



DRAFT FINANCIAL PLAN 2024-2028



INCLUSIVE &
CONNECTED
COMMUNITY



SUSTAINABLE
& SAFE CITY



VIBRANT &
GROWING
ECONOMY



ORGANIZATIONAL
EXCELLENCE &
INTEGRITY

Agenda

- 1** Introduction
City Manager
- 2** 2024-2028 Financial Plan
General Manager,
Finance & Procurement Services
- 3** Detail Review by Fund
General Manager,
Finance & Procurement Services
- 4** Departmental SIOs and R&R
City Manager & General Managers
- 5** Public Input Each Day
- 6** Summary
General Manager,
Finance & Procurement Services
- 7** Closing
City Manager



Day 1 November 8

- Council & City Manager
- Abbotsford Airport
- Innovation, Strategy & Intergovernmental Relations
- Legal & Legislative Services
- Finance & Procurement Services
- Planning & Development Services
- Fire Rescue Services
- Parks, Recreation & Culture
- Public Input

Day 2 November 9

- Abbotsford Police Department
- Engineering & Regional Utilities
- Operations
- Recovery
- Public Input
- Summary

ABBOTSFORD:



REGIONAL UTILITIES



LARGEST composite fire department



5TH LARGEST municipality in BC by population



LARGEST municipality in BC by land area



Growing population of **164,806**
(2021, BC Stats and Statistics Canada estimates)



\$56 BILLION total assessment base
total folio count = 50,227 (2023)



ABBOTSFORD POLICE DEPARTMENT



ABBOTSFORD INTERNATIONAL AIRPORT



1,300 employees (including AbbyPD)

OUR VISION

THE CITY OF ABBOTSFORD IS THE HUB OF THE FRASER VALLEY.

As the cultural and economic centre of the region, 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 sustainable, safe, and healthy; we are a vibrant, prosperous and generous community.



OUR MISSION

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

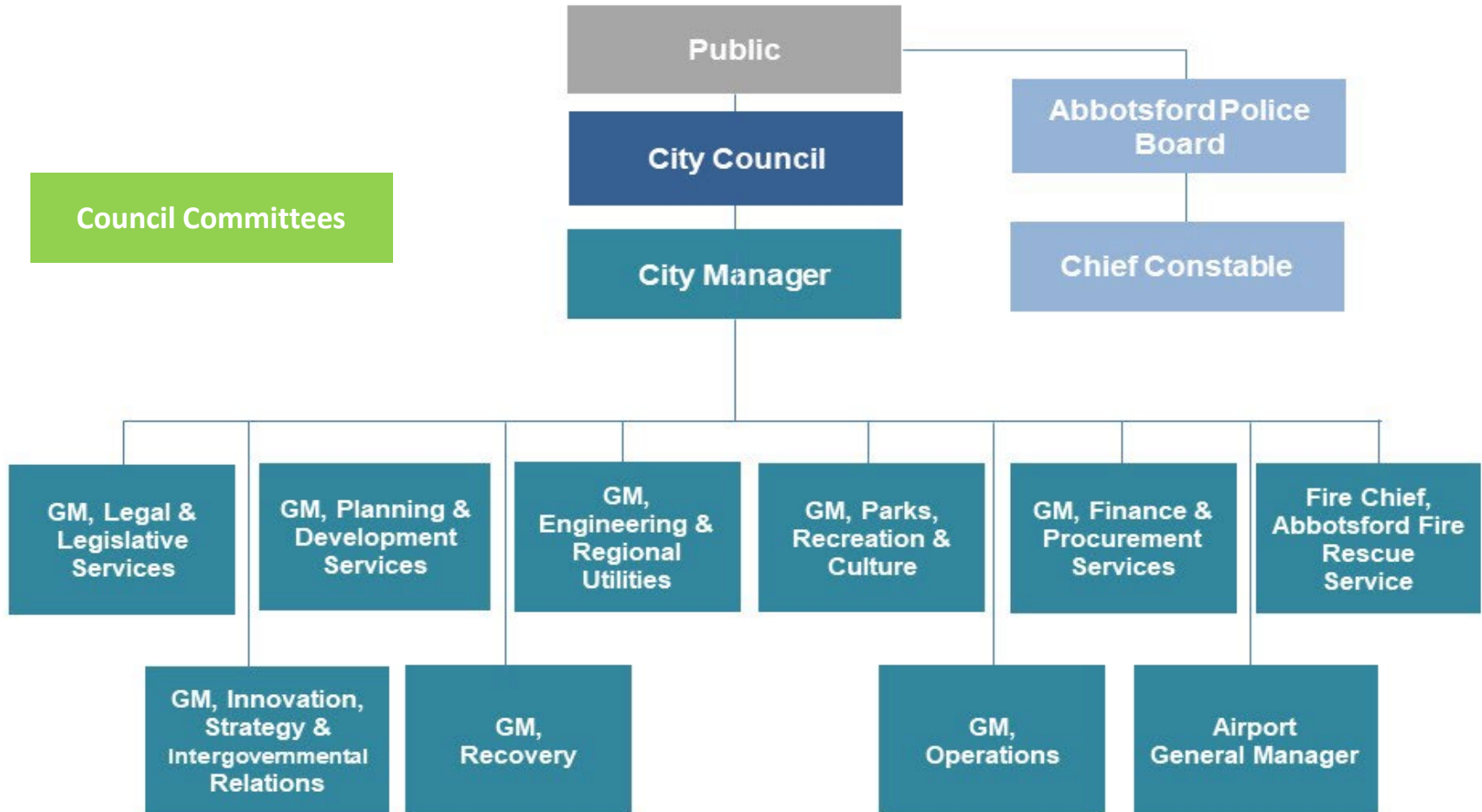


Strategic Plan 2022-2026

- Identifies the collective strategic focus and priorities for Abbotsford City Council
- Aligns all municipal planning decisions
- Provides direction for departmental business plans and budgets
- Allows staff to continually monitor progress towards desired outcomes



Organizational Structure Overview





Planning Framework



COUNCIL STRATEGIC PLAN

INTERNAL FACTORS

WORKPLANS
FINANCIAL POLICIES
SERVICE DELIVERY
INTERNAL PROCESSES

OCP

MASTER PLANS
LONG-TERM
FINANCIAL PLAN
ASSET MANAGEMENT
SIO'S
R&R'S

EXTERNAL FACTORS

ECONOMIC UNCERTAINTIES
INTEREST RATES
LEGISLATION
REGULATORY REQUIREMENTS
COMMUNITY NEEDS

FINANCIAL PLAN

SERVICE DELIVERY 



Financial Plan

REQUIREMENTS

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)

ASPECTS

Provide Resources for:

- Operational: Establishes Level of Service
- Sustain: Renewal & Replacement (R&R)
- Growth: Strategic Initiatives & Opportunities (SIO)
- Council Strategic Plan
- External Influences (Regulations Changes, Inflation, Interest Rates)



2024 Proposed Tax Revenue Increase 4.62% + 0.50% Infrastructure Levy = 5.12%

- Mainly driven by market conditions:
 - Inflation
 - Labour market
 - Cost of capital projects
 - Supply chain
- Fiscally responsible
- Well positioned given current market conditions
- Maintain and sustain City's infrastructure



2024 FINANCIAL PLAN

KOMAL BASATIA
GENERAL MANAGER,
FINANCE & PROCUREMENT SERVICES



Resources

Background Materials

Tab 1

Agenda Special Council Meeting – Nov 8 & 9, 2023

Tab 2

2024 Budget Overview

Tab 3

City PowerPoint

Tab 4

Police PowerPoint

Tabs 5-8

**Operating Budget – Financial Schedules by Fund
(General, Water, Sewer, Airport)**

Tab 9

**Programs; Strategic Initiatives and Opportunities (SIO);
Renewal and Replacement (R&R)**

2023: Overview

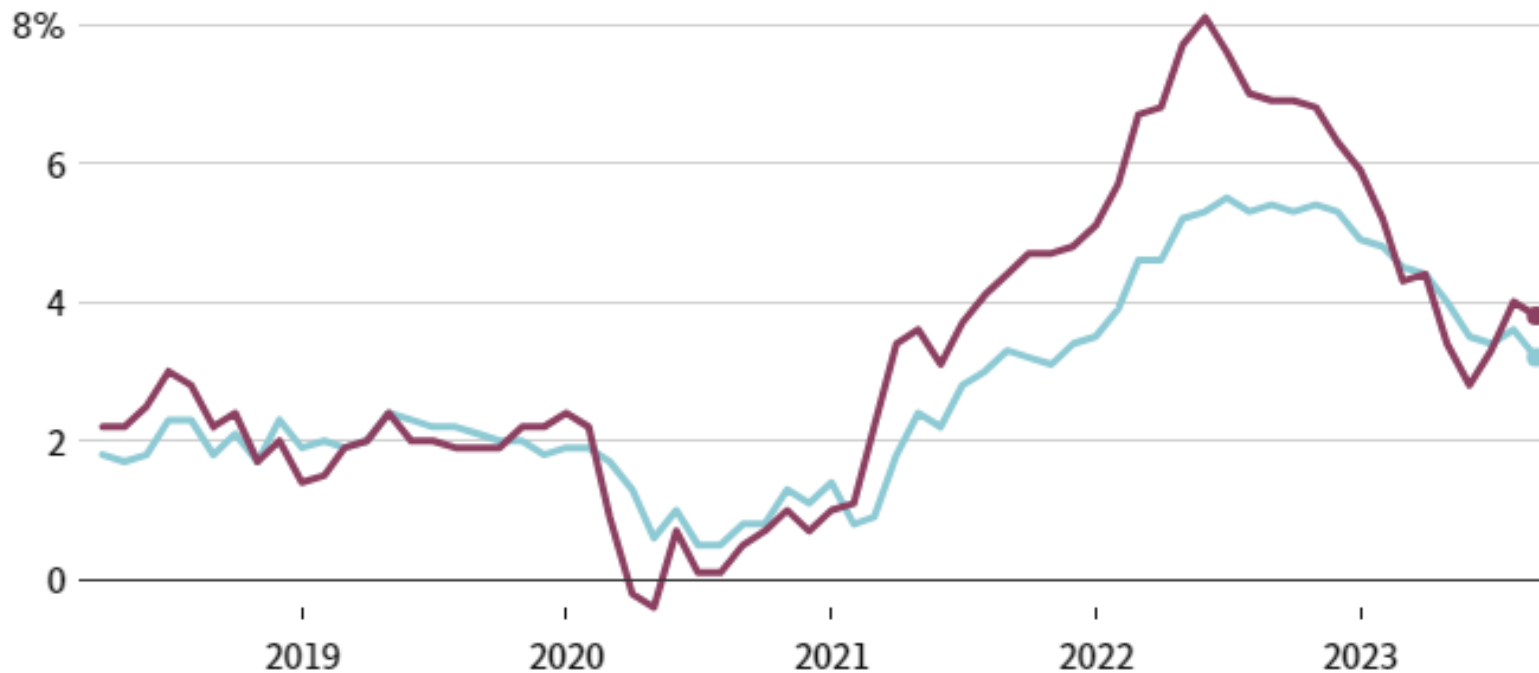
- 2023 – another eventful year
- In Canada:
 - Inflation trend – 6.3% in December 2022 to 3.8% in September 2023
 - Interest rate hikes – 3 increases in 2023 (overnight rate from 4.25% to 5.0%)
 - Economic growth limited by the tightening monetary policies of central banks
- All these factors, particularly, inflation, labour market, lingering supply chain issues, geopolitical risks and climate change are having some significant impacts on City of Abbotsford's 2024 budget



Canada's annual inflation rate

Consumer Price Index (CPI) and CPI excluding food and energy
12-month percentage change

— CPI — CPI excluding food and energy



MURAT YÜKSELİR / THE GLOBE AND MAIL, SOURCE: STATISTICS CANADA

Source: <https://www.theglobeandmail.com/business/article-september-2023-inflation-canada/>

Municipal Price Index (MPI)

- Municipal Governments have their own spending patterns that are different than those of other economic sectors.



Abbotsford uses MPI for financial planning



Supports:

- **Ongoing service delivery**
- **Helps to maintain reserves levels**
- **Service level increase in priority areas**
- **Sustains & enhances infrastructure**

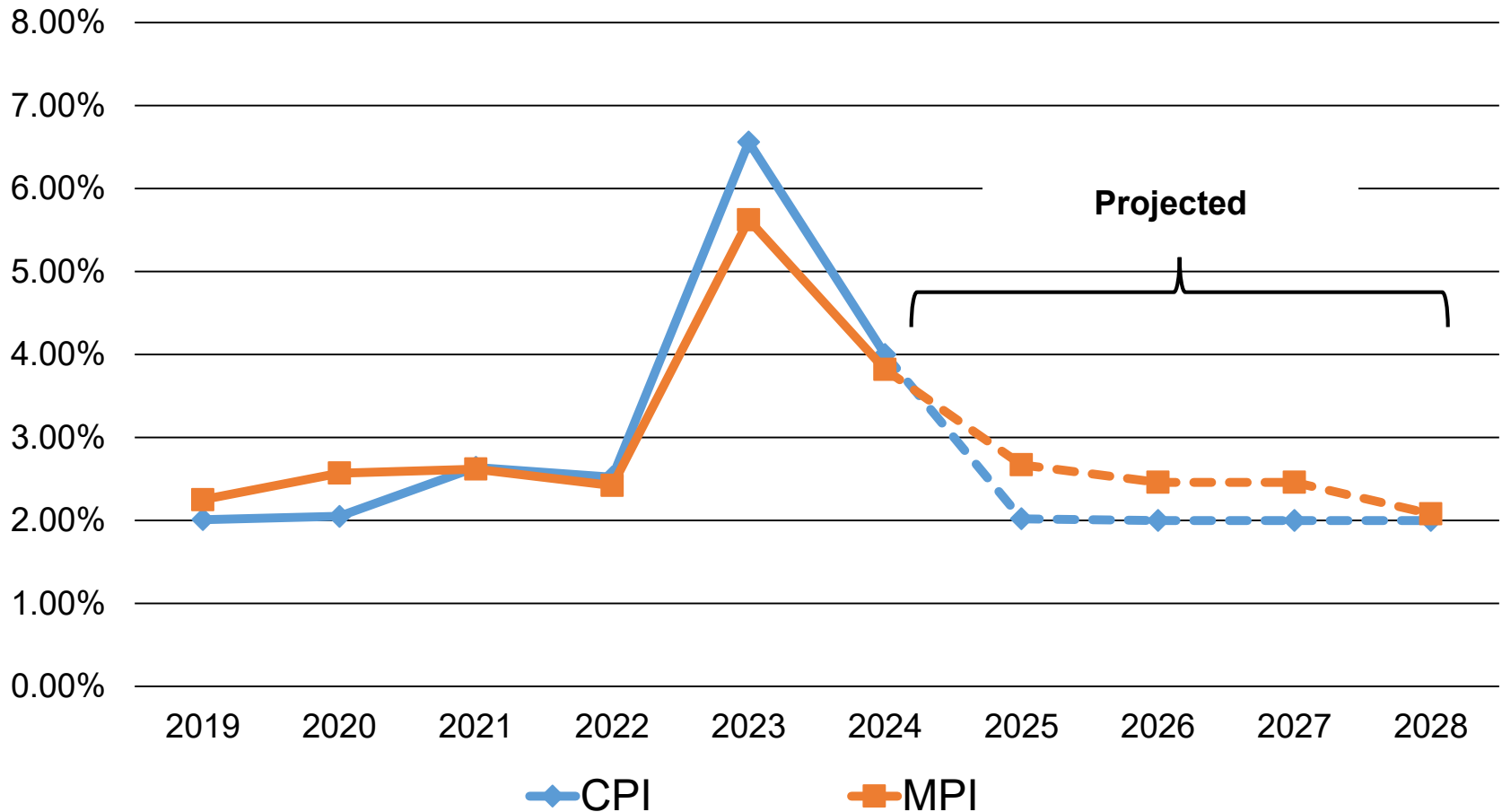
CONSUMER PRICE INDEX



MUNICIPAL PRICE INDEX



Consolidated MPI for 2023: 3.82%*



*Using data available as of June 2023

Key Financial Plan Drivers

- Municipal Price Index (MPI) day to day operations
 - Contractual obligations
 - Inflation factors
 - Supply chain issues
- Operating Impacts
 - Allocation of Resources
 - Strategic Initiatives & Opportunities (SIO)
 - Programs
 - Renewal & Replacement (R&R)
- Strategic Plan Priorities
- Capital Projects



2024-2028 Financial Plan



2024 FOCUS



ALLOCATE RESOURCES

- MPI (day-to-day operations)
- STRATEGIC PLAN PRIORITIES
- STRATEGIC INITIATIVES & OPPORTUNITIES
- SERVICE LEVEL INCREASE IN PRIORITY AREA
- SUSTAINS & ENHANCES INFRASTRUCTURE



ACCOMPLISHED BY

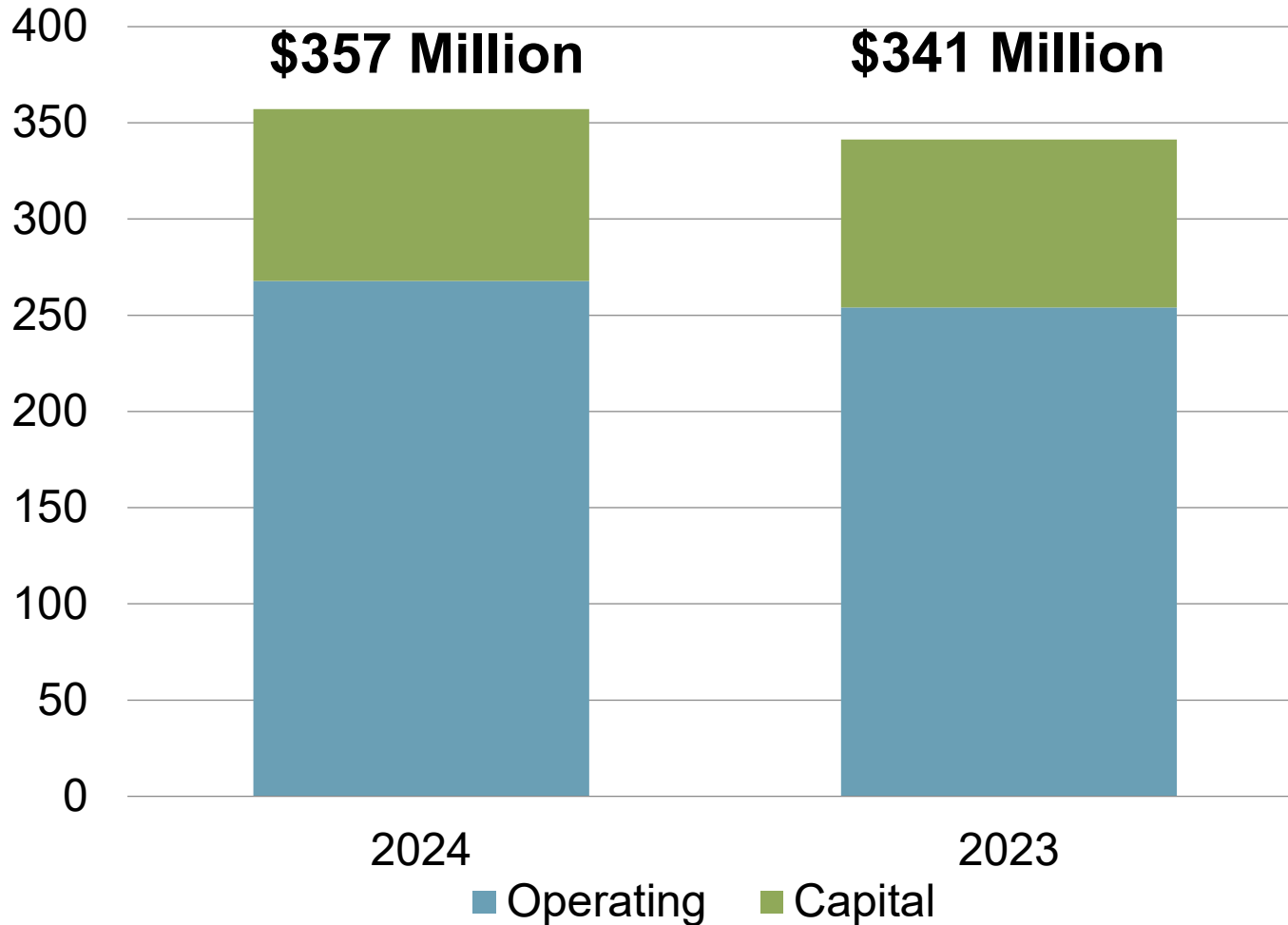
Proposed Tax
Revenue
Increase

Non
Market
Change

Fees
&
Charges

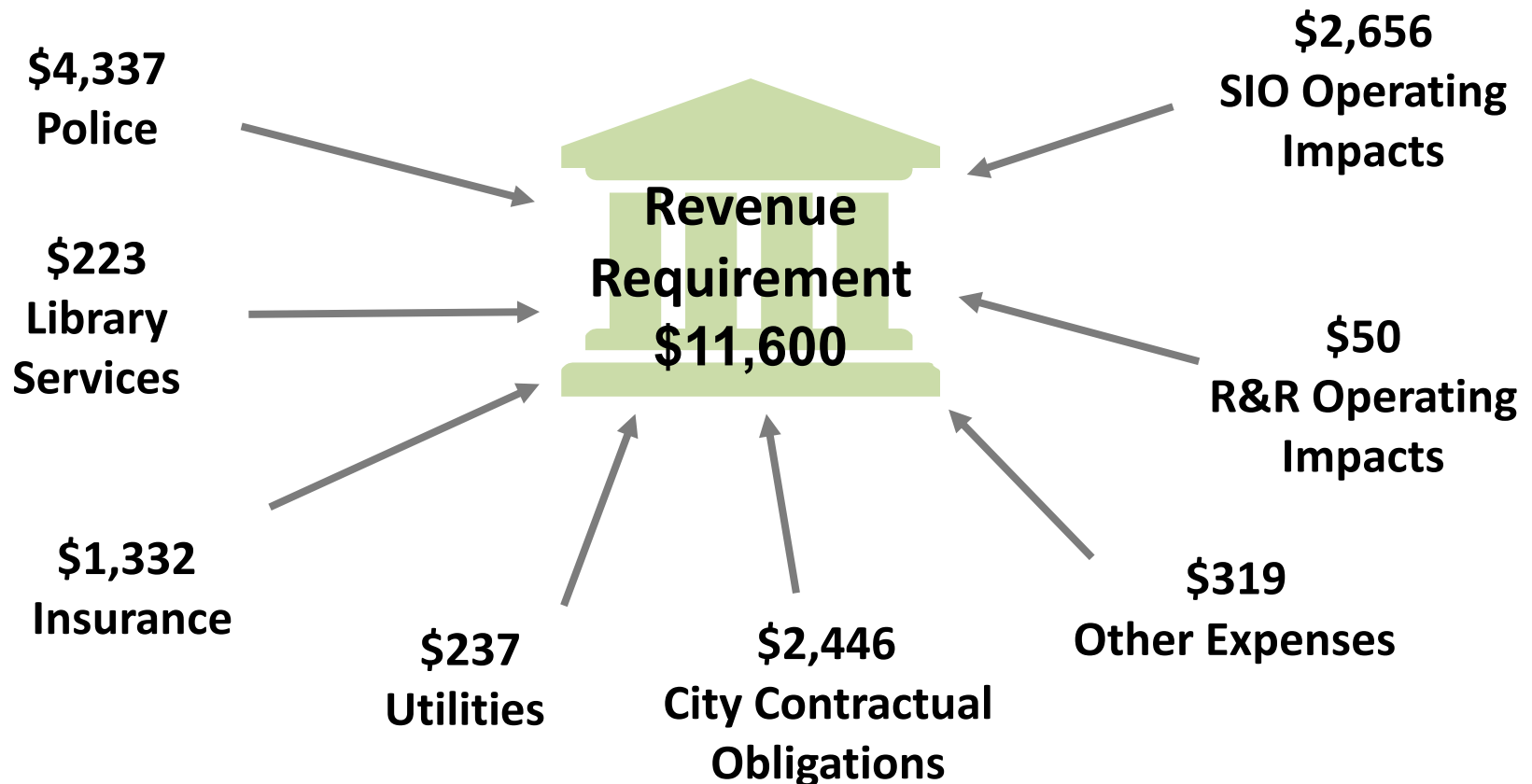
Grants & Other
Funding
Sources

City Consolidated Total Budget



- Includes general, airport, water, & sewer funds
- Excludes transfers
- 2023 amended operating budget, excluding operating and capital carry forwards

2024 Proposed General Fund Revenue Requirement* (in thousands)



2024 Budget Overview: Cost Pressures

Salary & Benefits	\$7.70M	
Property Insurance	\$1.33M	
E-Comm Costs	\$0.96M	
Infrastructure Levy 0.50%	\$0.88M	
Contracts Obligations	\$1.02M	
Maintenance, etc.	\$1.41M	



2024 Budget Overview: Additional Revenue Funding

Non-Market Change (Growth)	\$1.50M
Taxes: Payments in Lieu	\$1.10M
Investment Income	\$0.84M
Fees & Charges	\$0.78M
Lease Revenue	\$0.36M
Building Permits	\$0.20M



2024 BUDGET PRESENTATION



(in thousands)	2023 Base Tax Revenue	2024 Tax Revenue Increase	2024 Non- Market Change (NMC)	2024 Total Tax Revenue	Revenue Increase Portion % (excluding NMC)
City	107,793	4,113	949	112,855	3.82%
Library	5,462	223	-	5,685	4.08%
Police	62,490	3,786	551	66,827	6.06%
	\$ 175,745	\$ 8,122	\$ 1,500	\$ 185,365	4.62%
Capital Infrastructure Levy	---	879	---	879	0.50%
Consolidated	\$ 175,745	\$ 9,001	\$ 1,500	\$ 186,246	5.12%

- Proposed Tax Revenue Increase (including NMC) = \$9.6M * (approx. value of 1% tax revenue = \$1,757,000)
- Proposed Capital Infrastructure Levy = \$0.9M



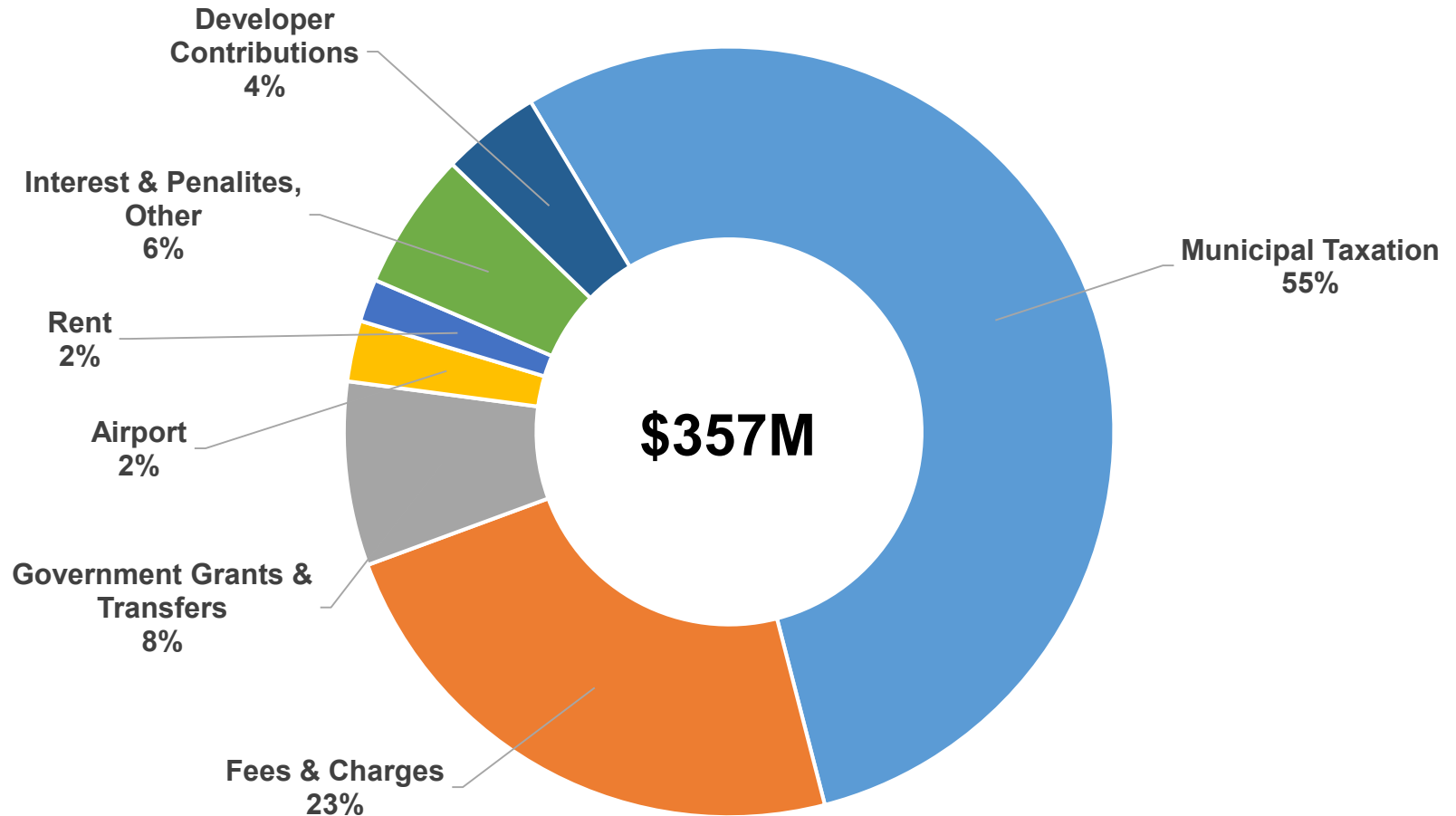
DETAIL REVIEW BY FUND

KOMAL BASATIA

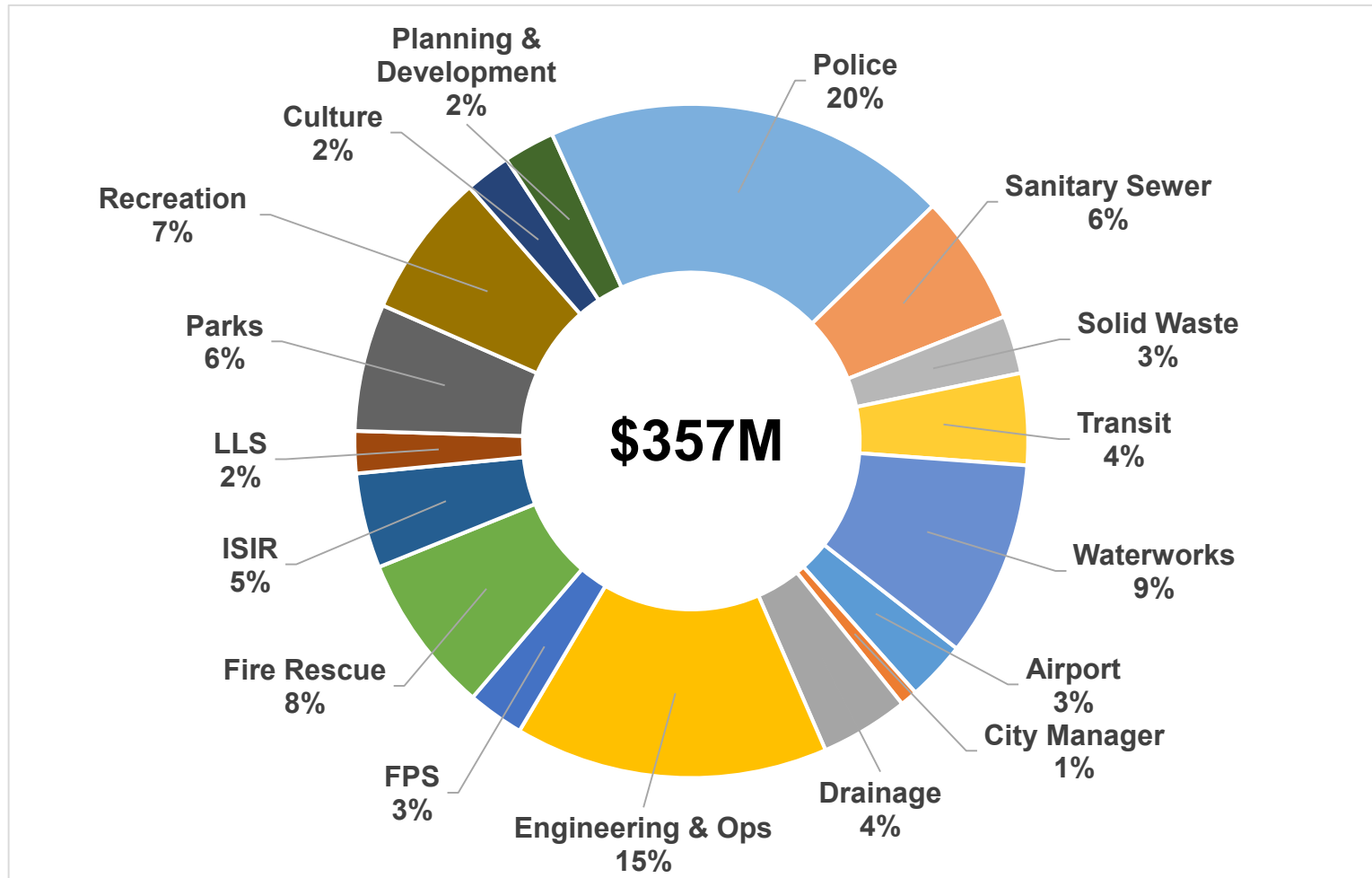
GENERAL MANAGER,
FINANCE & PROCUREMENT SERVICES



Where the Money Comes From – 2024

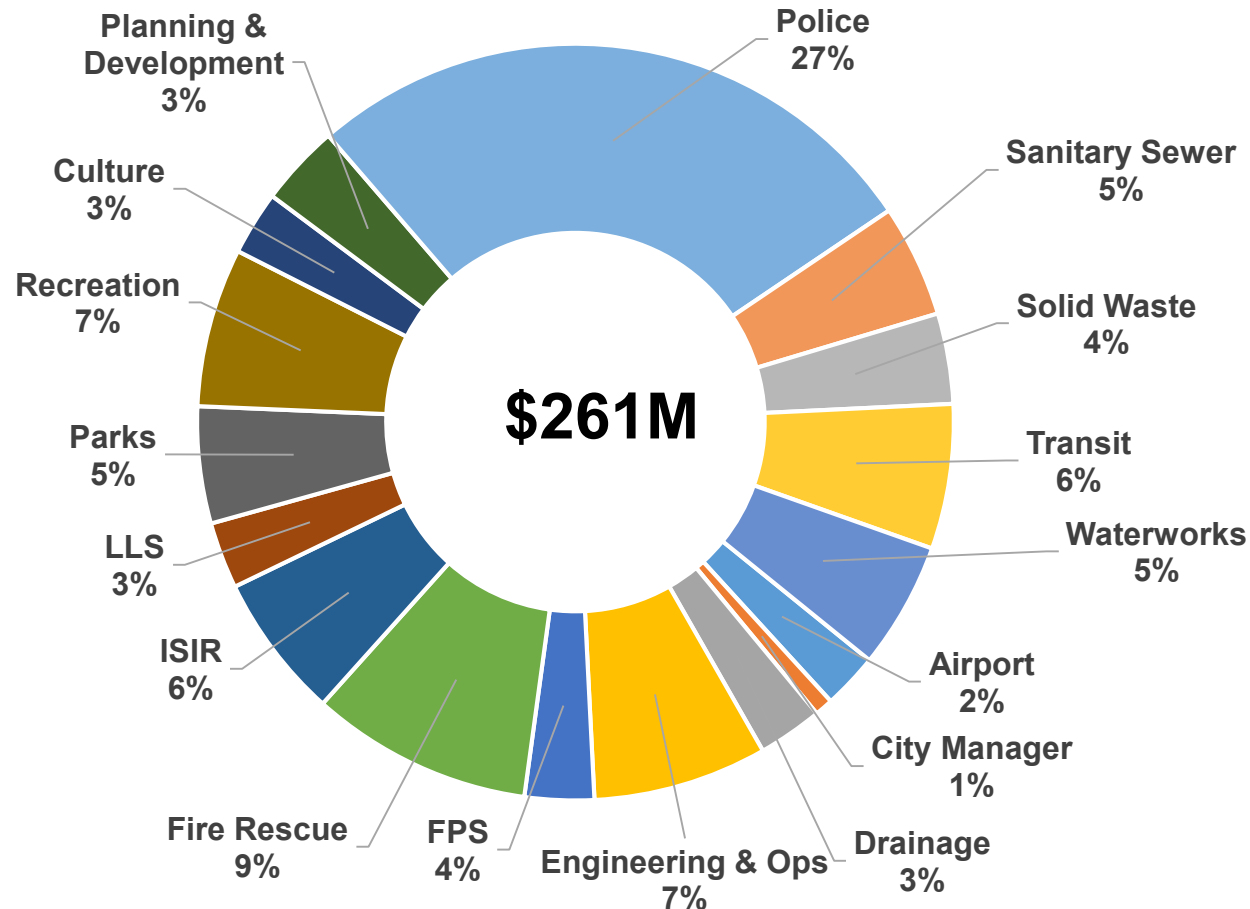


Where the Money Goes – 2024



Draft 2023 Plan expenditures include operating, capital and debt servicing

2023 Services – Planned Operating Expenditures



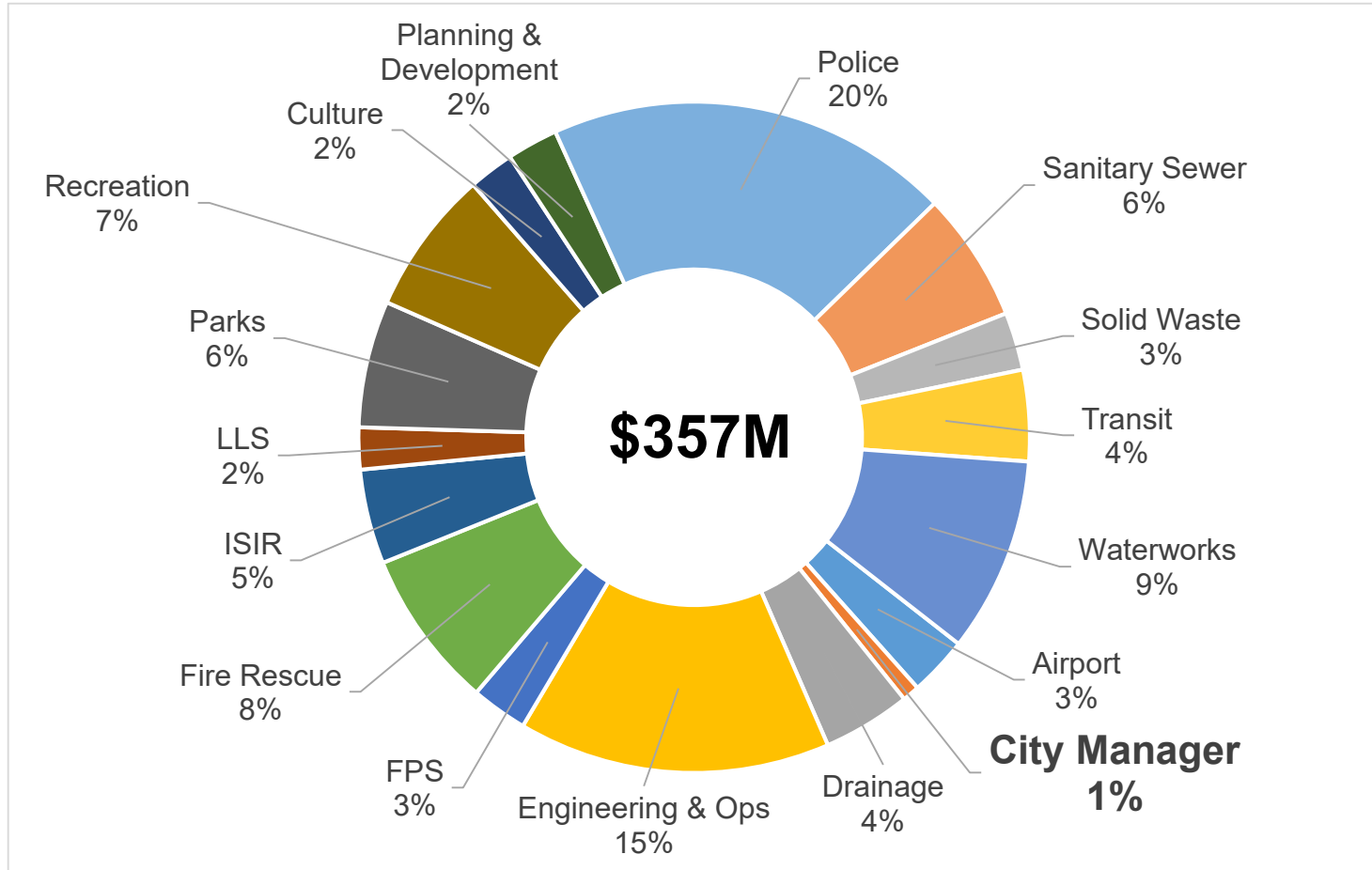
Draft 2023 Plan expenditures include only operating (capital and debt servicing not included)

CITY MANAGER'S OFFICE

PETER SPARANESE
CITY MANAGER



2024 Service Expenditures* City Manager & Council



*Draft 2024 Plan expenditures including operating, capital and debt servicing



Services

City Manager's Office

Mayor and Council

- Support Mayor and Council
- Strategic Plan
- Financial Plan
- Annual Report and Financial Information
- FCM / UBCM / LMLGA
- Intergovernmental

Administration

- Oversight of Strategic Leadership Team and Strategic Initiatives
- Departmental alignment
- Bylaws, policies, & procedures
- Business system improvements
- Service delivery
- Customer relations
- Corporate Culture





Focus

City Manager's Office

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





2023 Successes

Organizational

- Abbotsford Airport - Secured Federal Capital Grant of \$2M
- Abbotsford Airport on pace to process ~1.2 Million Passengers in 2023
- Completed Terminal expansion at Abbotsford Airport
- Delivered Phase 1 of the Digital Development Delivery (D3) Project
- Expanded Wi-Fi in City Facilities
- 51 film applications with \$2.2M in economic impact
- Successfully passed external Certification of Recognition (COR) Audit
- Received 2023 City of Excellence – Gold Standard Award
- Developed Retention Strategy Framework
- Successfully bargained new Collective Agreement with CUPE
- Submitted 2 successful UBCM Resolutions





2023 Successes

Organizational

- Successful advocacy/work with the province to close largest homeless encampment in Abbotsford with approval for additional shelter and supportive housing beds as the next phase
- Completed Council Committee Review, including the introduction of Accessibility & Equity Advisory Committee and Public Safety Advisory Committee
- Increased City's Investment Income by \$16 million compared to 2022
- GFOA Award - Municipal financial reporting
- Approval of McKee Neighbourhood Plan
- Community Amenity Contribution/Bonus Density Program
- Responded to 14,000+ emergency incidents
- Hired new career firefighters
- Successfully delivered the 2023 55+ Games
- Approval of the Arena Services and Facilities Strategy – Stage 3





2023 Successes

Organizational

- Began Joint Use Agreement discussions with School District 34 staff
- Sumas Prairie Flood Mitigation recovery efforts
- Developed the 2021-2022 Sustainability Report celebrating City's commitment to environmental sustainability
- Civic Green Buildings Policy applied to Abbotsford Police Department Addition and ARC Heat Recovery & Optimization (HeRO) project
- Secured partnership and funding of \$500,000 with the Provincial Government for Marshall Road Corridor Improvements
- Construction to begin on the Montrose Avenue Transit Exchange
- Completion of construction of new Vicarro Booster Pump Station and Bradner Booster Station upgrade.
- Complete change over of fuel to renewable diesel
- Finalized \$4.4M insurance claim under recovery





Key Issues & Trends Organizational

- Legislation changes
- Inflation
- Labour market
- Financial stability
- Supply chain issues
- Flood recovery plan
- Sustainability/Resiliency
- Customer experience and service
- Growing our economy
- Safety culture
- Innovation/Technology
- Business process improvements
- Employee engagement
- Training and development



UPDATE TO THE COMMUNITY

ABBOTSFORD

FLOOD RECOVERY

CITY OF ABBOTSFORD

MESSAGE FROM THE MAYOR

It's incredible to believe almost two years have passed since the historic flood hit our City and left devastating impacts on our community. While most of our daily lives have returned to normal, there are families and farming operations in Sumas Prairie that are still recovering, and who worry of a repeat event as the rainy season approaches each year. As a City and a Council, we share these concerns, which is why we've been working diligently on repairs and continue to advocate for long-term solutions here in B.C. and in Washington State.

Over the past 22 months, we have reinforced our existing flood infrastructure and repaired the City-owned sites damaged during the November 2021 flooding event, which include completing permanent repairs to the main Sumas Dike breach and raising the dikes in key places for additional resilience. As a result of this work, we feel we are in a better position than we were in 2021. However, there is still a lot of important work that needs to be done to ensure our families, farmers, businesses, and our provincial food system remain secure and that Highway 1, our national highway and provide key transportation corridor, is protected.

The potential for future extreme weather events is a significant concern for all of us

in the Fraser Valley, and in April 2023, the City of Abbotsford joined the Province, City of Chilliwack and leaders from Semáth, Mathwí and Leq'ámel First Nations to establish the Sumas River Flood Mitigation Collaborative Framework, which will enable us to find and implement long-term flood mitigation solutions that best protect all the people in this area from future flooding events. This important work is coupled with the Transboundary Flood Initiative where just last week, an agreement was signed by representatives of nine governments including B.C. Premier David Eby and Washington Governor Jay Inslee – and by Semáth, Mathwí and Leq'ámel First Nations, the Nooksack Indian Tribe, Lummi Nation, the City of Abbotsford and Whatcom County, Washington. This is led by the Province and Washington State and will look at solutions that work for communities on both sides of the border.

While these conversations are essential, we must also take action and this is why the City has moved forward with advocating for the most urgent components of our \$3.004 billion long-term flood mitigation plan, which was endorsed by Council in June 2022. In July 2023, the City submitted a \$16 billion application for Federal Disaster Mitigation and Adaptation Funding, which will support Barrowtown Pump Station resiliency, construction of a Sumas River conveyance system (pump station), and the creation of a habitat enhancement/flood storage area. We are hopeful we will receive that funding soon so we can get started with the work.

The City of Abbotsford also recently put forward a Resolution for consideration, which was endorsed without opposition, at the Union of BC Municipalities annual convention, asking for the provincial government to be re-established as the diking authority in British Columbia. Municipalities have been calling on the Province to resume responsibility as the diking authority since 2015 and 2021's flooding disaster only highlighted the importance of senior levels of government making comprehensive, long-term investments in renewing the infrastructure that's located across our communities.

As we approach the two-year mark since the historic flood, we want residents of Abbotsford to know that we won't let this event become a distant memory. We will keep working hard to ensure our City's urgent needs are heard by senior levels of government and will continue advocating for the funding required for this critical work and for the protection of our residents and our community.

Ross Siemens
Ross Siemens
Mayor

THE HUB OF THE FRASER VALLEY RECOVERY UPDATE: OCTOBER 27, 2023



Schedule E

General Operating Fund - General Government Services

(In Thousands)

	2023P	2024P
Expenditures		
City Manager	1,164	1,048
Finance & Procurement	5,104	5,530
Econ Dev, Comms & Intergovernmental Relations	2,891	3,249
Housing Services	2,999	938
Information Technology	7,503	7,931
ISIR Admin	1,215	799
Human Resources	3,247	3,260
Bylaw Enforcement	2,014	2,115
City Clerk	1,703	1,637
Elections	-	-
Legal & Risk Management	2,567	2,751
Real Estate Services	485	521
Legislative Services	394	407
Mayor and Council	937	992
Common Services	1,558	45
Flood Recovery	-	322
Provincial Emergency Response	-	-
Restorative Justice	149	149
Transfers to Other Agencies	1,445	1,695
	35,374	33,388
Net Operating Revenue/(Expenditure)	96,928	106,678

City Manager: Net Decrease \$116K

- \$218K Decrease one-time project, Land Strategy Project
- MPI Contractual Adjustments



Programs

City Manager's Office

Proposed Plan Total for 2024: \$1,000,000

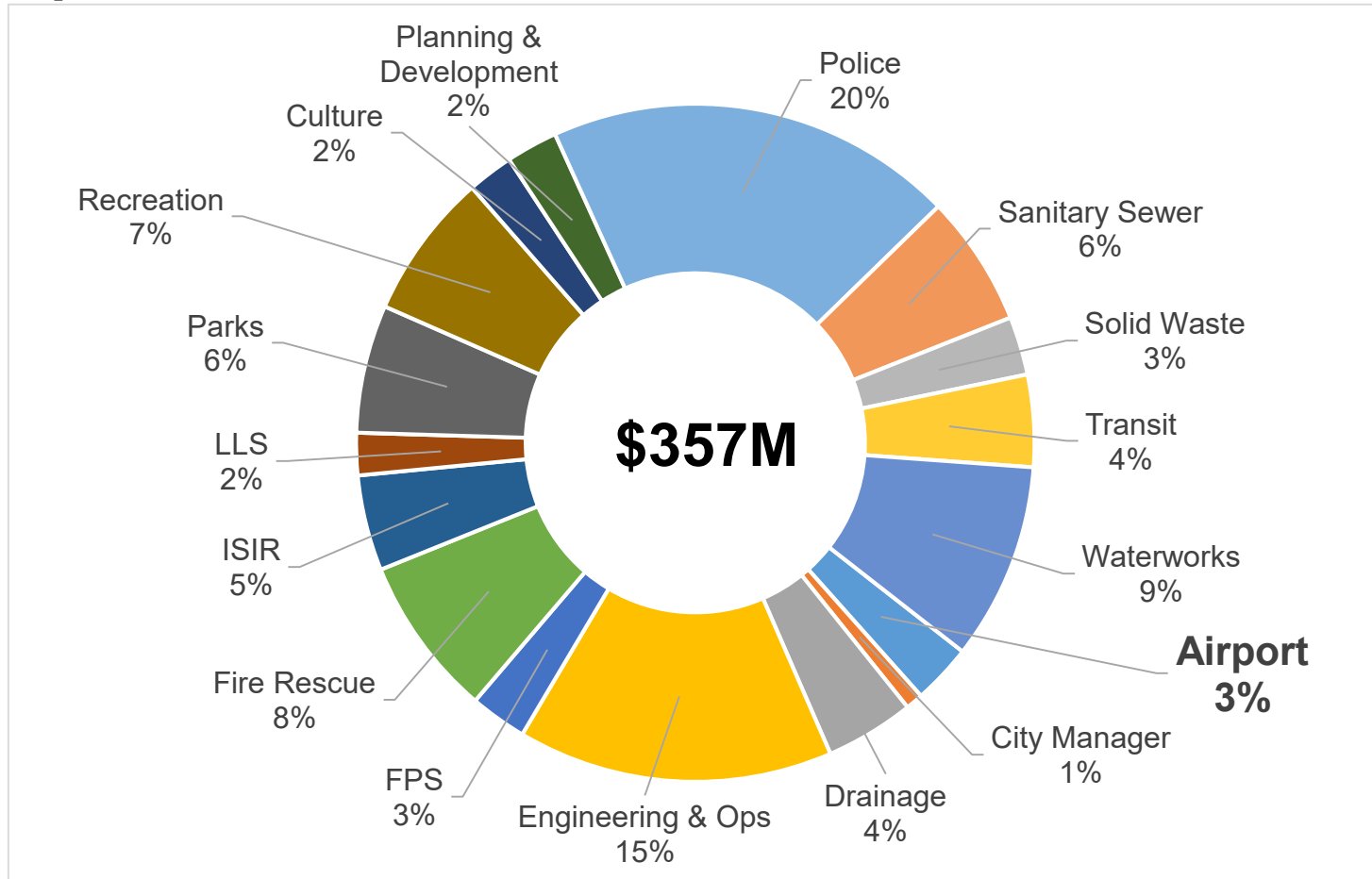
Proposed Project	Proposed Plan	Taxation/ Reserves	Other Funding
City-Wide General Fund Contingency	1,000,000	1,000,000	-

ABBOTSFORD INTERNATIONAL AIRPORT

PARM SIDHU
GENERAL MANAGER, ABBOTSFORD
INTERNATIONAL AIRPORT



2024 Service Expenditures* Airport



*Draft 2024 Plan expenditures including operating, capital and debt servicing



Services

Airport

- Airport Operations
- Terminal Operations
- Air Service Development
- Land Development
- Special Aviation Events





2023 Successes

Airport

- Secured Federal Capital Grant of \$2M
- Record Passenger Month of August 2023 – 161,722 (Best Month Ever)
- On pace to process ~1.2 Million Passengers in 2023
- 30,000 plus square feet of new hangar space was constructed
- Hosted the Abbotsford International Airshow and Girls Fly Too
- Completed Terminal expansion
- FastAir FBO is set to open December 1st, 2023
- Launched new YXX website





Key Issues & Trends

Airport

- Economic Uncertainty
- Inflation Pressures
- Financial Pressures on Airlines and Airports Nationally
- Regulatory Requirements





Operating Plan Highlights

Airport

- Focus on relationships, retention and growth
- Build YXX brand
 - Strong Collaboration and Partnerships with Greater Business Community
 - Global Leader in Ultra Low Cost Airport
- Maximize Economic Potential
 - Economic Enabler
- Attract New Direct Land Investments
- Operate a Safe, Secure and Efficient Airport Year-Round



Schedule D

Airport Operating Fund

(In Thousands)

	2023P	2024P
Revenues		
Fees & Charges	6,648	4,808
Investment Income	96	96
Other Revenue	2,595	1,993
Recoveries	331	331
Rental	1,924	1,923
	<u>11,595</u>	<u>9,151</u>
Expenditures		
Administration	2,141	2,350
Airside	2,371	2,210
Marketing	81	81
Mobile Equipment	290	311
Parking	264	207
Terminal Building	987	1,046
	<u>6,134</u>	<u>6,205</u>
Net Operating Revenue/(Expenditure)	5,462	2,946

REVENUE:

Fees & Charges: Decrease \$1,840K

- \$1,840K Decrease based largely on lower passenger volumes

Other Revenues: Decrease \$602K

- \$602K Decrease based largely on lower passenger volumes

2024 BUDGET PRESENTATION



Schedule D

Airport Operating Fund

(In Thousands)

	2023P	2024P
Revenues		
Fees & Charges	6,648	4,808
Investment Income	96	96
Other Revenue	2,595	1,993
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Mobile Equipment	290	311
Parking	264	207
Terminal Building	987	1,046
	6,134	6,205
Net Operating Revenue/(Expenditure)	5,462	2,946

EXPENDITURES:

Administration: \$209K Increase
Increase largely due to MPI Contractual Adjustments

Airside: \$161K Decrease
Completed Line Painting in 2023, offset by MPI Contractual Adjustments

Parking: \$57K Decrease mainly due to traffic control cost reduction due to parking lot expansion of 350 stalls

Terminal Building: \$59K Increase largely due to PM work for increasing scope and size of new terminal building



Strategic Initiatives & Opportunities (SIO) Airport

Proposed Plan Total for 2024: \$3,570,000

Proposed Project	Proposed Plan	Taxation/ Reserves	Other Funding
Structural Building for Equipment - Facility	3,000,000	3,000,000	-
Groundside Contingency	250,000	250,000	-
Airside Contingency	250,000	250,000	-
Equipment – Attachment for Mantis	70,000	70,000	-



Renewal & Replacement (R&R) Airport

Proposed Plan Total for 2024: \$230,000

Proposed Project	Proposed Plan	Taxation/ Reserves	Other Funding
Replace five HVAC Units	230,000	230,000	-

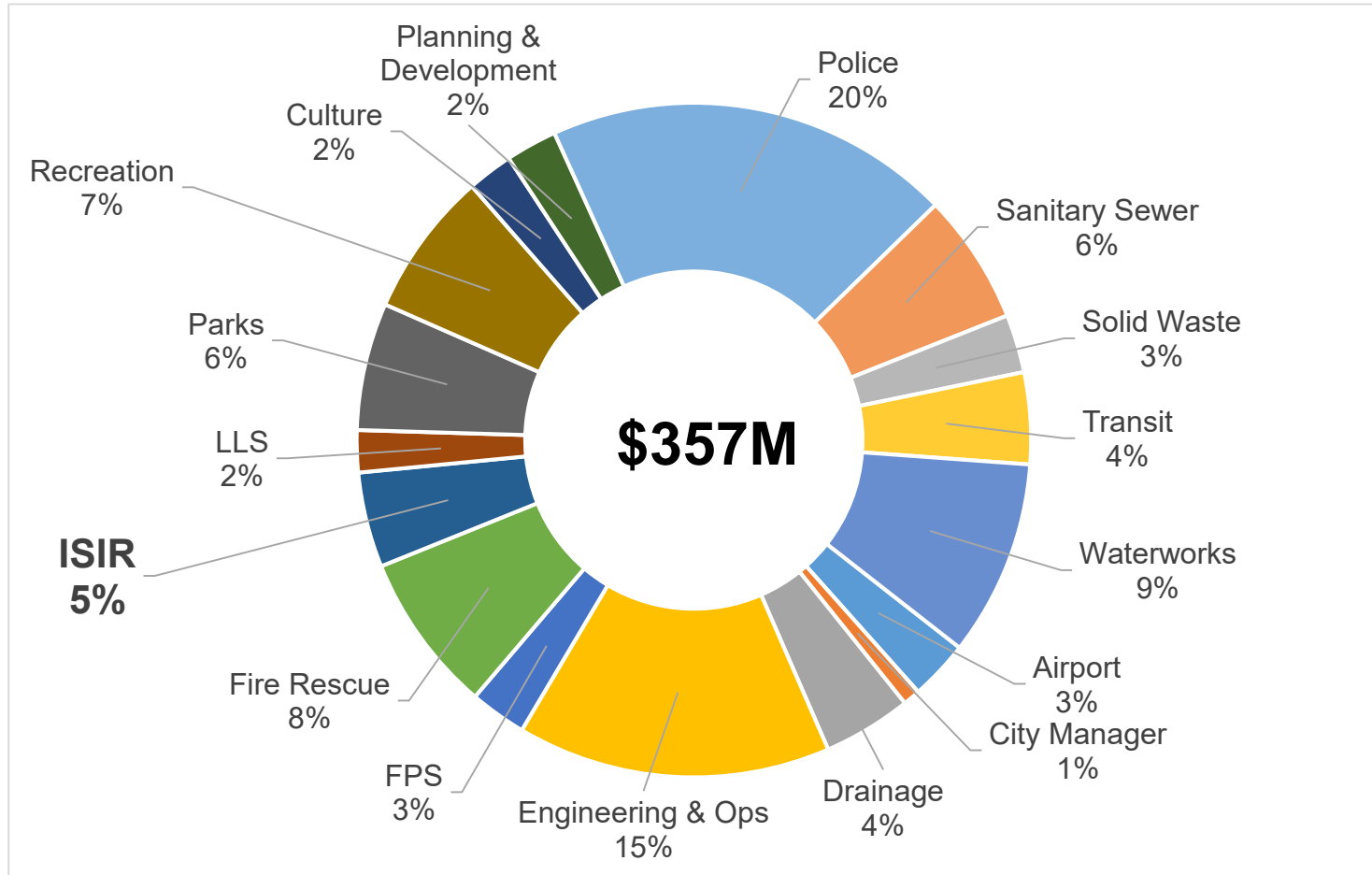
INNOVATION, STRATEGY & INTERGOVERNMENTAL RELATIONS

KATHERINE TRELOAR
GENERAL MANAGER,
INNOVATION, STRATEGY &
INTERGOVERNMENTAL
RELATIONS





2024 Service Expenditures* ISIR



*Draft 2024 Plan expenditures including operating, capital and debt servicing



Services

Innovation, Strategy & Intergovernmental Relations

Economic
Development

Human
Resources

Information
Technology

Community
Events

Inter-
governmental
Relations

Marketing and
Digital Media

Social Housing
& Homelessness

Communications
& Public
Relations

Executive Office





Services

Innovation, Strategy & Intergovernmental Relations

Economic Development

- Business Retention & Expansion; Investment Attraction
- Workforce and Industry Development (Agriculture)
- Filming Permits & Corporate Sponsorship program
- Strategic relationships with regional and municipal partners

Community Events

- Community Special Event Permits
- Coordinate City-led events
- Administer Neighbourhood Small Grants, Grants for Significant events
- Facilitate Conveyance of Expression activities

Social Housing & Homelessness

- Manage Reaching Home Designated Community program
- Manage Abbotsford ACCESS Community Collaboration System
- Implement & coordinate community Tables (Situation Table, Coordinated Access Table, Outreach Table)
- Partner with Provincial & local service providers and agencies





Services

Innovation, Strategy & Intergovernmental Relations

Human Resources

- Talent attraction, retention & engagement
- People development
- Employee & labour relations
- Disability management
- Occupational health & safety

Inter-governmental Relations

- Foster connections with other orders of government
- Develop advocacy for policy change & funding - senior government
- Build First Nation's relations & agreements
- Map stakeholder organizations and regional partnerships

Communications & Public Relations

- Issues management & responsive messaging (internal & external)
- News releases, information bulletins & social media
- Speech writing, briefing notes & government letters
- National, provincial & local media relations
- Public announcements & media events





Services

Innovation, Strategy & Intergovernmental Relations

Information Technology

- Lead Digital Transformation
- Deliver location based solutions and analytics (GIS)
- Sustain existing IT infrastructure, enterprise business applications and devices
- Manage cybersecurity program

Marketing and Digital Media

- Digital Media, Website and online customer services
- City Services App
- Program marketing & branding
- Online/virtual engagement, including digital media
- Internal marketing to staff
- Social Media

Executive Office

- Administrative support for the Mayor/Council & City Manager (CM)
- Managing Mayor/Council/CM's schedules
- Processes Statement of Financial Information for Mayor/Council/CM
- Liaises with federal and provincial officials
- Manage Council Correspondence





2023 Successes

Innovation, Strategy & Intergovernmental Relations

- Launched new Economic Development Table and 3 working groups (Food Economy, Hotel/Conference Centre and Indigenous Businesses Working Groups)
- Developing marketing videos for attraction website with Fraser Valley Alliance
- Ongoing coordination with Tourism Abbotsford
- Promotion of agriculture industry at Pacific Agriculture Show and farmgate signage project with Community Futures
- Ongoing coordination with Abbotsford Downtown Business Association
- Mayor + Council Downtown Tour (July) and Business Walks (September)
- Increased online & social media engagement and information sharing
- Launched new Airport website
- Continued with City website improvements and online engagement project support
- Supported all programs and services marketing and branding
- Upgraded the City's Property Management System (AMANDA) to the latest version
- With the Building department, delivered Phase 1 of the Digital Development Delivery (D3) Project
- Implemented Cybersecurity improvements





2023 Successes

Innovation, Strategy & Intergovernmental Relations

- Delivered GIS based mobile applications (i.e. Tree Risk Assessment & Trail Inspection)
- Transitioned mobile devices to new cellular provider
- With Bylaw Services, implemented Automated License Plate Reading system (ALPR)
- Replaced Organizational Charting tool with modern alternative (HR & IT)
- Expanded Wi-Fi in City Facilities
- Organized Mayor's Christmas Card Contest (in progress)
- Planned and organized event "Politics and Pizza" with Abbotsford Youth Council
- Organized Council media training
- Coordinated new enhanced and more cost-effective media monitoring system
- Presented about the City's award-winning media relations during the 2021 flood at LGMA
- Successfully coordinated public engagement for Disaster Mitigation and Adaptation Fund (DMAF) application for urgent work related to flood





2023 Successes

Innovation, Strategy & Intergovernmental Relations

- Promotion of Indigenous businesses online and in print with Stó:lō Community Futures
- 51 film applications with \$2.2M in economic impact
- \$73,000 cash and \$57,135 in-kind raised in Corporate Sponsorship of City events and programs
- Successfully passed external Certification of Recognition (COR) Audit
- Received 2023 Safety Innovation Award
- Received 2023 City of Excellence – Gold Standard Award
- Continued to make progress with Employee Engagement Action Plan “You Said, We Listened”
- Developed Retention Strategy Framework
- Successfully bargained new Collective Agreement with CUPE





2023 Successes

Innovation, Strategy & Intergovernmental Relations

- 34 Community Event Toolkit Requests, with an overall in-kind value of \$13,952
- Estimated 50,000 attendees at Abbotsford Canada Day and parade
- Supported Legion to host Remembrance Day
- Delivered Neighbourhood Small Grants program
- Allocated \$30,000 in Significant Event Grants
- Produced City-led events: Breakfast with Council, Staff BBQ, Hockey Challenge, Staff Christmas Party, etc.
- Implemented Food Trucks in Parks program
- Connections with Ministries, Federal and Provincial
- 68 Special Event permits issued, with a total economic impact of \$14,400,000 (\$12,450 in permit fees and \$89,674 in PRC fees)





2023 Successes

Innovation, Strategy & Intergovernmental Relations

- Organized 2 City Studio Hubbubs
- 2 City Team Collectives are thriving
- Launched new Staff Recognition Policy
- Expanded Flexible Working Options
- Organized Leadership Development training for all Managers & Supervisors
- Updated the Learning and Development Policy & launched electronic application and approval processes
- Completed the DEI Thought Exchange with staff to support an update to the DEI Strategy
- Initiated IAFF bargaining process
- Implemented new Exit Interview process
- Submitted 2 successful UBCM Resolutions





2023 Successes

Innovation, Strategy & Intergovernmental Relations

- Ongoing work on the Homelessness Action Plan
- Successful advocacy/work with the province to close largest homeless encampment in Abbotsford with approval for additional shelter and supportive housing beds as the next phase
- Implemented 2 UBCM Grant Programs, SWIFT and CEDAR to support unsheltered youth and partner social supports with enforcement agencies
- Distributed \$1.2M to local agencies through Reaching Home Program: 8 service, 2 capital, 4 Coordination of Resources and Data Collection
- Hosted 4 large information and networking events through Abbotsford ACCESS
- Made significant gains in developing Coordinated Access, including developing 2 working groups with more than 25 partner organizations
- Worked with community stakeholders to develop new Terms or Reference and operating processes for Integrated Outreach Meeting
- Developed and implemented Situation Table with partner CEDAR Outreach
- Worked with BC Housing to increase shelter beds and supportive housing for community
- Successful application for SPARC BC Grant





Key Issues & Trends

Innovation, Strategy & Intergovernmental Relations

Information Technology

- Digital Transformation implementation pressures
- The emergence of Artificial Intelligence Tools (e.g. ChatGPT)
- GIS & Analytics for Data Driven Decision Making
- Cybersecurity challenges

Marketing & Digital Media

- Increasing demand for more and timely online services
- “Real-time” communications in social media, app, etc.
- Increase of extreme weather events impacts on communications, website, social media

Social Housing & Homelessness

- Housing pressures, increasing costs, and low rental vacancies
- Increased encampments on provincial lands
- Increased public safety concerns related to decriminalization of substances
- Individuals experiencing homelessness increasing faster than shelter spaces and housing units





Key Issues & Trends

Innovation, Strategy & Intergovernmental Relations

Human Resources

- Talent attraction and retention (Labour shortage)
- Hybrid workplace pressures
- Employee experiences/engagement
- Generational preferences/expectations
- Ongoing updates:
 - HR; Labour Relations; Diversity, Equity & Inclusion
- Increased Human Resources cross training
- Continued legislation changes:
 - WSBC Employer obligation changes after 2 years
 - Pay Transparency Act (Job postings)
- Collective Agreement bargaining: CUPE & IAFF
- Trending a reduction rate for Medical Aid/Lost Time Injuries

Executive Office

- Increase in responsive messaging and information sharing
- Increase in digital engagement
- BC Urban Mayor's Caucus supports





Key Issues & Trends

Innovation, Strategy & Intergovernmental Relations

Economic Development

- Opportunities to increase focus on agritech and local food economy
- Relationship building through new networks is yielding connections and new projects
- Ongoing economic recovery and labour shortages

Communications & Public Relations

- Continued media demand for response to flood mitigation & homelessness
- Increased proactive sharing and response to emergency and weather events
- Increased support for inter-governmental advocacy

Inter-governmental Relations

- Competition for government grants and recovery funding
- Issues cross regional boundaries
- Complex but important path to reconciliation with indigenous groups

Community Events

- Resurgence in attendance at community events post-pandemic prompting new management frameworks to meet safety compliance





Metrics

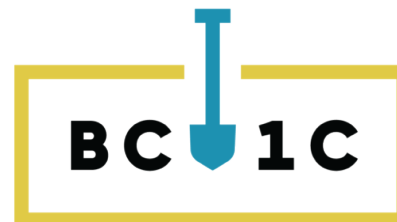
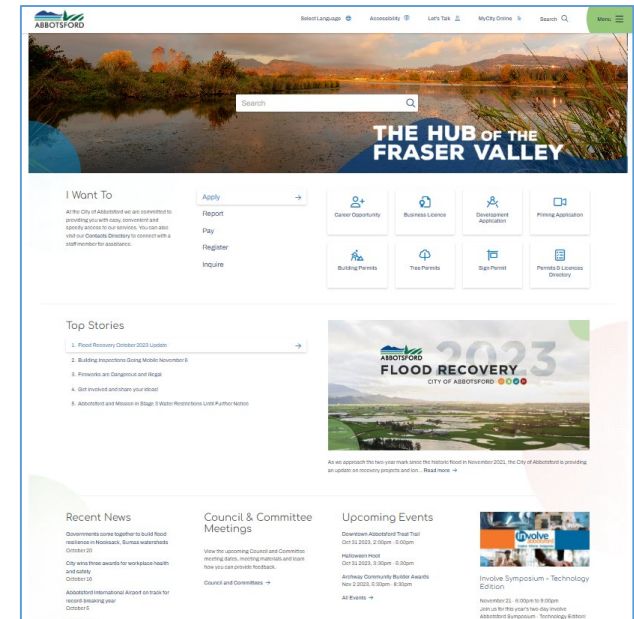
Innovation, Strategy & Intergovernmental Relations

Marketing & Digital Media

- 2.27 M YTD website visits, down from 2.73 M in 2022
- 3,496 subscriptions to Let's Talk Abbotsford up from 2,740 in 2022
- 13,751 downloads of City Services App up from 12,136 in 2022

Information Technology (2023 Estimates)

- 10,000 help desk tickets
- 350 servers, 1,300 PCs & laptops
- 16 major enterprise applications
- 25 networked facilities
- 115,000 blocked malicious e-mails
- 13,000 monthly *WebMap* views
- 135,000 visits to the *Abbotsford Data Hub*
- 6,000 BC 1 Call Inquiries





Metrics

Innovation, Strategy & Intergovernmental Relations

Executive Office

- More than 760 Council Correspondence responses coordinated
- Approx 120 tracked phone calls received for the Mayor's Office
- Approx 186 Mayor's Meetings with Stakeholders including government officials, in-person and virtual
- Over 160 events attended by Mayor and Council - 43% increase from last year
- 5 School Tours and Mayor's visits to schools
- 3 Conferences organized with 13 attendees





Metrics

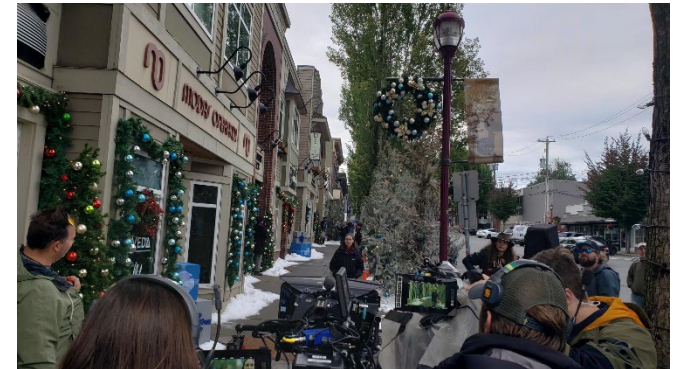
Innovation, Strategy & Intergovernmental Relations

Economic Development

- 50 Filming permits issued, with a total economic impact of \$2,203,000 (\$111,582 in City fees and \$2,083,469 in community spending)
- 106 total production locations (27 downtown)
- \$73,000 cash & \$57,135 in-kind raised in Corporate Sponsorship of City events & programs

Community Events

- 68 Special Event permits issued, with a total economic impact of \$14,400,000 (\$12,450 in permit fees and \$89,674 in PRC fees)
- 34 Community Event Toolkit Requests, with an overall in-kind value of \$13,952
- Estimated 50,000 attendees at Abbotsford Canada Day
- \$30,000 issued in Significant Events Grants
- 25 Neighbourhood Small Grants were awarded, totaling \$17,230





Metrics

Innovation, Strategy & Intergovernmental Relations

Human Resources

- On target for approximately 360+ hires in 2023
 - 62% external
 - 38% internal
 - 1,100+ interviews conducted
- 0 Grievances for both IAFF and CUPE
- Disability Management Incidents:
 - Occupation: 35 Medical Aid/Lost time (decreased by 13)
 - Non-Occupational: 27 (decreased by 53)
 - Total savings of ~\$318,579 in claims costs via appeals, protests to WSBC and light duty offers
- 5 Career Fairs
- Provided 6 Safety training sessions
- 2 internal City Team Collectives facilitated ~44 activities/communications





Metrics

Innovation, Strategy & Intergovernmental Relations

Human Resources

Continued:

- Facilitated 125 + Training & Development applications
- Partnered with JIBC to facilitate Leadership Development Training for 95 leaders
- Organized Collective Agreement training for 95 leaders
- Organized Recognition and Team Building sessions for ~50 Supervisors & 95 leaders
- 115 seats for Corporate Training Calendar programs
- Launching LEAD & LEAPS applications for 2024 cohorts
- Brought back in person recognition events
- 210 staff participants in the DEI Thought Exchange
- Approx. 11 City Studio projects supported & 2 Hubbubs
- 59 “Staff Kudos” recognition rewards





Metrics

Innovation, Strategy & Intergovernmental Relations

Social Housing & Homelessness

- \$1.8M in grant funding distributed
- 14 community RH sub-projects funded at \$1.2M
- Completed 2 UBCM community grant projects funded at \$625k (CEDAR and SWIFT)
- More than 110 community meetings facilitated across programs with more than 50 unique organizations
- 4 community cards developed
- Completed 2023 PiT Homelessness count with FVRD

Communications and Public Relations

- 202 media requests
- 37 news releases/information bulletins/statements/written messages
- 102 speeches

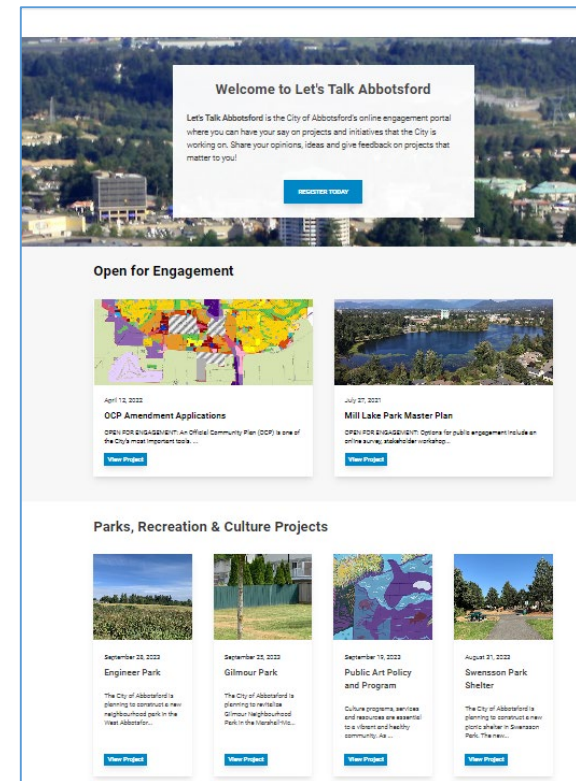




Operating Plan Highlights

Innovation, Strategy & Intergovernmental Relations

- Continue to address steady recruitment demands
- Provide Labour Relations training to all Managers & Supervisors
- Continue to roll out the renewed Reward & Recognition program
- Execute on Retention Strategy
- Employee Engagement Strategy ongoing
- Continue to assess and grow learning and development needs
- Continued focus on Occupational Health & Safety Program
- Further development and use of our successful online platforms i.e. Let's Talk Abbotsford, Civic APP, continuous improvement and updates to City Website
- Safety Culture Strategy - ongoing





Operating Plan Highlights

Innovation, Strategy & Intergovernmental Relations

- Continued adoption of Microsoft Cloud tools to more effectively manage computers and smart phones.
- Deliver D3, Phase 2 (Remote Inspections and Online Portal for Building Permits)
- Implement new WebMap solution
- Ongoing Cybersecurity improvements/enhancements
- Implement invoice/expense management system
- Deliver New and Improved Digital Services for AFRS
- GIS Enterprise Software Upgrade
- Address and support additional shelter bed demands in community
- Ongoing advocacy to provincial ministries to address encampments
- Partnership development for Coordinated Access
- Implementation and operation of Situation Table
- Ongoing Abbotsford ACCESS facilitation
- Renewal of Reaching Home Designated Community Funding



Schedule E

General Operating Fund - General Government Services

(In Thousands)

	2023P	2024P
Expenditures		
City Manager	1,164	1,048
Finance & Procurement	5,104	5,530
Econ Dev, Comms & Intergovernmental Relations	2,891	3,249
Housing Services	2,999	938
Information Technology	7,503	7,931
ISIR Admin	1,215	799
Human Resources	3,247	3,260
Bylaw Enforcement	2,014	2,115
City Clerk	1,703	1,637
Elections	-	-
Legal & Risk Management	2,567	2,751
Real Estate Services	485	521
Legislative Services	394	407
Mayor and Council	937	992
Common Services	1,558	45
Flood Recovery	-	322
Provincial Emergency Response	-	-
Restorative Justice	149	149
Transfers to Other Agencies	1,445	1,695
	35,374	33,388
Net Operating Revenue/(Expenditure)	96,928	106,678

EXPENDITURES:

Housing Services: Net Decrease \$2,061K

- Funding received in 2023, adjusted for in 2024 budget:
 - \$1,214K Decrease – UBCM Strengthening Community
 - \$844K Decrease – Service Canada Designated Community

2024 BUDGET PRESENTATION



Schedule E

General Operating Fund - General Government Services

(In Thousands)

	2023P	2024P
Expenditures		
City Manager	1,164	1,048
Finance & Procurement	5,104	5,530
Econ Dev, Comms & Intergovernmental Relations	2,891	3,249
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Provincial Emergency Response	-	-
Restorative Justice	149	149
Transfers to Other Agencies	1,445	1,695
	35,374	33,388
Net Operating Revenue/(Expenditure)	96,928	106,678

EXPENDITURES:

Information Technology: Net Increase \$428K

- \$132K SIO – IT Business Analyst (FTE)
- \$116K SIO – IT Support Coordinator (FTE)
- \$131K MPI Contractual Adjustments
- \$108K Increased Software licensing & maintenance
- \$67K Decrease – one-time projects 2023, GIS - Data Governance Development Support Project and 3D Basemap of the City using 2020 LiDAR Project

Innovation, Strategy & Intergovernmental Relations: Net Decrease \$416K

- One-time projects in 2023
 - \$200K Decrease – First Nations Relations Strategy
 - \$100K Decrease – Regional Partnerships Strategy
 - \$75K Decrease – Intergovernmental Advocacy Strategy
 - \$60K Decrease – Abbotsford Ambassador Program
 - \$60K Decrease – Employee Retention Strategy

Strategic Initiatives & Opportunities (SIO)

ISIR

Proposed Plan Total for 2024: \$454,520

Proposed Project	Proposed Plan	Taxation/ Reserves	Other Funding
IT Business Analyst (FTE)	131,560	131,560	-
IT Support Coordinator (FTE)	115,960	115,960	-
Managed Security Information & Event Manager Software (SIEM)	112,000	112,000	-
Update IT Business Continuity Plan	75,000	75,000	-
Large Format Scanner – Building Permits & Licensing	20,000	20,000	-



Renewal & Replacement (R&R)

ISIR

Proposed Plan Total for 2024: \$488,000

Proposed Project	Proposed Plan	Taxation/ Reserves	Other Funding
Desktop PC Replacements	250,000	250,000	-
Network Switch Upgrades	100,000	100,000	-
Update Current 2020 LiDAR to 2024	70,000	70,000	-
Upgrade Wi-Fi Access Points for City Hall	43,000	43,000	-
Multifunction Printer Replacements	25,000	25,000	-

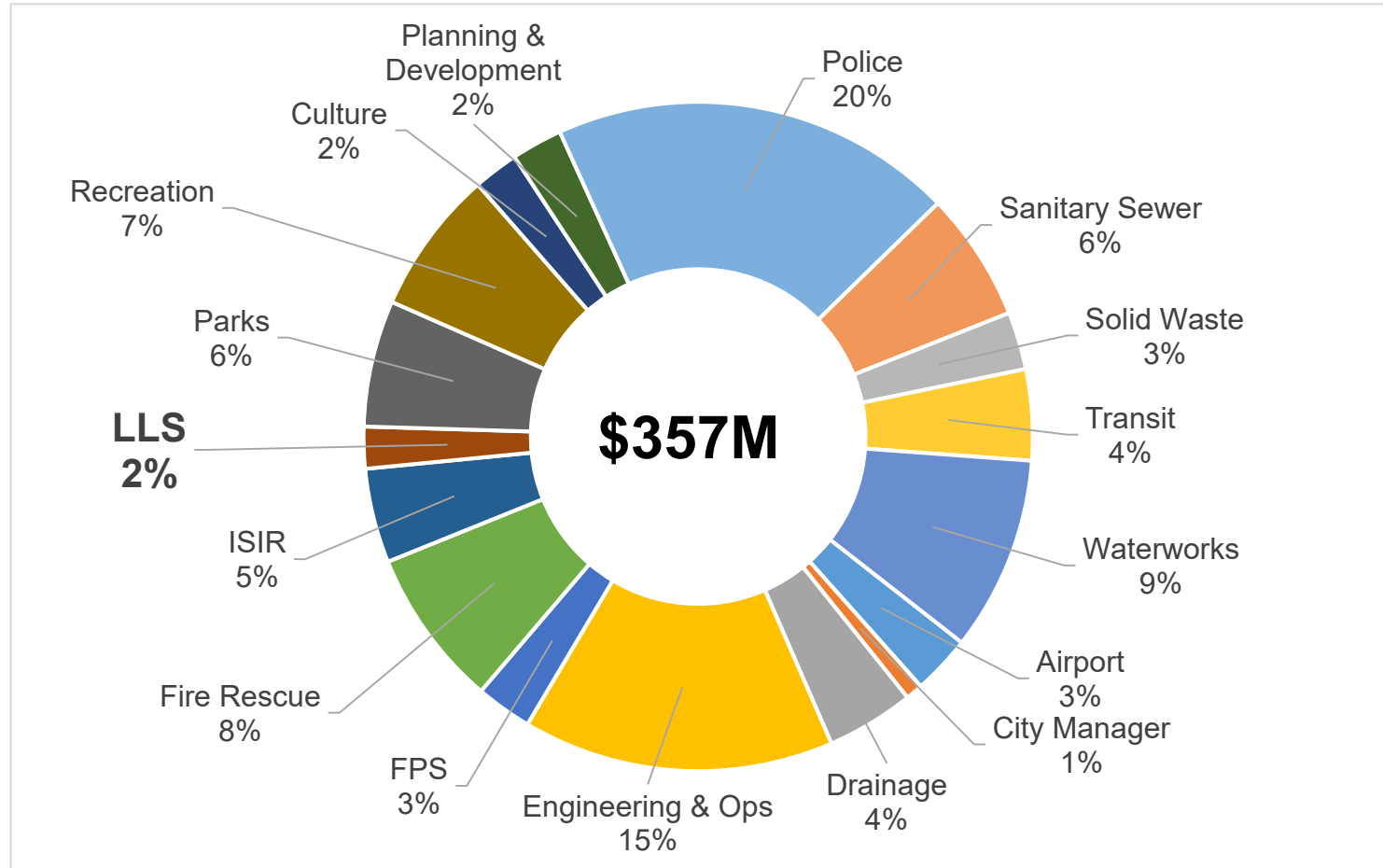
LEGAL & LEGISLATIVE SERVICES

ANIZ ALANI
GENERAL MANAGER,
LEGAL & LEGISLATIVE SERVICES





2024 Service Expenditures* Legal & Legislative Services



*Draft 2024 Plan expenditures including operating, capital and debt servicing



Services

Legal & Legislative Services

- Bylaw Services
- City Clerk's Office
- Access to Information & Privacy
- Records Management
- Real Estate
- Property Management
- Insurance & Risk Management
- Claims Assistance
- Legal Services
- Corporate Reception & Mailroom





2023 Successes

Legal & Legislative Services

- Increased City's annual commercial property lease revenue by approximately \$340,000 (to ~\$4.15M/year)
- Sold surplus City lands, generating ~\$4.5M in revenue
- Implemented digital phone tree system to expedite call transfers
- Deployed automatic license plate recognition technology to enhance parking enforcement efficiency and reduce traffic congestion downtown
- Completed Council Committee Review, including the introduction of Accessibility & Equity Advisory Committee and Public Safety Advisory Committee



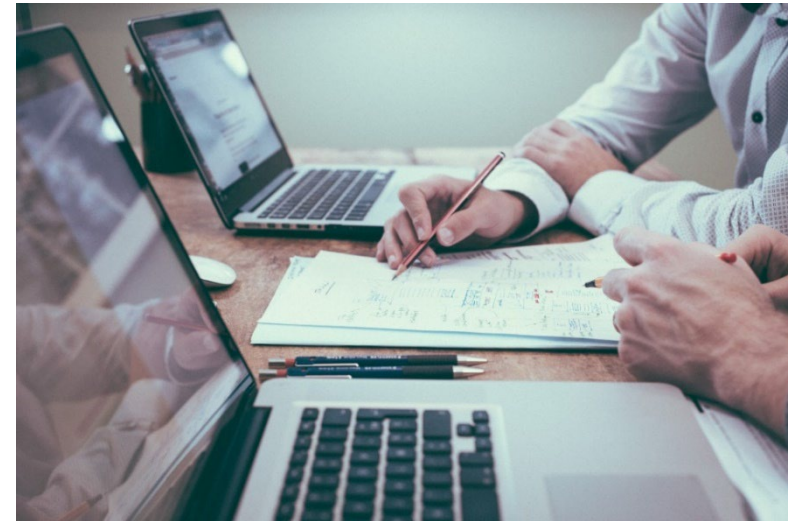


Key Issues & Trends

Legal & Legislative Services

Risk Management & Legal Services

- Leveraging technology such as artificial intelligence to automate, systematize and streamline complex contract review
- Managing risk through period of significant insurance premium increases and policy limit reductions
- Protecting City during period when the management of many social issues are being downloaded to local governments





Key Issues & Trends

Legal & Legislative Services

Bylaw Services

- Managing complex homelessness and encampment issues
- Conducting awareness campaigns to educate community on relevant bylaws
- Leveraging technology to automate processes (e.g., mobile ticketing)

Legislative Services

- Implementing process changes driven by legislative amendments

Property & Real Estate

- Acquiring and developing land assets to achieve City objectives





Metrics

Legal & Legislative Services

Bylaw Services

- Dispatched 5,359 calls for service
- Negotiated 648 compliance agreements
- Collected \$166,302 in fines

Legislative Services

- Processed 160 bylaws and conducted 85 Public Hearing items
- Processed 25,803 pages across 386 FOI Requests
- Transferred 219 boxes to Records Centre

Property, Risk Management & Legal Services

- Responded to 91 liability claims against the City
- Resolved 36 counts prosecuted under Offence Act through guilty verdicts or pleas
- Increased commercial lease revenue by \$340,000

Corporate Reception

- Routed over 18,000 calls to City Hall switchboard
- Expedited transfer of 2/3 of all calls received using new digital phone tree system





Operating Plan Highlights

Legal & Legislative Services

- Implement and refine Land Strategy for the long-term use of City-owned properties
- Launch mobile ticketing, streamlining operations, reducing paper usage, and providing real-time data
- Develop consistent contract review playbook to streamline legal review



Schedule E

General Operating Fund - General Government Services

(In Thousands)

	2023P	2024P
Expenditures		
City Manager	1,164	1,048
Finance & Procurement	5,104	5,530
Econ Dev, Comms & Intergovernmental Relations	2,891	3,249
Housing Services	2,999	938
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City Clerk	1,703	1,637
Elections	-	-
Legal & Risk Management	2,567	2,751
Real Estate Services	485	521
Legislative Services	394	407
Mayor and Council	937	992
Common Services	1,558	45
Flood Recovery	-	322
Provincial Emergency Response	-	-
Restorative Justice	149	149
Transfers to Other Agencies	1,445	1,695
	35,374	33,388
Net Operating Revenue/(Expenditure)	96,928	106,678

EXPENDITURES:

Legal & Risk Management: Net Increase \$184K

- \$113K Increased Insurance Premiums
- \$71K Increase MPI Contractual Adjustments

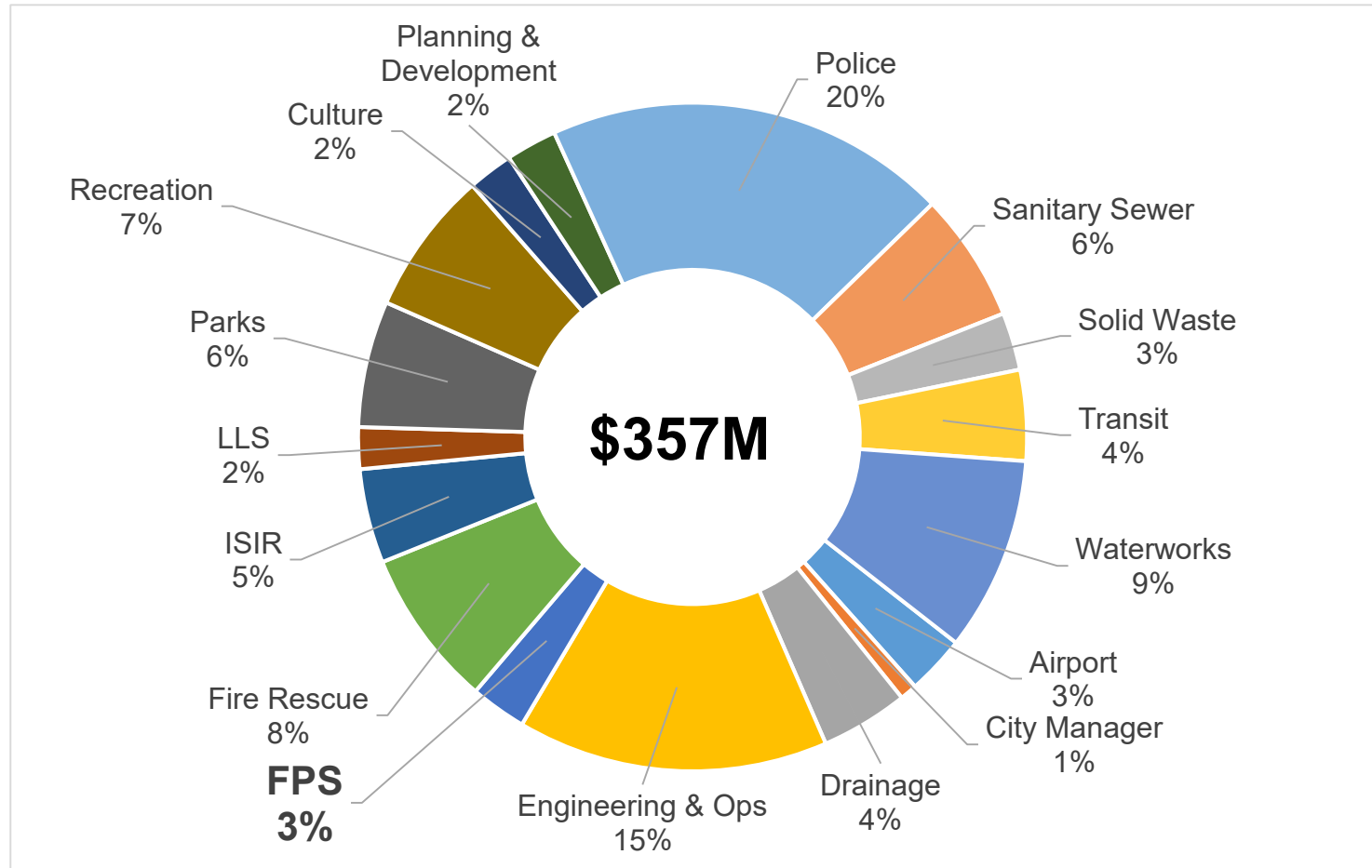
FINANCE & PROCUREMENT SERVICES

KOMAL BASATIA
GENERAL MANAGER,
FINANCE & PROCUREMENT
SERVICES





2024 Service Expenditures* Finance & Procurement Services



*Draft 2024 Plan expenditures including operating, capital and debt servicing



Services

Finance and Procurement Services

Financial

- Accounting
- Reporting
- Long Term Financial Planning
- Collections
- Disbursements (Accounts Payable, Payroll)
- Internal Controls
- Investments
- Contracts
- Stores
- Inventory
- Negotiations
- Inventory
- Assessment
- Sustainability and Service Delivery

Procurement

Asset
Management





2023 Successes

Finance and Procurement Services

- GFOA Award - Municipal financial reporting
- Started implementing the Asset Management Strategy
- DCC Bylaw updated with CPI increases
- No Tax Sale property in 2023
- Continuation of AbbyPD Head Quarters Project
- Introduced new innovative processes in Procurement
- Increased City's Investment Income by \$16 million compared to 2022
- Started implementing the new AP Automation Project





Key Issues & Trends

Finance and Procurement Services

Financial Services & Asset Management

- Inflation challenges
- Current interest environment
- Capital and operating capacity
- Financial sustainability and transparency
- Aligning asset management with strategic business goals

Procurement

- Open, fair, transparent process
- Unique procurement strategies to achieve value
- Scrutiny on public sector procurement
- Supply chain shortage





Operating Plan Highlights

Finance and Procurement Services

- Continuing exploring new revenue generating opportunities
- Continue implementing Long-Term Financial Plan Strategy and Financial Policies
- Implement Asset Management Framework
- Continue working on the Abbotsford Police Department Headquarters Building project
- Work alongside other departments to explore grant opportunities
- Continue efficient and effective property tax collection process
- Implement Asset Retirement Obligation (ARO) for financial reporting – PSAB requirement
- Complete AP Automation Project



2024 BUDGET PRESENTATION



Schedule E General Operating Fund - General Government Services

(In Thousands)

	2023P	2024P
Revenues		
Fees & Charges	1,750	2,080
Grants	10,322	8,284
Investment Income	2,137	2,990
Other Revenue	485	586
Recoveries	277	669
Rental	4,096	4,477
Taxes	113,236	120,979
	132,303	140,065

REVENUE:

Fees & Charges: Increase \$330K

- \$200K Increased Fines revenue
- \$125K Increased Secondary Suite Infrastructure Fees revenue

Grants: Decrease \$2,038K

- \$1,214K Decrease Strengthening Community Grants
- \$839K Decrease Canada Designated Community Grant

Investment Income: Increase \$853K

Rental: Increase \$381K

- \$340K Increase – Commercial leases
- \$21K Increase – Residential rentals
- \$20K Increase – Digital sign revenue

Taxes: Increase \$7,743K

- Overall Municipal Tax increase 5.12% (tax revenue increase 4.62% + 0.50 Infrastructure levy)
- Increased payments in lieu taxes



Schedule E

General Operating Fund - General Government Services

(In Thousands)

	2023P	2024P
Expenditures		
City Manager	1,164	1,048
Finance & Procurement	5,104	5,530
Econ Dev, Comms & Intergovernmental Relations	2,891	3,249
Housing Services	2,999	938
Information Technology	7,503	7,931
ISIR Admin	1,215	799
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Flood Recovery	-	322
Provincial Emergency Response	-	-
Restorative Justice	149	149
Transfers to Other Agencies	1,445	1,695
	35,374	33,388
Net Operating Revenue/(Expenditure)	96,928	106,678

EXPENDITURES:

Finance & Procurement: Net Increase \$426K

- \$382K Increase for MPI Contractual Adjustments
- \$146K SIO - New Financial Analyst (FTE)
- \$20K Increase for New Pre-tax Notice Regulation
- \$69K Decrease one-time project in 2023, Collections PCI Compliance
- \$56K Decrease one-time project in 2023, Questica Reporting



Strategic Initiatives & Opportunities (SIO) Finance & Procurement Services

Proposed Plan Total for 2024: \$145,830

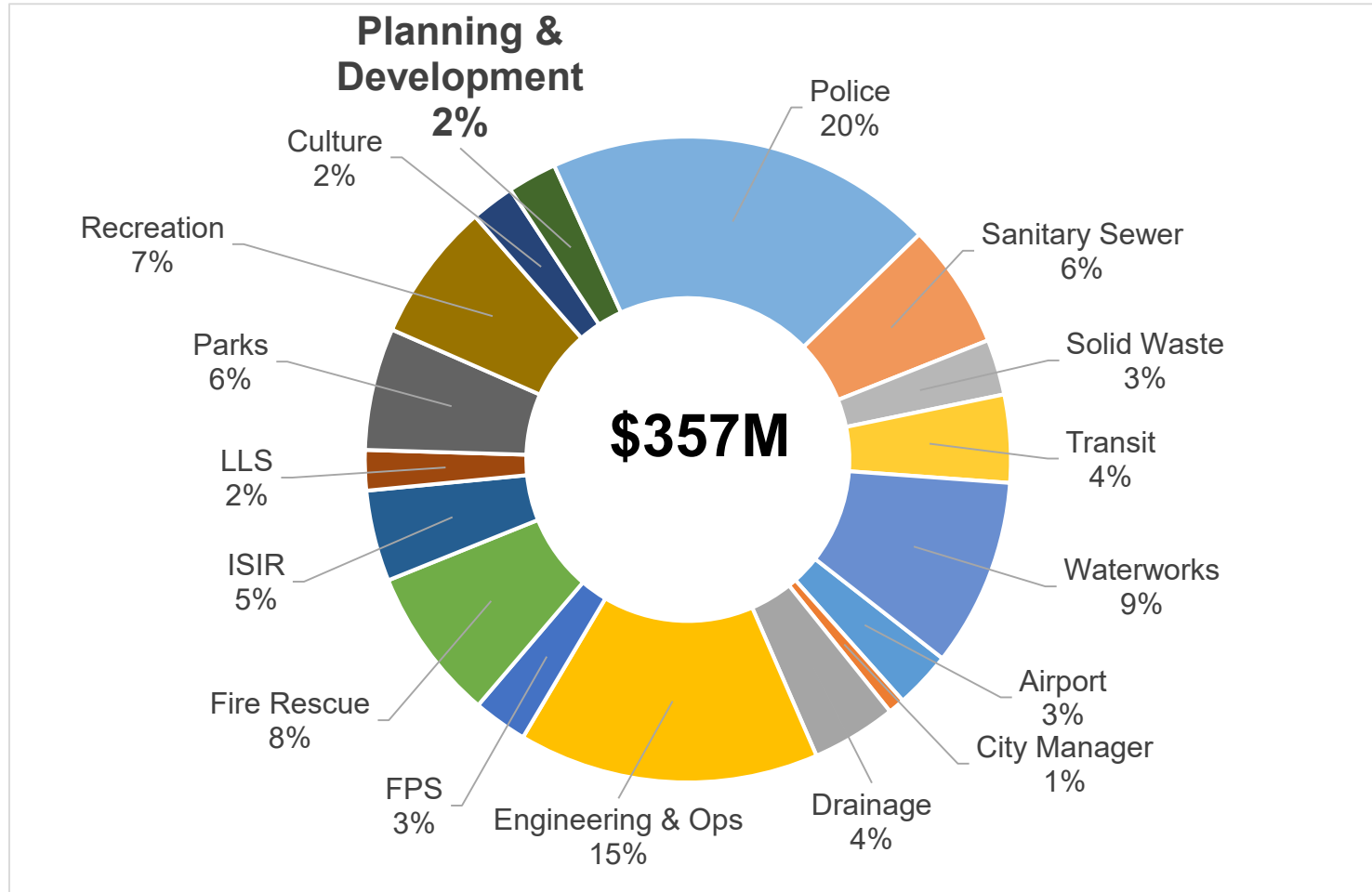
Proposed Project	Proposed Plan	Taxation/ Reserves	Other Funding
Financial Analyst (FTE)	145,830	145,830	-

PLANNING & DEVELOPMENT SERVICES

MARK NEILL
GENERAL MANAGER,
PLANNING & DEVELOPMENT
SERVICES



2024 Service Expenditures* Planning & Development Services



*Draft 2024 Plan expenditures including operating, capital and debt servicing



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 & Licences

- Building Permits
- Inspections
- Business Licences





2023 Successes

Planning & Development Services

- McKee Neighbourhood Plan
- Sign Bylaw Update
- Community Amenity Contribution/Bonus Density Program
- Updated Building Permit Approval Process
- Sustained Development Activity





Key Issues & Trends

Planning & Development Services

- Housing
- Industrial land supply
- Agricultural Industrial
- Land Use Contract Termination
- Transitioning Building Permit Services to a Digital Approach
- Service delivery improvements to accommodate development activity

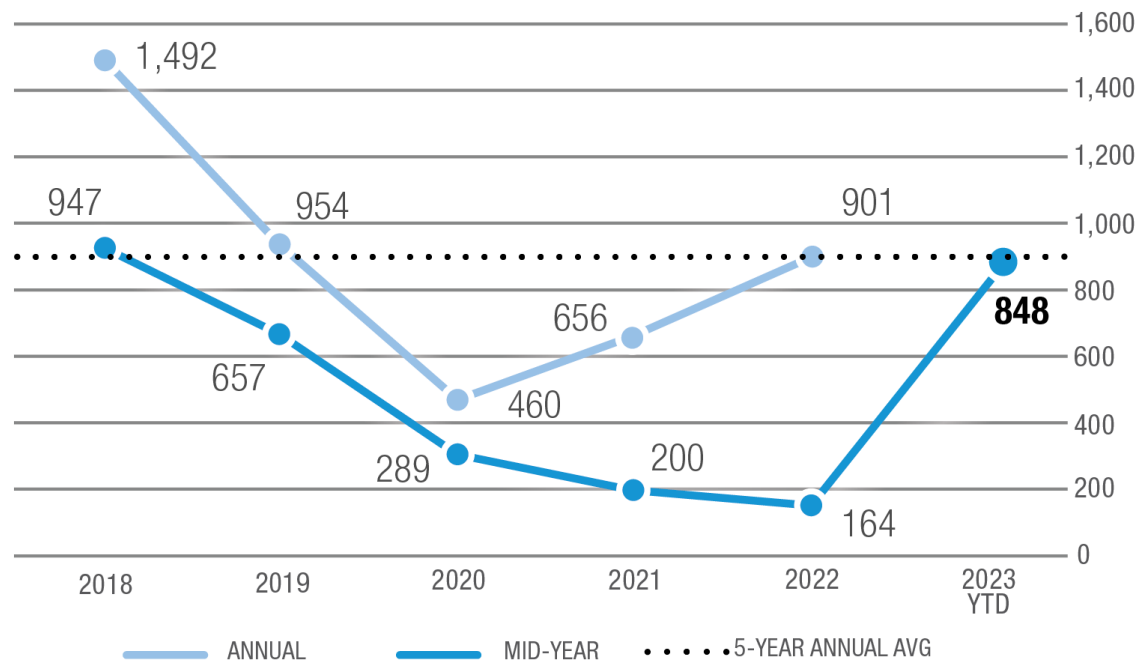




Metrics

Planning & Development Services

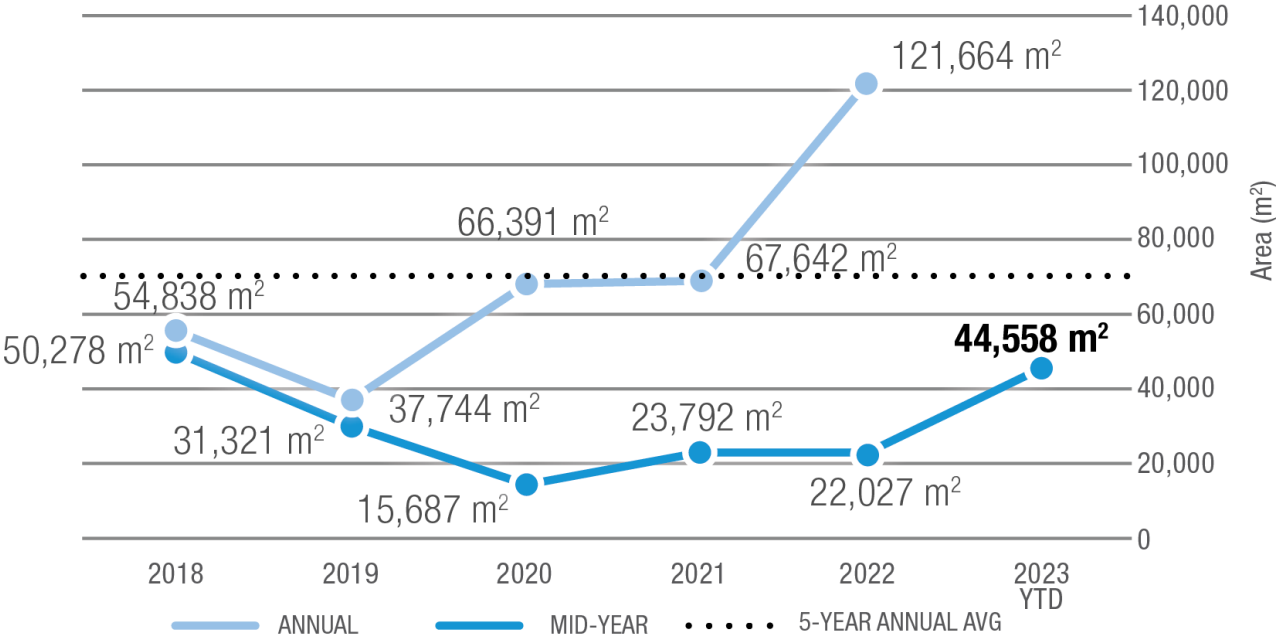
Total Residential Lots/Units Approved





Metrics Planning & Development Services

Total ICI Floor Area Approved

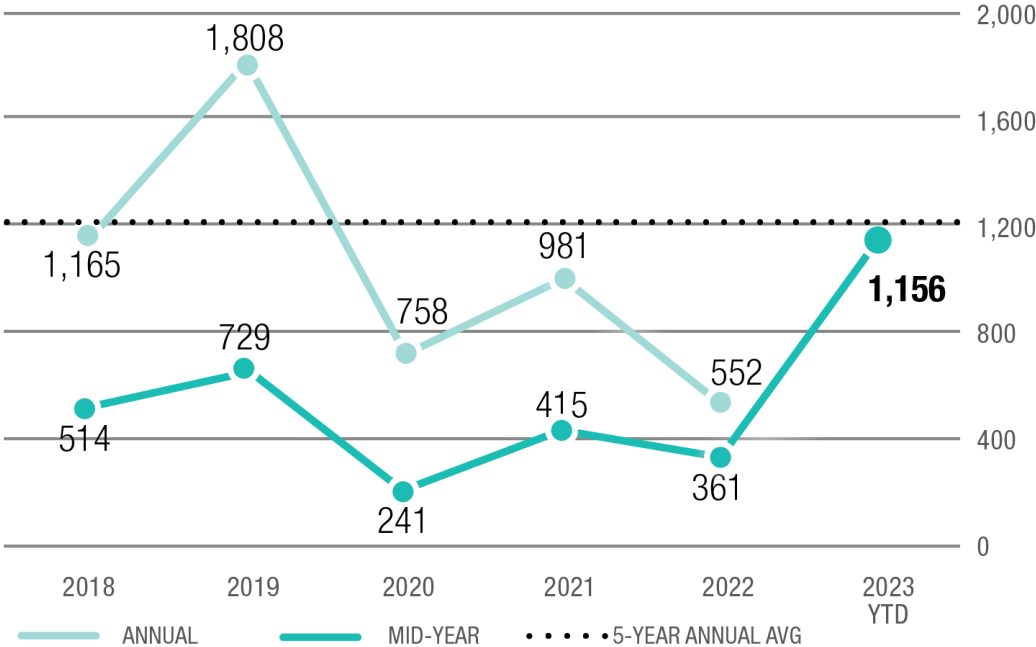




Metrics

Planning & Development Services

Total Number of New Residential Units

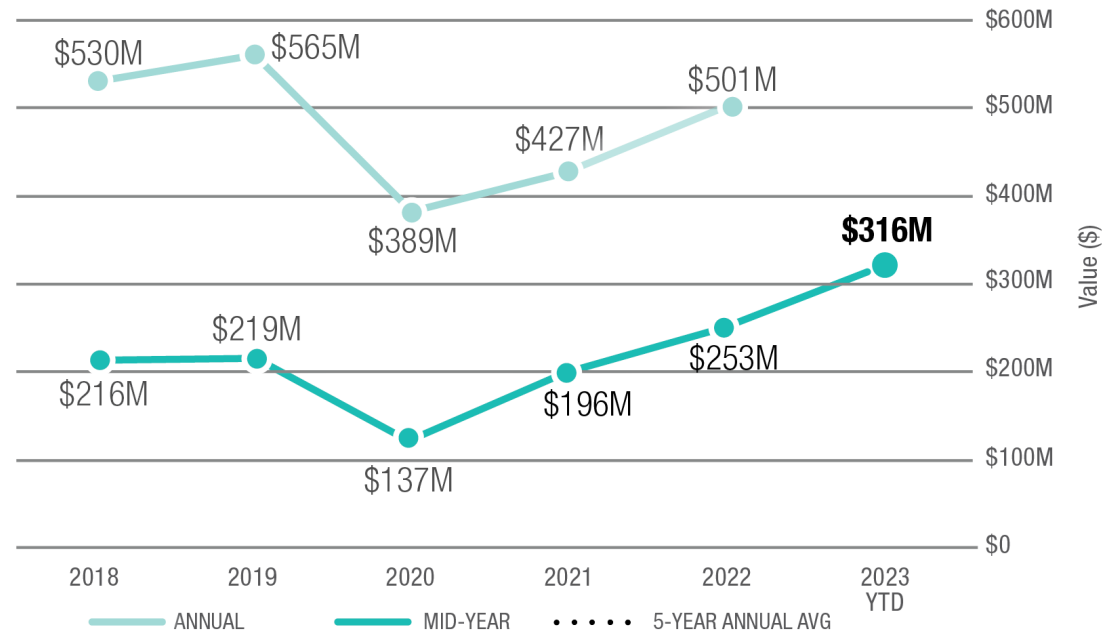




Metrics

Planning & Development Services

Total Value of Building Permits Issued

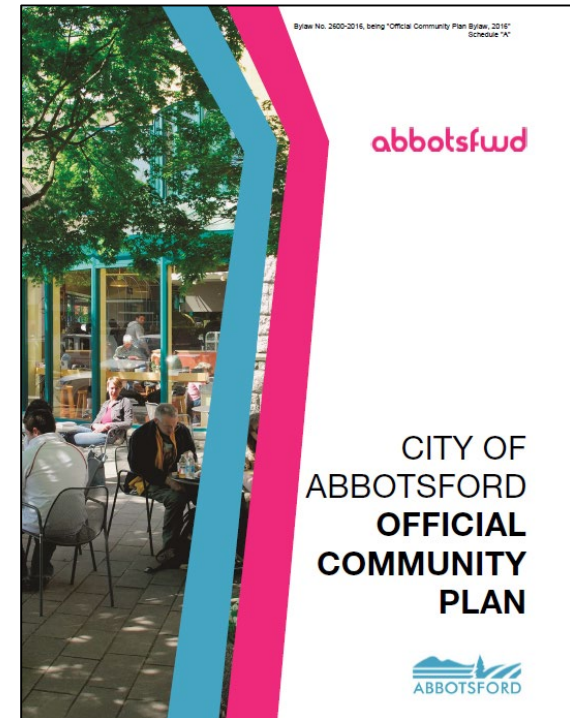




Operating Plan Highlights

Planning & Development Services

- Update OCP (Official Community Plan)
- Implement Housing Initiatives
- Update Truck Parking Study
- Implement Digital Building Permits
- Implement Development Application Process Review



Schedule F

General Operating Fund - Planning & Development Services

(In Thousands)

	2023P	2024P
Revenues		
Fees & Charges	4,683	4,968
Investment Income	30	30
Other Revenue	36	36
	4,749	5,034
Expenditures		
Building Officials	3,949	4,042
Licence Inspections	115	120
Planning Services	5,246	4,927
	9,310	9,089
Net Operating Revenue/(Expenditure)	(4,561)	(4,055)

REVENUE:

Fees & Charges: Increase \$285K

- \$200K increase in Building Permit Fees
- \$40K increase in Rezoning Application Fees
- \$30K increase in Development Permit Application Fees
- \$15K increase in Subdivision Application Fees

EXPENDITURES:

Building Officials: Increase \$93K

- MPI Contractual Adjustments



Schedule F

General Operating Fund - Planning & Development Services

(In Thousands)

	2023P	2024P
Revenues		
Fees & Charges	4,683	4,968
Investment Income	30	30
Other Revenue	36	36
	4,749	5,034
Expenditures		
Building Officials	3,949	4,042
Licence Inspections	115	120
Planning Services	5,246	4,927
	9,310	9,089
Net Operating Revenue/(Expenditure)	(4,561)	(4,055)

EXPENDITURES:

Planning Services: Net Decrease \$319K

- \$190K SIO - New Senior Manager, Development Planning (FTE)
- \$321K Increase for MPI Contractual Adjustments
- \$778K Decrease due to one-time Projects in 2023:
 - \$250K – OCP Update
 - \$177K – Stream Mapping Initiative
 - \$107K – Special Studies
 - \$57K – City Centre Neighbourhood Plan
 - \$56K – McKee Neighbourhood Plan
 - \$52K – Civic Precinct Update
 - \$48K – Heritage Planning Study
 - \$31K – Sign Bylaw Update
- \$50K Decrease to general consulting budget

Strategic Initiatives & Opportunities (SIO) Planning & Development Services

Proposed Plan Total for 2024: \$189,659

Proposed Project	Proposed Plan	Taxation/ Reserves	Other Funding
Senior Manager, Development Planning (FTE)	189,659	189,659	-



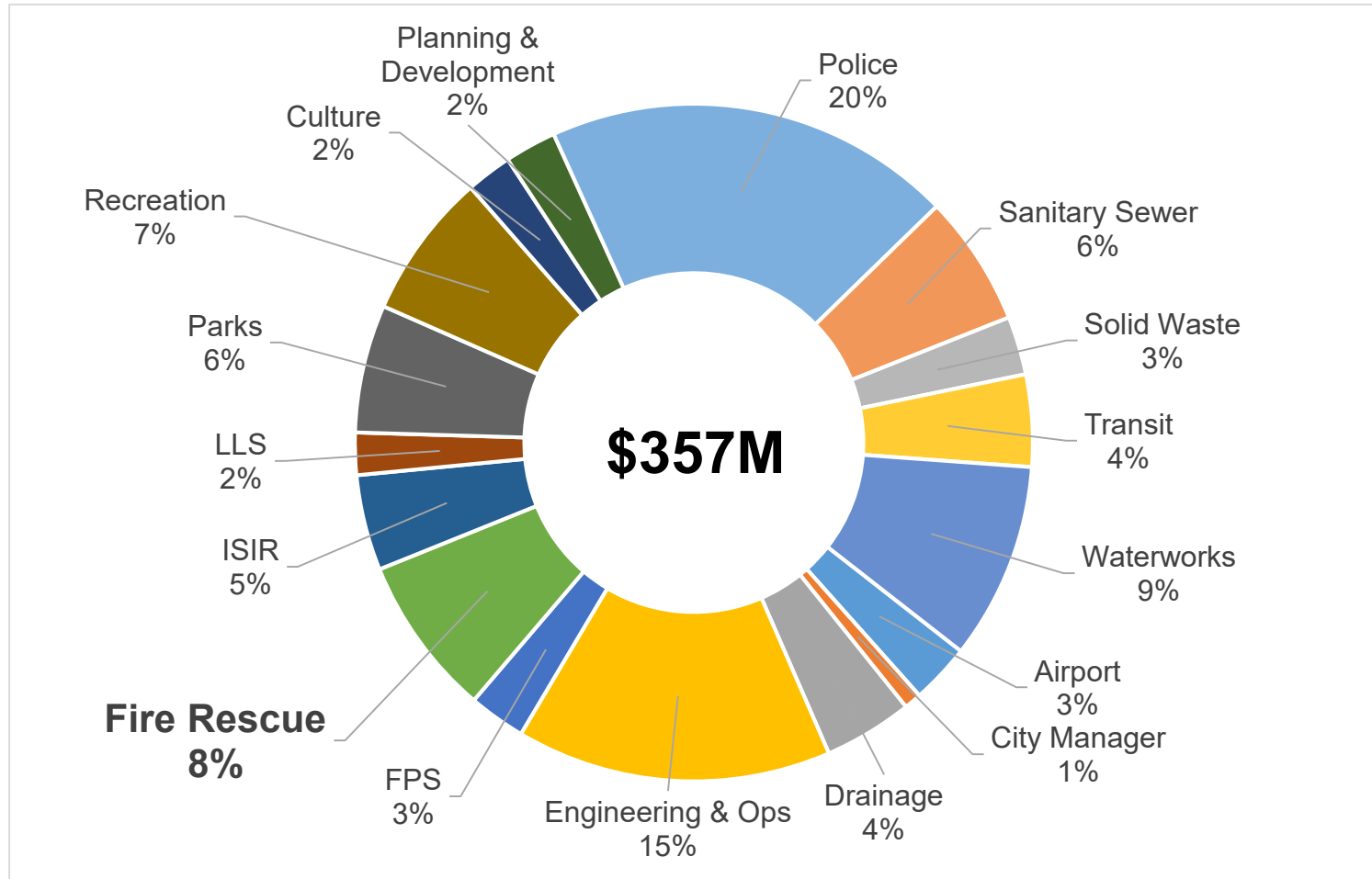
FIRE RESCUE SERVICE

ERICK PETERSON
FIRE CHIEF, FIRE RESCUE SERVICE



2024 Service Expenditures*

Fire Rescue Services



*Draft 2024 Plan expenditures including operating, capital and debt servicing



Services

Fire Rescue Services

- Incident Response
- Inspections & Investigations
- Community Fire & Life Safety Education
- Training & Professional Development
- Emergency Program
- Administration





2023 Successes

Fire Rescue Services

- Responded to 14,000+ emergency incidents
- Hosted two “Secondary Fire Academy” programs
- Improved low acuity response by activating a Squad fire truck when staffing was available
- Hired and trained 14 new career firefighters
- Ran two Paid-On-Call firefighter recruitment campaigns bolstering our ranks





Key Issues & Trends

Fire Rescue Services

- Opioid crisis and the unhoused life safety issues
- BC Ambulance Service wait times
- Auxiliary firefighter recruitment retention and response
- Firefighter health and wellbeing (stress and workload)
- Increasing Provincial training requirements

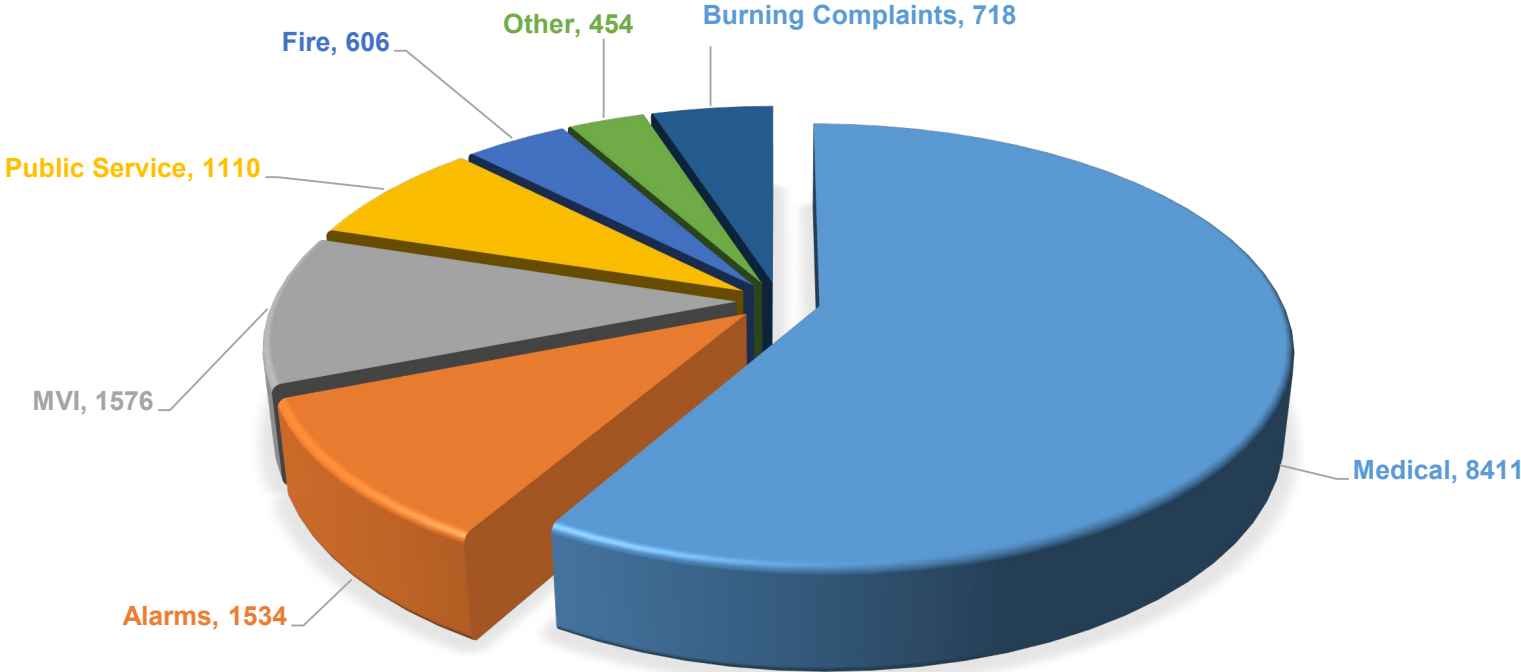




Metrics

Fire Rescue Services

INCIDENTS BY TYPE 2022 (14409)

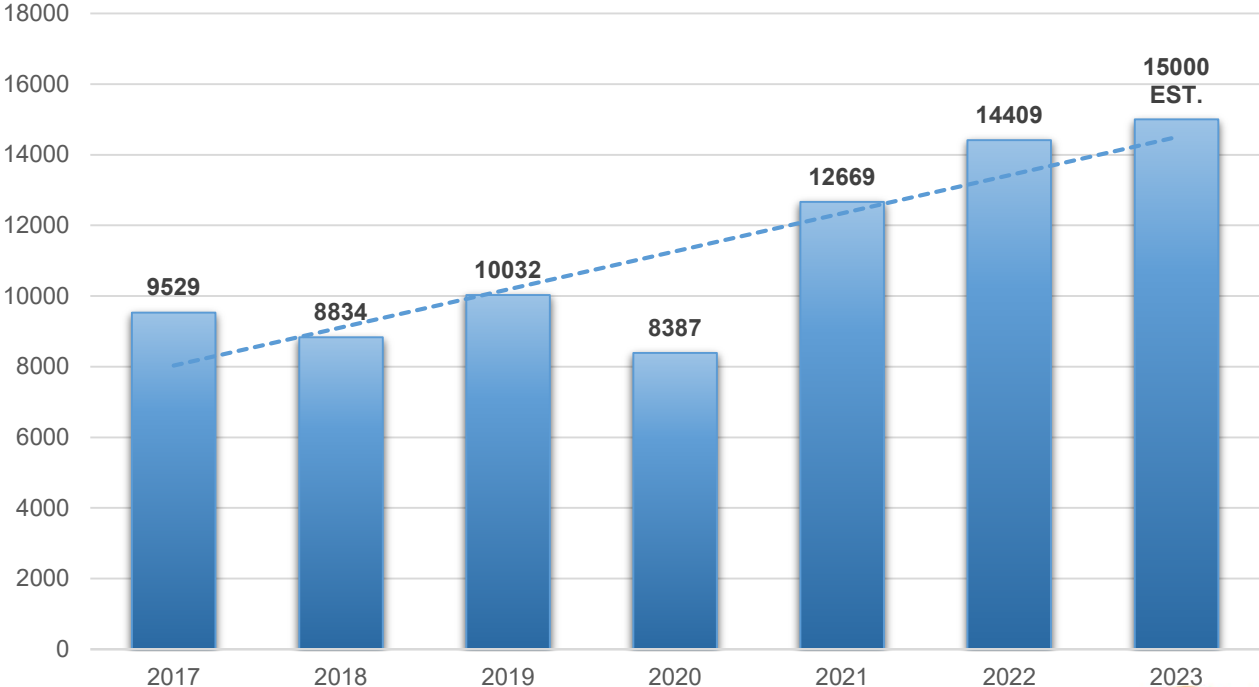




Metrics

Fire Rescue Services

AFRS Emergency Incidents
2017-2023





Operating Plan Highlights

Fire Rescue Services

- Initiate the transition to modern Record Data Management System
- Adapt to changes within our management team to continue driving progress and innovation
- Maintain safety and safety-conscious culture at every level
- Ongoing response analysis and resourcing review to meet the needs of our community



2024 BUDGET PRESENTATION



Schedule H

General Operating Fund - Fire Rescue Services

(In Thousands)

	2023P	2024P
Revenues		
Fees & Charges	45	45
Other Revenue	52	52
Recoveries	104	119
	201	216
Expenditures		
Administration	1,989	2,182
Emergency Response	20,222	20,626
Hall & Grounds Maintenance	760	830
Prevention & Inspection	876	878
Provincial Emergency Response	167	171
Search and Rescue	79	82
	24,093	24,769
Net Operating Revenue/(Expenditure)	(23,892)	(24,553)

REVENUES:

Recoveries: Increase \$15K Cost Recovery for Technical Rescue Program

EXPENDITURES:

Administration: Increase \$193K MPI Contractual Obligations

Emergency Response: Increase \$403K

- \$469K SIO – 6 New Firefighters (FTE)
- \$60K Increase for MPI Contractual Obligations
- \$125K Decrease one-time project in 2023 Fire Digital Strategy

Hall & Grounds Maintenance: Increase \$70K

- \$72K Property Insurance



Strategic Initiatives & Opportunities (SIO) Fire Rescue Services

Proposed Plan Total for 2024: \$518,974

Proposed Project	Proposed Plan	Taxation/ Reserves	Other Funding
Fire Suppression Firefighters (6 FTEs)	468,974	468,974	-
Suitcase Digital Radio Repeaters	50,000	50,000	-

Renewal & Replacement (R&R)

Fire Rescue Services

Proposed Plan Total for 2024: \$2,847,000 (Cont'd)

Proposed Project	Proposed Plan	Taxation/ Reserves	Other Funding
Replace Engine (FT84)	1,400,000	1,400,000	-
Fire Equipment Additions, Updates and Renewals	418,000	418,000	-
FT43 Repair/Maintenance	300,000	300,000	-
FT285 Mechanic Truck	140,000	140,000	-
VAN, FIRE FT29 – Ford Sprinter EV – Fire Investigation Unit	138,000	138,000	-
Riverside Training Centre – Shed and Burn Prop Renewal	100,000	100,000	-
FT42 Engine Replacement	100,000	100,000	-
Extrication Tools	80,000	80,000	-
Fire Hall #3: B30 – Roofing – SBS Modified Bitumen Membrane Renewal	78,000	78,000	-



Renewal & Replacement (R&R) Fire Rescue Services

Proposed Plan Total for 2024: \$2,847,000

Proposed Project	Proposed Plan	Taxation/ Reserves	Other Funding
SCBA Cylinders	50,000	50,000	-
Fire Hall #1: D5037 – Fire Alarm Systems: Fire Alarm System	30,000	30,000	-
Riverside Training Centre Annex: D5022-Lighting Equipment-Incandescent Renewal	13,000	13,000	-



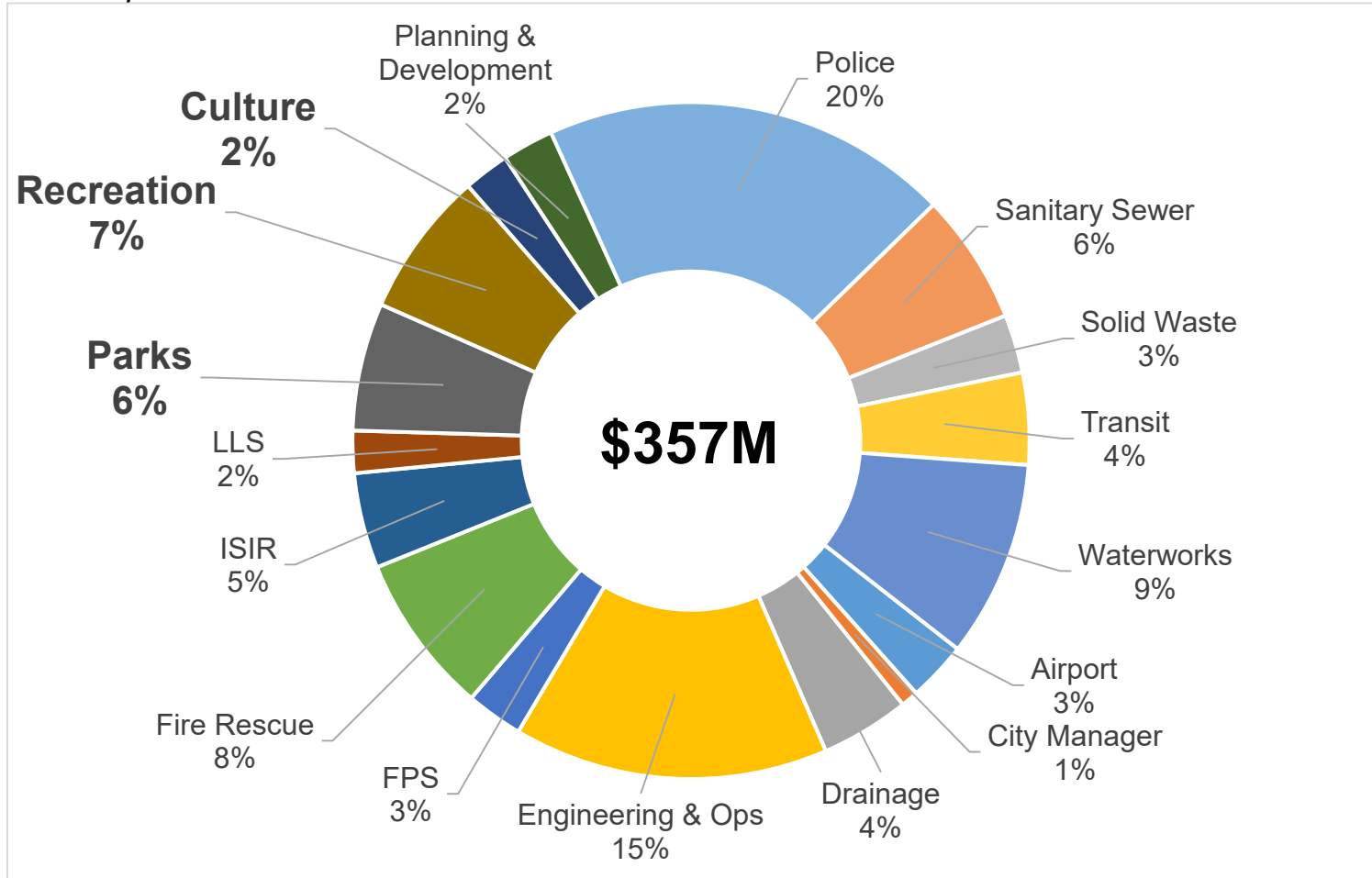
PARKS, RECREATION & CULTURE

TODD STEWARDSON
GENERAL MANAGER, PARKS,
RECREATION & CULTURE



2024 Service Expenditures*

Parks, Recreation & Culture



*Draft 2024 Plan expenditures including operating, capital and debt servicing



Services

Parks, Recreation & Culture





Services

Parks, Recreation & Culture



PARKS

- Park Development
- Park Features
- Trails
- Sports Fields
- Sports Courts
- Outdoor Recreation
- Natural Areas & Urban Forestry
- Cemeteries



RECREATION

- Aquatics
- Arena Sports
- Indoor Sports & Physical Activity
- Fitness & Wellness
- Community Recreation
- Volunteer Services



CULTURE

- Visual Arts
- Performing Arts
- Libraries & Lifelong Learning
- Heritage
- Entertainment & Festivals
- Public Art

20
Service
Areas





2023 Successes

Parks, Recreation & Culture

Department-Wide

- Successfully delivered the 2023 55+ Games
- Completed the install of the Berry Park washrooms
- Received approval of the Arena Strategy-Stage 3
- Completed the agreement with Heritage Abbotsford Society for restoration of Turner House
- Delivery of the “Go Play Outside” program running-year round, reaching over 10,000 residents





2023 Successes

Parks, Recreation & Culture

Parks Planning

- Detailed design of Engineer Park underway
- Completed consultation for the Jubilee Park Washroom
- Completed consultation for the Swensson Park Picnic Shelter
- Community consultation of Gilmour Park underway

Recreation

- Onboarded 40+ new Aquatic Life Guards/Instructors
- Summer Camp Support Positions
- Approval of the Arena Services and Facilities Strategy – Stage 3
- Currently underway is the Aquatic Infrastructure Strategy
- Introduced 12 sessions of the NEW 55+ Try-it sports events
- Introduced 9 sessions of the New AGE WELL Seniors Outreach Programming
- Ran 4 New Cultural Sports Try it sessions
- Installed a head count people counter in the recreation centres
- Partnered with BCRPA and offering free programs to seniors – Choose to Move and Active Age





2023 Successes

Parks, Recreation & Culture

Recreation Continued

- Partnered with the Alzheimer’s society to offer Minds in Motion for January 2024 in both English and Punjabi
- Accessibility programming: Relaunch of Wheelchair Basketball in partnership with BC Wheelchair Basketball Society
- Successful Seniors Week Community Collaboration and Resource Fair
- NEW “Abbotsford Volunteer Leaders Network” created to support building community capacity supporting volunteers across organizations.

Culture

- Expansion of Artist in Residence Program featuring a new internal collaboration with Horticulture Division
- Progress on all Culture Connect “5 Big Moves”
 - Governance Review,
 - Public Art Policy,
 - New Indigenous Cultural Programming,
 - One Stop Shop
 - Pilot Arts & Culture Grant Program





Key Issues & Trends

Parks, Recreation & Culture

- Recreation Centres and pool have now returned to regular hours
- Capital upgrades to Abbotsford Centre to support AHL standards
- Continued backlog of swimming lessons demand due to COVID closure and lifeguard shortage
- Field Use: challenges for staff and community balancing growing demands with decreased inventory
- Recreation Infrastructure: challenges balancing sport and special event use





Metrics

Parks Recreation & Culture

Parks, Planning and Business Services

Based on Operational Activities:

- Reviewed 180 development applications (DART) (y/e projection)
- Reviewed 290 technical drawings (y/e projection)
- Issued 250 tree cutting permits (y/e projection)
- Across 231 parks, cemeteries and open spaces and park parcels provided:
 - 10,185 facility bookings (33,065+ hours of use)
 - 9,630 field & courts bookings (49,400+ hours of use)
 - 945 parks & picnic shelter bookings (7,130+ hours of use)
 - 160 cemetery interments (y/e projection)





Metrics

Parks Recreation & Culture

Recreation

- Over 453,098 drop-in visits to recreation centres (22% increase from 2022)
- Demand for swimming lessons is extraordinary –over 11,182 spots (down from 12,000+ in 2022) held on wait lists in 2023 due to lack of lifeguards.
- Over 22,824 registrations (up from 17,000 in 2022) into community recreation programs = 128,380+ individual program visits
- 1,516 children received a free summer recreation pass through sponsor donation (Sedin Family Foundation)
- Issued 2,798 Summer Child & Youth Passes (1687 in 2022) = 15,884 visits to ARC/MRC (11,306 in 2022)
- Launched the new Activity Search Tool – custom program guide for patrons with 4,088 unique users
- Onboarded 80+ recreation staff in 2023
- People counters stats for 2023 (y/e projection):
 - 1,017,153 people through all buildings
 - 520,180 ARC
 - 459,908 MRC
 - 19,056 MSA (May – Sept)
 - 18,050 Centennial Pool



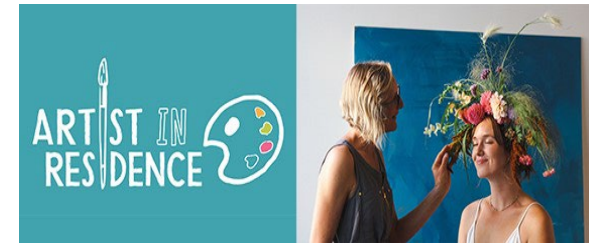


Metrics

Parks Recreation & Culture

Culture & Community Services

- Involve Symposium attracted 95 (90 in 2022) community non-profit leaders
- Expanded Artist in Residence Program provided low barrier access to arts and culture at 14 events
- Over 50 “Go Play Outside” sessions reaching 10,000 plus community members (up from 5,000 in 2022)
- 11 different Culture Days (up from five in 2022) programs with 337 attendees
- 7,171 active volunteers contributed 92,000+ hours to the (78,000+ in 2022) to the community
- 3,500 residents participated in Community Clean Up month
- 870 seniors attended one of 17 Seniors Week events
- 180 residents participated in one of 9 Age Well Sessions





Metrics

Parks Recreation & Culture

Abbotsford Centre

Hosted:

- 38 AHL hockey games
- 1 NHL pre season hockey game
- 18 Concerts
- 9 Community Events (grads, etc.)
- Largest ever crowd 7,081 (January 21, 2023)

Attendance: 215,000 guests





Operating Plan Highlights

Parks, Recreation & Culture

- Continue delivering parks planning work, including support for development application reviews
- Focus on the Urban Forest Strategy, along with increased operating investments in maintaining our urban forest through planting and invasive species management
- Implement full operating hours for recreation centres and associated services, including some projected revenue increases to cultural and community recreation programming
- Continue making progress on the joint use agreement development with the Abbotsford School District
- Progression to Stage 2 of the Aquatic Strategy
- Completion of the Arena Strategy





Schedule I

General Operating Fund - Parks Services

(In Thousands)

	2023P	2024P	
Revenues			
Fees & Charges	539	539	
Other Revenue	673	768	
Recoveries	26	35	
Rental	461	499	
	1,699	1,841	
Expenditures			
Cemeteries	656	770	
Horticulture & Turf Maintenance	3,446	3,615	
Park & Building Maintenance	3,639	4,149	
Parks Administration	462	524	
Urban Forestry	2,177	2,488	
	10,380	11,546	
Net Operating Revenue/(Expenditure)	(8,681)	(9,705)	

REVENUE:

Other Revenue: Increase \$95K

- \$57K Increase to FVRD Regional Parks Contribution

Rental: Increase \$38K

- \$38K Increased Field Rental Revenue

2024 BUDGET PRESENTATION



Schedule I

General Operating Fund - Parks Services

(In Thousands)

	2023P	2024P
Revenues		
Fees & Charges	539	539
Other Revenue	673	768
Recoveries	26	35
Rental	461	499
	1,699	1,841
Expenditures		
Cemeteries	656	770
Horticulture & Turf Maintenance	3,446	3,615
Park & Building Maintenance	3,639	4,149
Parks Administration	462	524
Urban Forestry	2,177	2,488
	10,380	11,546
Net Operating Revenue/(Expenditure)	(8,681)	(9,705)

EXPENDITURES:

Cemeteries: Increase \$114K

- \$77K Increase to Cemetery Grass Cutting Contract
- \$37K Increased MPI Contractual Adjustments

Horticulture & Turf Maint.: Increase \$170K

- \$89K Increased Internal Equipment
- \$80K Increased MPI Contractual Adjustments

Park & Building Maintenance: Increase \$510K

- \$148K Increased Property Insurance
- \$96K Increase from Re-allocation from Parks Administration
- \$40K Increase for Maintenance work
- MPI Contractual Adjustments

2024 BUDGET PRESENTATION



Schedule I

General Operating Fund - Parks Services

(In Thousands)

	2023P	2024P
Revenues		
Fees & Charges	539	539
Other Revenue	673	768
Recoveries	26	35
Rental	461	499
	1,699	1,841
Expenditures		
Cemeteries	656	770
Horticulture & Turf Maintenance	3,446	3,615
Park & Building Maintenance	3,639	4,149
Parks Administration	462	524
Urban Forestry	2,177	2,488
	10,380	11,546
Net Operating Revenue/(Expenditure)	(8,681)	(9,705)

EXPENDITURES:

Parks Administration: Increase \$62K

- MPI Contractual Adjustments
- Re-allocation between Parks Administration and Park & Building Maintenance

Urban Forestry: Increase \$311K

- \$135K Tree planting and maintenance costs
- MPI contractual Adjustments

2024 BUDGET PRESENTATION



Schedule I General Operating Fund - Recreation Services

(In Thousands)

	2023P	2024P
Revenues		
Fees & Charges	4,496	4,609
Other Revenue	135	135
Recoveries	6	6
Rental	1,083	1,031
	<u>5,720</u>	<u>5,781</u>
Expenditures		
Arenas	3,388	3,373
Pools	9,359	10,521
Recreation Administration	808	838
INTEREST EXPENSE - EXTERNAL DEBT	485	438
	<u>14,041</u>	<u>15,170</u>
Net Operating Revenue/(Expenditure)	(8,321)	(9,389)

REVENUE:

Fees & Charges: Increase \$113K

- \$32K Increased Membership Revenue
- \$26K Increased Summer Camp Revenue
- \$20K Increased Admission Revenue
- \$18K Increased Lessons Revenue
- \$18K Increased Programs Revenue

Rental: Net Decrease \$52K

- \$57K Decreased Commercial Lease revenue



Schedule I General Operating Fund - Recreation Services

(In Thousands)

	2023P	2024P
Revenues		
Fees & Charges	4,496	4,609
Other Revenue	135	135
Recoveries	6	6
Rental	1,083	1,031
	5,720	5,781
Expenditures		
Arenas	3,388	3,373
Pools	9,359	10,521
Recreation Administration	808	838
INTEREST EXPENSE - EXTERNAL DEBT	485	438
	14,041	15,170
Net Operating Revenue/(Expenditure)	(8,321)	(9,389)

EXPENDITURES:

Pools: Net Increase \$1,162K

- \$103K SIO – Recreation Coordinator (FTE)
- \$570K MPI Contractual Increases
- \$178K Increased Property Insurance
- \$125K Increased Security Contract at ARC and MRC
- \$147K Increased Maintenance and Supplies

2024 BUDGET PRESENTATION



Schedule I

General Operating Fund - PRC General

(In Thousands)

	2023P	2024P
Revenues		
Fees & Charges	-	-
Other Revenue	2	2
Rental	127	132
	<u>129</u>	<u>134</u>
Expenditures		
General Administration	2,879	2,985
	<u>2,879</u>	<u>2,985</u>
Net Operating Revenue/(Expenditure)	(2,750)	(2,851)

EXPENDITURES:

General Administration: Net Increase \$106K

- \$116K SIO - Urban Forest Planner (FTE)
- \$116K SIO - Park Planner & Designer (Temp FTE)
- \$37K Increase for MPI Contractual Adjustments
- \$50K Increase – PRC Fees and Charges Bylaw Policy and Framework implementation
- \$107K Decrease – One-time project in 2023 - Hosted 55+ Games
- \$86K Decrease – One-time project in 2023 - Space Allocation Policy & Update Joint Use Agreement with SD34

Schedule I

General Operating Fund - PRC Culture

(In Thousands)

	2023P	2024P
Expenditures		
Culture	1,931	1,756
INTEREST EXPENSE - EXTERNAL DEBT	243	219
	2,174	1,975
Net Operating Revenue/(Expenditure)	(2,174)	(1,975)

EXPENDITURES:

Culture: Net Decrease \$175K

- \$230K Decrease – One-time project in 2023 Culture Strategy Implementation
- \$30K SIO Increase – Annual Multicultural Programming
- \$15K SIO Increase – Arts and Culture Roundtable
- \$33K Increased property insurance

Schedule J

General Operating Fund - Abbotsford Centre

(In Thousands)

	2023P	2024P
Revenues		
Other Revenue	50	50
	50	50
Expenditures		
Operations	1,324	1,512
INTEREST EXPENSE - EXTERNAL DEBT	1,738	1,645
	3,062	3,157
Net Operating Revenue/(Expenditure)	(3,012)	(3,107)

EXPENDITURES:

Operations: Increase \$188K

- \$137K Increase for maintenance and repair projects
- \$162K Increased property insurance
- \$24K Increased management fee - CPI increases per agreement
- \$135K Decrease – One-time project in 2023 Rental of Audio-Visual equipment

Interest Expense: Decrease \$93K

- Decreased interest expense on long-term debt

Schedule K

General Operating Fund - Library Services

(In Thousands)

	2023P	2024P	
Revenues			REVENUE: Increase \$223K
Taxes	5,462	5,685	
	5,462	5,685	EXPENDITURES: Increase \$222K
Expenditures			Operating Costs: Increase \$40K
Operating Costs	399	439	• \$44K increase in Property Insurance
Transfer to Fraser Valley Regional Library	4,764	4,946	
	5,163	5,385	Transfers to FVRL: Increase \$182K
Net Operating Revenue/(Expenditure)	299	300	• Proposed FVRL budget increase (3.82%) • Actual increase from FVRL to City of Abbotsford \$339K (Abbotsford's Member Salary and Benefit Reserves to fund the difference)

Strategic Initiatives & Opportunities (SIO) Parks, Recreation & Culture

Proposed Plan Total for 2024: \$5,797,234 (Cont'd)

Proposed Project	Proposed Plan	Taxation/ Reserves	Other Funding
Design and Construction – Neighbourhood Parks	2,289,000	23,000	2,266,000
New Park Amenities – Washrooms	600,000	-	600,000
New Park Amenities – Splashpads	350,000	3,000	347,000
Field Replacement Program	300,000	-	300,000
Cemeteries Alternative Burial Expansions	275,000	-	275,000
Sports Fields and Sport Court Planning and Development	250,000	2,000	248,000
New Park Amenities – Playgrounds	250,000	2,000	248,000
Tree Planting to Increase Urban Canopy	250,000	-	250,000

Strategic Initiatives & Opportunities (SIO) Parks, Recreation & Culture

Proposed Plan Total for 2024: \$5,797,234 (Cont'd)

Proposed Project	Proposed Plan	Taxation/ Reserves	Other Funding
New Park Amenities – Shelters	225,000	2,000	223,000
Trails Master Plan	200,000	200,000	-
Trail Development & Planning Program	150,000	1,000	149,000
Park Planning and Design	150,000	1,000	149,000
Park Planner & Designer (2 Year TEMP FTE)	120,884	120,884	-
Urban Forest Planner (FTE)	120,884	120,884	-
Recreation Coordinator (FTE)	103,453	103,453	-
Policy Framework Development	50,000	50,000	-



Strategic Initiatives & Opportunities (SIO) Parks, Recreation & Culture

Proposed Plan Total for 2024: \$5,797,234

Proposed Project	Proposed Plan	Taxation/ Reserves	Other Funding
Increase Current MRC Weight Room Hours by 5 Hrs./Day	42,013	42,013	-
Multicultural Programming	30,000	30,000	-
Increase summer camp programming	26,000	26,000	-
Arts and Culture Roundtable	15,000	15,000	-

Renewal & Replacement (R&R) Parks, Recreation & Culture

Proposed Plan Total for 2024: \$562,000

Proposed Project	Proposed Plan	Taxation/ Reserves	Other Funding
Sport Court: Renewal and Replacement projects	200,000	-	200,000
Play Area for MRC Pool – MRC	125,000	125,000	-
Fitness Equipment Replacement Program – ARC	100,000	100,000	-
Abbotsford Centre Minor Capital Renewal & Replacements	60,000	60,000	-
Fitness Equipment Replacement Program – MRC	52,000	52,000	-
Fitness – Aerobic Steps Replacement – ARC	25,000	25,000	-



QUESTION PERIOD & PUBLIC INPUT

Feedback from the public can be submitted electronically to the Finance Department at finance-info@abbotsford.ca. Alternatively, correspondence may be dropped off at the City of Abbotsford via the drop box. Council will be presented with the information received before the Financial Plan Bylaw is adopted.



DRAFT FINANCIAL PLAN 2024-2028



INCLUSIVE &
CONNECTED
COMMUNITY



SUSTAINABLE
& SAFE CITY



VIBRANT &
GROWING
ECONOMY



ORGANIZATIONAL
EXCELLENCE &
INTEGRITY

INTRODUCTION

PETER SPARANESE
CITY MANAGER





Day 2 November 9

- Abbotsford Police Department
- Engineering & Regional Utilities
- Operations
- Recovery
- Public Input
- Summary

ABBOTSFORD POLICE DEPARTMENT

COLIN WATSON
CHIEF CONSTABLE

JASON BURROWS
DEPUTY CHIEF CONSTABLE

DAN CULBERTSON
DEPUTY CHIEF CONSTABLE



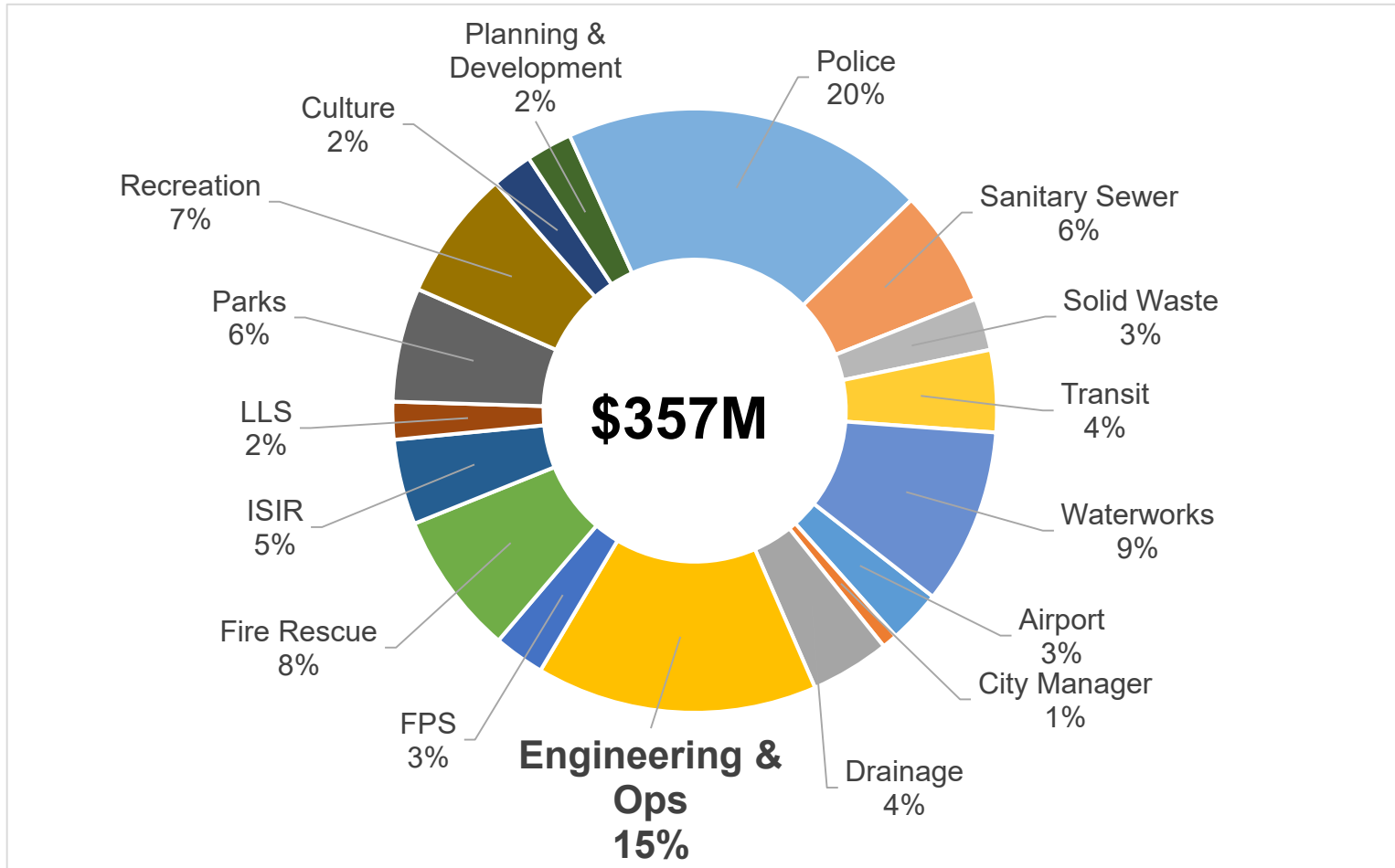
ENGINEERING & REGIONAL UTILITIES

ROB ISAAC
GENERAL MANAGER,
ENGINEERING & REGIONAL UTILITIES





2024 Service Expenditures* Engineering & Ops



*Draft 2024 Plan expenditures including operating, capital and debt servicing



Services

Engineering & Regional Utilities

- Environmental Services – Energy & Climate Action
- Environmental Services – Regional Utilities Environment
- Development Engineering





Services

Engineering & Regional Utilities – Energy & Climate Action

The Environmental Services Division plans, manages and coordinates the implementation of energy & climate action initiatives.

This portfolio:

- Leverages external funding to enhance planned service improvements with the goal of reducing energy consumption and carbon pollution while increasing energy efficiency.
- Spans multiple City functions (community planning, facility and fleet operations, parks & recreation, building permits, etc.).





2023 Successes

Engineering & Regional Utilities – Energy & Climate Action

- Developed the 2021-2022 Sustainability Report celebrating City's commitment to environmental sustainability.
- Completed Year 2 of the Local Government Climate Action Program and received \$451,000 to support climate action initiatives.
- Civic Green Buildings Policy applied to Abbotsford Police Department Addition and ARC Heat Recovery & Optimization (HeRO) project.





Key Issues & Trends

Engineering & Regional Utilities – Energy & Climate Action

- Increasing impacts of climate change spurring additional adaptation and resilience support and regulation from senior levels of government.
- Significant coordination will be needed to achieve both housing targets and climate change targets for new and existing stock.
- Equity a high priority in Provincial and Utility program considerations.

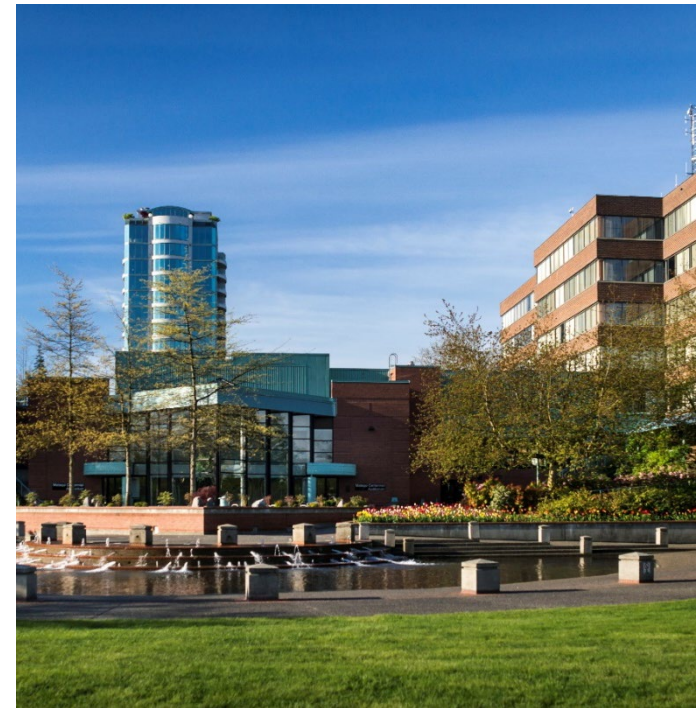




Metrics

Engineering & Regional Utilities – Energy & Climate Action

- ARC HeRO project to reduce facility's carbon pollution by 73% or 450 tCO₂e
- Three lighting retrofit projects completed resulting in 77,000kWh and \$12,000 annual savings
- Corporate carbon pollution reduction of 17% (from 2007 baseline)





Services

Engineering & Regional Utilities – Regional Utilities Environment

The Environmental Services Division delivers:

- **Biosolids Management Services:** oversees quality assurance/control, production and coordination of biosolids produced and recycled as required by the Organic Matter Recycling Regulation.
- **Source Control Program:** designed to reduce the amount of contaminants that industries, businesses, and institutions discharge into the sanitary sewer system.
- **Laboratory Services:** performs quality assurance/quality control testing as required by relevant regulations.





2023 Successes

Engineering & Regional Utilities – Regional Utilities Environment

Source Control Program:

- Realized \$1.7M in revenues from the Industrial Extra Strength Monitoring Program in 2022.

Biosolids:

- 9,869 wt. of City biosolids were transported offsite in 2022 for grassland restoration and agricultural fertilization.
- First Biosolids Master Plan is currently underway (target completion January/February 2024).





Key Issues & Trends

Engineering & Regional Utilities – Regional Utilities Environment

- Environment Canada to begin Federal wastewater, biosolids monitoring program at JAMES in 2023.
- Awareness of “forever chemicals” perfluoroalkylated substances (PFAS/PFOS) in wastewater and biosolids.
- Regulatory requirements to address chemicals of concern.





Services

Engineering & Regional Utilities – Development Engineering

- Facilitation of Development Works & Services
- Public Works Inspection
- Soil Deposit & Removal Permits
- Engineering Permits





2023 Successes

Engineering & Regional Utilities – Development Engineering

- Active Development Applications (includes instream and those under construction) – Over 800
- Servicing Agreements processed as of October 2023 – 31
- Development Agreements processed as of October 2023 – 21
- Temporary soil permit applications/non-compliance files - 296
- Processed highway permits – 403
- Reviewed, accepted, and inspected franchise utility infrastructure projects – 207
- Provided inspection services for new development /capital projects & highways permits – 500 plus





Key Issues & Trends

Engineering & Regional Utilities – Development Engineering

- Development activity has remained consistent over the past four years.
- Soil permit numbers have seen an increase in 2023.
- Soil extraction volumes from quarries and pits in 2023 continue to display resilience, consistent with previous years.





Metrics

Engineering & Regional Utilities – Development Engineering

- Collected \$9.3M DCCs as of October 2023.
- Collected \$954K in Development & Inspection fees as of October 2023.
- Projected annual soil permit revenue of \$2.8M as of October 2023.
- Collected \$108K temporary soil permit revenue as of October 2023.
- 403 Highways Permits issued as of October 2023.
- 207 franchise utility drawing reviews as of October 2023.
- 876 projects requiring civil inspections, including new development, capital works, soil and highway permits as of October 2023*

* Including Municipal Property Inspections for Single Family Homes





Operating Plan Highlights

Engineering & Regional Utilities

- Continue to streamline Development Engineering processes to accommodate further growth.
- Continued collaborative Soil Removal & Deposit Bylaw Enforcement partnership with Bylaw Services.
- In collaboration with the Building Department, D3 processes were successfully launched.
- Implemented provisions to prohibit bulk soil filling in the Sumas Prairie floodplain area.





Schedule M

General Operating Fund - Engineering Services

(In Thousands)

	2023P	2024P
Revenues		
Fees & Charges	3,470	3,920
Grants	452	563
Other Revenue	272	282
Recoveries	186	224
Rental	207	207
	<u>4,587</u>	<u>5,196</u>
Expenditures		
Administration	2,274	2,864
Engineering	3,882	4,312
Equipment Fleet	(2,155)	(1,912)
General Municipal Buildings	3,276	3,091
Operations - Roads	6,526	6,946
Transportation Services	3,873	4,158
	<u>17,676</u>	<u>19,459</u>
Net Operating Revenue/(Expenditure)	(13,089)	(14,263)

REVENUE:

Fees & Charges: Increase \$450K

- \$350K increased Inspection Fees
- \$100K increased Soil Removal Fees

Grants: Increase \$111K

- \$111K increase due to Flood Recovery/Mitigation Grant Funding

Schedule M

General Operating Fund - Engineering Services

(In Thousands)

	2023P	2024P
Revenues		
Fees & Charges	3,470	3,920
Grants	452	563
Other Revenue	272	282
Recoveries	186	224
Rental	207	207
	4,587	5,196
Expenditures		
Administration	2,274	2,864
Engineering	3,882	4,312
Equipment Fleet	(2,155)	(1,912)
General Municipal Buildings	3,276	3,091
Operations - Roads	6,526	6,946
Transportation Services	3,873	4,158
	17,676	19,459
Net Operating Revenue/(Expenditure)	(13,089)	(14,263)

EXPENDITURES:

Administration: Increase \$590K

- \$312K Increase - re-allocation from General Municipal Buildings line
- \$84K Increase due to re-allocation Operations - Roads
- MPI Contractual Increases



Schedule M

General Operating Fund - Engineering Services

(In Thousands)

	2023P	2024P
Revenues		
Fees & Charges	3,470	3,920
Grants	452	563
Other Revenue	272	282
Recoveries	186	224
Rental	207	207
	4,587	5,196
Expenditures		
Administration	2,274	2,864
Engineering	3,882	4,312
Equipment Fleet	(2,155)	(1,912)
General Municipal Buildings	3,276	3,091
Operations - Roads	6,526	6,946
Transportation Services	3,873	4,158
	17,676	19,459
Net Operating Revenue/(Expenditure)	(13,089)	(14,263)

EXPENDITURES:

Engineering: Net Increase \$430K

- \$166K SIO - New Project Engineer PMO, Flood Recovery (FTE)
- \$117K SIO - New Development Technologist II (FTE)
- MPI Contractual Adjustments

Strategic Initiatives & Opportunities (SIO) Engineering & Regional Utilities

Proposed Plan Total for 2024: \$805,481

Proposed Project	Proposed Plan	Taxation/ Reserves	Other Funding
Project Engineer PMO – Flood Recovery (FTE)	165,681	-	165,681
Development Technologist II (FTE)	116,500	116,500	-
Climate Resilience Strategy development	150,000	150,000	-
2 New Vehicles for Works Inspectors	183,300	183,300	-
Greenhouse Gas Reduction Projects	150,000	-	150,000
City Mines Properties Master Plan	40,000	40,000	-



Services

Engineering & Regional Utilities – Transportation Planning/Design

- Asphalt Rehabilitation
- Bike Lanes
- Bridges
- Crosswalks/Accessibility
- Rail Crossing Upgrades
- Rural Intersections
- Sidewalks
- Traffic Calming
- Traffic Signals
- Transit
- Transportation Planning





2023 Successes

Engineering & Regional Utilities – Transportation Planning/Design

- Completed new sidewalk installations through the Walking Infrastructure Program at nine locations including Blueridge Drive and Mayfair Avenue.
- Installed six new RRFB crosswalks at locations including Mill Lake Park, Townhill Park, Palfy Park, and Centennial Park Elementary School.
- Installed special crosswalk at Whatcom Road and Lower Sumas Mountain Road.
- Installed neighbourhood bikeway connection to Historic Downtown from Salton Road.
- Installed speed humps at seven locations in our community.
- Secured partnership and funding of \$500,000 with the Provincial Government for Marshall Road Corridor Improvements (McMillan Road to Timberlane Drive).
- Received partnership and funding of \$160,000 with ICBC for road safety projects.





Key Issues & Trends

Engineering & Regional Utilities – Transportation Planning/Design

- Highway 1 widening project from 264 Street to Vedder Canal
- Designs for medium-term priorities identified in the Transportation and Transit Master Plan
- Infrastructure supporting Active Transportation and Accessibility
- Traffic calming in residential neighbourhoods
- Pedestrian activated crosswalks
- Cyclist safety at signalized intersections
- Traffic safety at rural and urban intersections
- Historic Downtown Parking Management





Metrics

Engineering & Regional Utilities – Transportation Planning/Design

- Resurfaced 30 lane kms of roads
- Repainted 850 kms of road lines
- Remarkered 130 intersections or crosswalks out of 560 locations (4 year rotational program)
- Crack-sealed 115 kms of asphalt





Operating Plan Highlights

Engineering & Regional Utilities – Transportation Planning/Design

- Asphalt Rehabilitation Program
- Bridge Construction and Maintenance
- Completed year 1 of a comprehensive traffic count program (3 year rotational program)
- Capacity improvements along Fraser Highway
- Implementation of Parking Digital Technology (ALPR)



Schedule M

General Operating Fund - Engineering Services

(In Thousands)

	2023P	2024P
Revenues		
Fees & Charges	3,470	3,920
Grants	452	563
Other Revenue	272	282
Recoveries	186	224
Rental	207	207
	4,587	5,196
Expenditures		
Administration	2,274	2,864
Engineering	3,882	4,312
Equipment Fleet	(2,155)	(1,912)
General Municipal Buildings	3,276	3,091
Operations - Roads	6,526	6,946
Transportation Services	3,873	4,158
	17,676	19,459
Net Operating Revenue/(Expenditure)	(13,089)	(14,263)

EXPENDITURES:

Transportation Services: Increase \$285K

- \$117K SIO - New Transportation Tech II (FTE)
- MPI contractual adjustments



Strategic Initiatives & Opportunities (SIO)

Engineering & Regional Utilities – Transportation Planning/Design

Proposed Plan Total for 2024: \$20,498,490 (Cont'd)

Proposed Project	Proposed Plan	Taxation/ Reserves	Other Funding
RW Crossing Improvements – Whistle Cessation	4,400,000	-	4,400,000
Old Yale Road (Eagle Mountain to Cameron Road) Widening	3,852,000	39,000	3,813,000
Road Resurfacing: Major	2,750,000	2,750,000	-
Road Resurfacing: Local	2,250,000	2,250,000	-
Maclure Road and Gladwin Road Intersection Improvements	1,250,000	-	1,250,000
Marshall Road @ Martens Street – Traffic Signal	800,000	-	800,000
Rural Uplands Culvert Replacement	750,000	-	750,000
Annual Sidewalk Program	600,000	-	600,000
George Ferguson @ Babich – Upgrade Traffic Signal	600,000	6,000	594,000

Strategic Initiatives & Opportunities (SIO)

Engineering & Regional Utilities – Transportation Planning/Design

Proposed Plan Total for 2024: \$20,498,490 (Cont'd)

Proposed Project	Proposed Plan	Taxation/Reserves	Other Funding
Annual Crosswalk Program	475,000	-	475,000
Historic Downtown Medium-Term Improvements	470,000	470,000	-
Highway 11 Discovery Trail Crossing	450,000		450,000
Bike Lane Program	400,000	-	400,000
Fraser Highway (Phase II) – Road Widening	350,000	250,000	100,000
Clearbrook Road (Old Yale to Maclure Road) – Widening	250,000	178,000	72,000
Crack Sealing Program	200,000	200,000	-
Dark Fibre Installation – Arterial Roads (Contingency)	200,000	200,000	-
Fire Station Entrance Traffic Signal	200,000	-	200,000
Transportation Tech II (FTE)	116,490	116,490	-

Strategic Initiatives & Opportunities (SIO)

Engineering & Regional Utilities – Transportation Planning/Design

Proposed Plan Total for 2024: \$20,498,490

Proposed Project	Proposed Plan	Taxation/ Reserves	Other Funding
Minor Intersection Improvements	100,000		100,000
Traffic Calming Program	100,000	100,000	-
Long Range Traffic Study	100,000	1,000	99,000
Downes Road at Bradner Road – New Traffic Signal Design	100,000	1,000	99,000
Traffic Safety Assessment and Improvements	75,000	75,000	-
Uninterruptible Power Supply Program	60,000	60,000	-
Bus Shelter Program	50,000	-	50,000

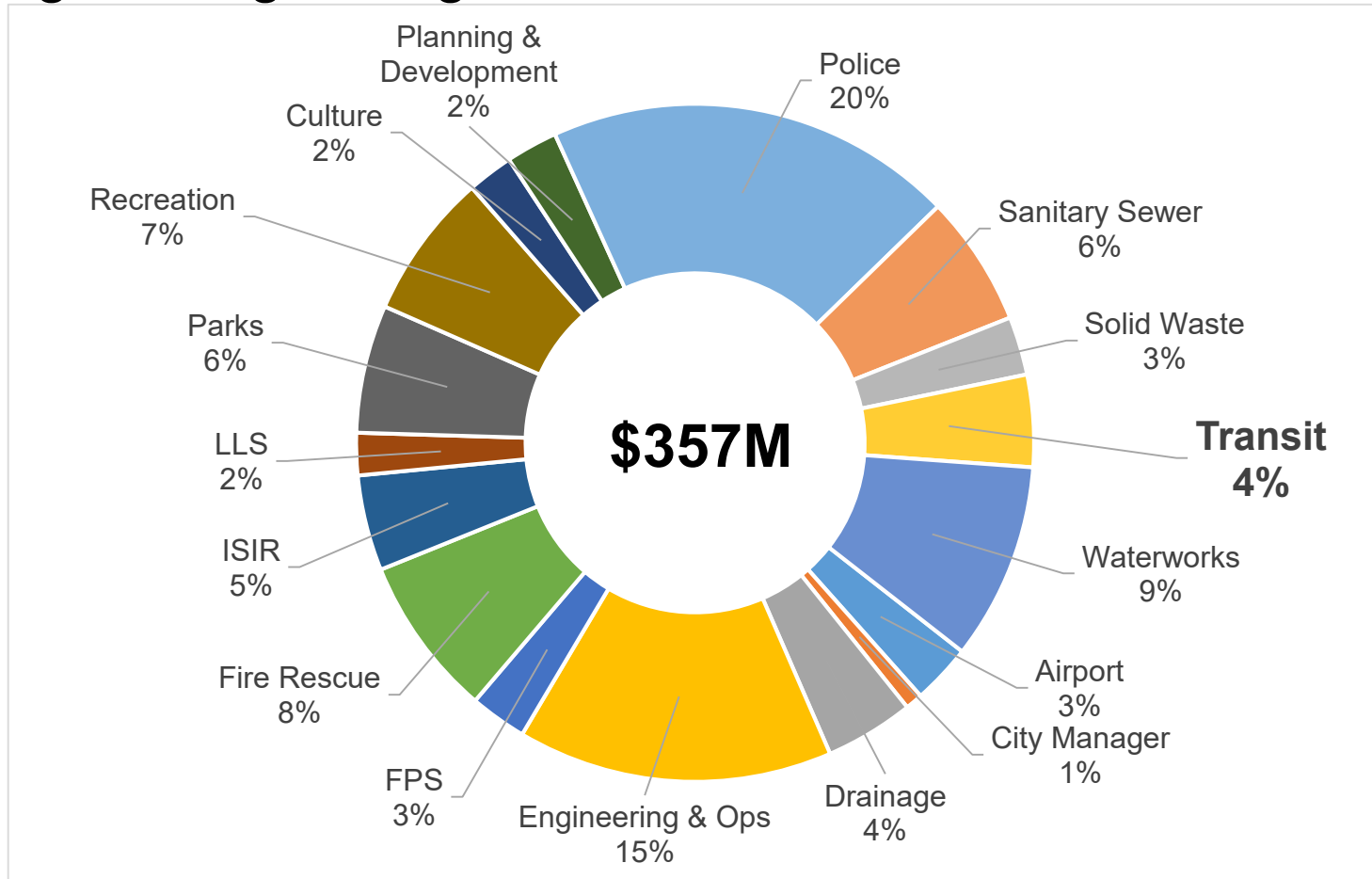
Renewal & Replacement (R&R)

Engineering & Regional Utilities – Transportation Planning/Design

Proposed Plan Total for 2024: \$6,675,000

Proposed Project	Proposed Plan	Taxation/ Reserves	Other Funding
Rail Crossing Upgrade Program	4,050,000	-	4,050,000
Bridge Replacement	1,000,000	-	1,000,000
Highway 11 Discovery Trail Crossing	450,000	-	450,000
Bridge Betterment	300,000	-	300,000
Transportation Master Plan Update	300,000	77,000	223,000
Retaining Walls – Minor Improvements	300,000	300,000	-
Marshall Road @ Queen Street Intersection Reconstruction	275,000	-	275,000

2024 Service Expenditures* Engineering & Regional Utilities - Transit



*Draft 2024 Plan expenditures including operating, capital and debt servicing



Services

Engineering & Regional Utilities - Transit

Central Fraser Valley (CFV)

- Shared transit system between Abbotsford, Mission, and BC Transit.
- 24 bus routes serving both cities.
- Conventional bus service provided seven days per week.
- HandyDART bus service provided six days per week.
- UPASS for UFV students gives access to transit and recreational centres.



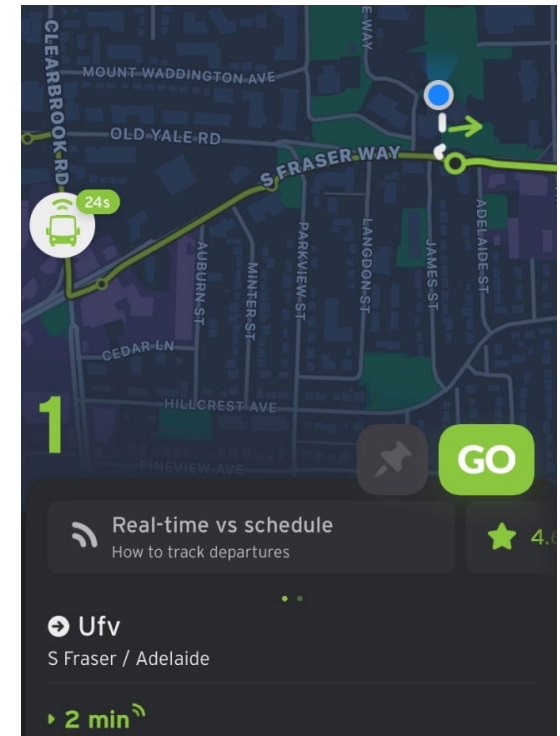


2023 Successes

Engineering & Regional Utilities - Transit

Central Fraser Valley (CFV)

- CFV recovered from a 4-month strike to achieve the highest ridership ever.
- Construction set to begin this fall on the Montrose Avenue Transit Exchange.
- Approval to expand handyDART services on Sundays and holidays starting in January 2025.
- Transit App now displays 'Real Time' locations of buses in CFV making it easier to know when the bus will arrive.





Key Issues & Trends

Engineering & Regional Utilities - Transit

Central Fraser Valley (CFV)

- Ridership now at 122% of the previous “highest ever” in pre-Covid 2019.
- Incentives like Free Transit for kids 12 and under and community outreach with a translated Riders Guide in Punjabi.
- Improving the ridership experience with new shelters and bus benches.
- Construction of Montrose bus exchange.
- Detail design of Highstreet bus exchange and interim bus stop improvements.

ਕਿਰਾਏ ਬਦਲ ਸਕਦੇ ਹਨ

ਕੋਸ	
ਬਾਲਕਾ/ਪਿਸਟ ਸੈਕੰਡਰੀ ਵਿਦਿਆਰਥੀ	\$ 2.25
ਵਿਦਿਆਰਥੀ/ਸੀਨੀਅਰ	1.75
ਬੱਚਾ, 12 ਸਾਲ ਦਾ ਜਾਂ ਛੋਟਾ	ਮੁਫਤ

ਟਿਕਟਾਂ (10)	
ਬਾਲਕਾ/ਪਿਸਟ ਸੈਕੰਡਰੀ ਵਿਦਿਆਰਥੀ	20.25
ਵਿਦਿਆਰਥੀ/ਸੀਨੀਅਰ	15.75

ਡੋਮ-ਪਾਸ	
ਬਾਲਕਾ/ਪਿਸਟ ਸੈਕੰਡਰੀ ਵਿਦਿਆਰਥੀ	5.65
ਵਿਦਿਆਰਥੀ/ਸੀਨੀਅਰ	4.00

ਮਹੀਨੇ ਦਾ ਪਾਸ	
ਬਾਲਕਾ	52.00
ਵਿਦਿਆਰਥੀ*	35.00
ਪਿਸਟ ਸੈਕੰਡਰੀ ਵਿਦਿਆਰਥੀ**	42.00
ਸੀਨੀਅਰ*	38.00

ਸਮੇਸਟਰ ਦਾ ਪਾਸ (4 ਮਹੀਨਿਆਂ ਦਾ)	
ਵਿਦਿਆਰਥੀ*	110.00
ਪਿਸਟ ਸੈਕੰਡਰੀ ਵਿਦਿਆਰਥੀ	150.00

* ਕੋਸ ਅਤੇ ਡੋਮ ਪਾਸ 6.5 ਸਾਲ ਜਾਂ ਵੱਧ ਉਮਰ ਦੇ ਬੱਚਿਆਂ ਅਤੇ ਕੋਸ 12 ਤੋਂ ਪੁਰਾ ਸਮਾਂ ਪੜ੍ਹਾਈ ਕਰ ਰਹੇ ਵਿਦਿਆਰਥੀਆਂ ਲਈ ਖਰੀਦਿਆਂ ਵਾਲੀਆਂ ਟਿਕਟਾਂ ਹਨ।
 ** ਕੋਸ ਅਤੇ ਡੋਮ ਪਾਸ 6.5 ਸਾਲ ਜਾਂ ਵੱਧ ਉਮਰ ਦੇ ਬੱਚਿਆਂ ਅਤੇ ਕੋਸ 12 ਤੋਂ ਪੁਰਾ ਸਮਾਂ ਪੜ੍ਹਾਈ ਕਰ ਰਹੇ ਵਿਦਿਆਰਥੀਆਂ ਲਈ ਖਰੀਦਿਆਂ ਵਾਲੀਆਂ ਟਿਕਟਾਂ ਹਨ।

ਦ੍ਰਾਸ਼ਟਰ
 ਦ੍ਰਾਸ਼ਟਰ ਚਾਰੀ ਕੀਤੇ ਜਾਣ ਦੇ ਸਮੇਂ ਤੇ ਬਾਲਕ 90 ਮਿੰਟਾਂ ਲਈ ਸਫ਼ਰ ਕਰਨ ਦੀ ਇਜਾਜ਼ਤ ਦਿੱਤੀ ਹੈ, ਜਿਸ ਵਿੱਚ ਵਾਪਸੀ ਦਾ ਸਫ਼ਰ ਵੀ ਸ਼ਾਮਲ ਹੈ। ਕੋਸ 'ਤੇ ਚੜ੍ਹ ਕੇ ਕਿਰਾਇਆ ਦੇਣ ਸਮੇਂ ਦ੍ਰਾਸ਼ਟਰ ਲੈਣ ਲਈ ਬੇਨਤੀ ਕਰੋ। ਆਪਣਾ ਦ੍ਰਾਸ਼ਟਰ ਡਰਾਈਵਰ ਨੂੰ ਦਿਖਾਉ, ਤੁਰੰਕ ਅਤੇ ਸਮਾਂ ਦਿਖਾਉਣ ਵਾਲਾ ਉਪਕਰਨ ਪਾਸ। 66 ਐੱਫ ਵੀ ਐੱਕਸ 'ਤੇ ਦ੍ਰਾਸ਼ਟਰ ਨਹੀਂ ਦਿੱਤੇ ਜਾਂਦੇ ਜਾਂ ਉਸ ਉੱਤੇ ਉੱਚ ਫੀਸ ਲਗੀ ਹੋ ਸਕਦੀ ਹੈ।

ਐੱਫ ਵੀ ਐੱਕਸ ਕਿਰਾਏ ਬਦਲ ਸਕਦੇ ਹਨ

ਕੋਸ (12 ਜਾਂ ਉਸ ਤੋਂ ਵੱਧ ਟਿਕਟਾਂ ਲਈ ਮੁਫਤ)	\$ 5.00
ਟਿਕਟਾ (10 ਦੀ ਭੁੱਕ)	45.00
ਬਾਲਕਾ ਲਈ ਮਹੀਨੇ ਦਾ ਪਾਸ	100.00
ਵਿਦਿਆਰਥੀਆਂ/ਸੀਨੀਅਰਾਂ ਲਈ ਮਹੀਨੇ ਦਾ ਪਾਸ	85.00

66 ਐੱਫ ਵੀ ਐੱਕਸ 'ਤੇ ਦ੍ਰਾਸ਼ਟਰ ਨਹੀਂ ਦਿੱਤੇ ਜਾਂਦੇ।
 * ਕੋਸ ਅਤੇ ਡੋਮ ਪਾਸ 6.5 ਸਾਲ ਜਾਂ ਵੱਧ ਉਮਰ ਦੇ ਬੱਚਿਆਂ ਅਤੇ ਕੋਸ 12 ਤੋਂ ਪੁਰਾ ਸਮਾਂ ਪੜ੍ਹਾਈ ਕਰ ਰਹੇ ਵਿਦਿਆਰਥੀਆਂ ਲਈ ਖਰੀਦਿਆਂ ਵਾਲੀਆਂ ਟਿਕਟਾਂ ਹਨ।

ਦ੍ਰਾਸ਼ਟਰ ਬਾਰੇ ਜਾਣਕਾਰੀ 604-854-3232
 bctransit.com

ਇਹ ਕਾਰਡ ਵਾਪਸਕਰਨ ਲਈ ਸਿਰਫ਼ ਇੱਕ ਵਾਰੀ ਵਰਤੋਂ ਕਰਨ ਲਈ ਹੈ। 5146-3K

ਸੈਂਟਰਲ ਫਰੇਜ਼ਰ ਵੈਲੀ ਟ੍ਰਾਂਜ਼ਿਟ
 ਸਵਾਰੀਆਂ ਦੀ ਗਾਈਡ
 4 ਸਤੰਬਰ, 2022 ਤੋਂ ਲਾਗੂ

ਐਲਟਰਨੇਟਿਵ ਢੰਗ ਦੀ ਜਿੰਦੀ ਜਿੰਦੀ ਵਰਤੋਂ ਕਰੋ ਤੇ ਸੁਖਾ ਚੱਲੋ।
 BCTransit



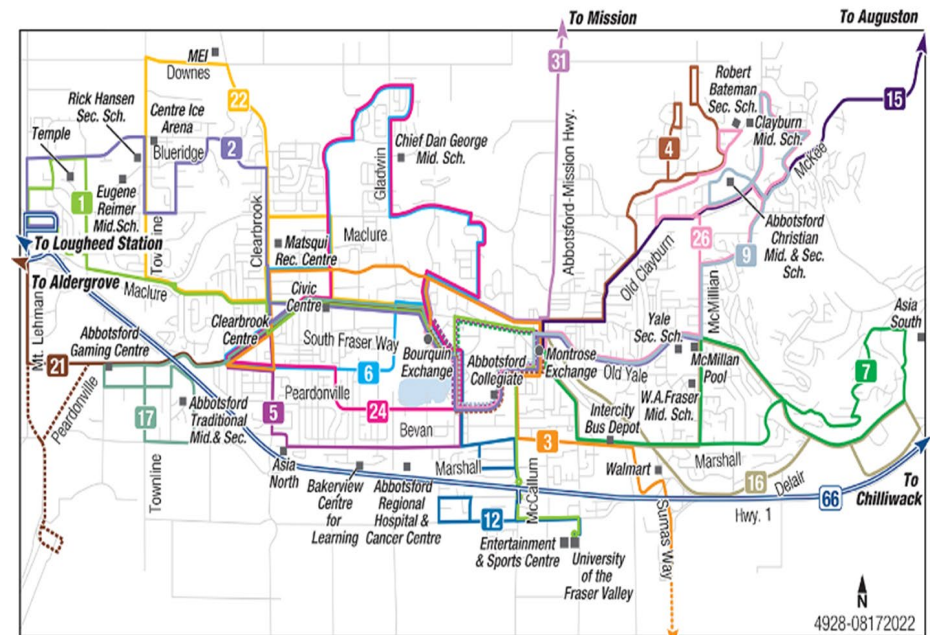


Metrics

Engineering & Regional Utilities - Transit

Central Fraser Valley (CFV)

- 53 Compressed Natural Gas conventional buses providing 123,900 hours of service
- 16 handyDART buses providing 27,200 hours of service
- 622 Bus Stops
- UPASS for UFV students accounts for 30% of CFV revenue





Operating Plan Highlights

Engineering & Regional Utilities - Transit

Central Fraser Valley (CFV)

- The conventional transit expansion with Montrose Transit Exchange will introduce new and improved existing routes.
- Introduction of electronic fare collection “UMO” in winter 2023 for CFV.
- Plan to install additional transit benches and shelters to improve the rider experience.



Schedule L

General Operating Fund - Transit Services

(In Thousands)

	2023P	2024P
Revenues		
Fees & Charges	3,287	3,393
Grants	6,875	7,138
Other Revenue	200	203
Recoveries	-	-
	10,362	10,735
Expenditures		
Transit	15,449	16,174
	15,449	16,174
Net Operating Revenue/(Expenditure)	(5,086)	(5,439)

REVENUE: Increase \$372K

Fees & Charges: Increase \$106K

- \$106K increased transit fares and volume

Grants: Increase \$263K

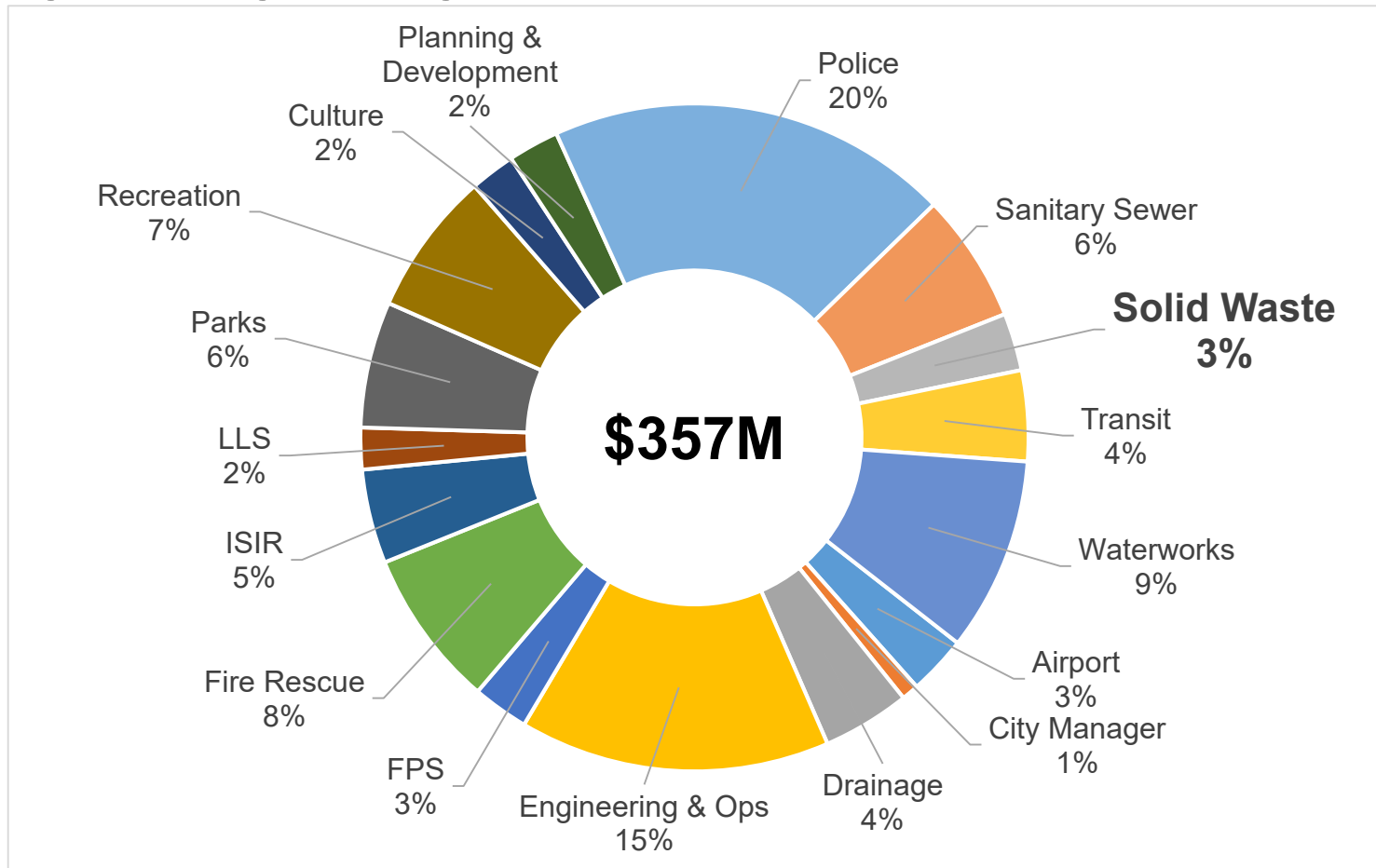
- \$263K increased operating grant

EXPENDITURES – Increase \$725K

- Fuel, Insurance, & maintenance costs
- MPI Contractual Adjustments

2024 Service Expenditures*

Engineering & Regional Utilities – Solid Waste



*Draft 2024 Plan expenditures including operating, capital and debt servicing



Services

Engineering & Regional Utilities – Solid Waste Planning/Education

The Environmental Services Division oversees Solid Waste planning and education including:

- Public education and communications
- Contracts and RFPs related to solid waste programs
- Abbotsford Mission Recycling Depot (with City of Mission)
- Supports the Solid Waste Operations Team
- Solid Waste Management Bylaw





2023 Successes

Engineering & Regional Utilities – Solid Waste Planning/Education

- Performed 14,000 material searches on the Waste Wizard
- Projected annual curbside waste diversion rate of 61%
- 1,000 homes visited with bear-aware information
- Completed over 3,000 curbside inspections
- 760 households with perfectly sorted carts
- 100 households improved sorting practices





Key Issues & Trends

Engineering & Regional Utilities – Solid Waste Planning/Education

- Contamination Remediation Plan launched in February 2023
 - Overall contamination rate of >14%
 - Ongoing Education & Enforcement program
- Federal Single-use Plastics Prohibition Regulation
 - Ban on manufacture, import and sale for export effective December 2025
- FVRD continues to explore mixed waste materials recovery and implement regional source separation bylaw





Metrics

Engineering & Regional Utilities – Solid Waste Planning/Education

- 300 customer service inquiries
- 99 tickets issued
- 8 Star Recycler winners
- 765 Star Recycler carts





Operating Plan Highlights

Engineering & Regional Utilities – Solid Waste Planning/Education

- Implementing the Solid Waste Operations Master Plan
 - Program continues to evolve to meet resident needs, waste diversion goals, and Recycle BC requirements.
 - Contamination Remediation Plan includes a robust solid waste education and enforcement program.
 - Recyclables processing operational changes underway.
 - Curbside Waste Composition Studies identify areas for waste diversion focus.
- Supporting FVRD implementation of compostables collection (source separation bylaw) program for multi-family and industrial, commercial and institutional (ICI) sectors.



Schedule N

General Operating Fund - Solid Waste Services

(In Thousands)

	2023P	2024P
Revenues		
Fees & Charges	8,229	9,400
Other Revenue	1,063	1,063
	9,292	10,463
Expenditures		
Collection	3,836	4,254
Disposal	3,504	4,173
Planning, Design & Management	1,634	1,672
	8,974	10,099
Net Operating Revenue/(Expenditure)	318	364

REVENUE: Increase \$1,171K

Fees and Charges: Net Increase \$1,171K

- Increase to user fees by \$40
- User fees increase from \$300 to \$340

Schedule N

General Operating Fund - Solid Waste Services

(In Thousands)

	2023P	2024P
Revenues		
Fees & Charges	8,229	9,400
Other Revenue	1,063	1,063
	9,292	10,463
Expenditures		
Collection	3,836	4,254
Disposal	3,504	4,173
Planning, Design & Management	1,634	1,672
	8,974	10,099
Net Operating Revenue/(Expenditure)	318	364

EXPENDITURES: Net Increase \$1,125K

Collection: Increase \$418K

- \$257K Net Increase internal equipment charges
- MPI Contractual adjustments

Disposal: Net Increase \$669K

- \$510K Increased Garbage Disposal Costs
- \$359K Increased Compost Disposal Costs
- \$200K Decrease from New ACS Recycling Agreement

Planning, Design, Mgmt.: Net Increase \$38K

- \$28K Increase to Solid Waste Education & Promotion
- MPI Contractual Adjustments



Strategic Initiatives & Opportunities (SIO) Engineering & Regional Utilities— Solid Waste

Proposed Plan Total for 2024: \$30,000

Proposed Project	Proposed Plan	Taxation/ Reserves	Other Funding
Waste Sorting and Wildlife Education	30,000	30,000	-



Renewal & Replacement (R&R)

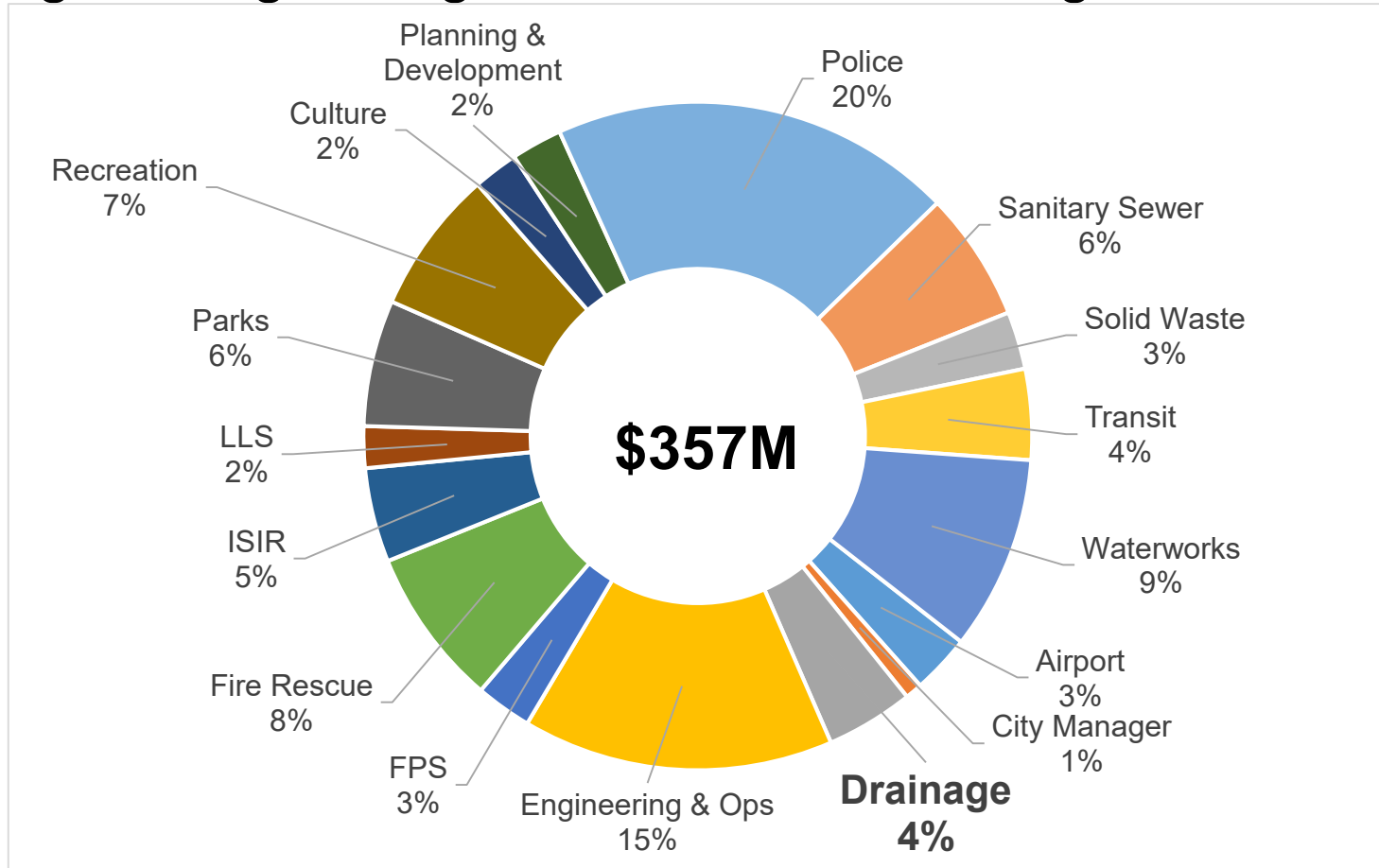
Engineering & Regional Utilities – Solid Waste – ACS Capital (Joint Mission Only)

Proposed Plan Total for 2024: \$44,000

Proposed Project	Proposed Plan	Taxation/Reserves	Other Funding
AMRD Yard Paving and Maintenance	44,000	36,000	8,000

2024 Service Expenditures*

Engineering & Regional Utilities – Drainage and DDI



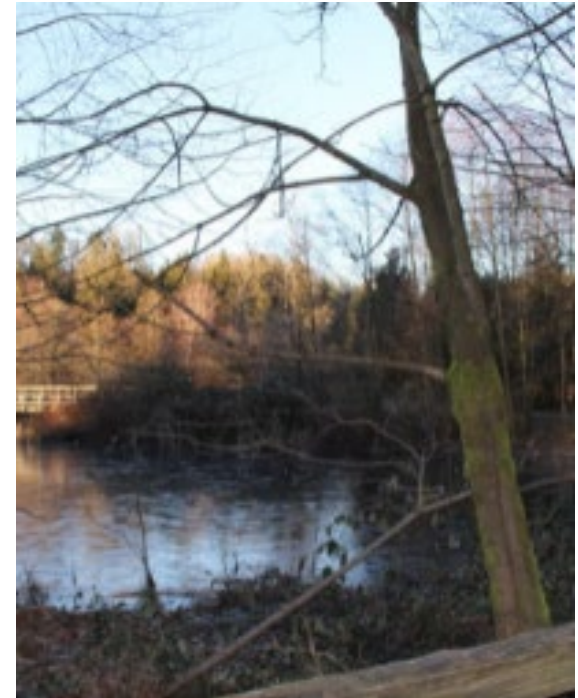
*Draft 2024 Plan expenditures including operating, capital and debt servicing



Services

Engineering & Regional Utilities – Drainage Planning/Design

- Plans, designs, and constructs infrastructure in the urban/rural lowland area such as dykes, storm water pump stations, pipes, and other storm water infrastructure.
- Conveys and manages stormwater through pipes, ditches, creeks, rivers, detention/infiltration and other storm water infrastructure.
- Provides drainage/irrigation services to Matsqui and Sumas Prairies.
- Supports Planning and Development Services with drainage servicing requirements.





2023 Successes

Engineering & Regional Utilities – Drainage Planning/Design

- Sumas River Watershed Flood Mitigation Plan:
 - Submitted Disaster Mitigation and Adaptation Fund (DMAF) for urgent works, and continuous advocacy for funding
 - Continuous collaboration with the Province, local First Nations and Chilliwack
 - Begin design for the Barrowtown Pump Station Resiliency – Flood wall
- Completed full repair of Matsqui Dike Sinkhole before 2023 freshet
- Implementing City-wide Source Control and infiltration requirements in all suitable areas of the proposed developments to reduce flooding/erosion and infrastructure upgrade needs
- CCTV inspection of 22 km of storm sewer mains
- Capital Projects:
 - 2023 Detention Tank Inspection Program
 - Continuation of Clayburn Creek channel widening and deepening
 - Initiated Matsqui Prairie Drainage Study Phase 2
 - Continuation of asset renewal projects on Gladys Avenue and Sumas Mountain Road to solve drainage issues



Key Issues & Trends

Engineering & Regional Utilities – Drainage Planning/Design

- Continue to advocate for funding and leadership from senior governments to address the Transboundary Nooksack River overflow issue
- Complete Fishtrap Creek ISMP to support sustainable developments
- Fraser River & urban creeks bank erosion issue
- Address localized flooding
- Condition assessment and asset replacement
- Still seeing prolonged wait times for environmental approvals causing delays to capital projects
- Initiate Stormwater Fees and Charges concept review for the entire city





Metrics

Engineering & Regional Utilities – Drainage Planning/Design

- 521 kms of gravity mains
- 24,430 associated structures
- 480 storm detention systems (City owned)
- 526 kms of ditches
- 173 kms of creeks
- 33 kms of dykes
- 15 pump stations (including five major storm pump stations such as Barrowtown)
- 150 irrigation control structures and weirs





Operating Plan Highlights

Engineering & Regional Utilities – Drainage Planning/Design

- Fraser River Bank Stabilization Project
- Continue Clearbrook Bio-infiltration Monitoring and upland culvert replacement/assessment program
- Repair and replacement of storm sewer and culvert, including:
 - Essendene Tunnel Rehabilitation (2024 completion)
- Continuation of Clayburn Creek Improvement
- Fishtrap Detention Ponds Sediment Removal
- Matsqui Slough PS and Barrowtown PS repairs
- Review stormwater fees and charges concept for the entire city
- Matsqui Prairie Drainage Study Phase 2
- Initiate Master Plan Update



Schedule O

General Operating Fund - Storm Drainage Services

(In Thousands)

	2023P	2024P
Revenues		
Fees & Charges	3,937	4,088
Grants	250	-
Recoveries	25	-
	<u>4,212</u>	<u>4,088</u>
Expenditures		
Rural Drainage	487	472
Storm Sewers & Detention	3,146	2,775
Urban Watercourses	166	172
	<u>3,799</u>	<u>3,419</u>
Net Operating Revenue/(Expenditure)	414	669

REVENUES:

Fees & Charges: Increase \$150K

- \$150K Increased User Fees

Grants: Decrease \$250K

- \$250K Decrease - One-time Grant for Flood Mitigation Consulting in 2023

Recoveries: Decrease \$25K

- \$25K Old Clayburn Road Cedar Spring Pond Cleaning Recovery in 2023

EXPENDITURES:

Storm Sewers & Detention: Decrease \$371K

- \$250K Decrease Flood Mitigation Consulting, one-time project in 2023
- \$90K Vedder River Gravel Removal in 2023
- MPI Contractual Adjustments



Schedule P

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

(In Thousands)

	2023P	2024P	
Revenues			
Recoveries	16	16	
Taxes	740	768	
	756	784	REVENUES: Increase \$28K
Expenditures			Taxes: Net Increase \$28K
Dyking	62	71	• \$28K Increased Dyking and Irrigation taxes
Irrigation	133	148	
Recoverable Work	16	8	EXPENDITURES: Increase \$92K
Storm	213	254	
Administration	167	187	• Increased MPI Contractual Adjustments
Drainage	729	744	
	1,320	1,411	
Net Operating Revenue/(Expenditure)	(564)	(627)	



Schedule P General Operating Fund - Sumas Prairie Dyking, Drainage &

(In Thousands)

	2023P	2024P
Revenues		
Grants	-	-
Recoveries	171	241
Taxes	1,322	1,372
	<u>1,493</u>	<u>1,613</u>
Expenditures		
Administration	262	251
Drainage	796	803
Dyking	84	95
Irrigation	142	164
Pump Stations	903	1,063
Recoverable Work	10	8
	<u>2,198</u>	<u>2,383</u>
Net Operating Revenue/(Expenditure)	(705)	(770)

REVENUES:

Recoveries: Net Increase \$70K

- \$70K Increased Recovery revenue

Taxes: Net Increase \$50K

- \$50K Increased Dyking and Irrigation taxes

EXPENDITURES: Increase \$185K

- \$150K Increased Property Insurance for Barrowtown Pump Station
- \$35K Increased MPI Contractual Adjustments

Strategic Initiatives & Opportunities (SIO)

Engineering & Regional Utilities – Drainage Planning/Design

Proposed Plan Total for 2024: \$925,000

Proposed Project	Proposed Plan	Taxation/Reserves	Other Funding
Clayburn Creek Improvements	350,000	243,000	107,000
Drainage Master Plan	350,000	3,000	347,000
Willband Creek Drainage Projects Budget – ISMP General	200,000	200,000	-
Engineering Consulting Services – Easement & Right-of-Way (ROW)	25,000	25,000	-



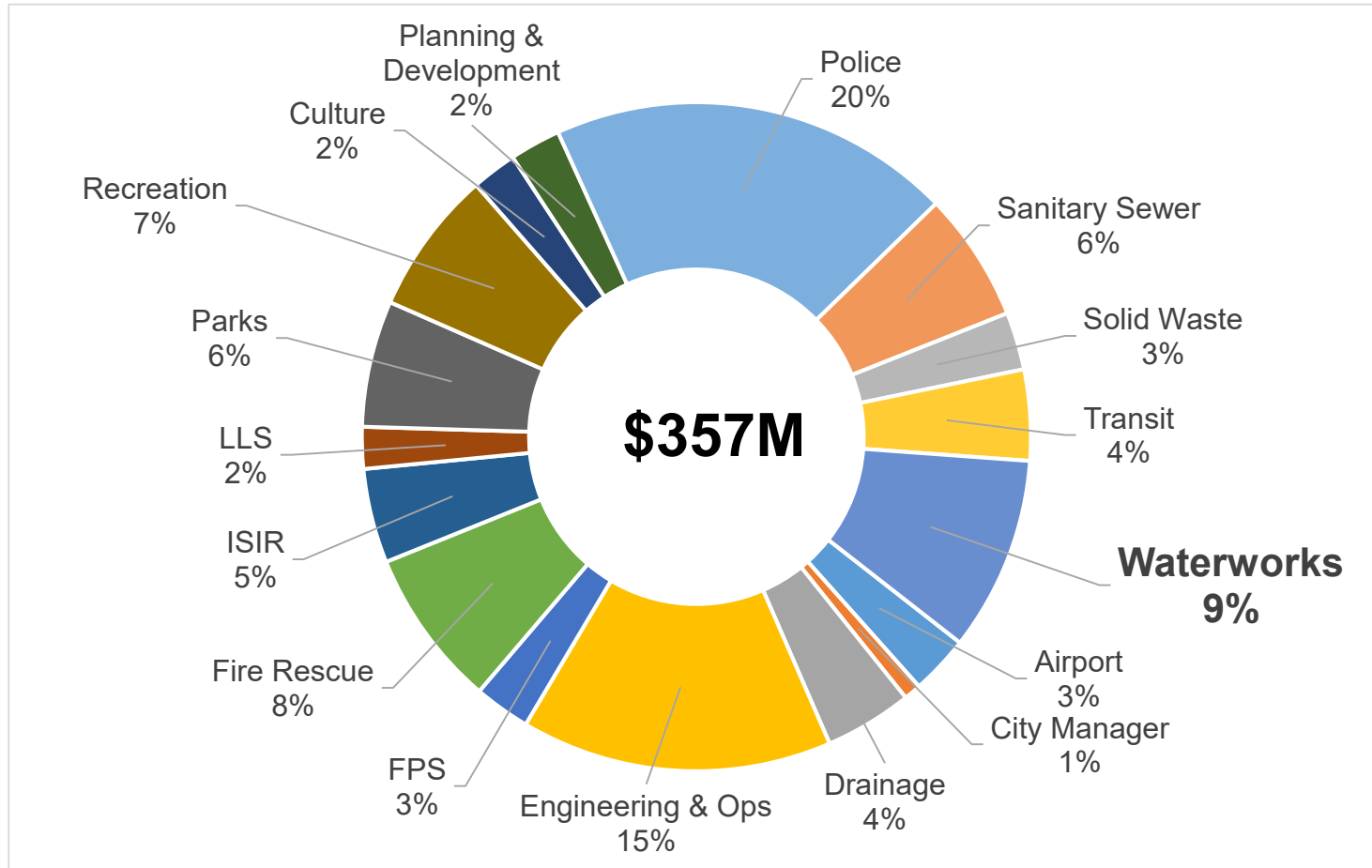
Renewal & Replacement (R&R)

Engineering & Regional Utilities – Drainage Planning/Design

Proposed Plan Total for 2024: \$7,390,000

Proposed Project	Proposed Plan	Taxation/ Reserves	Other Funding
Culvert Replacement on Gladys Ave and Southern Railway	6,350,000	6,350,000	-
Gill Creek Erosion Mitigation	540,000	374,000	166,000
Fishtrap Detention Ponds Sediment Removal	500,000	500,000	-

2024 Service Expenditures* Engineering & Regional Utilities - Waterworks



*Draft 2024 Plan expenditures including operating, capital and debt servicing



Services

Engineering & Regional Utilities – City Water & Regional Water

City Water Planning and Design:

- Plans, designs, and constructs new and replacement water infrastructure.
- Hydraulic modelling and engineering planning to ensure the water system is designed to meet the community's domestic and fire fighting needs.
- Supports the Water Operational Team with water system optimization.
- Supports the Planning and Development Services teams with water servicing requirements and design.

Regional Water Planning and Design:

- Plans, designs, and constructs water source, treatment and transmission infrastructure.
- Leads watershed and aquifer management programs.
- Coordinates regional water conservation and education programs.
- Coordinates regional water quality monitoring program.





2023 Successes

Engineering & Regional Utilities – **City Water Planning/Design**

- Completed design for replacement of 4.6 km of AC watermains, construction to be completed by early 2024.
- Completion of new Vicarro Booster Pump Station and Bradner Booster Station upgrade.
- Installation of over 14,000 new water meter AMI endpoints by end of year, full upgrade to be completed by March 2024.
- Customer Service:
 - Responded to over 7,000 emailed water billing inquiries
 - Processed over 860 'lawyer meter reads' for new home purchases
 - Processed over 175 leak adjustment applications





2023 Successes

Engineering & Regional Utilities – Regional Water Planning Design

- Mt. Mary Ann Reservoir rehabilitation involving wall crack repairs and interior lining
- Implementation of new water quality database software
- Effective public response to Stage 3 demand management efforts
- Engagement of specialists to guide new source development





Key Issues & Trends

Engineering & Regional Utilities – City Water Planning/Design

- Continued requirement for manual meter reading – to be reduced once installation of Advanced Metering Infrastructure (AMI) system is complete.
- Volume of service installs and upgrades through development projects.
- Access, rehabilitation and replacement of mains in rights-of-way.





Key Issues & Trends

Engineering & Regional Utilities – Regional Water Planning Design

- Delivery of new water source within grant timelines
- Planning critical improvements at Norrish WTP
- Mission's timeline for future development and expansion related improvements
- Dickson Dam remediation of geotechnical challenges
- Climate change impacts on available sources and drought resiliency
- Bevan EA Certificate Constraints on Year-Round Operation
- Aging eastern wellfield infrastructure and water quality improvements

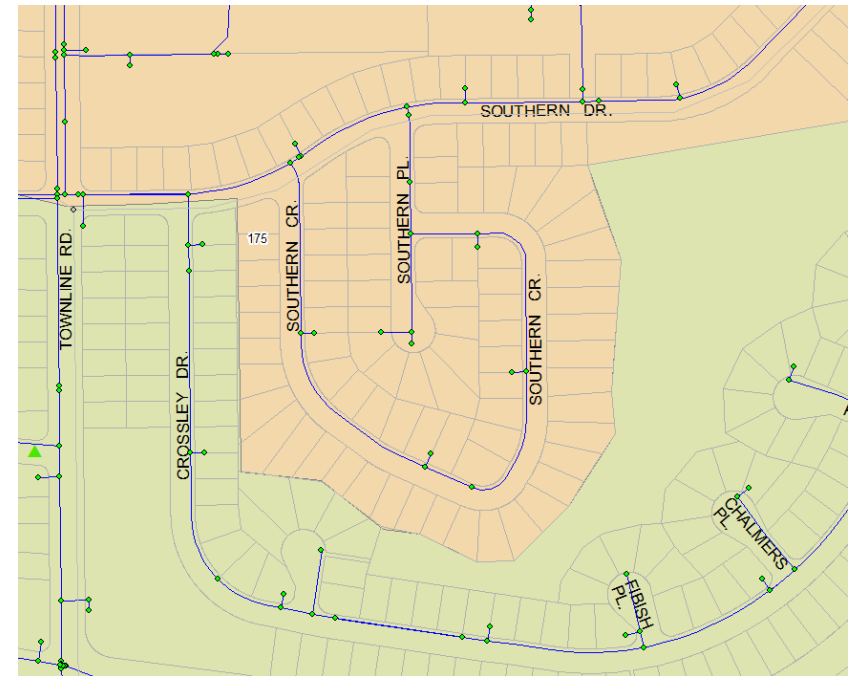




Metrics

Engineering & Regional Utilities – City Water Planning/Design

- Over 900 kms of watermain
- Over 4,500 fire hydrants
- Over 9,400 valves (includes air valves)
- 9 active reservoirs
- 12 booster pump stations
- Over 25 pressure reducing stations
- 30 water quality monitoring stations
- Three bulk water filling stations
- >27,700 service connections
- >29,000 water meters
- Delivered ~15,400,000 m³ of treated water to Abbotsford customers this year, as of September 2023





Metrics

Engineering & Regional Utilities – **Regional Water Planning Design**

- Treats and delivers an average of 75.6 million litres of water a day to Abbotsford and Mission (equal to 30 Olympic-size swimming pools)
- Peak Demand was 112 million litres of water on June 7, 2023
- Source Infrastructure
 - Dickson Lake Dam and Floating Pump Station
 - Norrish Creek Water Intake
 - Cannell Lake Dam and Floating Pump Station
 - Four Watershed Hydrometric Monitoring Stations
- Treatment Facilities
 - Two Water Treatment Plants
 - Two Chloramination Stations
 - Four Well Disinfection Stations
- Transmission Infrastructure
 - 95 kms of water transmission mains
 - Two reservoirs (Maclure and Mt. Mary Ann)
 - Three pressure management stations (Best, Downes and Maclure)
 - More than 25 bulk water meters





Operating Plan Highlights

Engineering & Regional Utilities – City Water Planning/Design

- Renew Mountain Village Booster Pump Station – to operate as back up to newly built Vicarro Booster Pump Station
- Complete Advanced Metering Infrastructure (AMI) Upgrade Project
- Initiate City Water Master Plan Update
- Begin design for replacement of several km of AC Watermain
- Decommission Obsolete Saddle and Ledgerview Reservoirs





Operating Plan Highlights

Engineering & Regional Utilities – **Regional Water Planning Design**

- New Source: Development of initial production well field, planning of pilot treatment and other critical work
- Identify technical solution for Dickson Dam Remediation
- Remove obsolete Old Norrish Intake Weir and upgrade New Norrish Intake by-pass structure
- Implement Norrish WTP Resiliency Improvements
- Initiate planning Cannell system storage, transmission, and treatment improvements for Mission related growth
- Continued planning of pH Control Planning
- Replace aging Townline Wellfield Infrastructure
- Complete updated Water Conservation Program and Water Shortage Contingency Plan
- Initiate Master Plan Update



Schedule B

Waterworks Operating Fund

(In Thousands)

	2023P	2024P
Revenues		
Fees & Charges	20,784	21,330
Investment Income	60	-
Other Revenue	1,524	1,613
Recoveries	101	101
Rental	39	39
	22,508	23,083
Expenditures		
Administration	3,461	3,472
Hydrants	449	559
Local Supply & Distribution	2,396	2,639
Maintenance	124	127
Meters	677	688
Regional Supply & Transmission	6,140	6,650
	13,247	14,135
Net Operating Revenue/(Expenditure)	9,261	8,948

REVENUE:

Fees & Charges: Increase \$546K

- \$546K – Proposed 2.5% rate increase per Long Term Financial Plan
- Updated Residential and Commercial Usage trends

Other Revenue: Increase \$89K due to Mission's portion of Joint Water expenditures

EXPENDITURES:

Hydrants: Increase \$110K

- \$100K – Relocate hydrants from raw water lines
- \$10K – MPI Contractual Adjustments



Schedule B

Waterworks Operating Fund

(In Thousands)

	2023P	2024P
Revenues		
Fees & Charges	20,784	21,330
Investment Income	60	-
Other Revenue	1,524	1,613
Recoveries	101	101
Rental	39	39
	22,508	23,083
Expenditures		
Administration	3,461	3,472
Hydrants	449	559
Local Supply & Distribution	2,396	2,639
Maintenance	124	127
Meters	677	688
Regional Supply & Transmission	6,140	6,650
	13,247	14,135
Net Operating Revenue/(Expenditure)	9,261	8,948

EXPENDITURES:

Local Supply & Distribution: Net Increase \$243K

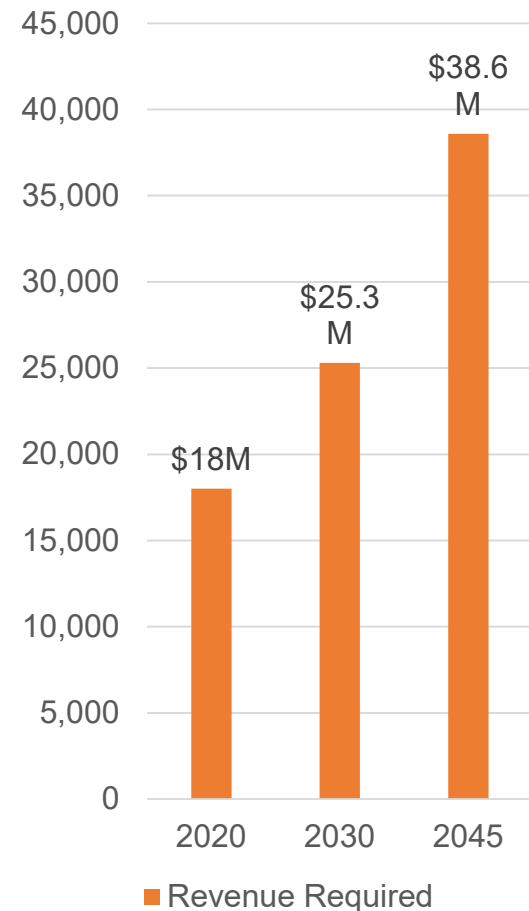
- \$75K Increased Property Insurance
- \$50K Increase for New Equipment
- MPI contractual adjustments

Regional Supply & Transmission: Net Increase \$510K

- \$166K SIO – New Water Planning Engineer (FTE)
- \$195K Increased Property Insurance
- \$130K Increased Security Contracts for waterworks
- MPI contractual adjustments

Water User Rates

- City continues to explore all opportunities for grants
- Water Master Plan completed in 2018, which provided priorities for 25 years
- Long Term Financial Plan developed in 2020 based on the Master Plan
- 2024-2028 budget proposes rates from the Long Term Financial Plan
 - 2.5% Annual Rate increase proposed over 25 year period



Additional Revenue Inflow in 2024,
based on 2.5% Rate Increase

\$510,000

Water Rates

New Proposed Rates Starting January 1, 2024
with 5% on-time payment discount

	Current Rates	2024 2.5%	2025 2.5%	2026 2.5%	2027 2.5%	2028 2.5%	
Residential \$	\$1.29	1.32	1.36	1.39	1.42	1.46	With 5% on-time payment discount
Commercial / Institutional	\$1.29	1.32	1.36	1.39	1.42	1.46	100% of Residential
Industrial / Agricultural	\$1.17	1.20	1.23	1.26	1.29	1.32	90% of Residential

Current full rate (without discount) \$1.36 m³



Strategic Initiatives & Opportunities (SIO)

Engineering & Regional Utilities – City Water Planning/Design
(Water Distribution)

Proposed Plan Total for 2024: \$2,600,000

Proposed Project	Proposed Plan	Taxation/ Reserves	Other Funding
Asset Renewal – Non Linear Assets	1,000,000	1,000,000	-
Watermain Upgrades – Various Locations	1,000,000	1,000,000	-
Water Master Plan	350,000	3,000	347,000
Valve Replacement and Additions	250,000	250,000	-

Strategic Initiatives & Opportunities (SIO)

Engineering & Regional Utilities – Regional Water Planning/Design
(Water Supply)

Proposed Plan Total for 2024: \$11,265,681

Proposed Project	Proposed Plan	Taxation/ Reserves	Other Funding
New Water Source – Phase 1	10,000,000	-	10,000,000
Joint Water Contingency	500,000	391,000	109,000
Update Joint Water Master Plan (5-yr cycle)	350,000	3,000	347,000
Maclure Watermain ICCP System	250,000	195,000	55,000
Water Supply Planning Engineer (FTE)	165,681	132,681	33,000

Renewal & Replacement (R&R)

Engineering & Regional Utilities – City Water Planning/Design
(Water Distribution)

Proposed Plan Total for 2024: \$1,620,000

Proposed Project	Proposed Plan	Taxation/ Reserves	Other Funding
Watermain Asset Renewal Program	500,000	500,000	-
Asset Renewal – Mountain Village Booster Station	500,000	500,000	-
Water Distribution Contingency	250,000	250,000	-
Decommission Saddle Reservoir	235,000	235,000	-
Replace Water Dispensing Control System on Filling Stations	85,000	85,000	-
Water Quality Sampling Station Network Replacement and Improvements	50,000	50,000	-

Renewal & Replacement (R&R)

Engineering & Regional Utilities – Regional Water Planning/Design
(Water Supply)

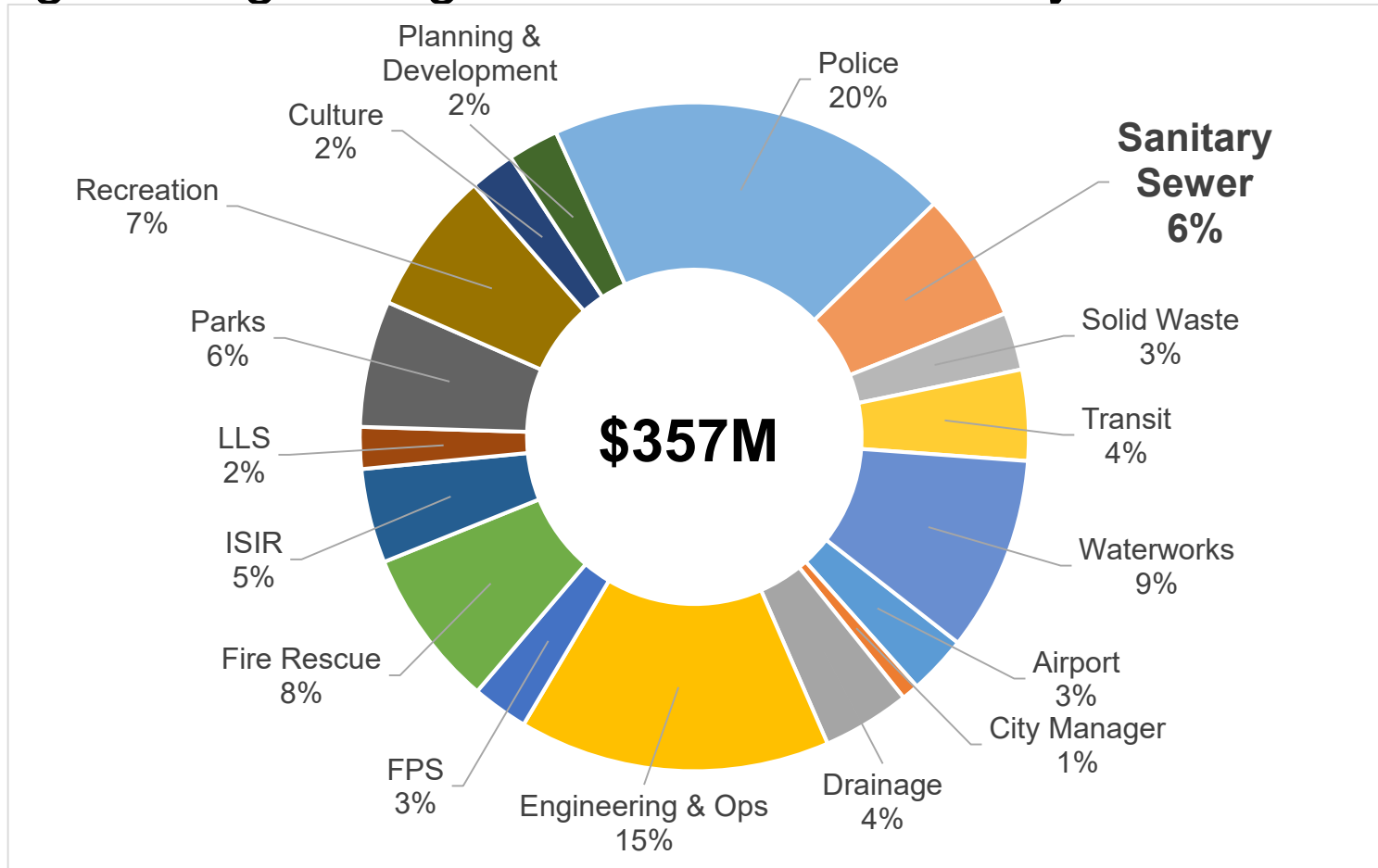
Proposed Plan Total for 2024: \$3,400,000

Proposed Project	Proposed Plan	Taxation/ Reserves	Other Funding
Norrish WTP Power Line Refurbishment	3,150,000	2,463,000	687,000
Steel Transmission Main Leak Detection	250,000	195,000	55,000



2024 Service Expenditures*

Engineering & Regional Utilities – Sanitary Sewer



*Draft 2024 Plan expenditures including operating, capital and debt servicing



Services

Engineering & Regional Utilities – City and Regional Sewer Planning/Design

City Sewer Planning/Design

- Plans, designs and constructs infrastructure.
- Collects and conveys wastewater from homes and businesses through pipes, pump stations and forcemains to the JAMES wastewater treatment plant.
- Supports Planning and Development Services with sewer servicing requirements.

Regional Sewer Planning/Design

- Plans, designs and constructs 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





2023 Successes

Engineering & Regional Utilities – City Sewer Planning/Design

- Sewer Bylaw update
- CCTV inspection of 27 kms of sewer mains
- Glenmore Pump Station upgrade (second pump)
- Eagle Street sewer main replacement
- Trenchless rehabilitation of North Clearbrook Trunk Sewer at Gladwin Road
- Trenchless point repairs of sanitary mains at various locations
- Sewer upgrades in ROW – north of McCallum Road/Morey Avenue





2023 Successes

Engineering & Regional Utilities – **Regional Sewer Planning/Design**

- Completion of Matsqui Dike repair at the JAMES Plant
- Continuation of Biosolids Master Plan
- Completion of asset repairs/ replacements:
 - Miscellaneous concrete repair for high priority areas
- Completion of 500kW Standby Generator #2





Key Issues & Trends

Engineering & Regional Utilities – City Sewer Planning/Design

- Odour and corrosion of sewer mains and manholes due to sewer gases.
- Access, rehabilitation and replacement of sewer mains in ROW and environmentally sensitive areas.
- Replacement of aging sewer assets.
- Explore grant opportunities.





Key Issues & Trends

Engineering & Regional Utilities – **Regional Sewer Planning/Design**

- Condition assessment
- Outfall monitoring program
- Extra strength rates and Trucked Liquid Waste rates review
- Hydrogen sulphide corrosion of concrete





Metrics

Engineering & Regional Utilities – City Sewer Planning/Design

- 575 kms of pipes
- 34 pump stations
- 26,650 sewer connections and 9,000 manholes and cleanouts
- CCTV inspection completed on approximately 91% of gravity pipes
- Approximately 6 kms require upgrading
- Conveyed 16,328,400 m³ of sewage to JAMES plant (2022)
- Conveyed 2,159,000 m³ of sewage from extra strength customers (2022)





Metrics

Engineering & Regional Utilities – **Regional Sewer Planning/Design**

- Average Annual Flow: 55,000 m³/d
- Effluent quality: Ammonia, BOD and TSS levels consistently below the Provincial and Federal regulations
- Biosolids produced: approximately 7,400 wet tonnes (2022)





Operating Plan Highlights

Engineering & Regional Utilities – City Sewer Planning/Design

- CCTV inspection and point repairs of sewer mains and manholes
- Hydrometric monitoring of sewer system
- Ongoing North Clearbrook Trunk Sewer lining and rehabilitation
- JAMES trunk sewer rehabilitation
- Airport forcemain replacement study
- Lonzo pump station condition assessment
- Queen Street pump station forcemain replacement
- Vye Road sewer servicing – Local Improvement
- Initiate Master Plan Update





Operating Plan Highlights

Engineering & Regional Utilities – Regional Sewer Planning/Design

- Complete Biosolids Master Plan
- Continue Outfall Monitoring Program
- Removal of sludge from west lagoon
- Digester #1 cleaning and repair
- Initiate feasibility to recuperative thickening to increase digester capacity
- Initiate Master Plan Update
- Initiate Matsqui Dike Sinkhole Repair (Phase 2)
- Initiate asset repairs/ replacements:
 - Influent Screw Pumps #1 and #2
 - Trickling filter #2 Media Replacements
 - Solids Contact Tank cleaning and diffuser replacement
 - Repairs to concrete tanks and channels (remaining high priority areas)
 - Miscellaneous repairs to Effluent Pump Station





Schedule C Sanitary Sewer Operating Fund

(In Thousands)

	2023P	2024P
Revenues		
Fees & Charges	16,029	16,231
Investment Income	82	87
Other Revenue	1,443	1,457
Recoveries	294	294
	17,848	18,069
Expenditures		
Administration	2,661	2,889
JAMES	7,507	7,840
Maintenance	1,757	1,844
	11,925	12,573
Net Operating Revenue/(Expenditure)	5,923	5,496

REVENUE:

Fees & Charges: Increase \$202K

- Proposed 4% rate increase per Long Term Financial Plan
- Updated Residential and Industrial usage trends

EXPENDITURES:

Administration: Increase \$228K

- \$108K SIO – new Wastewater Operator Collections (FTE)
- \$65K – MPI Contractual Adjustments
- \$36K – Increased Property Insurance

Schedule C Sanitary Sewer Operating Fund

(In Thousands)

	2023P	2024P
Revenues		
Fees & Charges	16,029	16,231
Investment Income	82	87
Other Revenue	1,443	1,457
Recoveries	294	294
	17,848	18,069
Expenditures		
Administration	2,661	2,889
JAMES	7,507	7,840
Maintenance	1,757	1,844
	11,925	12,573
Net Operating Revenue/(Expenditure)	5,923	5,496

EXPENDITURES:

JAMES Plant: Increase \$333K

- \$390K – Increased Property Insurance
- \$132K - Increase MPI Contractual Adjustments
- \$95K - Decreased Biosolids Management contract adjustments
- \$92K Decrease - JWW Effluent, Outfall Monitoring Programs

Schedule C Sanitary Sewer Operating Fund

(In Thousands)

	2023P	2024P
Revenues		
Fees & Charges	16,029	16,231
Investment Income	82	87
Other Revenue	1,443	1,457
Recoveries	294	294
	17,848	18,069
Expenditures		
Administration	2,661	2,889
JAMES	7,507	7,840
Maintenance	1,757	1,844
	11,925	12,573
Net Operating Revenue/(Expenditure)	5,923	5,496

EXPENDITURES:

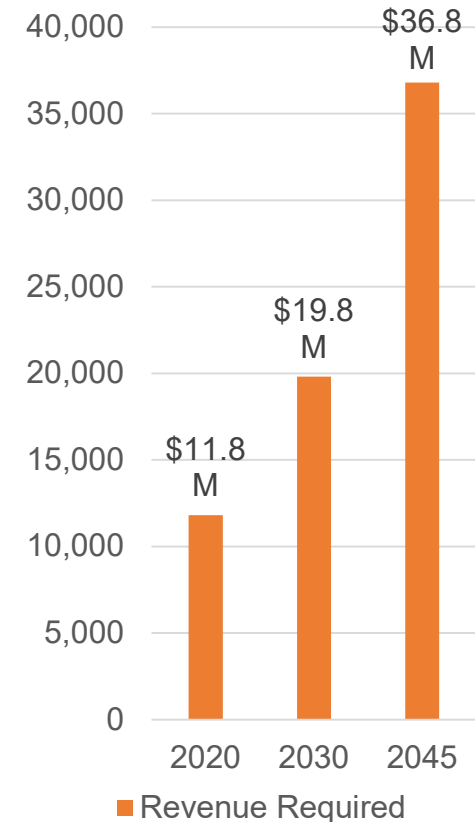
Maintenance: Increase \$87K

- \$72K Increase – MPI Contractual Adjustments
- \$15K Increase – Equipment Rental and Supplies



Sanitary Sewer User Rates

- City continues to explore all opportunities for grants
- Sanitary Sewer Master Plan completed in 2018, which provided priorities for 25 years
- Long Term Financial Plan developed in 2020 based on the Master Plan
- 2024-2028 budget proposes rates from the LTFP
 - 4.0% Annual Rate increase required over 25 year period



Additional Revenue Inflow in 2024,
based on 4.0% Rate Increase

\$563,000

Sanitary Sewer Rates

New Proposed Rates January 1, 2024
with 5% on-time payment discount

	Current Rates	2024 4.0%	2025 4.0%	2026 4.0%	2027 4.0%	2028 4.0%	
Residential \$	\$1.14	1.19	1.23	1.28	1.33	1.39	With 5% on-time payment discount
Commercial / Institutional	\$1.14	1.19	1.23	1.28	1.33	1.39	100% of Residential
Industrial / Agricultural	\$1.03	1.07	1.11	1.16	1.20	1.25	90% of Residential

Current full rate (without discount) \$1.20 m³

Strategic Initiatives & Opportunities (SIO)

Engineering & Regional Utilities – City Sewer Planning/Design
(Sewer Collection)

Proposed Plan Total for 2024: \$1,095,000

Proposed Project	Proposed Plan	Taxation/ Reserves	Other Funding
Update Master Plan	350,000	3,000	347,000
Sewer Upgrades on Wheel Ave between Mason Street and Townline Road	345,000	3,000	342,000
Sewer Upgrades on Gladys Ave, East of Morey Ave (Design Only)	300,000	3,000	297,000
Sewer Upgrade on Gladys Ave Downstream of Southern Rail, Pine Street to McCrimmon	75,000	1,000	74,000
Engineering Consulting Services – Easement and Right of Way (ROW)	25,000	25,000	-



Strategic Initiatives & Opportunities (SIO)

Engineering & Regional Utilities – Regional Sewer Planning/Design
(JAMES Plant)

Proposed Plan Total for 2024: \$1,280,000

Proposed Project	Proposed Plan	Taxation/ Reserves	Other Funding
Joint Sewer Contingency	500,000	407,000	93,000
Recuperative Thickening of Biosolids Study	430,000	197,000	233,000
General, Master Plan Study	350,000	140,000	210,000

Renewal & Replacement (R&R)

Engineering & Regional Utilities – City Sewer Planning/Design
(Sewer Collection)

Proposed Plan Total for 2024: \$2,300,000

Proposed Project	Proposed Plan	Taxation/ Reserves	Other Funding
Repairs to Trunk Sewers Related to CCTV Inspection Contract	1,000,000	1,000,000	-
Replace forcemain (pressure pipe) for Queen Street pump station	550,000	5,000	545,000
North Clearbrook Trunk Sewer, Rehab Lining at Simpson Road Ext. Phase 1	500,000	500,000	-
Sewer Collection Contingency	250,000	250,000	-

Renewal & Replacement (R&R)

Engineering & Regional Utilities – Regional Sewer Planning/Design
(JAMES Plant)

Proposed Plan Total for 2024: \$5,747,000

Proposed Project	Proposed Plan	Taxation/ Reserves	Other Funding
Digester #1 Floating Cover	1,562,000	1,270,000	292,000
Solids, Cleaning and Repair Digester #1	1,402,000	1,140,000	262,000
Matsqui Dyke Sinkhole – Full Repair	1,000,000	813,000	187,000
General, Asset Replacement	876,000	712,000	164,000
General, Asset Replacement (Sed Tank #4 & #5 Collector Drive & Mechanism)	280,000	228,000	52,000
General, Asset Replacement (Sed Tank #6 & #7 Collector Drive & Mechanism)	280,000	228,000	52,000
General, Asset Replacement (Disinfection System)	200,000	163,000	37,000
General, Replace Building Roofs	122,000	99,000	23,000
Wastewater Sampler Replacement – Five Years	25,000	20,000	5,000

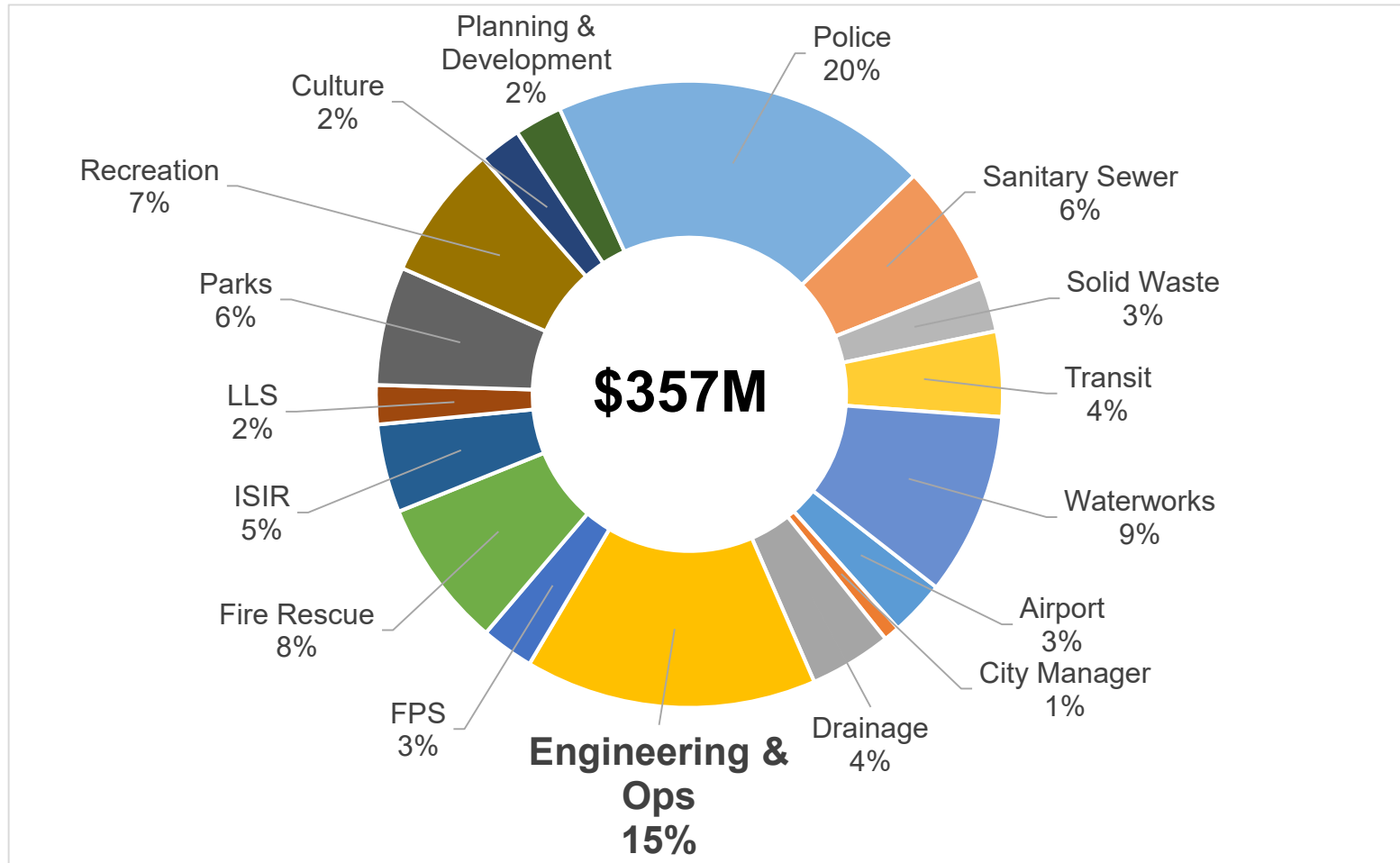
OPERATIONS

PARDEEP AGNIHOTRI
GENERAL MANAGER,
OPERATIONS





2024 Service Expenditures* Operations



*Draft 2024 Plan expenditures including operating, capital and debt servicing



Services Operations

Utilities

- Supplies potable water to Cities of Mission and Abbotsford
- Provides domestic and fire flow water to Abbotsford homes and businesses
- Collects and conveys wastewater to treatment plant
- Treats wastewater from Abbotsford, Mission and Sumas (WA) to meet Provincial and Federal regulations
- Manages stormwater drainage systems and irrigation service to Matsqui and Sumas Prairies

Roads & Fleet

- Maintains a safe, clean and well lit road and sidewalk network
- Provides a green and effective City fleet
- Manages solid waste collection
- Implements controls for traffic lights and utility infrastructure

Parks & Facilities

- Operates, maintains and renews existing recreation centers, sports fields, civic facilities, and park features
- Maintains a safe and clean network of parks and trails
- Stewards natural areas and preserves the City's urban forest
- Operates cemeteries and facilitates interments





2023 Successes

Operations

Utilities

- Ensured continued supply of irrigation water for Matsqui and Sumas prairies
- Pumping station improvements to help supplement Cannell Lake storage
- Renewed Eagle St. sanitary sewer system
- Rebuilt critical sludge dewatering units at JAMES plant
- Infrastructure upgrades to well system to access available ground water





2023 Successes Operations

Roads and Fleet

- Total GHG emissions reductions of 11% from 2007 baseline
- Green fleet initiative success with the expansion of the City's electric fleet (8 Konas, 15 Lightnings (enroute), 12 hybrids)
- Set up charging station for above electric vehicles
- Norrish Water Plant control system upgrades
- Complete change over of fuel to renewable diesel
- Groundwater protection project at Yard completed





2023 Successes Operations

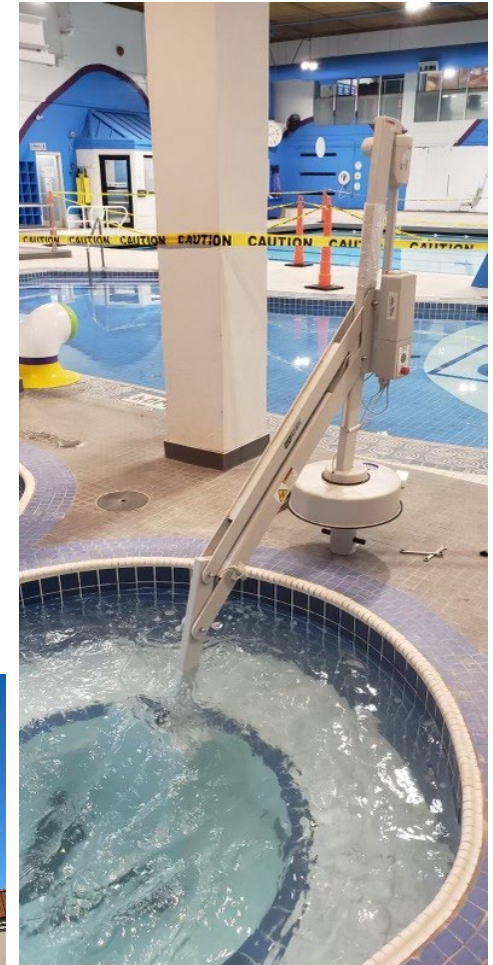
Parks

- Renewal of Delair Park tennis courts under the Annual Sports Court renewal & replacement program
- LED replacement at Agrifair Arena & AgRec building to reduce energy use



Facilities

- Accessibility improvements at ARC Pool
- Continued renewal & replacement of building assets (i.e.: Clearbrook Library roof)





Key Issues & Trends

Operations

- Promoting and improving safety practices for staff and the contractors who work on City sites
- Challenges operating and maintaining aging infrastructure
- Continue developing preventative maintenance programs and tracking systems to shift from a reactive to a proactive maintenance focus
- Inflation and ongoing supply chain issues affecting project planning, delivery and costing
- Impacts of climate change (heat/drought) on water supply, prairie irrigation systems, and urban forests and plantings

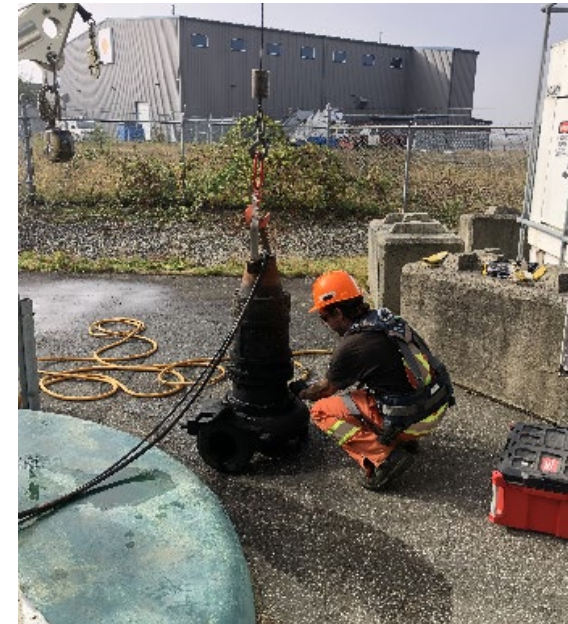




Metrics Operations

Utilities

- 25,744* ML of water supplied
- 20,075* ML of sewage treated
- Infrastructure maintained:
 - 900 km of watermains
 - 574 km of sewer mains
 - 538 km of urban storm drains
 - 33 km of dikes, and over 1,000 km of stormwater ditches and piping



* 2022





Metrics Operations

Roads and Fleet

- Completed 1052 preventative maintenance (PM) services and 1753 service calls for fleet vehicles
- Resurfaced 30 km of road
- Added 1385 enhanced reflective road delineators and signs
- Compost and recycling collection diverted 19,249 tonnes from landfills
- Fulfilled 452 waste cart upsizing requests from residents





Metrics Operations

Parks and Facilities

- 11,400 annuals and 2,700 shrubs & perennials planted
- Facilitated one interment every 1.2 days
- Maintained 14,000m of trail edge vegetation
- Planted 4000 native trees & shrubs in City parks (*in progress*)
- Mowed 31ha of sports field 3x per week, 60ha of parks weekly, 10ha of boulevard 2x per month





Operating Plan Highlights

Operations

Utilities

- AMI (Advanced Meter Infrastructure) replacement program continues
- Drainage work to reduce potential flooding in Fishtrap Creek
- Membrane Filtration replacements at Norrish Water Treatment Plant
- Unidirectional Watermain Flushing Program expansion
- Storm Water Detention system inlet/outlet/control structure expanded maintenance work





Operating Plan Highlights Operations

Roads and Fleet

- Continue expanding the green fleet with electric and renewable energy vehicle options
- Enhanced routing and data collections using GIS to improve data driven decisions
- Reorganization of preventative maintenance programs for critical electric infrastructure





Operating Plan Highlights Operations

Parks and Facilities

- Annual Planting Program to support Urban Forest Strategy
- Sport court & park infrastructure renewals
- Replacement of Air Handling unit at ARC and building energy improvements
- Park playground replacements and median bed renewals
- Continue replacing flood damaged infrastructure
- Continue maintenance of trail surfaces to enhance customer experience





Schedule M

General Operating Fund - Engineering Services

(In Thousands)

	2023P	2024P
Revenues		
Fees & Charges	3,470	3,920
Grants	452	563
Other Revenue	272	282
Recoveries	186	224
Rental	207	207
	4,587	5,196
Expenditures		
Administration	2,052	2,864
Engineering	3,882	4,312
Equipment Fleet	(2,155)	(1,912)
General Municipal Buildings	3,276	3,091
Operations - Roads	6,526	6,946
Transportation Services	3,873	4,158
	17,454	19,459
Net Operating Revenue/(Expenditure)	(12,867)	(14,263)

EXPENDITURES:

Operations - Roads: Increase \$420K

- \$260K Increased Contractor costs
- \$100K Increased Salt Supply costs
- \$30K Increased Equipment Rental costs
- \$15K Increase for Public Art Maintenance
- MPI contractual adjustments

Strategic Initiatives & Opportunities (SIO) Operations

Proposed Plan Total for 2024: \$2,048,885 (Cont'd)

Proposed Project	Proposed Plan	Taxation/ Reserves	Other Funding
PW Yard – New Heavy Duty Shop Walkway	200,000	200,000	-
PW Yard – New Salt Shed	185,000	185,000	-
Trade II Electrician – Electric Utility Bucket Truck	160,000	160,000	-
Tree, Vegetation, Invasive Species Maintenance/Control	150,000	150,000	-
Trade II Electrician (FTE)	145,748	145,748	-
City Hall – Building Climate Control Improvements	130,000	130,000	-
Wastewater Operator – Collections (FTE)	124,310	124,310	-
Cart Coordinator Extension (Temp FTE)	106,527	106,527	-
Civic Facility Accessibility Program	100,000	100,000	-

Strategic Initiatives & Opportunities (SIO) Operations

Proposed Plan Total for 2024: \$2,048,885 (Cont'd)

Proposed Project	Proposed Plan	Taxation/ Reserves	Other Funding
Relocate Hydrants to Distribution Mains	100,000	100,000	-
Fleet Replacement – Green Initiatives	100,000	-	100,000
Pump & Irrigation Station Replacement	94,000	94,000	-
ARC Security Contract	83,000	83,000	-
Wastewater Operator (Collections) – Vehicle	68,000	68,000	-
Parks – Compact Tracked Loader	60,000	60,000	-
Bike Lane Maintenance	50,000	50,000	-
New Electric Charging Station at City Facilities	50,000	-	50,000
MRC Security Contract	42,300	42,300	-



Strategic Initiatives & Opportunities (SIO) Operations

Proposed Plan Total for 2024: \$2,048,885

Proposed Project	Proposed Plan	Taxation/ Reserves	Other Funding
Kariton House – Enclose front concrete stairs	30,000	30,000	-
Lidar Scanning – Canopy Cover Analysis	25,000	25,000	-
Parks – Dumping Trailer	20,000	20,000	-
Interim Public Art Maintenance	15,000	15,000	-
Kariton House – Add Air Conditioning	10,000	10,000	-

Renewal & Replacement (R&R) Operations

Proposed Plan Total for 2024: \$3,007,000 (Cont'd)

Proposed Project	Proposed Plan	Taxation/ Reserves	Other Funding
DUMP, OPER 412-14-14 INTERNATIONAL	502,000	502,000	-
DUMP, OPER 413-13 INTERNATIONAL	502,000	502,000	-
S/A DUMP, OPER 431-08-08 INTERNATIONAL	416,000	416,000	-
DUMP, P&R 427-15 FORD F550	295,000	295,000	-
FLATDECK, SIGNSHOP 462-13-13 FORD F550	295,000	295,000	-
DUMP, P&R 422-12 FORD F450 4x4	173,000	173,000	-
DUMP, P&R 426-12 FORD F450	173,000	173,000	-
FLATDECK, DDI 467-12 FORD F450	130,000	130,000	-
VAN, P&R 357-10 FORD E350 VAN	94,000	94,000	-

Renewal & Replacement (R&R) Operations

Proposed Plan Total for 2024: \$3,007,000

Proposed Project	Proposed Plan	Taxation/ Reserves	Other Funding
VAN, WATER 359-11 FORD ECONO CARGO VAN	94,000	94,000	-
VAN , WATER 360-11 FORD E350 VAN	94,000	94,000	-
VAN, BLD 224-11 FORD ECONO CARGO VAN	85,000	85,000	-
PICKUP, P&R 205-10 FORD F250	79,000	79,000	-
PICKUP, ENG, 299-08 HONDA RIDGELINE	75,000	75,000	-

Renewal & Replacement (R&R) Operations

Proposed Plan Total for 2024: \$3,406,000 (Cont'd)

Proposed Project	Proposed Plan	Taxation/ Reserves	Other Funding
Playground Equipment and Surface: Renewal and Replacement Projects	300,000	300,000	-
Civic Buildings: Minor Renewals and Replacements	300,000	300,000	-
MRC Pool: D3040 - Distribution Systems – Air Handling Unit AHU-1 Renewal	283,000	283,000	-
MRC Pool: D3040 - Distribution Systems – Air Handling Unit AHU-2 Renewal	283,000	283,000	-
ARC – CRC: D5037 Fire Alarm Systems: Fire Alarm Control Panel Renewal	203,000	203,000	-
City Wide Parks: Renewal and Replacement Projects	200,000	200,000	-
Sports Court: Renewal and Replacement Projects	200,000	200,000	-
Community Parks: Renewal and Replacement Projects	150,000	150,000	-
Trails & Boardwalk Systems: Renewal and Replacement Projects	150,000	150,000	-

Renewal & Replacement (R&R) Operations

Proposed Plan Total for 2024: \$3,406,000 (Cont'd)

Proposed Project	Proposed Plan	Taxation/ Reserves	Other Funding
Abbotsford Centre Commercial Kitchen Equipment Renewals	100,000	100,000	-
Solid Waste - Additional Carts (as needed)	115,000	115,000	-
MSA Arena: D3040 – Distribution Systems: Distribution Ductwork Renewal	106,000	106,000	-
Neighbourhood Parks: Renewal and Replacement Projects	100,000	100,000	-
Boulevard/Median Renewal and Replacement Projects	100,000	100,000	-
PW Main Building: D5037 Fire Alarm System: Fire Alarm Panel Renewal	82,000	82,000	-
ARC Arena: D5037 – Fire Alarm Systems – Fire Alarm System Renewal	69,000	69,000	-
MSA Arena: D5037 – Fire Alarm Systems – Fire Alarm System Renewal	66,000	66,000	-
ARC – Pool: D5037 – Fire Alarm Systems: Fire Alarm Systems Renewal	57,000	57,000	-

Renewal & Replacement (R&R)

Operations

Proposed Plan Total for 2024: \$3,406,000 (Cont'd)

Proposed Project	Proposed Plan	Taxation/ Reserves	Other Funding
ARC – Pool: B3021 – Glazed Roof Openings: Metal Frame Skylight Renewal	51,000	51,000	-
Railway Crossing Maintenance	50,000	50,000	-
MSA Arena: D3040 – Distribution Systems: Dehumidifiers - Renewal	50,000	50,000	-
ARC Arena: D3040 – Distribution Systems: Dehumidifiers – DH 1 & 2 Renewal	50,000	50,000	-
Street Light Pole Replacements	45,000	45,000	-
MRC Pool: D3030 Cooling Generation DX Condenser ACSS-2 Renewal	37,000	37,000	-
Centennial Outdoor Pool: D3040 – Distribution System: Exhaust Fan	31,000	31,000	-
MSA Arena: D3040 – Distribution Systems: Rooftop Make-up Air Unit Renewal	30,000	30,000	-
MSA Arena: D3040 – Distribution Systems: Rooftop Unit MAU1 Renewal	30,000	30,000	-



Renewal & Replacement (R&R) Operations

Proposed Plan Total for 2024: \$3,406,000 (Cont'd)

Proposed Project	Proposed Plan	Taxation/ Reserves	Other Funding
Agifair Arena: D5037 Fire Alarm Systems: Fire Suppression Sprinklers Renewal	27,000	27,000	-
MRC Pool: D3030 Cooling Generation DX Condenser ACSS-1 Renewal	22,000	22,000	-
MSA Arena: D3040 – Distribution Systems: Exhaust Fans Renewal	18,000	18,000	-
MRC Pool: D3050 Terminal Units: Heat Pump Water to Water WWHP-2 Renewal	17,000	17,000	-
MRC Pool: D3050 Terminal Units: Heat Pump Water to Water WWHP-3 Renewal	17,000	17,000	-
ARC – Pool: D3040 – Distribution Systems: Exhaust Fan	16,000	16,000	-
Kariton House - Replace wood deck with concrete deck	15,000	15,000	-
MSA Arena: D3040 – Distribution Systems: Ice Plant Exhaust Fan Renewal	13,000	13,000	-



Renewal & Replacement (R&R) Operations

Proposed Plan Total for 2024: \$3,406,000

Proposed Project	Proposed Plan	Taxation/ Reserves	Other Funding
MRC Pool: D3050 Terminal Units: Heat Pump Water Source HP-1 Renewal	12,000	12,000	-
MSA Arena: D3040 – Distribution Systems: Exhaust Fans Renewal	11,000	11,000	-

RECOVERY

TYLER BOWIE
GENERAL MANAGER,
RECOVERY





Services Recovery

People & Communities

- EMBC, CRC, and NGO's
- Unmet Needs Committee

Economy

- Disaster Financial Aid
- Ministry of Agriculture Food Security Program

Environment

- Soil and Water Sampling
- Sediment Removal

Infrastructure

- Recovery Plan
- Build-Back-Better Plan





2023 Successes Recovery

- Secured GSA for Sumas Prairie Sediment Removal and Dike Repairs
- Completed Stoney Creek Bridge Construction
- Completed Cranberry Court Slide
- Completed Road paving Restoration
- Finalized \$4.4M insurance claim
- Completed Sediment removal at Clayburn Creek and Old Clayburn Bridge
- Complete reconstruction of Wright Street Sediment trap
- Started Sumas River Erosion Repairs
- Started construction on Road Bridge repairs

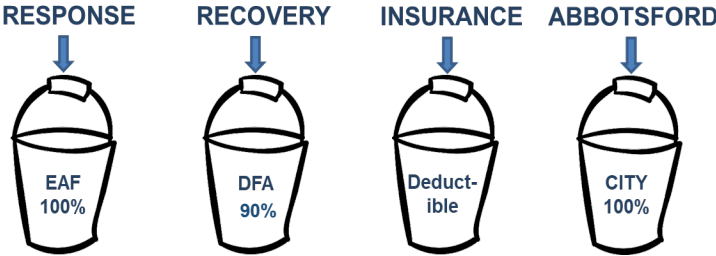




Key Issues & Trends

Recovery

- Delivery of GSA Projects
- Provincial Approvals & Timelines
- Sumas Prairie Flood Mitigation Plan
- Stakeholder Engagement
- First Nations Collaboration





Metrics Recovery

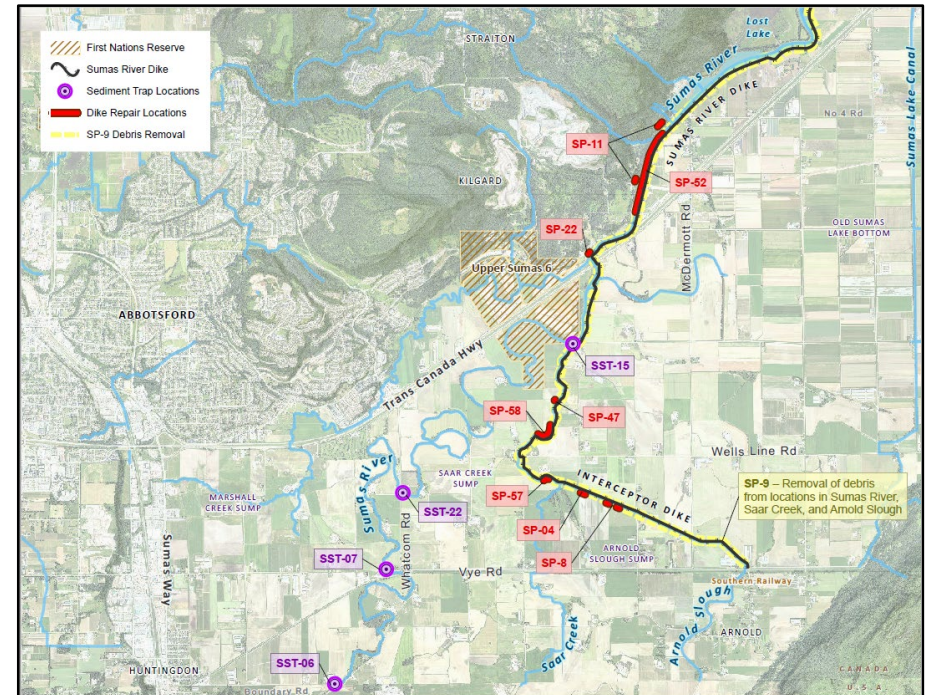
- 96% Claim Approval
- DFA approved Recovery projects total approximately \$2.8 million
- Received \$21.1 million from EMBC/EMCR Response Claims
- Completed \$4.4 million insurance claim





Operating Plan Highlights Recovery

- Complete Sumas River Sediment Program & Removal Projects
- Provide technical support and leadership to Provincial Taskforce for Clayburn Creek Repairs
- Finalize Multiple Bridge Repairs
- Repairs
- Undertake overhaul of Barrowtown pumps (2 each of the following years)



Renewal & Replacement (R&R) Recovery

Proposed Plan Total for 2024: \$2,275,000

Proposed Project	Proposed Plan	Taxation/ Reserves	Other Funding
G-003 Clayburn Creek Flood Mitigation Study	1,000,000	-	1,000,000
Barrowtown Pump Station Pumps 1-4 Overhaul	600,000	-	600,000
SM-003 Permanent Replacement of Lakemount Bridge at Sumas River	325,000	-	325,000
MP-008 Matsqui Prairie-McClennan Creek – Bank Sluffs	200,000	-	200,000
2024 Flood Recovery Admin	100,000	-	100,000
MP-025 Willband Park Bridge Replacement	50,000	-	50,000



FINANCIAL PLAN OVERVIEW

KOMAL BASATIA
GENERAL MANAGER,
FINANCE & PROCUREMENT SERVICES

FINANCIAL PERFORMANCE

KOMAL BASATIA
GENERAL MANAGER,
FINANCE & PROCUREMENT 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

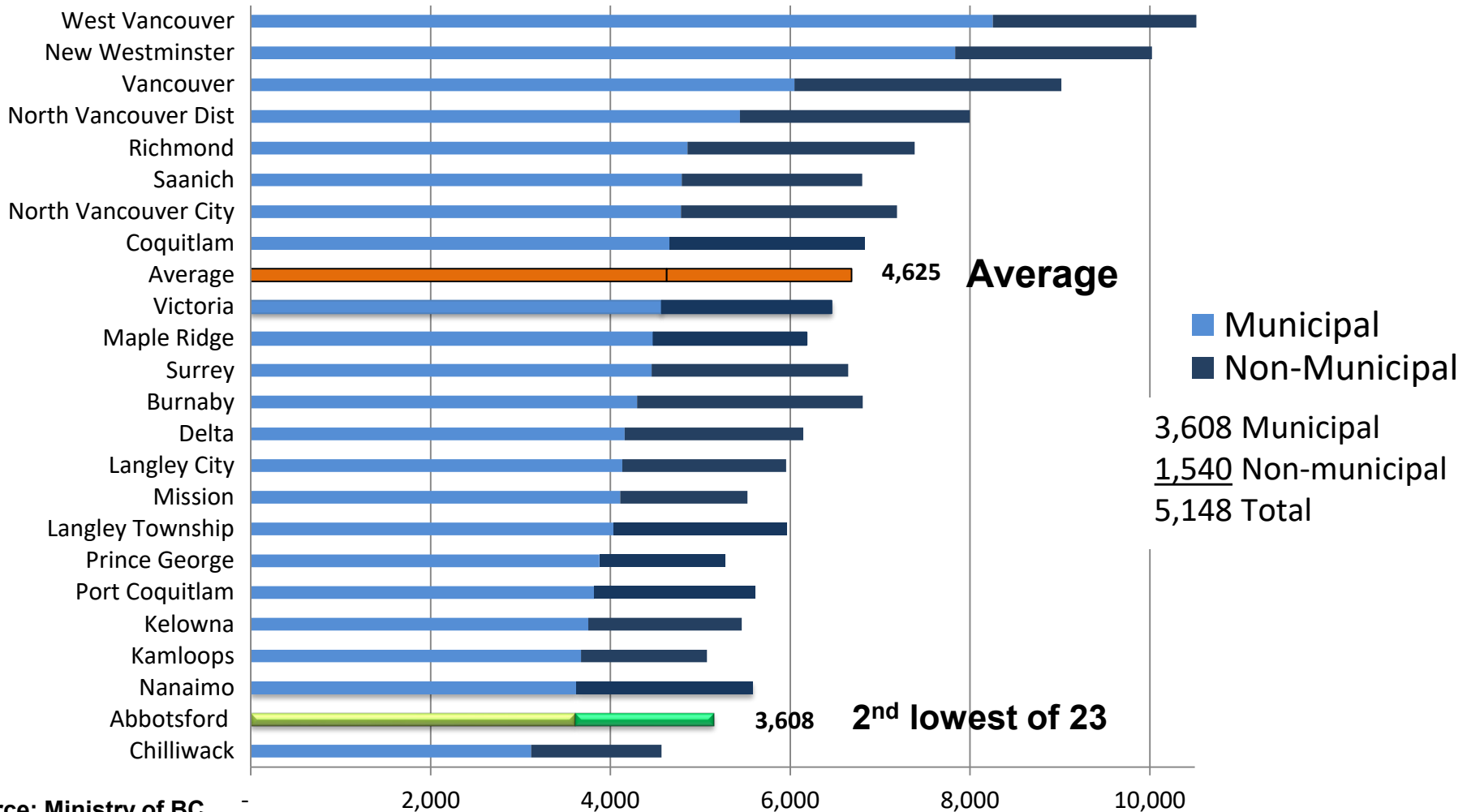
- Community goals
- Service levels

- Regulatory requirements

- Demographics
- Geography

Taxes and Charges on a Representative House, 2023

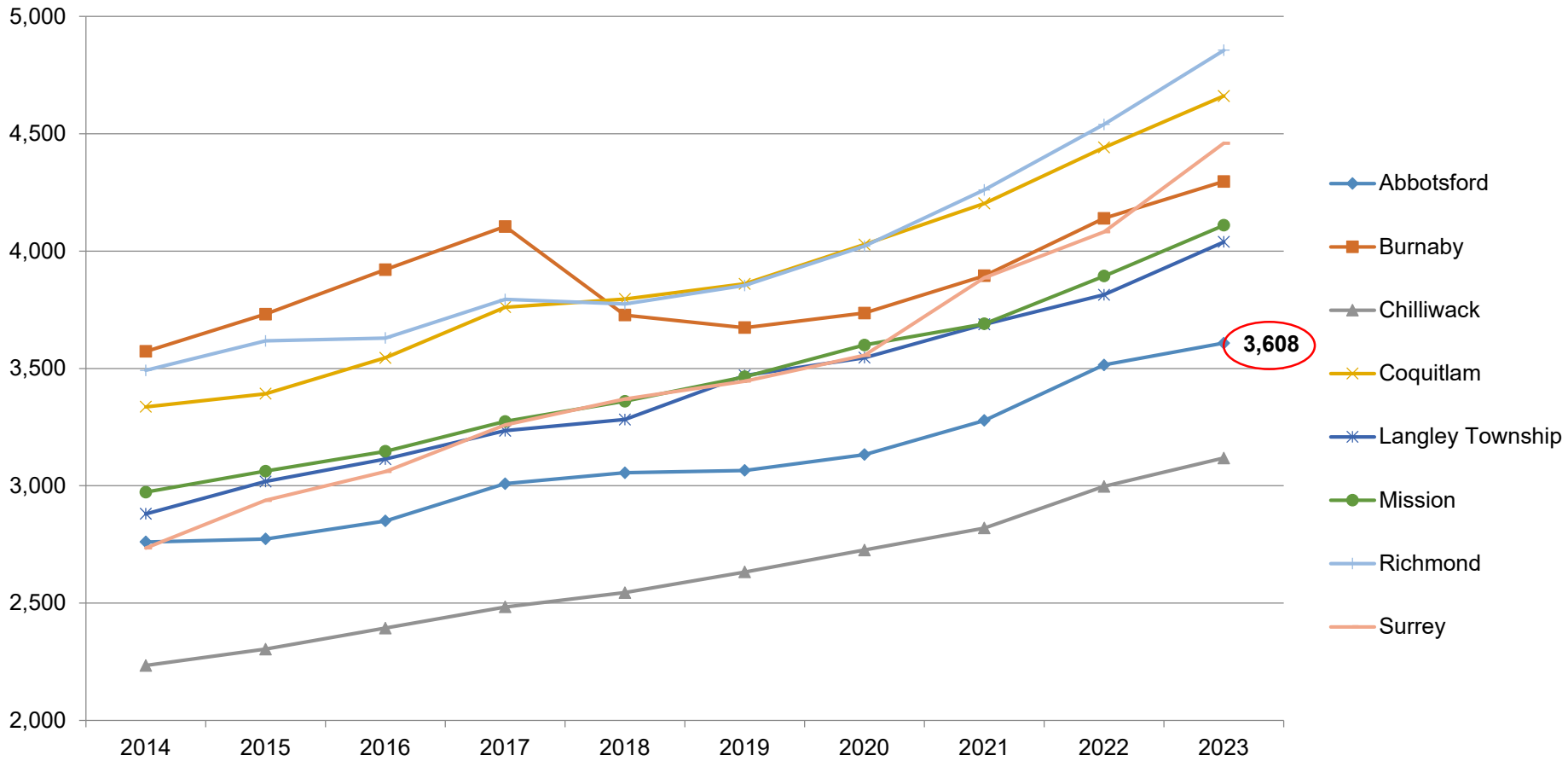
(BC Cities Over 35,000 Population)



Source: Ministry of BC

Includes taxes from other agencies (e.g. school, hospital, regional district). A representative single detached residence, as defined by BC Assessment, was valued at \$1,157,000 for Abbotsford in 2023.

Municipal Taxes and Charges on a Representative House

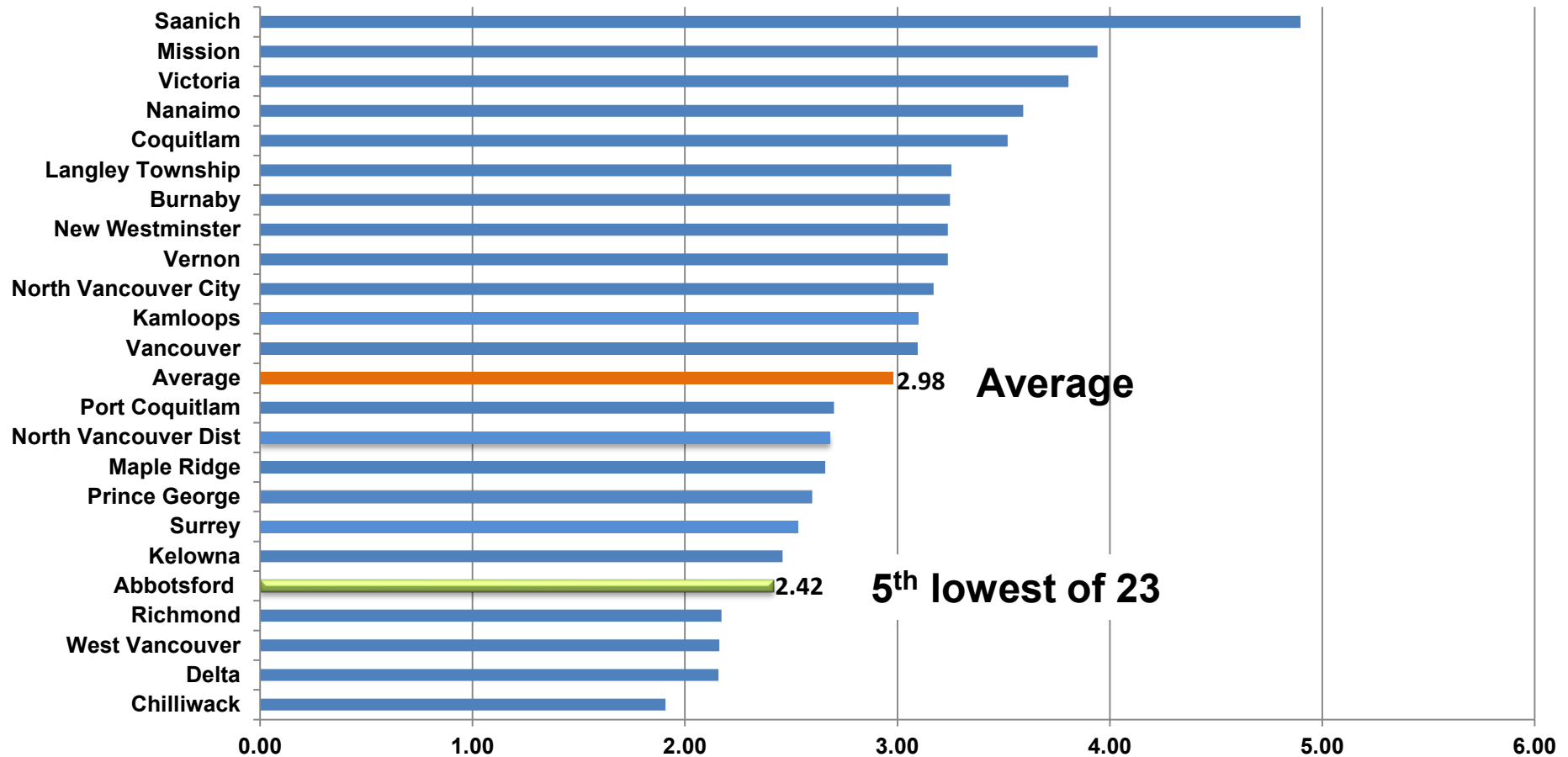


Source: Ministry of BC

Note: Includes only municipal taxes and charges (e.g. water, sewer, solid waste), excludes other agencies (e.g. school, hospital, regional district). A representative single detached residence, as defined by the Ministry, was valued at \$1,157,000 for Abbotsford in 2023.



2023 Business Taxes Class Multiples

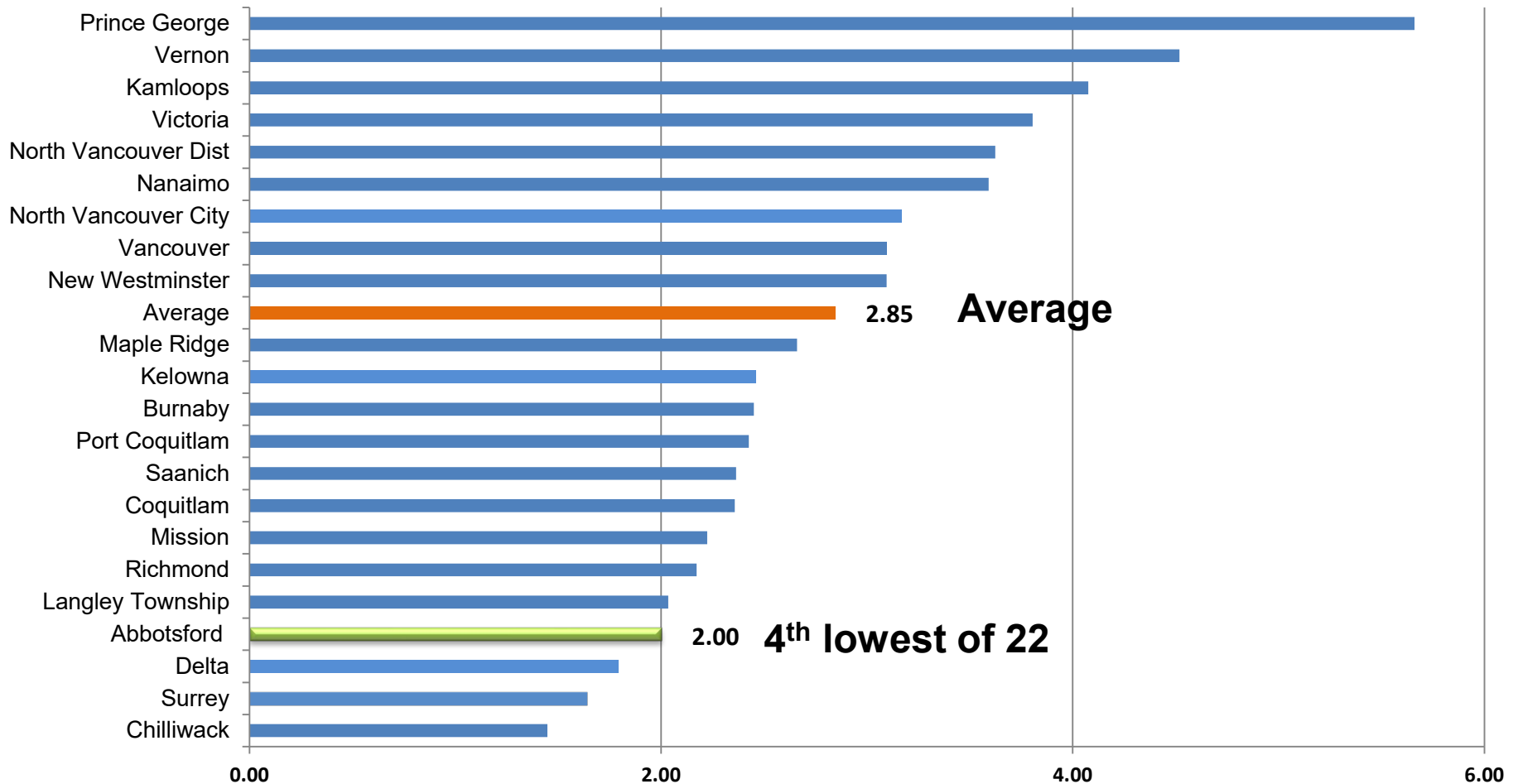


Source: Ministry of BC

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



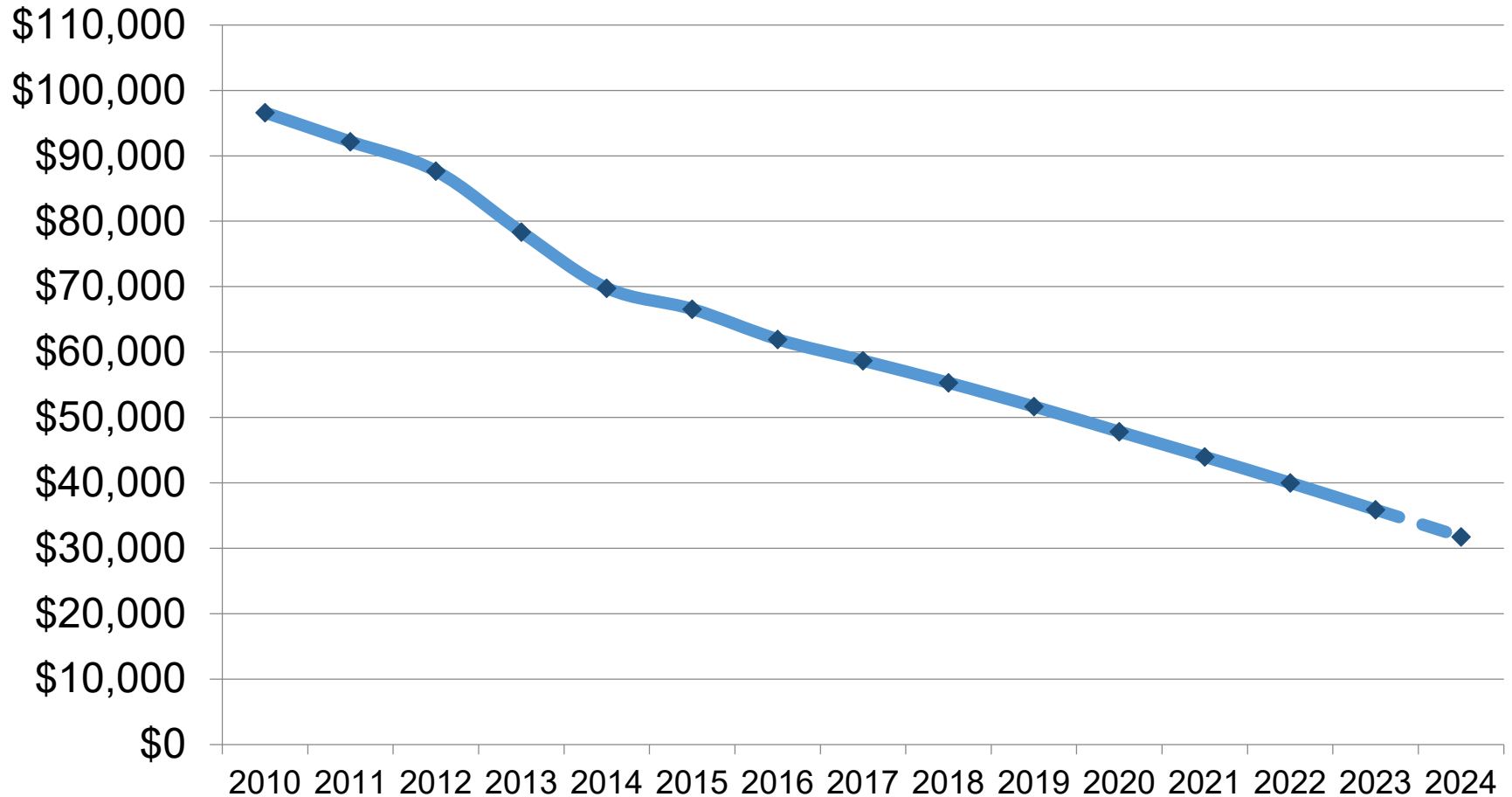
2023 Light Industry Taxes Class Multiples



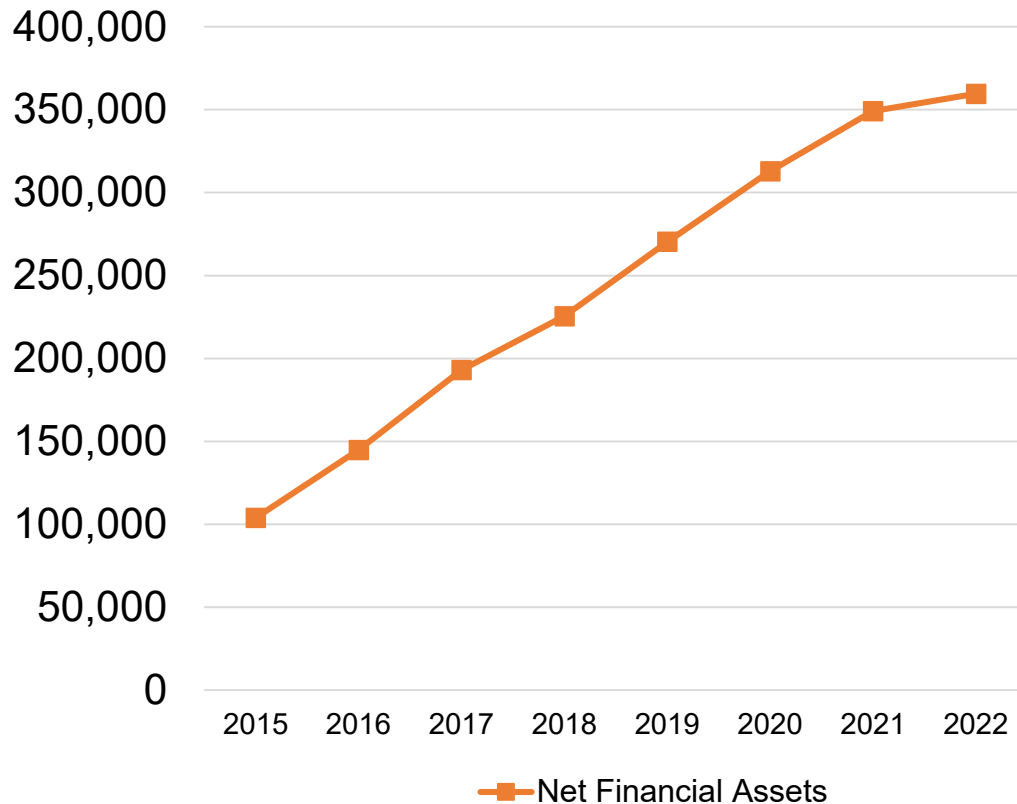
Source: Ministry of BC

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

Long Term Debt (in thousands)



Net Financial Assets – Since 2015

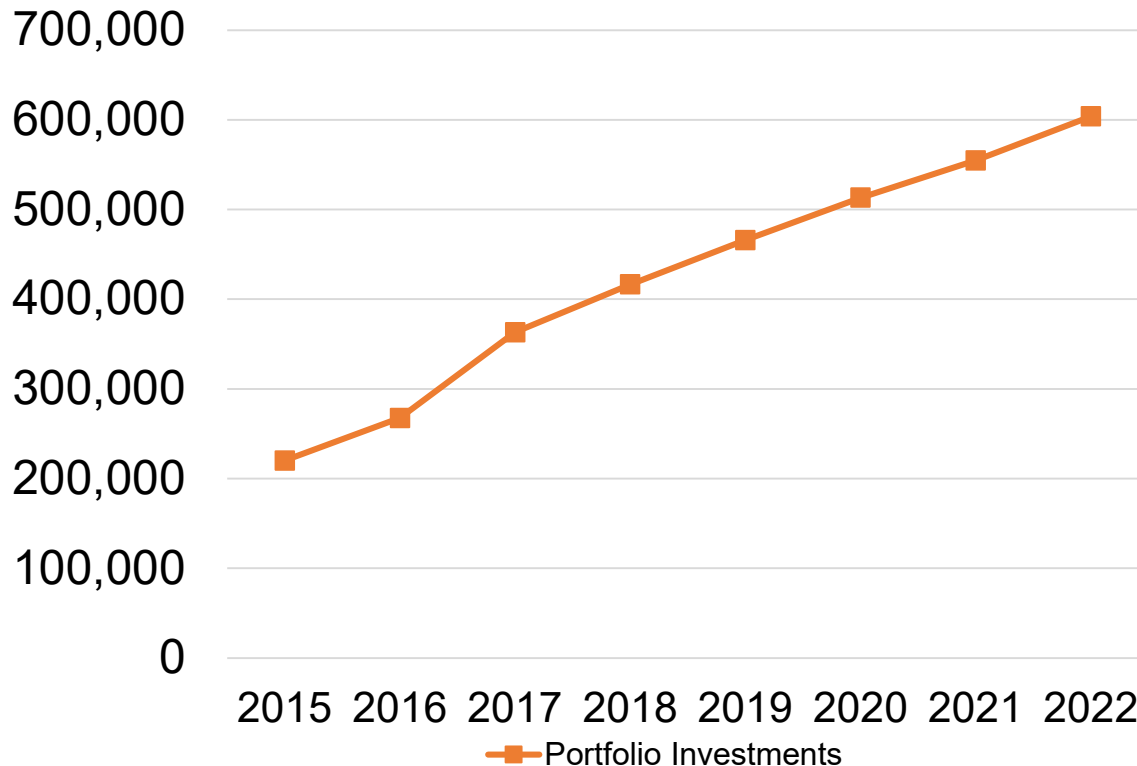


Year	Amount \$ ('000)
2015	103,904
2016	144,848
2017	193,038
2018	225,421
2019	270,313
2020	312,885
2021	349,105
2022	359,515

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 – Since 2015

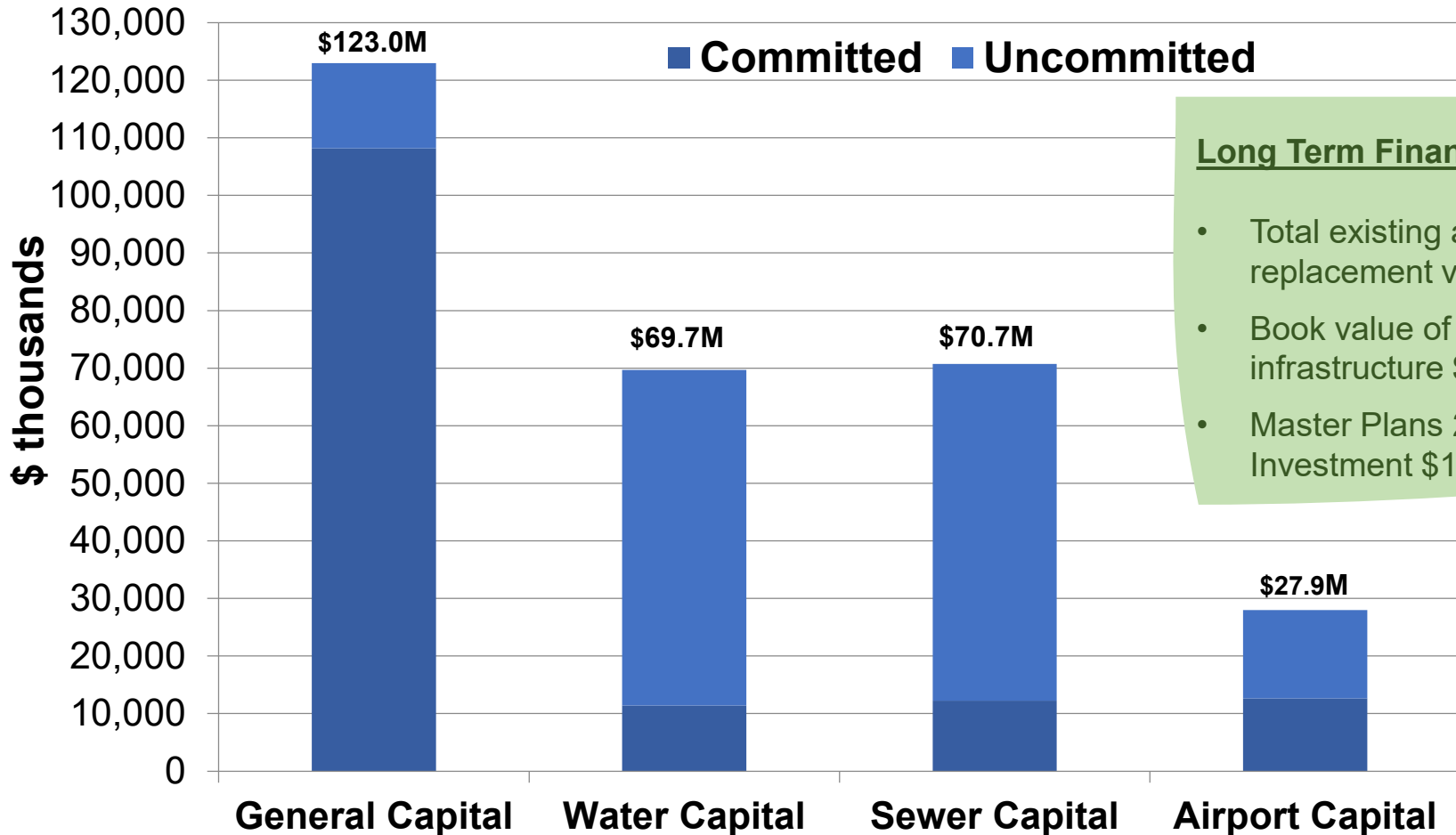


Year	Amount \$ ('000)
2015	219,972
2016	267,490
2017	363,086
2018	416,372
2019	465,901
2020	513,079
2021	554,630
2022	603,729

Portfolio Investments

Portfolio investment are made up of both short and long term investments. Funds comprised of Capital and Operating Reserves, DCC, Deposits, Grants, etc.

Capital Reserves – December 31, 2022



Long Term Financial Plan

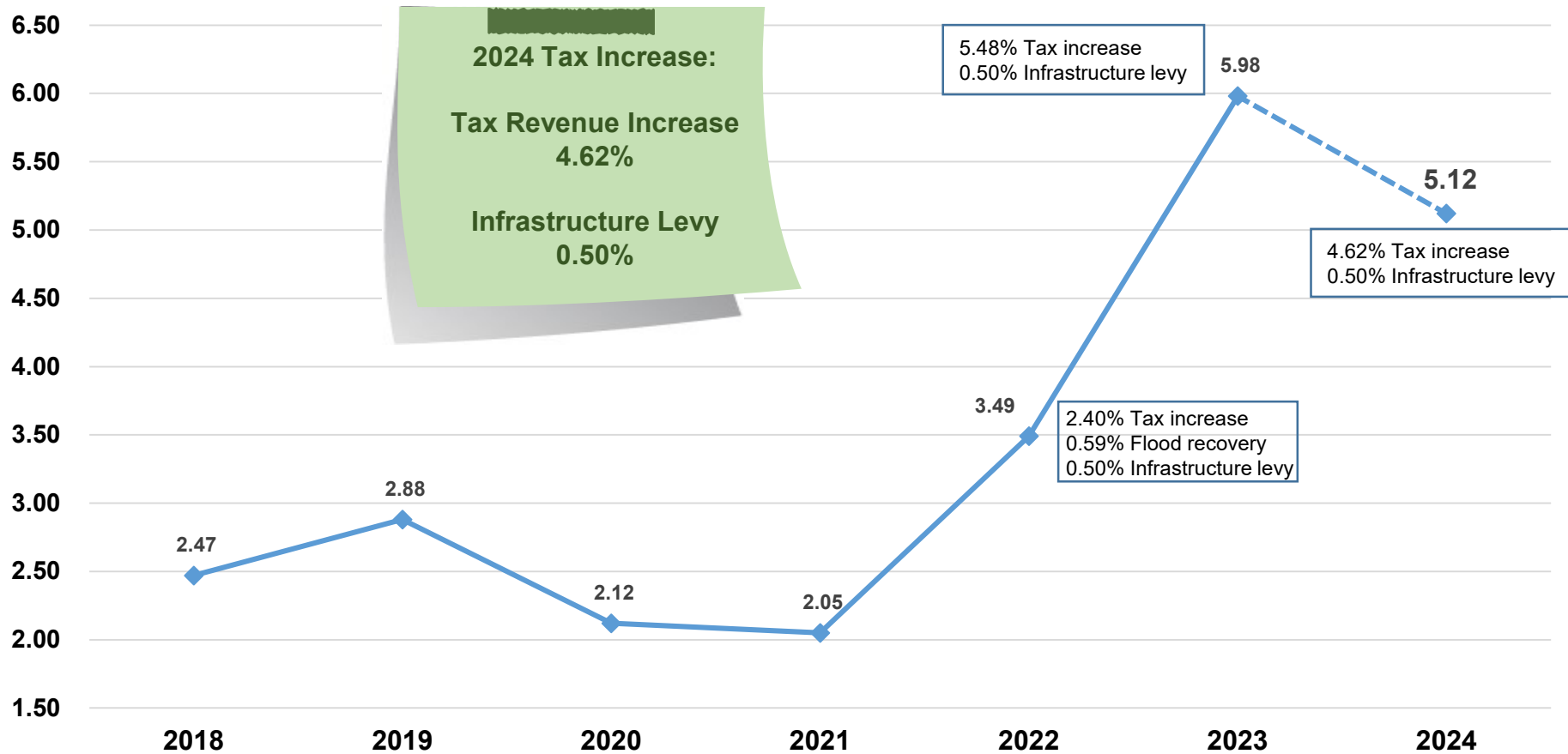
- Total existing asset replacement value \$5.3B
- Book value of existing infrastructure \$1.4B
- Master Plans 25 year Investment \$1.9B

*Excluding 2024-2028 Financial Plan



What does it mean for tax payers?

Historical Property Tax Increases (%)



Note 1: Tax increase shown represents average impact on existing properties, excluding revenue from development.



Approximate Value of 1% Tax Increase*

Assessed Value	Residential	Business/ Commercial
\$100,000	\$2.42	\$5.86
\$1,157,000	\$28.02	\$67.80

1% = \$1,757,000 of City Revenue

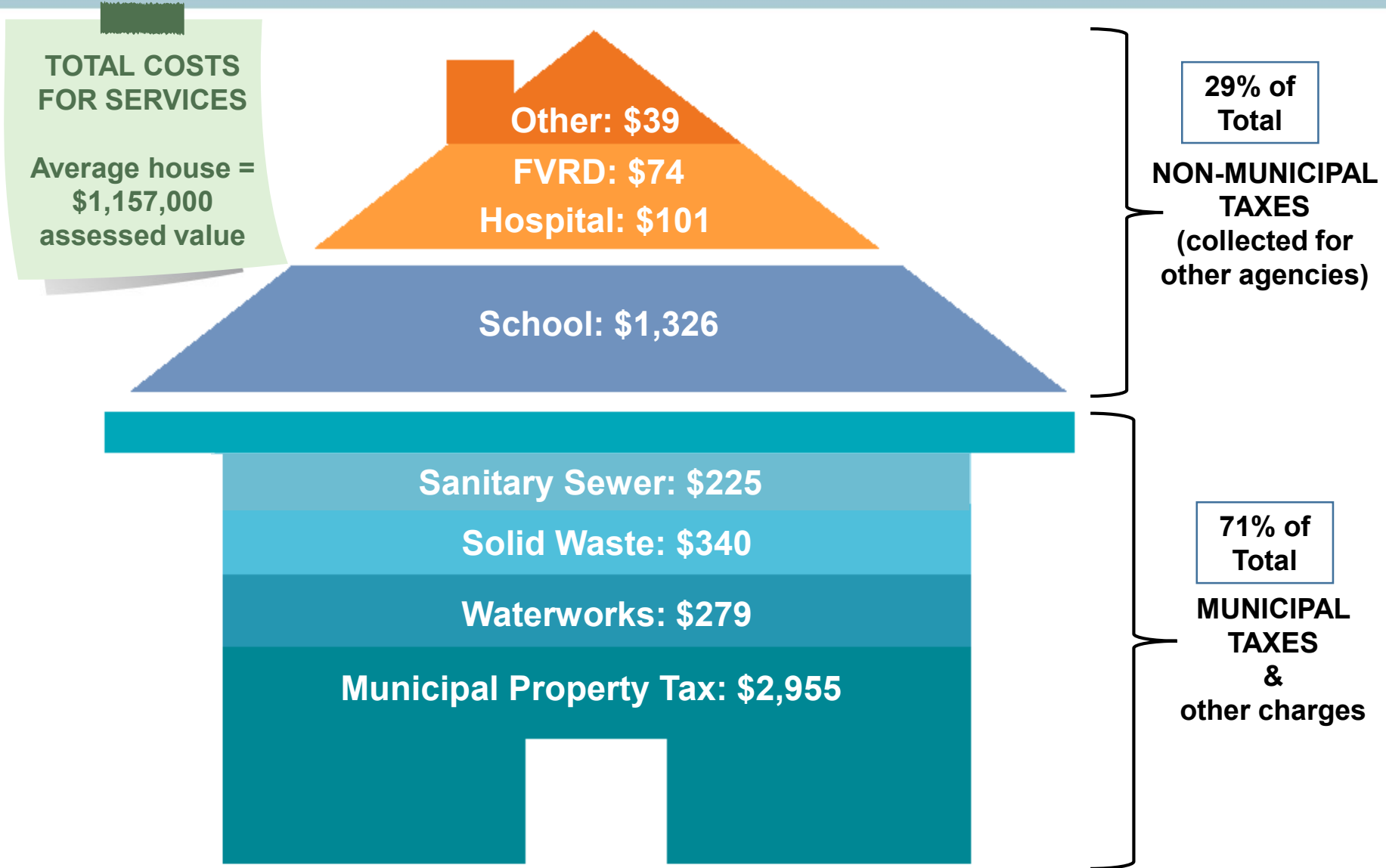
*excluding capital infrastructure levy



Proposed Tax & User Fees Increase Impact ¹		Class 1 Residential
Taxes – City (General) Proposal		\$ 80
Taxes – Police Proposal		45
Taxes – Library Proposal		4
Capital Infrastructure Levy	0.50%	14
Municipal Taxes and Fees on Tax Notice ²	4.62% + 0.50%	<u>\$ 143</u>
Water user fees (proposed increase January 2024) ³	2.50%	<u>\$ 9</u>
Sewer user fees (proposed increase January 2024) ³	4.00%	<u>\$ 12</u>
Solid Waste Fees		<u>\$ 40</u>

1. Estimated total taxes from municipal sources on a typical \$1,157,000 Class 1 single family residential property. Figures shown are averages; individual assessment results will vary.
2. Subject to Council's direction
3. Estimated water and sewer user fees based on 2022 median single family water usage 211 m³ with 5% on-time payment discount

2024 BUDGET PRESENTATION



SUMMARY

PETER SPARANESE
CITY MANAGER





2024 Proposed Tax Revenue Increase 4.62% + 0.50% Infrastructure Levy = 5.12%

- Mainly driven by market conditions:
 - Inflation
 - Labour market
 - Cost of capital projects
 - Supply chain
- Fiscally responsible
- Well positioned given current market conditions
- Maintain and sustain City's infrastructure



Summary: Proposed 2024 Financial Plan

- Supports Council Strategic Plan
- Supports day to day operations
- Enables optimal use of resources to fully deliver the proposed Financial Plan





Next Steps

- **December 4, 2023**
Introduce Financial Plan Bylaw for three readings
- **December 11, 2023**
Adoption of Financial Plan Bylaw
- **April 2024**
Introduce Tax Rate Bylaw for three readings
- **May 2024**
Adoption of Tax Rate Bylaw

QUESTION PERIOD & PUBLIC INPUT

Feedback from the public can be submitted electronically to the Finance Department at finance-info@abbotsford.ca. Alternatively, correspondence may be dropped off at the City of Abbotsford via the drop box. Council will be presented with the information received before the Financial Plan Bylaw is adopted.



Recommendation

THAT Council endorse the 2024-2028 Financial Plan, as presented, and that staff be directed to bring forward the requisite Financial Plan Bylaws for Council approval.