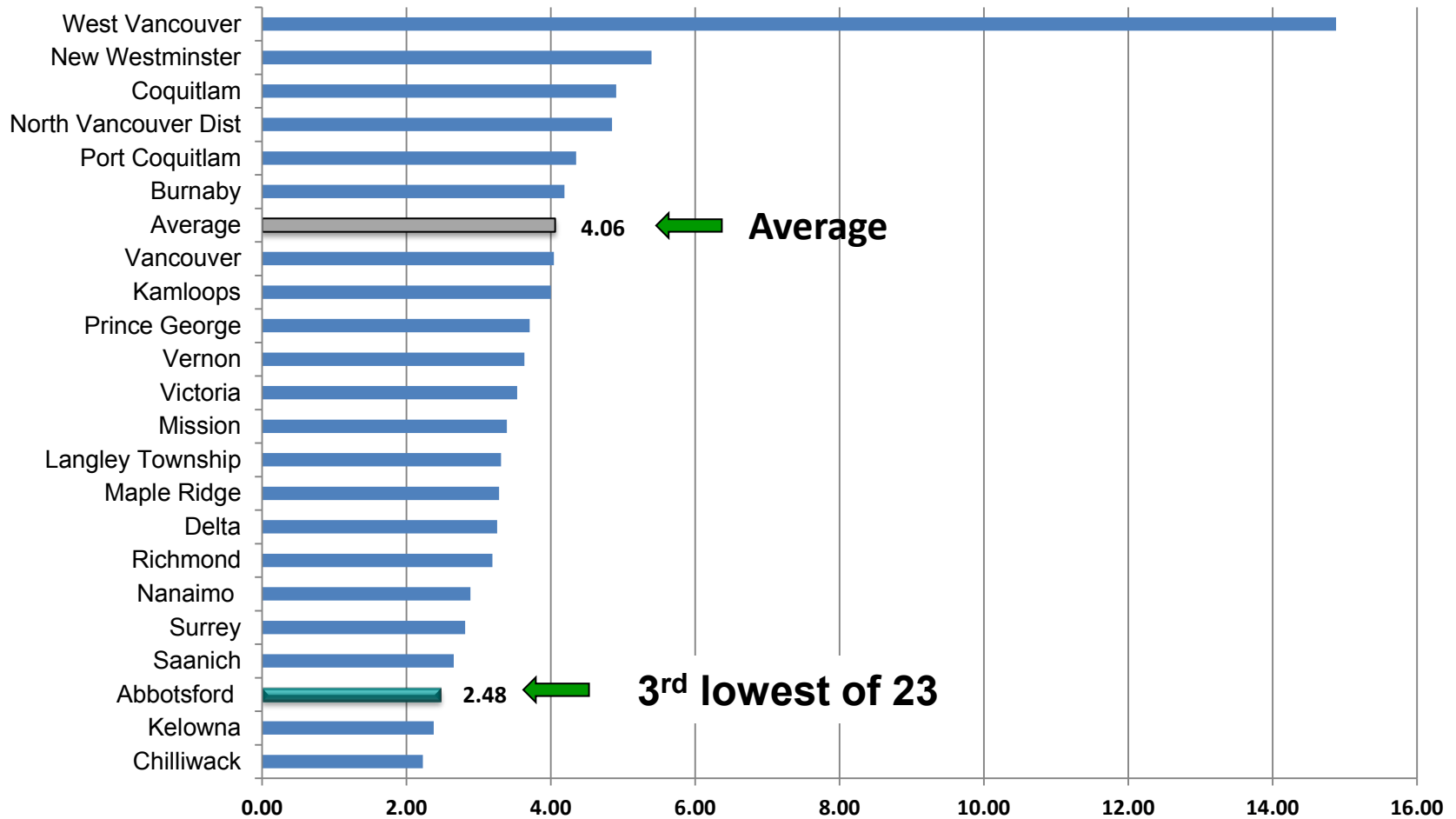
2018 Business Taxes Class Multiples



Source: Ministry of Community, Sport and Cultural Development

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

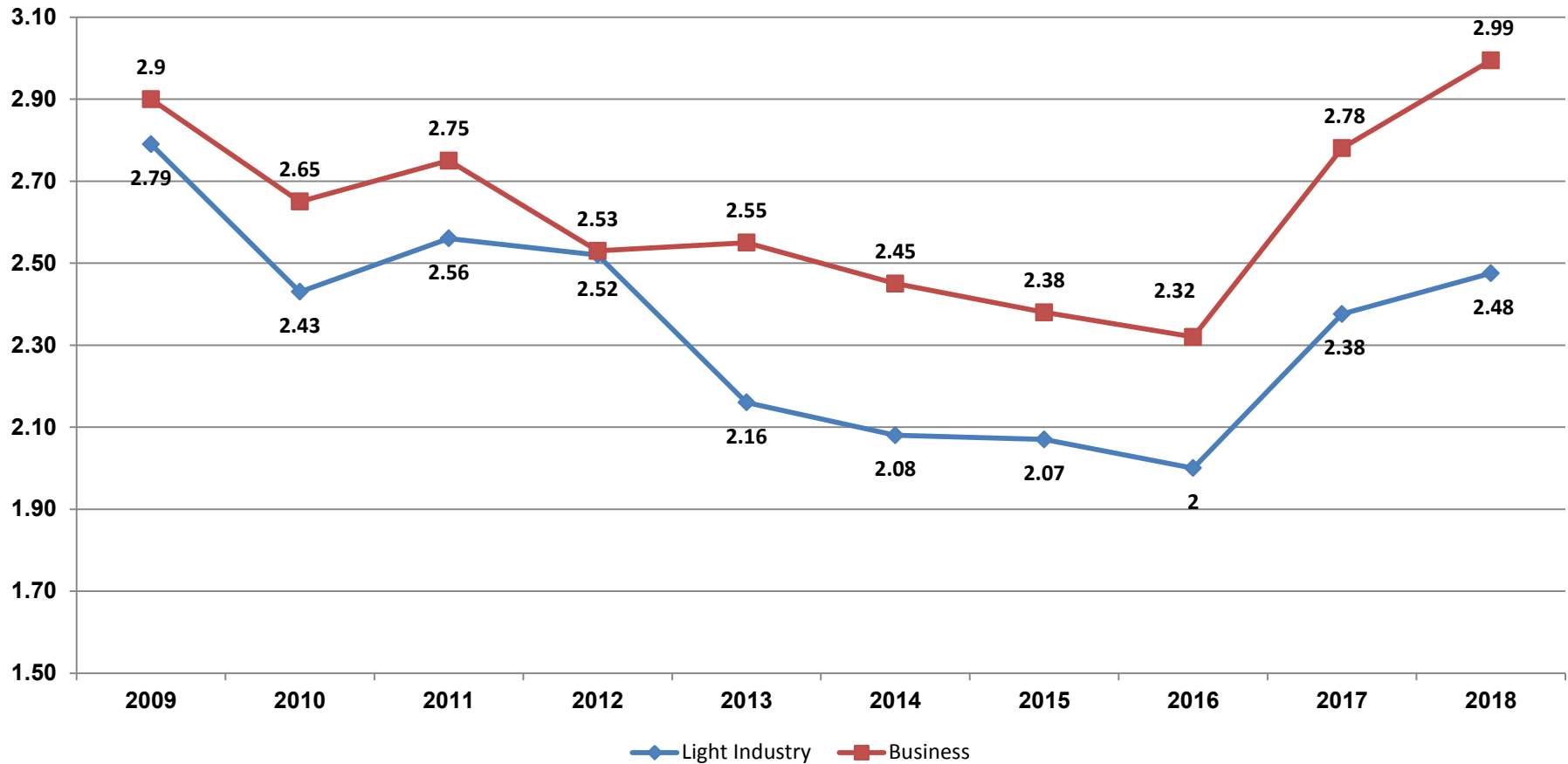
2018 Light Industry Taxes Class Multiples



Source: Ministry of Community, Sport and Cultural Development

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

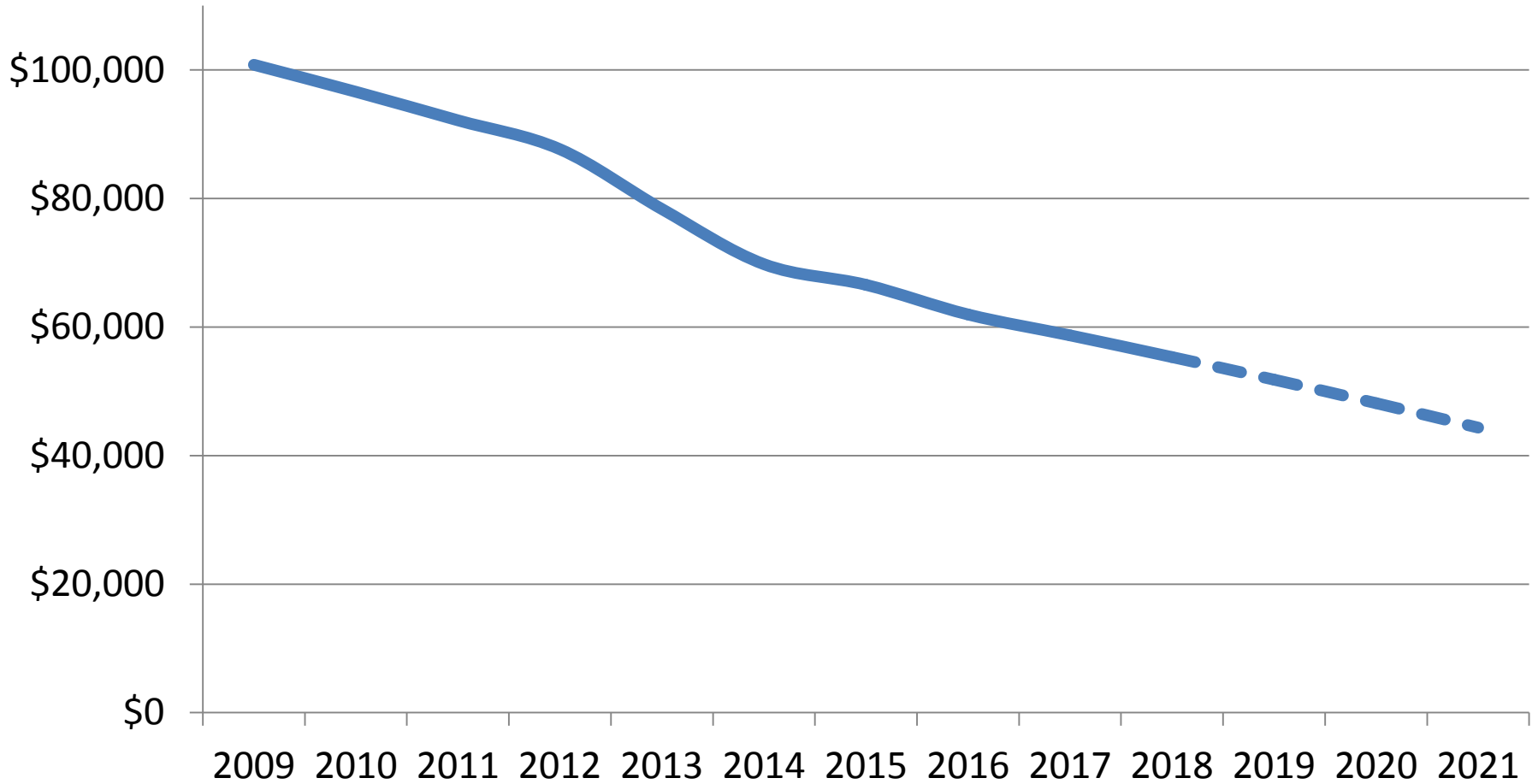
Historical Tax Class Multiples



Source: Ministry of Community, Sport and Cultural Development

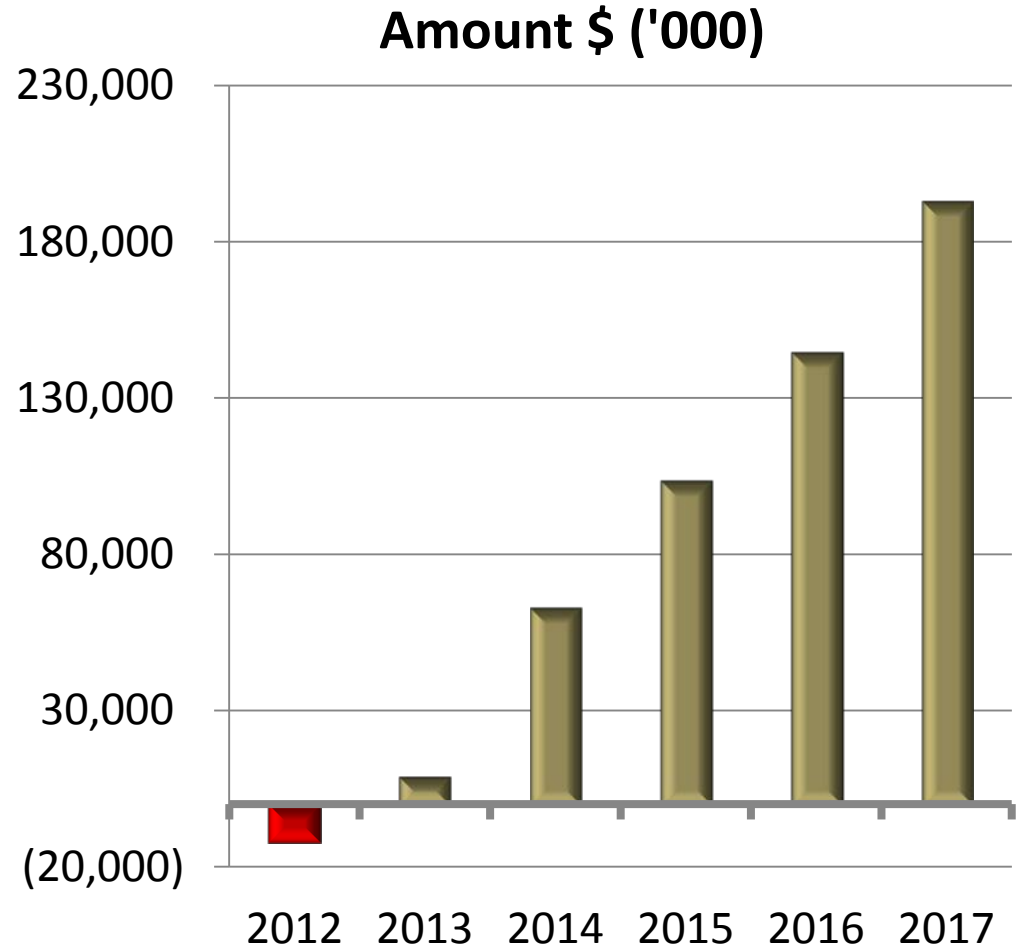
Note: Multiples illustrate how much other classes pay in tax relative to equivalently valued residential property.

Long Term Debt



Net Financial Assets – Six Years

Year	Amount \$ ('000)
2012	(\$ 12,397)
2013	9,427
2014	63,389
2015	103,904
2016	144,848
2017	193,038



Net Financial Assets

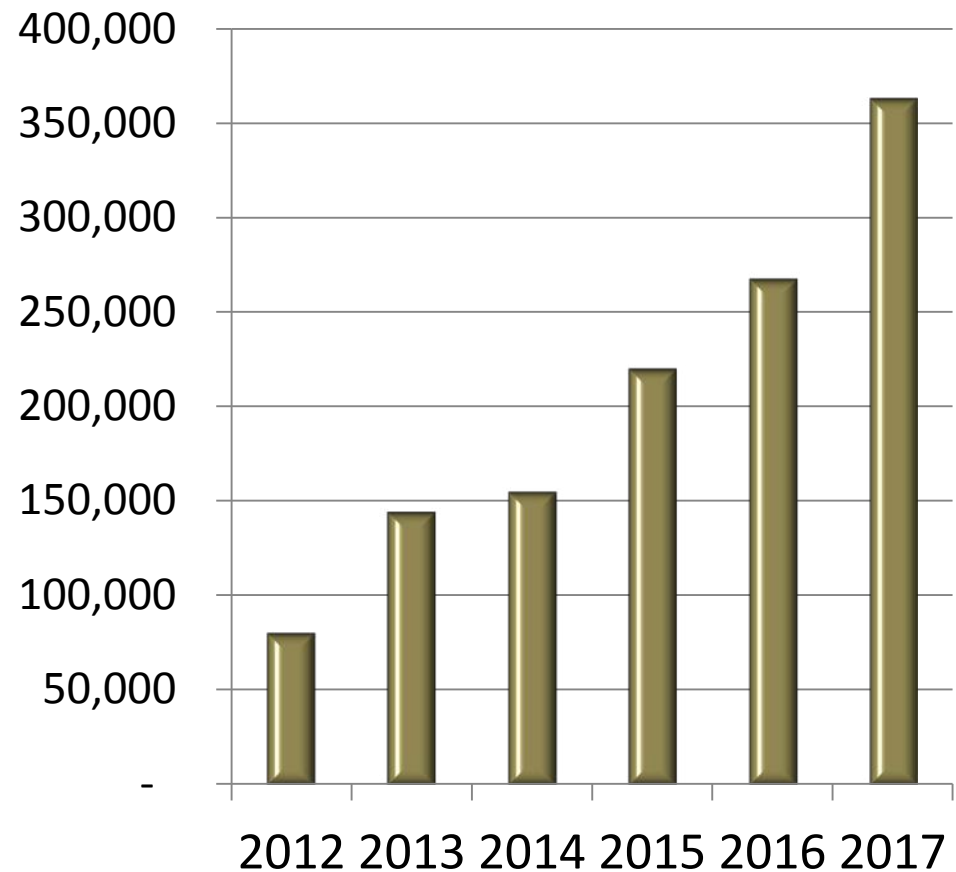
- Financial assets less liabilities
- Is a measurement of the available financial resources that the City has to finance future operations

Portfolio Investments – Six Years

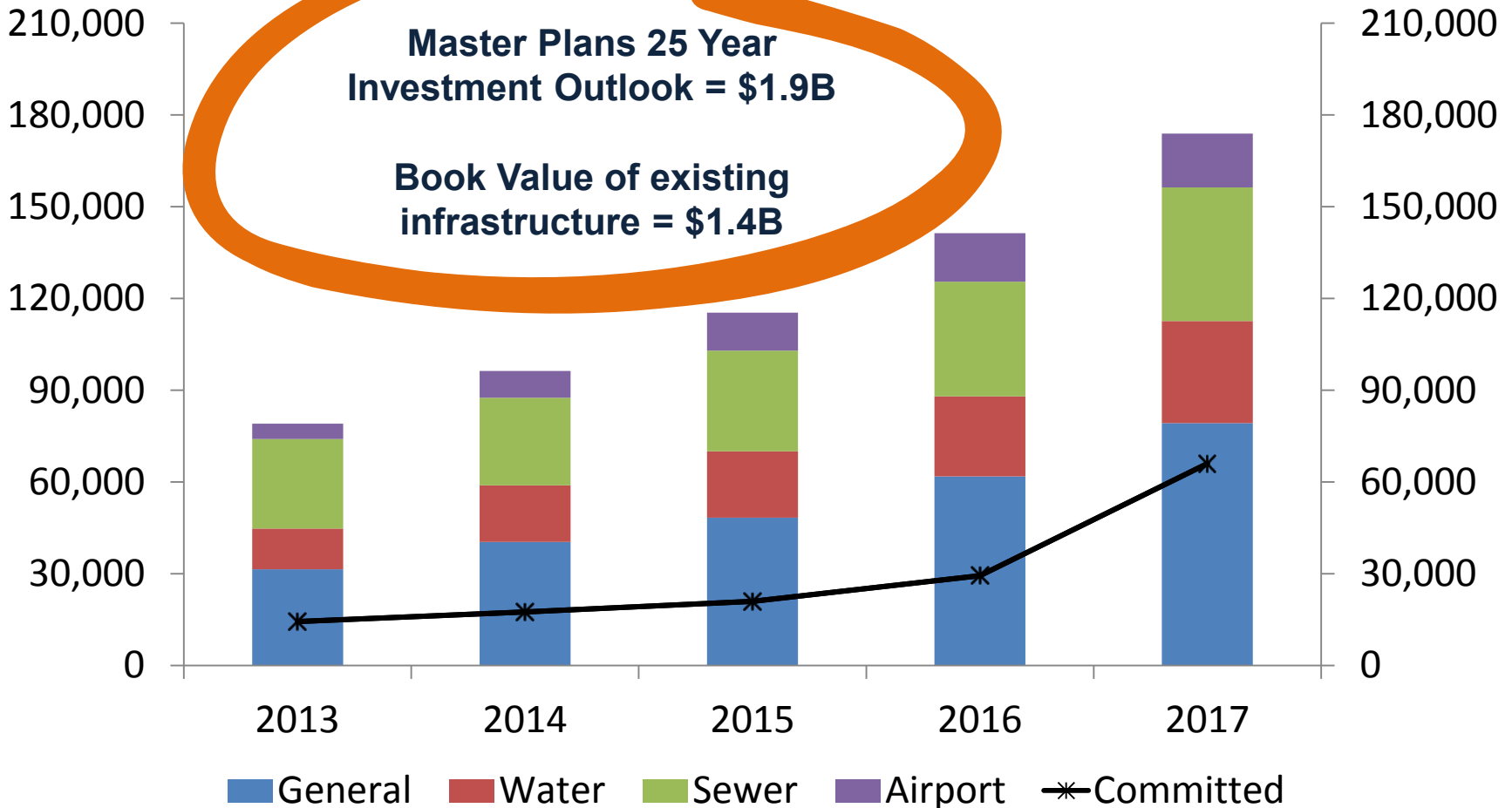
Year	Amount \$ ('000)
2012	\$ 80,553
2013	144,402
2014	155,098
2015	219,972
2016	267,490
2017	363,086



Amount \$ ('000)



Statutory Capital Reserves (in thousands)



What does it mean for tax payers?

Proposed Tax Increase Impact¹

Class 1 Residential

		Class 1 Residential
Taxes – City (General) Proposal	1.79%	\$ 41
Taxes – Police Proposal	1.09%	25
Taxes – Library Proposal	0.10%	2
Urban Storm Drainage	0%	0
Solid Waste fees	<u>0%</u>	<u>0</u>
Municipal Taxes and Fees on Tax Notice ²	<u>2.98%</u>	<u>\$ 68</u>
Water user fees (last increased in January 2018)	0%	0
Sewer user fees (last increased in January 2018)	<u>0%</u>	<u>0</u>
Water/Sewer user fees		<u>\$ 0</u>
Total Impact (Taxes & User fees)		\$ 68

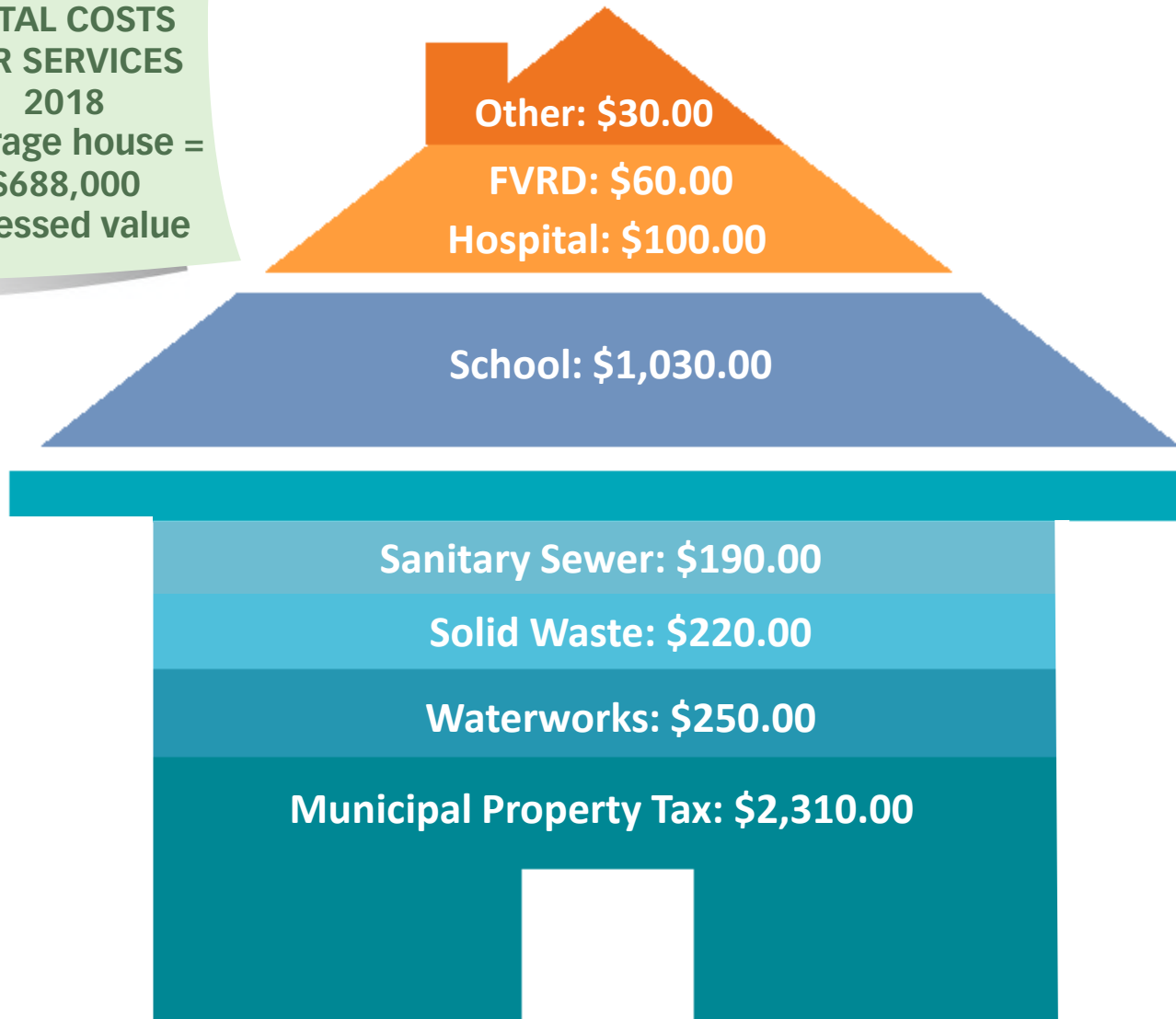
1. Estimated total taxes from municipal sources on a typical \$688,000 Class 1 residential property. Figures shown are averages; individual assessment results will vary.
2. Subject to Council's direction on ratio between commercial and residential taxes

Approximate Value of 1% Tax Increase

Assessed Value	Residential	Business/ Commercial
\$100,000	\$3	\$10
\$688,000	\$23	\$69

1% = \$1,358,000 of City Revenue

TOTAL COSTS FOR SERVICES 2018
Average house = \$688,000 assessed value



NON-MUNICIPAL TAXES
(collected for other agencies)

MUNICIPAL TAXES & other charges

Summary

Peter Sparanese
City Manager



2019 Proposed Tax Increase + additional new growth + 2018 expected surplus

- Fiscally responsible
- Prudent
- Affordable
- Well positioned



Comparators

Municipality	2019 Proposed Tax Increase
Chilliwack	3.43%
Mission	4.62%
Township of Langley	4.95%
Delta	2.99%
Surrey	2.90%
Kelowna	4.43%
Abbotsford	2.98%

In Summary: Proposed 2019 Financial Plan

- Supports Council Strategic Plan
- Supports day to day operations
- Will fund full net impact of Employer Health Tax (EHT)
- 911 E-COMM Radio System
- Enables optimal use of resources to fully deliver the proposed financial plan



Next Steps



- **March 11**
Introduce Financial Plan Bylaw and give 3 readings
- **March 25**
Adoption Financial Plan Bylaw
- **April 15**
Introduce Tax Rate Bylaw and give 3 readings
- **May 6**
Adoption of Tax Rate Bylaw on May 6



QUESTION PERIOD & PUBLIC INPUT



Recommendation

- THAT the verbal report by staff, regarding the 2019-2023 Financial Plan, and background information, be received for information.
- THAT the Committee of the Whole endorse the 2019-2023 Financial Plan, as presented, and that staff be directed to bring forward the requisite Financial Plan Bylaws for Council approval.