



City of Maple Ridge

TO: His Worship Mayor Ernie Daykin and Members of Council
DATE: October 6, 2014

FROM: Chief Administrative Officer
MEETING: Committee of the Whole

SUBJECT: Capital Improvement Program Update
2014-2018 Financial Plan Amending Bylaw 7106-2014

EXECUTIVE SUMMARY:

Council approved the 2014-2018 Financial Plan on May 13, 2014. This Capital Improvement Plan is being updated and is in alignment with the property taxes approved by Council. The Capital Improvement Program has been updated to advance higher priority projects and to reflect amendments made by Council through Resolutions when tenders were awarded. The Capital Improvement Program changes respect the funding parameters set by Council and have no impact to the property tax increases in the existing 2014-2018 Financial Plan Bylaw.

The most significant updates include the addition of the proposed Leisure Centre pool renovations in 2015 and the widening of 128 Ave. to four lanes from 210 to 224 Street, in 2015 and 2016.

The changes to the Capital Improvement Program require an amendment to the 2014-2018 Financial Plan Bylaw. The Financial Plan amendment also reflects operating cost updates since May.

RECOMMENDATION(S):

That Bylaw No. 7106 – 2014 be given first, second and third readings.

DISCUSSION:

a) Background Context:

In December of 2013, the 2014-2018 Business Plans and an overview of the financial plan were presented to Council at public meetings. Business Plans from all areas including the Capital Improvement Program and the 2014-2018 Financial Plan Overview Report were provided and the 2014-2018 Financial Plan Bylaw 7043-2013 was adopted in January of 2014. The business plans, report, presentations and bylaw are available on our website.

In May 2014, the 2014-2018 Financial Plan was amended, through Bylaw No. 7076-2014, to reflect the revenues associated with the 2014 property value assessments and to include capital and operating projects that were approved in the 2013 budget and not yet complete. A commitment to the 2015 property tax increase and 2015 operating budgets were also confirmed at this time.

In this amendment, the Capital Improvement Program has been updated to include the renovation to the Leisure Centre pool, to advance higher priority projects and to reflect the amendments to the Financial Plan based on Council Resolutions made when contracts were awarded. The changes respect the funding parameters set by Council and have no impact to the property tax increases in the existing 2014-2018 Financial Plan Bylaw. The changes to the Capital Improvement Program require an amendment to the Financial Plan Bylaw. The Capital Improvement Program project list is included as an appendix to this report and includes work-in-progress (WIP) projects approved in previous years. These WIP projects and previously approved 2014 projects may already be complete or well underway.

The Financial Plan amendment also reflects operating cost updates since May of 2014. The updates to operating budgets are not increases to service levels however they do reflect updated costs of contracts.

b) Financial Plan Implications:

The proposed Financial Plan is amended as follows:

1. The 2014-2018 Capital Improvement Program has been updated to better align to current priorities and tenders awarded. The amendments have no impact to General Revenue or property tax revenue requirements with all changes being accommodated through existing funding parameters. The updated Capital Improvement Program is included as an appendix to this report.

The key changes include:

- **Leisure Centre Pool Renovation**
Council received a report on July 21 on the Leisure Centre Lifecycle update. This project will be discussed in greater detail in a report from the Parks and Leisure Department. The funding strategy is reflected in this Financial Plan amendment. Council will be asked to approve the work prior to any expenditures and prior to the work being tendered. The cost estimate, with contract and inflationary contingencies, is estimated to be \$5.5 million. Ideally, this project would be funded through funds accumulated in the Facility Maintenance Reserve. However, we are relatively early in the process of funding infrastructure replacement so that facility infrastructure funding, while increasing each year, is not currently funded at a level adequate to have built up the funds to cover a project of this size. The reserves for building infrastructure can fund \$1.7 million now and repay the balance over the next 5 years with Capital Works Reserve providing the funds in the interim.
- **128 Ave. (210 to 224 St.)**
Widening 128 Ave. from 210 to 224 Street to four lanes has been advanced to 2015 and 2016. Advancing this work takes advantage of the works being done by the region for the new water main providing less disruption to the area and reducing some costs. The construction of this stretch of road, including intersection improvements, totals \$10 million. The majority of this project is funded by Development Cost Charges, the Gas Tax funding for the next three years, Translink funding and General Revenue Surplus of \$300,000 has also been committed to this project.

- 203 St. (Lougheed to Golden Ears Way)
This project has been advanced to 2015 with the majority of the funding being Development Costs Charges.
 - Lougheed Hwy. (224 to 226 St)
The improvements to this section of highway are largely funded through General Revenue Surplus. This project is now scheduled for 2016 allowing for the advancement of other projects. This will allow more time to accumulate surplus to fund this project while allowing the other higher priority projects that are leveraged with development funds to proceed.
 - Other General Revenue Surplus funded projects in 2015 include: \$50,000 for Dewdney Trunk Rd. and 256 St. intersection improvements design work, \$100,000 for hydrological work at the city-owned gravel pit and partial funding of \$145,000 for a project totaling \$700,000 to improve Selkirk Ave. (225 to 227 St.).
2. Labour costs have been updated to reflect contract settlements. As well financial impact of the contract with Multi Material BC (MMBC) has been included. Revenue from MMBC has been increased by \$180,000 per year (prorated to mid-May 2014) for commodities that are dropped off at the depot. The Ridge Meadows Recycling Society (RMRS) contract has been increased by same amount to compensate for this commodity revenue that they previously received. In addition, for 2014, a payment of \$40,264 has been added to compensate RMRS for one time start-up costs to ensure compliance with the MMBC contract. All revenues in excess of expenses will be transferred to the Recycling Reserve. We will review this area in 2015, as we gain more experience with MMBC.

The 2014-2018 Capital Program was presented to Council during the business planning deliberations in December of 2014. Many of the key projects highlighted below were presented to Council at that time. The complete listing of projects is included in Appendix A. This listing includes projects that were previously approved. Funding for these previously approved projects was set aside in reserves or in the case of debt financing, authorized to ensure the funds are available to complete the projects. Many of the projects included in 2014 are either complete or well underway. This Capital Improvement Program continues to respect the funding levels (i.e. property tax increases) approved by Council. Comments on the significant projects in each category follow:

Government Services

- Infrastructure upgrades to the Operations Centre Yard and Buildings are planned in 2014 totaling \$1.5 million funded through the Capital Works Reserve.
- It is anticipated that the City will divest itself of the property owned between 226 and 227 Street and will look to purchase other strategic land. Any such sale and repurchase will be subject to Council's approval.

Technology

- The most significant projects include \$500,000 for the Document Management Software implementation which is currently underway.
- Equipment Purchases replacing existing hardware is funded through the Equipment Replacement Reserve with the annual budget varying depending on what is due for replacement.

- There is a significant investment in the Fibre Optics Network planned with \$1 million being added in 2014, funded through the Capital Works Reserve and subject to Council's approval on specific approach to the strategic investments. The investments in technology are largely service advancements and new software or functionality but also include investment in the network and other technology infrastructure requirements.

Protective Services – Fire

- The construction of Fire Hall #4 is included in the 2014 budget and is primarily funded through debt with payments to be made by the Fire Department Capital Acquisition Reserve.
- In 2016 there are two new vehicles and some equipment required for Fire Hall #4. This new equipment is also funded through the Fire Department Capital Acquisition Reserve. The replacement of vehicles and other equipment, typically prescribed based on age, is funded through the Equipment Replacement Reserve for the Fire Department.

Protective Services – Police

- The majority of the capital projects are for office furniture and minor renovations. Capital improvements in the RCMP Detachment are cost shareable with Pitt Meadows proportionately based on population.
- The RCMP Forensic Lab renovations for the regional integrated unit leasing space from the City in the Randy Herman Public Safety Building were paid for by the RCMP.

Park Acquisition

- The majority of the park purchases are funded through Development Cost Charges.
- The Cemetery expansion is funded through debt with the intent of plot sales being used to repay the debt.

Park Improvements

- Similar to the park acquisitions the majority of park improvements are funded through Development Cost Charges.
- The Sports Field Renovations at Hammond Stadium is funded through General Revenue, Gaming Revenue and Grants.
- Whonnock Lake improvements to entrance road, parking, paths and beach area are also included in 2014.

Recreation Services

- The Leisure Centre Pool renovation of \$5.5 million has been included and is discussed earlier in this report under Financial Plan Implications.

Drainage

- The Lower Hammond Pump Station is grant funded with funding already secured.
- The ISMP (Integrated Stormwater Management Plan) Watershed Review is required work spanning three years that is funded through the Drainage Levy and General Revenue. Drainage maintenance work is largely funded by the Infrastructure Sustainability Reserve.

Highways (Roads)

- Development Cost Charges (DCCs) play a large role in funding the road infrastructure that is required due to new development.
- 2014 includes a budget of \$4.88 million for the 232 Street Bridge over the North Alouette River (completed).
- Road and Drainage Improvements on 240 Street (Lougheed – 104 Ave) with a budget of just over \$5.2 million is funded primarily through DCCs.
- The widening of 128 Avenue to four lanes from 210 to 224 Street has been advanced and is now budgeted in phases in 2015 and 2016 for a total cost of \$10 million.
- The improvements to 203 Street have also been advanced and are budgeted in 2015 at about \$4 million.
- The improvements to Lougheed Highway from 224 to 226 Street have been delayed one year to 2016. It is largely funded by General Revenue Accumulated Surplus, \$2.4M.
- Other items in this area include Equipment Purchases for replacing equipment in the fleet which is funded through the Equipment Replacement Reserve and the Road Rehabilitation Program which is funded through the Infrastructure Sustainability Reserve.

Sewer

- The Sewer utility is largely the funding source for these works with Development Cost Charges totaling less than \$800,000 over the full five year plan. The majority of the projects relate to maintenance and rehabilitation.

Water

- There is some work on upgrading Pump Stations and Reservoirs in addition to rehabilitation and upgrade programs. In 2018 the 263 Street pump station construction is budgeted at just over \$1 million.
- Included in the operating budget are payments to the Greater Vancouver Water District for the Maple Ridge share of Regional Water Improvements.

c) Desired Outcome:

A Financial Plan that accurately reflects the planned expenditures and methods of funding and is consistent with corporate strategic plans, policies and Council direction.

d) Strategic Alignment:

All departments' Business Plans are prepared using the Business Planning Guidelines. These guidelines are reviewed and amended annually in consultation with Council. The Financial Plan reflects Council's Strategic Financial Sustainability Policies and Infrastructure Funding Strategy.

Several master plans that include infrastructure and capital investment have been updated recently. The financial implication of the work identified and the priority and resulting sequencing have yet to be worked into the Long Term Capital Improvement Program. For example, the draft Transportation Plan calls for significant investment and the financial capacity to fully fund the items identified does not exist in the next five years.

e) Citizen/Customer Implications:

This proposed Financial Plan amendment does not change the planned property tax increases. The amendments to the Capital Improvement Program will advance several higher priority projects. The implications of the Leisure Centre pool renovation will be discussed in greater detail in a report from Parks and Leisure Services.

f) Statutory Requirements and Policy Implications:

The Financial Plan has been prepared in accordance with statutory requirements and Municipal financial policies. As required by the Community Charter, the Financial Plan Bylaw includes: disclosure of the proportions of revenue proposed to come from various funding sources, the distribution of property taxes among property classes, and the use of permissive tax exemptions.

For this amendment to the Financial Plan an advertisement will be placed in the local paper.

g) Alternatives:

In the event that this bylaw is not adopted, the City is not authorized to make any expenditure other than those identified in the 2014-2018 Financial Plan Bylaw No.7043-2013.

CONCLUSIONS:

The Financial Plan is a multi-year planning, reviewing and reporting tool that represents Council's vision and commitment to providing quality services to the residents of Maple Ridge. The Plan provides a forecast of the financial resources that are available to fund operations, programs and infrastructure for the five year period.

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Chief Administrative Officer

CITY OF MAPLE RIDGE

APPENDIX A: CAPITAL IMPROVEMENT PROGRAM 2014-2018

BY FUNDING SOURCE	2014	2015	2016	2017	2018
Capital Works Reserve	4,240	3,792	-	-	-
Core Development	-	300	-	-	-
Critical Infrastructure Reserve	-	208	-	-	-
Debt	7,095	-	-	-	-
Development Cost Charges	27,122	13,596	5,363	7,075	5,631
Drainage Improvement Levy	340	730	933	220	170
Equip Replacement Reserves	5,619	2,722	3,092	1,184	3,474
Facility Maintenance	185	1,000	-	-	-
Fire Dept Capital Reserve	1,425	1,494	-	-	-
Gaming	1,157	200	200	200	200
General Revenue	2,550	3,228	2,685	2,989	2,891
Grants, LAS, 3rd Parties	5,702	1,809	1,282	1,353	1,038
Infrastructure Sustainability Reserve	3,094	2,324	2,794	3,930	4,151
Land Reserve	-	4,250	-	-	-
Parkland Acquisition Reserve	200	200	200	200	200
Police Services Reserve	283	24	19	16	152
Recycling Reserve	1,382	255	290	40	40
Reserve for Committed Projects	5,763	-	-	-	-
Reserve for Sewer Committed Projects	2,429	-	-	-	-
Reserve for Water Committed Projects	1,308	-	-	-	-
Sewer Capital	730	657	1,315	627	1,223
Surplus	117	595	2,400	-	-
Translink	-	300	1,300	-	-
Water Capital	1,555	1,429	1,340	1,270	2,422
Total Capital Program	72,297	39,112	23,213	19,103	21,593

2014 projects show budgeted amounts, include work-in-progress, projects approved in prior years budgets, as well as 2014 approved projects. The projects listed in 2014 may already be complete or well underway

Projects with an asterix (*) feature an external funding source (grants, contribution from others)

CAPITAL LISTING BY SECTION & DESCRIPTION	2014	2015	2016	2017	2018
Government Services					
Aerial Topo Survey & Mapping	-	100	-	-	-
Development Equity & Zoning Plans	16	-	-	-	-
Downtown Safety Improvements	21	-	-	-	-
Environment Sensitive Area Implement	9	-	-	-	-
Equip Purch - Emergency Program	22	-	-	-	-
Equip Purch - Licenses Permits Bylaws Vehicles	74	-	-	-	-
Equip Purch - Racking Fixtures Storage	20	20	20	-	-
Minor Capital	38	-	-	-	-
Minor Capital - City	120	100	-	100	100
Minor Capital - Engineering	15	15	15	15	15
Minor Capital - Gen Govt	64	15	15	15	15
Minor Capital - Town Centre	80	-	100	100	100
Operations Centre Yard & Building Improvements	1,500	-	-	-	-
Recycling - Baler & Conveyor*	835	-	-	-	-
Recycling - Bin Toppers for Depot	72	-	-	-	-
Recycling - Collection Bluebox/Bag	40	40	40	40	40
Recycling - Collection Totes	65	-	-	-	-
Recycling - Conveyor Belt (D/O LTC 8223)	-	65	-	-	-
Recycling - Dual Tipper	-	-	250	-	-
Recycling - Hydraulic Collection Truck	250	-	-	-	-
Recycling - Land Purchase & Improvements	510	-	-	-	-
Recycling - Scale	40	-	-	-	-
Recycling - Upgrades & Service Life Ext on Trucks	-	150	-	-	-
Strategic Land Purchases	-	4,250	-	-	-
Government Services	3,792	4,755	440	270	270
Technology					
Amanda Projects	81	-	-	-	-
Automated Data Collection - Engineering	13	-	-	-	-
Blaney Coho & Council IT Improvements	197	-	-	-	-
Build Up Test & Development Environment	-	25	-	-	-
Cable Plant Upgrade: Leisure Centre	90	-	-	-	-
Cable Plant Upgrade: Operations	90	-	-	-	-
Capital Reporting Module (Hyperion)	34	-	-	-	-
Capital Works Program Replacement Study	45	-	-	-	-
City Green Software	5	-	-	-	-
Document Management Requirements	75	-	-	-	-
Document Management Software	500	-	-	-	-

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CAPITAL LISTING BY SECTION & DESCRIPTION	2014	2015	2016	2017	2018
Technology (cont.)					
Document Processing Phase 1B	93	-	-	-	-
Document Processing System Phase 2	82	-	-	-	-
EOC Technology Upgrades	13	-	-	-	-
Equip Purch - Info Serv*	351	391	570	290	832
Equip Purch - Wireless Data System	22	-	-	-	-
Equip Replacement - Info Serv	137	-	-	-	-
Exchange Upgrade & Outlook Archiving	17	-	-	-	-
FH#2 Connectivity (Data/Voice)	13	-	-	-	-
Fibre Optic Network - Fire Hall #4 Phase 4	50	-	-	-	-
Financial Systems Study	33	-	-	-	-
Financials/Asset Management Phase 1	-	-	-	500	-
Financials/Asset Management Phase 2	-	-	-	-	500
Fleet Management Software	70	-	-	-	-
Flexpod - Virtual Hardware	-	-	100	-	-
GIS - Mobile	25	-	-	-	-
GIS Infrastructure Package	-	-	-	-	75
Implement Virtual Desktops	-	50	-	-	-
Infrastructure Growth	153	50	50	50	50
IS Server Room - AC Upgrade	19	-	-	-	-
IT Disaster Recovery Infrastructure	-	-	-	97	-
IT Fibre DTR - 248 St Interconnection	600	-	-	-	-
IT Fibre GVRD WM Refurbishing	400	-	-	-	-
IT Fibre Optic Network (various)	200	-	-	-	-
IT Website Redesign Phase 2	-	-	-	72	-
Legacy Program Replacement - Interface	52	-	-	-	-
Management Reporting Software Phase 1	13	-	-	-	-
Management Reporting Software Phase 2	-	-	40	-	-
Microfiche readers	31	-	-	-	-
Migrate Oracle to SQL	204	-	-	-	-
Minor Capital - Technology	101	-	-	-	-
Mobile Application Development	-	25	25	25	25
Monitoring & Capacity Planning	13	-	-	-	-
Networking Testing Equip	-	35	-	-	-
Online Fire Inspections	30	-	-	-	-
Online Realtime Apps for Licenses Permits Bylaws	-	100	-	-	-
Performance Management Software	32	-	-	-	-
Place/Replace Mobile in Vehicles	30	-	-	-	-
Proj Management Job Cost Study Phase 2	47	-	-	-	-

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CAPITAL LISTING BY SECTION & DESCRIPTION	2014	2015	2016	2017	2018
Technology (cont.)					
Ross HR System Improvements	51	-	-	-	-
Secure Mobile Devices	10	-	-	-	-
Server Room Upgrade - Racks	21	-	-	-	-
Strategic Plan	42	-	-	-	-
Tablet/Mobile Application for Citizens	24	-	-	-	-
Tablet/Mobile Application For Citizens Phase 2	25	-	-	-	-
Upgrade Crystal Reports	35	-	-	-	-
Upgrade Network Infrastructure	225	-	-	-	-
User Logon Enhancement	20	-	-	-	-
Video Production / Conferencing	-	-	-	-	43
Virtual Desktop	-	-	100	-	-
Voting Software	-	-	69	-	-
Web Security Infrastructure [F5]	70	-	-	-	-
Website Payments	54	-	-	-	-
Website Rebuild	31	-	-	-	-
Wireless Hardware & Software	41	-	-	-	-
Wireless Infrastructure	-	-	25	-	-
Technology	4,608	676	979	1,035	1,525

Protective Fire					
Equip Revitalization - Engine 2 3	-	-	-	110	-
FD Vehicle E-32 E-One Replacement (Tender 3)	-	450	-	-	-
FD Vehicle R3-F550 (R2) Replacement	-	-	-	-	500
FD Vehicle Tender 1 Replacement	-	-	-	-	500
FD Vehicle Tower 1 Replacement	-	-	1,500	-	-
FDM Asset Management Module	-	40	-	-	-
FH#1 FH#2 - Exhaust System	50	-	-	-	-
FH#1 Operational Support Unit	932	-	-	-	-
FH#2 Engine 2 Replacement (Tender 2)	523	-	-	-	-
FH#3 Expansion Study	20	-	-	-	-
FH#3 Generator	50	-	-	-	-
FH#4 Engine New	-	625	-	-	-
FH#4 Equip Purchase	-	270	-	-	-
FH#4 Firehall	6,387	-	-	-	-
FH#4 Protective & Safety Equip	-	84	-	-	-
FH#4 Tender 4	-	475	-	-	-
FH#5 Land Acquisition	350	-	-	-	-
Lock Box Key Security System	8	-	-	-	-

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CAPITAL LISTING BY SECTION & DESCRIPTION	2014	2015	2016	2017	2018
Protective Fire (cont.)					
Rescue 2 Replacement Quint 3	1,080	-	-	-	-
SCBA Upgrade	681	-	-	-	-
Protective Fire	10,082	1,944	1,500	110	1,000
Protective Police					
Chair Replacement - General Office*	-	-	-	20	-
Chair Replacement - Hilton Haider*	-	-	-	-	40
Chair Replacement - SEU GIS*	-	-	20	-	-
Desk Replacement - General Duty*	-	30	-	-	-
Desk Replacement - YRO Traffic*	25	-	-	-	-
Desk Replacement - YRO Traffic*	5	-	-	-	-
Front Counter Kiosk Expansion*	-	-	-	-	150
Randy Herman Lunchroom Furniture*	-	-	5	-	-
RCMP - CCVE Upgrade*	105	-	-	-	-
RCMP - File System Exhibits Records*	180	-	-	-	-
RCMP - Forensic Lab Renovation*	402	-	-	-	-
RCMP - Interview Room & GIS Relocation*	23	-	-	-	-
RCMP - Work Yards Storage Fence	14	-	-	-	-
Protective Police	754	30	25	20	190
Park Acquisition					
223 St St Anne Park Acquisition	-	600	-	-	-
Boundary Park (201/123) Phase 2	950	-	-	-	-
Cemetery Expansion	1,095	-	-	-	-
Greenbelt Acquisition	200	200	200	200	200
Haney Nokai Park Phase 2 - Acquisition 1	420	-	-	-	-
Haney Nokai Park Phase 2 - Acquisition 2	-	-	450	-	-
Park (221/119) Lot 4	400	-	-	-	-
Park (241/112) Lot 2	1,853	-	-	-	-
Park (248/108) Lot 2	3,077	-	-	-	-
Silver Valley Neigh Park Acq A-Nelson's Peak	470	-	-	-	-
Silver Valley Neigh Park Acq B	627	-	-	-	-
Silver Valley Neigh Park Acq SE H	2,217	-	-	-	-
Silver Valley Neigh Park Completion - Acquisition 1	400	-	-	-	-
Silver Valley Neigh Park Phase 1	-	1,683	-	-	-
Smart Growth Park Acquisitions	-	-	-	-	2,250
Whispering Falls Park (264/126)	-	-	-	1,161	-
Park Acquisition	11,709	2,483	650	1,361	2,450

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CAPITAL LISTING BY SECTION & DESCRIPTION	2014	2015	2016	2017	2018
Park Improvement					
Albion Park (Washroom Facility)	-	304	-	-	-
Albion Sport Complex - Lighting	-	-	200	-	-
Aquatic Weed Harvester for Whonnock Lake	20	-	-	-	-
BMX Skills Development Area (Albion)*	10	-	-	-	-
Computerized Irrigation Control System	50	-	-	-	-
Cottonwood E Park Dev-Firefighters Park	319	-	-	-	-
Equip Purch - Parks/Rec Vehicle	30	-	-	70	-
Haney Nokai Park Improvement	-	-	-	360	-
Intergenerational Garden	-	-	-	-	35
Maple Ridge Library Signage	-	27	-	-	-
Minor Capital - Gen Rec	30	30	30	30	30
Park Development (231/137)	360	-	-	-	-
Park Development (232/132)	202	-	-	-	-
Park Development (241/104)	-	360	-	-	-
Park Development (241/112)	-	-	-	-	360
Park Development (248/108)	-	-	-	360	-
Parking Lot Paving Thomas Haney Tennis Court	-	50	-	-	-
Public Library Cameras	-	20	-	-	-
Raymond Park Development	-	380	-	-	-
Sport Field Misc Capital (Turf Reserve)*	41	-	-	-	-
Sport Field Renovations-Hammond Stadium	1,032	-	-	-	-
Trail Bridge Replacements (3)	103	-	-	-	-
Trail Counter / Interpretive Sign Tech	-	-	-	25	-
Whonnock Lake Phase 1 Entrance Road	235	-	-	-	-
Whonnock Lake Phase 2 Parking	290	-	-	-	-
Whonnock Lake Phase 3 Path/Light	297	-	-	-	-
Whonnock Lake Phase 4 Beach/General	356	-	-	-	-
Whonnock Lake Phase 5 Washroom Facility	-	-	-	624	-
Youth Action Park Albion	-	-	750	-	-
Park Improvement	3,376	1,171	980	1,469	425
Recreation Services					
Arts Centre - Telephone System*	16	-	-	-	-
Bouldering Rock Wall	-	30	-	-	-
Events - Portable Hot Water Sink	5	-	-	-	-
Leisure Centre - Pool Renovation	-	5,500	-	-	-
Leisure Centre - Pool Security Gates	25	-	-	-	-
Leisure Centre - Spin Studio Ceiling Rem	30	-	-	-	-

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CAPITAL LISTING BY SECTION & DESCRIPTION	2014	2015	2016	2017	2018
Recreation Services (cont.)					
Leisure Centre - Storage Lockers	22	-	-	-	-
Scooter Play Park	-	-	-	75	-
Recreation Services	98	5,530	-	75	-
Drainage					
287 St (Storm Main @ Watkins - Study)	75	-	-	-	-
288 St (Storm Main @ Watkins Sawmill)	-	-	-	250	-
Culvert Replacement Program	200	200	200	200	200
Ditch Enclosures	20	21	21	21	21
Donovan Ave @ 21530	174	-	-	-	-
Drainage CCTV Program	-	87	87	87	87
Drainage Upgrade Program	435	100	266	508	523
Flood Abatement N Alouette	184	-	100	-	100
ISMP Watershed Review	350	350	250	-	-
Local Area Service - Drain*	250	250	250	250	250
Lower Hammond Pump Station	603	-	-	-	-
Rainbow Cr. Culvert Upgrade (@ Kanaka)	-	200	-	-	-
Storm Sewer Connections	22	23	23	23	23
Stormwater Runoff & Stream	240	130	120	70	70
Drainage	2,554	1,360	1,317	1,410	1,275
Highways					
102 Ave @ 241 Acquisition	-	-	-	545	-
104 Ave (240 - 244) +	600	-	-	-	-
104 Ave (240 - 244) ++	142	-	-	-	-
104 Ave Ped Connect (245 St) Phase 2	630	-	-	-	-
112 Ave (60M W 236-236)*	25	-	-	-	-
116 Ave (Lougheed - 232)	-	-	105	-	-
116 Ave Urban Road Upgrade 203 to Warsley	-	-	-	50	-
118 Ave (230 - 231)*	-	-	-	148	-
119 Ave (226 - 227)	443	-	-	-	-
121 Ave @ 214 St-Pedestrian improvements*	9	-	-	-	-
122 Ave (216 - 224) Lights	88	-	-	-	-
122 Ave (216-222) Phase 2 Road & Drainage	59	-	-	-	-
122 Ave (221 - 224)	-	-	-	850	-
128 - 216 Intersection Improvement	-	682	-	-	-
128 Ave (210 - 216)	-	5,318	-	-	-
128 Ave (210 - 216) Design	233	-	-	-	-

2014 projects show budgeted amounts, include work-in-progress, projects approved in prior years budgets, as well as 2014 approved projects. The projects listed in 2014 may already be complete or well underway

CAPITAL LISTING BY SECTION & DESCRIPTION	2014	2015	2016	2017	2018
Highways (cont.)					
128 Ave (216 - Abernethy)	-	-	4,000	-	-
128 Ave (228 - 200M East 232)	-	-	-	132	-
132 Ave (232 - 235)-Fern Crescent	988	-	-	-	-
136 Ave (224 - 400M E 224)	-	-	-	-	1,891
136 Ave (224 - 400M E 224) Design	-	-	95	-	-
203 St (Lougheed - Golden Ears Way)	-	3,912	-	-	-
203 St (Lougheed - Golden Ears Way) Design	404	-	-	-	-
203 St @ Lougheed Intersection Upgrade	228	-	-	-	-
207 St S of Lougheed	210	-	-	-	-
224 St (122 - Abernethy)	-	-	-	154	-
224 St (Abernethy - 132)	-	-	-	-	142
224 St @ 124 Ave Intersection Safety	138	-	-	-	-
224 St @ 132 Ave (N Alouette Bridge)	-	-	-	2,823	-
224 St @ 132 Ave (N Alouette Bridge) Design	-	-	250	-	-
224 St General Improvements-Lighting*	28	-	-	-	-
228 St (12100 Block)*	-	-	6	-	-
232 St (132 - Silver Valley Rd) Sidewalk	270	-	-	-	-
232 St @ Dogwood Ave Urban Treatment	-	-	-	-	50
232 St Bridge (N Alouette River)	4,880	-	-	-	-
232 St Ped Conn (Lawn Bowl-N Cottonwood)	-	-	-	35	-
23513 Larch Ave - Road Dedication	35	-	-	-	-
240 & 112 Traffic Signal*	60	-	-	-	-
240 St (Lougheed - 104) - Road & Drainage	5,211	-	-	-	-
240 St DTR Intersection Alignment	10	40	200	-	-
240 St Signal R Turn To E Bound	50	-	-	-	-
241 St (230M S 112 - 112)	-	-	-	290	-
241A St (100M S 102-102)*	100	-	-	-	-
244 St (50M S of 104 - 104)*	50	-	-	-	-
245 St (104 - 220M N 104)*	26	-	-	-	-
256 St @ Dewdney Trunk Intersection Upgrade (Design)	-	50	-	-	-
287 St Bridge Replacement	-	-	-	200	-
Abernethy (210 - E Blackstock) Acquisition	1,882	-	-	-	-
Abernethy Way Multi Use Path Phase 3	900	-	-	-	-
Abernethy Way Phase 2 - Intersection Improv	168	-	-	-	-
Access Culverts	28	29	29	30	30
Bikeway Program	161	50	50	50	50
Bridge Repairs Struct Upgrade	301	150	150	150	150
Brown Ave Acq. Land (@ Dunbar St)	-	-	-	-	299

2014 projects show budgeted amounts, include work-in-progress, projects approved in prior years budgets, as well as 2014 approved projects. The projects listed in 2014 may already be complete or well underway

CAPITAL LISTING BY SECTION & DESCRIPTION	2014	2015	2016	2017	2018
Highways (cont.)					
Dewdney Trunk @ 238B St	-	-	-	-	200
Dewdney Trunk @ Burnett Traffic Signal	-	-	-	277	-
Dewdney Trunk @ Kanaka Cr Bridge	-	-	350	-	-
Downtown Improv - Lougheed 224 - 226	488	-	4,000	-	-
Edge St Ped Connect N of Dewdney	250	-	-	-	-
Edge St Ped Connect N of Dewdney (Design)	25	-	-	-	-
Edge St Ped Connect S of Dewdney	532	-	-	-	-
Emergency Traffic Pre-Empt	50	50	50	50	50
Equip Purch - Fleet	2,142	1,881	1,022	784	1,642
Equip Purch - Fleet- Radio System Replace	250	-	-	-	-
Equip Purch - Upgrade SA to TA Dump Unit Sander	50	-	-	-	-
Fern Crescent (236 - 240)	99	-	-	-	-
Fern Crescent (240 - 244)	-	-	100	-	-
Gravel Study Phase 1	50	100	-	-	-
GVTA Special Project #7	394	-	-	-	-
Illuminated Street Signs Program	17	10	10	10	10
Intersection Upgrade	23	-	-	-	-
Kanaka Way 234A Traffic Circle	257	-	-	-	-
Kanaka Way Road Improvements (23800 Block)*	95	-	-	-	-
Laity St Bike Lane (DTR to Lougheed)	100	-	-	-	-
Lane E 207 (Camwood - 100M N Camwood)*	5	-	-	-	-
Larch Ave (Balsam - 236)	48	-	-	-	-
Larch Ave Road Extension	223	-	-	-	-
LAS 20000 Block Hampton - R D S W*	800	-	-	-	-
Local Area Service - Road*	250	250	250	250	250
Lorne Ave Sidewalk Phase 2	388	-	-	-	-
Lougheed (203 - 222) Street Lighting	-	-	-	-	626
Lougheed 228 St Access Signal Improv	-	-	-	12	-
Lougheed Hwy Cycle Track Laity-216	269	-	-	-	-
Maple Meadows Way @ CPR Crossing Improv	460	-	-	-	-
Material Storage Site (26100 130 Ave)	75	-	-	-	-
McFarlane Ave (Graves - 209) Lighting*	23	-	-	-	-
Owens (200M N Camwood-Lougheed)*	14	-	-	-	-
Pavement Management	150	-	-	-	-
Ped Safety/Access Improv	218	90	90	90	90
Princess St (Wharf - Lorne)	-	-	-	129	-
Private Driveway Crossings	37	37	37	38	38
River Rd Sidewalk (Darby - Carshill)	250	-	-	-	-

2014 projects show budgeted amounts, include work-in-progress, projects approved in prior years budgets, as well as 2014 approved projects. The projects listed in 2014 may already be complete or well underway

CAPITAL LISTING BY SECTION & DESCRIPTION	2014	2015	2016	2017	2018
Highways (cont.)					
River Rd Traffic Corridor Improvements	-	-	750	-	-
Road Rehabilitation Program	1,085	1,257	1,446	1,933	2,961
Road Resurfacing Program	269	-	-	-	-
Royal Cres @ 100M S Lougheed*	25	-	-	-	-
Selkirk Ave (225 - 227)	-	700	-	-	-
Sidewalk Replacement	134	90	90	90	90
Silver Valley Ped & Road Improv	43	-	-	-	-
Skillen Urban Road Upg Wicklund to 123	-	-	-	25	-
Streetlight Pole Replace Program	69	50	50	50	50
Subdivision E-08-015-1019 104Ave&242B*	83	-	-	-	-
Thermoplastic Marking	-	50	50	50	50
Traffic calming Program	275	-	-	50	50
Traffic Signal Replacements	138	90	90	90	90
Traffic Signal Upgrades / Alterations	30	325	-	-	-
Highways	28,541	15,211	13,271	9,383	8,809
Sewer					
136 Ave (230-231)	29	-	-	-	-
138 Ave (236 - 150M East Of 236)	-	-	-	29	-
223 Street North Ave to St. Anne	-	278	-	-	-
225 St PS / River Rd FM Capacity Upgrade Study	-	-	85	-	-
225 St Pump Station Building Upgrades	-	58	-	-	-
225 St Pump Station Upgrade	325	-	-	-	-
225 St Sewer P/S Overflow Station Mods	-	-	-	-	600
256 Sewer Extension to Corrections	581	-	-	-	-
Backflow Preventers @ Sewage P/S	25	-	-	-	-
Cottonwood Dr (115 - 116)	-	-	61	-	-
Generators @ Riverbend & Cottonwood	14	-	-	-	-
I&I Reduction Program - Areas A K	150	-	-	-	-
Inflow Infiltration Monitoring	-	-	150	-	-
Local Area Service - Sewer*	250	250	250	250	250
P/S Elimination at 240 and 113	-	30	-	-	-
Private Sewer Connections	92	93	95	97	97
River Rd @236 (LTC6152 ext) - Sewer Water	480	-	-	-	-
River Rd McKay Ave to W/O 236	450	-	-	-	-
River Rd Pressure Sewer Condition Assessment	-	65	-	-	-
Sanitary CCTV Program	-	70	70	70	70
SCADA Replacement Program	66	66	66	66	66

2014 projects show budgeted amounts, include work-in-progress, projects approved in prior years budgets, as well as 2014 approved projects. The projects listed in 2014 may already be complete or well underway

CAPITAL LISTING BY SECTION & DESCRIPTION	2014	2015	2016	2017	2018
Sewer (cont.)					
Sewage System Rehabilitation	747	288	288	288	288
South Slope Interceptor Repair	400	-	-	-	-
Sewer	3,609	1,197	1,064	799	1,370
Water					
124 Ave (241 - Ansel) WM Replacement	-	510	-	-	-
128 Ave Supply Main (235 - 238)	-	-	-	-	807
133 Ave @ 244 St PRV	-	-	-	-	108
136 Ave (236 - 240)	-	-	778	-	-
136 Ave (Foreman - McKercher)	200	-	-	-	-
136 Ave @ 235 St PRV	-	-	-	-	173
141 Ave @ 232 St PRV	-	-	100	-	-
224 St (122 - 124) WM Replacement	-	-	291	-	-
236 St (Fern Cres - 132)	-	-	-	-	75
244 St (102 - 102B)	-	-	-	-	54
248 St (108 - 112)	-	-	636	-	-
256 Street Reservoir Relocate Watermain	370	-	-	-	-
263 P/S Phase 1 Design	-	-	-	235	-
263 P/S Phase 2 Construction	-	-	-	-	2,060
270A St Reservoir Phase 1	-	-	183	-	-
270A St Reservoir Phase 2	-	-	-	1,647	-
Ansell St (124 - 125)	-	-	-	230	-
Bulk Fill Water Station	90	-	-	-	-
Equip Purch - Upgrade Truck Replacement to F550	14	-	-	-	-
Flowmeter Installation @ PRVS	29	-	-	-	-
Foreman Drive @ 232 Street PRV	-	-	-	56	-
Local Area Service - Water*	250	250	250	250	250
Private Water Connections	182	185	188	192	192
PRV Capacity Upgrade - 240 at DTR	250	-	-	-	-
PRV Upgrade Program	75	-	50	50	50
Seismic Upgrade - Rothsay Reservoir @ 256 St	376	-	-	-	-
Seismic Upgrade Program	150	150	150	150	150
Seismic Upgrade Pump Stations	308	-	-	-	-
Silver Valley Reservoir	150	3,300	-	-	-
Silver Valley Reservoir Detailed Design	150	-	-	-	-
Water Meter Specs Design Criteria Study	20	-	-	-	-
Water Metering Cost Benefit Analysis	15	-	-	-	-
Water Pump Station Upgrades	60	60	60	60	60

2014 projects show budgeted amounts, include work-in-progress, projects approved in prior years budgets, as well as 2014 approved projects. The projects listed in 2014 may already be complete or well underway

CAPITAL LISTING BY SECTION & DESCRIPTION	2014	2015	2016	2017	2018
Water (cont.)					
Water Security Improvement	146	-	-	-	-
Watermain Replacement Program	309	300	300	300	300
Watermain Replacement Program Prioritization	30	-	-	-	-
Water	3,174	4,755	2,987	3,170	4,279
Total Capital Program	72,297	39,112	23,213	19,103	21,593

2014 projects show budgeted amounts, include work-in-progress, projects approved in prior years budgets, as well as 2014 approved projects. The projects listed in 2014 may already be complete or well underway

CITY OF MAPLE RIDGE

BYLAW NO. 7106-2014

A bylaw to amend Maple Ridge 2014-2018 Financial Plan Bylaw No. 7043-2013

WHEREAS, the public will have the opportunity to provide comments or suggestions with respect to the financial plan amendment;

AND WHEREAS, Council deems this to a process of public consultation under Section 166 of the Community Charter;

The Council for the City of Maple Ridge enacts as follows:

1. This Bylaw may be cited as Maple Ridge 2014-2018 Financial Plan Amending Bylaw No. 7106-2014.
2. Statement 1, Statement 2 and Statement 3 attached to and forming part of Maple Ridge 2014-2018 Financial Plan Bylaw 7043-2013, as amended are deleted in their entirety and replaced by Statement 1, Statement 2 and Statement 3 attached and forming part of Maple Ridge 2014-2018 Financial Plan Amending Bylaw No. 7106-2014.

READ a first time the _____ day of _____, 2014.

READ a second time the _____ day of _____, 2014.

READ a third time the _____ day of _____, 2014.

PUBLIC CONSULTATION completed on the _____ day of _____, 2014.

ADOPTED the ____ day of _____, 2014.

PRESIDING MEMBER

CORPORATE OFFICER

ATTACHMENT: Statement 1, Statement 2 and Statement 3

Statement 1

Consolidated Financial Plan 2014-2018 (in \$ thousands)

	2014	2015	2016	2017	2018
REVENUES					
Revenues					
Development Fees					
Developer Contributed Assets	16,500	16,500	16,500	16,500	16,500
Developer Cost Charges	17,814	14,233	6,002	7,715	6,273
Developer Specified Projects	-	-	-	-	-
Parkland Acquisition	200	200	200	200	200
Contributions from Others	3,232	1,244	1,251	1,253	1,276
Development Fees Total	37,746	32,177	23,953	25,668	24,249
Property Taxes	68,373	71,632	75,312	79,487	83,619
Parcel Charges	2,857	2,957	3,058	3,163	3,243
Fees & Charges	37,336	39,204	41,200	42,861	44,145
Interest	1,853	1,853	1,853	1,853	1,853
Grants (Other Govts)	5,390	4,524	4,991	3,759	3,421
Property Sales	-	4,250	-	-	-
Total Revenues	153,555	156,597	150,367	156,791	160,530
EXPENDITURES					
Operating Expenditures					
Interest Payments on Debt	2,240	2,439	2,304	2,165	2,081
Amortization Expense	19,391	20,124	20,929	21,766	22,637
Other Expenditures	108,425	97,472	101,071	105,809	109,792
Total Expenditures	130,056	120,035	124,304	129,740	134,510
ANNUAL SURPLUS	23,499	36,562	26,063	27,051	26,020
Add Back: Amortization Expense (Surplus)	19,391	20,124	20,929	21,766	22,637
Less: Capital Expenditures	67,232	39,112	23,213	19,103	21,593
Less: Developer Contributed Capital	16,500	16,500	16,500	16,500	16,500
CHANGE IN FINANCIAL POSITION	(40,842)	1,074	7,279	13,214	10,564
OTHER REVENUES					
Add: Borrowing Proceeds	18,495	-	-	-	-
OTHER EXPENDITURES					
Less: Principal Payments on Debt	2,660	3,951	4,045	4,142	4,183
TOTAL REVENUES LESS EXPENSES	(25,007)	(2,877)	3,234	9,072	6,381
INTERNAL TRANSFERS					
Transfer from Reserve Funds					
Capital Works Reserve	4,764	4,341	549	549	549
Equipment Replacement Reserve	5,395	2,722	3,092	1,184	3,474
Fire Department Capital Reserve	1,360	1,494	-	-	-
Land Reserve	-	4,250	-	-	-
Local Improvement Reserve	-	-	-	-	-
Sanitary Sewer Reserve	-	-	-	-	-
Transfer from Reserve Fund Total	11,519	12,807	3,641	1,733	4,023
Less :Transfer to Reserve Funds					
Capital Works Reserve	910	615	2,405	2,155	2,453
Equipment Replacement Reserve	2,859	3,260	3,349	3,501	3,628
Fire Dept. Capital Acquisition	1,332	725	820	950	1,079
Land Reserve	5	4,255	5	5	5
Local Improvement Reserve	-	-	-	-	-
Sanitary Sewer Reserve	30	30	30	30	30
Total Transfer to Reserve Funds	5,136	8,885	6,609	6,641	7,195
Transfer from (to) Own Reserves	19,028	(78)	(918)	(1,783)	(2,468)
Transfer from (to) Surplus	(404)	(967)	652	(2,381)	(741)
Transfer from (to) Surplus & own Reserves	18,624	(1,045)	(266)	(4,164)	(3,209)
TOTAL INTERNAL TRANSFERS	25,007	2,877	(3,234)	(9,072)	(6,381)
BALANCED BUDGET	-	-	-	-	-

Statement 2

Revenue and Property Tax Policy Disclosure

Revenue Disclosure

Revenue Proportions	2014		2015		2016		2017		2018	
	\$ ('000s)	%	\$ ('000s)	%	\$ ('000s)	%	\$ ('000s)	%	\$ ('000s)	%
Revenues										
Property Taxes	68,373	39	71,632	46	75,312	51	79,487	51	83,619	53
Parcel Charges	2,857	2	2,957	2	3,058	2	3,163	2	3,243	2
Fees & Charges	37,336	22	39,204	25	41,200	27	42,861	27	44,145	27
Borrowing Proceeds	18,495	11	-	0	-	0	-	0	-	0
Other Sources	44,989	26	42,804	27	30,797	20	31,280	20	29,523	18
Total Revenues	172,050	100	156,597	100	150,367	100	156,791	100	161,530	100

Other Sources include:

Development Fees Total	37,746	22	32,177	20	23,953	16	25,668	17	24,249	15
Interest	1,853	1	1,853	1	1,853	1	1,853	1	1,853	1
Grants (Other Govts)	5,390	3	4,524	3	4,991	3	3,759	2	3,421	2
Property Sales	-	0	4,250	3	-	0	-	0	-	0
	44,989	26	42,804	27	30,797	20	31,280	20	29,523	18

Objectives & Policies

Property Tax Revenue is the City's primary revenue source, and one which is heavily reliant on the residential class. Diversification of the tax base and generation of non-tax revenue are ongoing objectives, outlined in Financial Sustainability Policy 5.52 section 6.

The Financial Plan includes property tax increases totaling 2.95% annually for:

- General Purposes
- Infrastructure Sustainability
- Parks and Recreation Master Plan implementation
- Drainage Improvements

Additional property tax revenue due to new construction is also included in the Financial Plan at 2.05% in 2014 and 2% annually for 2015 through 2018. Additional information on the tax increases and the cost drivers can be found in the 2014-2018 Financial Plan Overview Report.

Specific policies discussing the tax increases are included in the Financial Sustainability Plan and related policies which were adopted in 2004.

Property tax revenue includes property taxes as well as grants in lieu of property taxes.

Parcel Charges are largely comprised of a recycling charge, a sewer charge and, on certain properties, a local area service or improvement charge. Parcel charges are a useful tool to charge all or a subset of properties for a fixed or variable amount to support services. Unlike property taxation the variable amount does not need to be related to property assessment value, but can be something that more accurately reflects the cost of the service.

Statement 2 (cont.)

Revenue and Property Tax Policy Disclosure

Fees & Charges

The Business Planning Guidelines call for an increase of 5% in fees as a guideline. Actual fee increases vary depending on the individual circumstances, the type of fee and how it is calculated. Fees should be reviewed annually and updated if needed. Recent fee amendments include recreation fees, development application fees, business license fees and cemetery fees. A major amendment to the Development Costs Charges (DCC), recommended no more frequently than every five years, was completed in 2008. Minor DCC amendments are done more frequently. Some fees are used to offset the costs of providing specific services. The utility fees are reviewed annually with a view towards using rate stabilization practices to smooth out large fluctuations in rates, as set out in the Business Planning Guidelines.

Borrowing Proceeds – Debt is used where it makes sense. Caution is used when considering debt as it commits future cash flows to debt payments restricting the ability to use these funds to provide other services. The source of the debt payments needs to be considered as does the justification for advancing the project. More information on borrowing previously approved can be found in the 2014-2018 Financial Plan Overview report.

Other Sources will vary greatly year to year as it includes:

- Development fees which fund capital projects from the DCC Reserve
- Contribution from others in relation to capital
- Grants which are sought from various agencies and may be leveraged with City funds

PROPERTY TAX DISCLOSURE

Property Tax Revenue Distribution

Property Class	Taxation Revenue		Assessed Value		Tax Rate	Multiple
	('000s)		('000s)		(\$/1000)	(Rate/Res.Rate)
1 Residential	51,558	77.8%	11,553,748	91.4%	4.4625	1.0
2 Utility	516	0.8%	12,911	0.1%	40.0000	9.0
4 Major Industry	621	0.9%	17,774	0.1%	34.9163	7.8
5 Light Industry	2,643	4.0%	207,624	1.6%	12.7314	2.9
6 Business/Other	10,697	16.2%	840,214	6.7%	12.7314	2.9
8 Rec./Non-Profit	37	0.1%	2,894	0.0%	12.8080	2.9
9 Farm	151	0.2%	4,983	0.1%	30.3483	6.8
Total	<u>66,224</u>	<u>100%</u>	<u>12,640,148</u>	<u>100%</u>		

Statement 2 (cont.) Revenue and Property Tax Policy Disclosure

PROPERTY TAX DISCLOSURE

Objectives & Policies

Property taxes are the City's largest source of revenue and are contained by efficient business practices. Annual business planning practices are the mechanism for resource allocation decisions.

The City's Financial Sustainability Policy section 6 discusses the necessity of diversifying the tax base. Development of employment related properties is one method of diversification; therefore a key performance measurement in Strategic Economic Initiatives tracks the increased investment and development of non-residential properties.

A policy in the Financial Sustainability Plan that calls for stable tax increases and the adoption of the annual increase early in the prior year in the Business Planning Guidelines provides citizens with a more stable and predictable set of cost increases. In some cases costs are phased in over multiple years to stay within the set tax increases.

Property Tax Rates

It is policy to adjust property tax rates annually to negate the impact of fluctuations in the market values of properties. Tax rates are reduced to negate the market increases. Property tax increases are then applied at the same relative increase for all classes, unless legislation restricts the rates, as with Class 2, Utility.

The Business Class and Light Industry Class properties have the same tax rate and are treated as a composite class when setting the tax rates, as the types of businesses in each class are similar.

A review was done on the Major Industry Class rates and the recommendation from the Audit and Finance Committee and Council was a 5% property tax reduction in both 2009 and 2010 to support additional investments in the subject property and to keep rates competitive. In the 2014 - 2018 Financial Plan, property taxes charged to major industrial class properties have been reduced; it starts at \$70,000 in 2014, increasing by \$70,000 in each year of the plan.

In reviewing the tax rates to ensure competitiveness, absolute rates, tax multiples and overall tax burden are considered. The impact that assessed values have when comparing other geographical areas must be considered in a comparison of tax rates.

Permissive Tax Exemptions

Council has set policies around the use of permissive tax exemptions. These are Council Policies 5.19 through 5.24. These policies discuss Churches, Community Halls, Heritage Sites, Homes for the Care of Children and the Relief of the Aged, the Poor, the Disabled and the Infirm, Municipal Recreational Services, Private Hospitals and Daycares, Private School and Youth Recreation Groups.

Revitalization Tax Exemption

A revitalization tax exemption is available within a defined downtown area and provides a financial incentive to encourage development in the town centre. Further financial incentives are available for buildings that qualify; additional information on the town centre incentives can be found on our website. For more information on the tax exemption, please refer to both Bylaw 6789-2011 and 7010-2013.

Statement 3

Capital Expenditure Disclosure

The sole purpose of this statement is to meet legislative requirements, highlighting the value of the DCC program; no other conclusions should be drawn from the figures as the information could be misleading. This disclosure is required under the Local Government Act s. 937(2); Capital costs attributable to projects to be partially funded by Development Cost Charges (DCC) must be included in the financial plan. The DCC program includes projects as far out as 2035 so the capital expenditures must be extended to match. Certain types of projects are not planned past the five year time horizon of the financial plan. Much less scrutiny is given to projects that are planned in years 2019 through 2035. Projects in these years typically exceed likely funding available.

Capital Improvement Program for 2019 – 2035

(in \$ thousands)

Capital Improvement Program	345,140
 Source of Funding	
Development Fees	
Development Cost Charges	138,946
Parkland Acquisition Reserve	200
Contribution from Others	7,667
	146,814
Borrowing Proceeds	6,319
Grants	41,695
 Reserve Funds	
Capital Works Reserve	8,935
Cemetery Reserve	115
Equipment Replacement Reserve	2,483
Fire Department Capital Reserve	2,736
Reserve Funds	14,269
Revenue Funds & Reserve Accounts	136,043
 Source of Funding	 345,140