

Budget Handbook 2008 - 2012



*Deep Roots
Greater Heights*

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Message from the Mayor

The past year has been very productive for Council and District staff having accomplished many of the goals we set out for ourselves a year earlier. As a team we have forged ahead on many fronts, first and foremost, on one of this District's most ambitious plans ever – to become among the most sustainable communities in the world. As a community we need to commit to a long-term process to become economically, socially and environmentally sustainable. Our plan itself needs to be sustainable.



Enhancing the Safety and Vitality of the Downtown

Council's vision for Maple Ridge is a strong, vibrant downtown that is the heart and soul of the community. It is working on several fronts to make this a reality including:

- Increasing density in the downtown.
- 224 St. Senior Zone enhancements.
- Downtown area plan and parking strategy.
- Comprehensive development cost charge by-law review.
- Developing Spirit Square on a cost share basis with the Province.

- Considering a Green Zone amending formula. Collaboration between RCMP, municipal staff, and community agencies has helped to achieve a safe and vibrant downtown.

We have also embarked on our largest capital investment program ever for this community to address a multitude of infrastructure projects without causing any financial hardship on our citizens. Our Council has worked hard to provide the kind of leadership necessary to address the many and complex factors that present themselves in a growing and thriving community. Working in partnership with municipal staff, local businesses and organizations and our citizens, we will continue to build an exciting and bright future for Maple Ridge.

Preserving and Enhancing the Environment

Maple Ridge Council has again achieved a great deal related to the environment including:

- Working cooperatively with builders and developers like Portrait Homes, who won an award for their storm water retention system.
- Diverting 6,000 kg of Operations Centre recyclables from the waste stream.
- Enhancing recycling services to include electronic waste (computers, printers, televisions) and hazardous materials.
- Reducing the printed version of the Parks & Leisure Services brochure (30% of registration is now done online).

Our commitment to think global and act local will ensure environmental issues are addressed as Council delivers on its mandate.

Accommodating Tremendous Growth

Maple Ridge has risen to the challenge of accepting growth by providing a well-planned transportation network including:

- Planning density around transportation corridors.
- Transit improvements:
 - Express bus to Braid Street Skytrain.
 - Increased 701 service to Coquitlam Centre.
 - Successful mid-day and weekend train bus.
 - Construction of a Town Centre transit exchange.
 - Increased accessibility.
- Intersection and traffic calming improvements.
- Implementing a new taxi service bylaw that endorses competition.

All of the success to date has been due to defining a vision, hard work, and building strong relationships. Members of Council and staff have worked towards a vision that will benefit our present and future citizens. Our continued commitment to work with community groups, First Nations, government agencies, businesses and citizens of Maple Ridge is building a strong, healthy and sustainable community.

There is still much to accomplish in the year ahead. Members of Maple Ridge Council and District employees are up to the challenge. I encourage your comments and participation.



GORDY ROBSON
Mayor

Message from the CAO

I am pleased to present our 2008 – 2012 Financial Plan on behalf of all employees at the District of Maple Ridge.

Our community is fortunate in so many ways. From its natural beauty and abundance of outdoor splendour to the unbridled volunteer enthusiasm that emanates throughout the community, Maple Ridge is a wonderful place to live and to work. To build on these positive characteristics, Council has created a sustainable path that is helping guide our community to become a recognized leader on many different fronts. This past year's work plan illustrates the effort being put forth to ensure we get to where we want to go.

Highlights and accomplishments in 2007 were:

- Maple Ridge has risen to the challenge of accepting growth while at the same time protecting the quality of life. Good progress was made and continues in our efforts to revitalize and reinvigorate the downtown area, including:
 - Initiated a Town Centre Area Plan and Parking Strategy.
 - Completed the Randy Herman Centre for Community Safety building renovations.
 - Developed a new Economic Development website to support business location, retention, and expansion efforts within our community.
 - Supported the implementation of a Business Improvement Area.
- Maple Ridge continues to lead the nation in preserving and enhancing its community's quality of life, air, water, and land. A number of new environmental initiatives were undertaken, including:
 - Completed North Alouette, Davidson's Pool, and Whonnock Lake land acquisitions, and investigating additional conservation land acquisitions.
 - Developed a new Council Strategic Plan with a renewed emphasis on sustainability.
 - Established the Agricultural Advisory Committee and the Alouette Task Force.
- Successfully activated the Emergency Operations Centre on several occasions including the 2007 Fraser Freshet. The District provided comprehensive communication planning and messaging, prepared a Maple Ridge Flood Response Plan, and submitted a successful grant application to raise the Albion Dike.
- Designed a new award-winning website with many new features included an online Home Owner Grant.



Major items to watch for in 2008:

- The District will implement actions recommended in the 2007-2011 Sustainability Report including: developing an inventory of corporate greenhouse gas emissions, establishing targets for achieving carbon neutrality, creating a policy that all new municipal buildings achieve minimum energy performance targets, and creating a green buildings program for residential, commercial and industrial buildings.
- The completion of an Area Plan for the Downtown.
 - A new Tax and Utility System will be implemented.
 - A strategy for dealing with municipally-owned lands in Silver Valley will be developed and implemented.
 - We will continue to work with RCMP headquarters on making changes in policing that make sense, and will work with the local RCMP detachment to implement the Police Master Plan and the Community Safety Officer Program.
 - A number of studies will be undertaken and plans implemented including: a Smart Commute Program for municipal employees, the Blue Mountain Sustainability Study, a Cemetery Master Plan, as well as a physical accessibility review and improvement plan for the Leisure Centre. We will work on a sustainability plan focusing on youth education, a critical infrastructure analysis, an analysis of requirements for future land acquisitions, and a systematic fees and charges review.
 - We will be working with the SPCA and other interested parties in building a new facility that better meets the needs of the community.

I would like to thank Council, our employees and the many volunteers who make this community such a wonderful place to live, work, and play.

A handwritten signature in black ink, appearing to read "J. L. Rule".

J. L. (JIM) RULE
Chief Administrative Officer

Strategic Plan

The Strategic Plan was developed by Council to guide the development of specific objectives we could focus on in order to achieve the community vision.

Mission

A safe, livable and sustainable community for our present and future citizens.

Vision 2025

The District of Maple Ridge is among the most sustainable communities in the world. As a community committed to working toward achieving carbon neutrality, residents experience the value of a strong and vibrant local economy and the benefits of an ongoing commitment to environmental stewardship and creation of stable and special neighbourhoods. Maple Ridge is a world-leading example of thoughtful development and a socially cohesive community, especially as it relates to the use of leading edge “environmental technologies,” social networks and economic development. Other municipalities consistently reference the District of Maple Ridge for its innovative approaches to dealing with seemingly intractable challenges.

Value Statements

Leadership	To encourage innovation, creativity, and initiative.
Service	To be fair, friendly, and helpful.
Reputation	To stress excellence, integrity, accountability, and honesty.
Human Resources	To recognize that our people are our most valuable resource.
Community	To respect and promote our community.
Stewardship	To consider the long-term consequences of actions, think broadly across issues, disciplines and boundaries and act accordingly.

Strategic Focus Areas

- Environment
- Transportation
- Smart Managed Growth
- Safe and Livable Community
- Financial Management
- Governance
- Community Relations
- Inter-government Relations/Networks
- Economic Development

Environment

Vision 2025

Maple Ridge continues to lead the nation in preserving and enhancing its community’s quality of life, air, water and land. The District, long a front-runner in the protection of environmentally sensitive areas, is one of the first municipalities to promote green-building and innovative technologies in residential and commercial construction and infrastructure. The District has won a number of awards for its practices relating to energy use in civic buildings and the municipal fleet and its support of community waste reduction activities.

Key Strategies

- Continue to promote individual, business and community responsibility for the stewardship of natural resources
- Identify and devise effective protective mechanisms for environmental features (such as watercourses) and areas that require special recognition and management
- In partnership with other levels of government, adjacent municipalities, First Nations and community groups, develop programs and projects to preserve and enhance the natural assets of Maple Ridge
- Set targets for the purchase and installation of renewable energy sources and establish energy efficiency goals for facilities, infrastructure, operations and fleet
- Lobby senior levels of government to change codes and regulations to promote or require the use of “green” and innovative technology

Transportation

Vision 2025

Maple Ridge has been able to accommodate tremendous population and economic growth by planning growth around multi-modal transportation routes. The District worked very closely with the regional transportation authority to ensure that employment centres as well as neighbourhoods accepting increased density or new medium density neighbourhoods would be well served by public transit and a rapid transit metro line. In addition, a third east-west route through the community was added to assist with commercial and private vehicle traffic and all-day, two-way commuter rail service is now a reality. The downtown area is an excellent example of creating a pedestrian friendly environment that enables citizens and visitors to easily explore the uptown shops and services before taking a casual stroll down to the riverfront promenade.

Strategic Plan

Key Strategies

- Maintain and enhance a multi-modal transportation system within Maple Ridge to provide citizens with safe, efficient alternatives for the movement of individuals and goods
- Promote alternative modes (pedestrian, bike, public transit) of travel to reduce reliance on the automobile
- Continue to improve the walk-ability of the downtown, ensuring it is pedestrian friendly and accessible, particularly for those with impaired mobility
- In co-operation with other regional stakeholders, identify improvements to the inter-municipal transportation system within the Lower Mainland and the Fraser Valley

Smart Managed Growth

Vision 2025

Maple Ridge has risen to the challenge of accepting growth while at the same time protecting the quality of life and diversity of residential options that is so important to citizens. By densifying many neighbourhoods, the District has been maintained the rural character and small-town feel of the community. Specific neighbourhood plans supported by design guidelines and attention to the natural landscape were keys to retaining the character of neighbourhoods that experienced in-fill. A vibrant, pedestrian-friendly, accessible downtown is the heart and gathering place for the community. Shopping, educational facilities and utility infrastructure were developed concurrent with the new or densified neighbourhoods.

Key Strategies

- Develop a land use management and development processes that are clear, timely, open, inclusive and consultative
- Use the Official Community Plan and the District's Corporate Strategic Plan to ensure growth is well managed and balances the three pillars of sustainability (social, economic and environment) thereby enhancing the unique quality of life in Maple Ridge
- Develop land use regulations, bylaws, procedures, and practices to implement the Official Community Plan and all other Strategic and Master Plans thereby providing clear interpretation of the District's direction, goals and objectives
- Manage existing municipal infrastructure through the preparation of appropriate plans to ensure development, maintenance and renewal of parks and open spaces; roads; sidewalks; water; sewer

and stormwater systems; public buildings and, data and communications technology

- Encourage the use of adaptive technologies in new construction so that buildings are flexible to changing needs and demographics
- Explore the introduction of innovative new infrastructure and technology (such as fibre optics, geo-thermal power and energy from sewer systems)

Safe and Livable Community

Vision 2025

A community development model is at the heart of the District's success in meeting the safety, security and social needs of the citizenry. By networking with other levels of government, the RCMP, the School Board, community agencies and business groups and by capacity building with not-for-profits and neighbourhood groups all Maple Ridge residents have their basic health, safety, shelter, food and income needs met; have access to community services to assist them in achieving their full potential; are able to actively participate in civic processes; and can contribute to establishing an exceptionally strong community.

Key Strategies

- Strive for enhanced service levels, quality of life and independence by citizens and community organizations in the delivery of leisure services and other municipal services through community development
- Develop and implement preventative as well as reactionary plans to address the impacts of emerging social issues on the local community and citizens through social planning and collaboration with other levels of government and local service providers
- Work closely with the School Board, Health Authority, Regional Library, other levels of government and other agencies to encourage the adequate provision of public services that are not the responsibility of local government
- Establish an emergency response and recovery plan in consultation with other public sector agencies, community groups, and other relevant stakeholders
- Establish neighbourhood and community education programs to provide citizens with information and materials on emergency planning procedures
- Ensure development standards incorporate sustainability, crime prevention, safety and security concepts

Strategic Plan

- Develop preventative as opposed to remediation initiatives in the delivery of fire and police services
- Ensure that quality emergency services are delivered in a timely, effective and efficient manner through the development of multi-year Business Plans, which include detailed, sustainable multi-year financial plans
- Continue with the implementation of the Police and Fire Master Plans
- Provide a variety of parks, trails, open spaces and gathering places
- Recognize and support the important contribution of volunteers in the community
- Encourage active and healthy living among citizens through the provision of a variety of exceptional recreational, educational and social activities
- Preserve and enhance heritage resources to provide citizens with the historic context of the community
- Encourage citizens and the community to develop their creative potential and a strong sense of community through the provision of excellent arts and cultural opportunities, special events, educational and social activities

Financial Management

Vision 2025

The District's award-winning financial, investment, purchasing and human resources policies and practices are tightly aligned with and contribute to the District's continued vision of sustainability

Key Strategies

- Construct financial plans and Business Plans in accordance with the adopted Financial Sustainability Policies
- Develop multi-year financial plans that not only address immediate needs but also address the longer-term sustainability of our community
- Use a formal, Business Planning framework as a means to structure decision-making and publicly reporting our performance
- Identify methods to expand the tax base and generate non-tax revenue
- Continue to use a user-pay philosophy
- Review policies and processes to ensure they are consistent with the corporate strategic direction and external influences
- Provide high quality municipal services to our citizens and customers in a cost effective, efficient and timely manner

Governance

Vision 2025

Maple Ridge is a leader in voter turnout for Municipal Elections as more than half of those eligible to vote, exercise that right. Elected officials and District staff continue to confidently lead the community on its journey to achieving its vision. Meaningful engagement of staff, stakeholders and citizens ensures quality decision making. Politicians and staff model the District's values and consistently deliver on the commitments, goals and objectives stated in the Strategic Plan and Business Plans.

Key Strategies

- Conduct our business in a manner that upholds and enhances the public's trust
- Function as an open government with the greatest possible access by citizens to information and opportunity for engagement in decision making-processes
- Demonstrate leadership in applying and promoting the principles of sustainability recognizing that each individual decision may not be optimal for all pillars of sustainability

Community Relations

Vision 2025

Maple Ridge residents and business owners report very high levels of satisfaction with the District's efforts to keep citizens informed of municipal plans and projects and to ensure citizens are aware of when and how they can participate in civic processes.

Key Strategies

- Provide a continuum of opportunities that encourage and enable citizen participation in local government and local government decision-making.
- Develop methods to communicate on a timely basis with citizens and community groups
- Survey citizens to obtain their views on the community and their satisfaction with District services
- Provide information about and actively promote the actions individual citizens and businesses can take to augment the District's sustainability efforts
- Provide opportunities through events and festivals for growing our citizens' sense of community

Strategic Plan

Inter-Government Relations/Networks

Vision 2025

The District receives outstanding levels of support and cooperation from senior levels of government, crown agencies, the regional district, the school district, our municipal neighbours, First Nations, community groups and corporate Canada because of the strong, positive working relationships, at both the political and staff level, that have been established and nourished over the years

Key Strategies

- Develop and maintain strong, positive working relationships with our adjacent neighbours, the municipalities of Pitt Meadows and Mission; the Katzie and Kwantlen First Nations; our fellow members of the Greater Vancouver Regional District and the Fraser Valley Regional District
- Enhance relationships with provincial and federal employees and politicians to further the legitimate interests of the District
- Continue to leverage our voice and enhance our relationships with the UBCM, FCM and the LMLGA
- Identify and promote the use of partnerships and networks with public agencies; crown corporations; business; not-for-profit; community groups; and, volunteers to provide local government and community services in a cost-efficient, effective and timely manner

- Support the retention and expansion of existing local businesses that add to the quality of life in Maple Ridge
- Identify, in consultation with community stakeholders, specific new investment and employment opportunities
- Build a sustainable community that includes a balance of land use types
- Develop an efficient, customer-service oriented approach to the delivery of municipal services that is timely, cost effective, friendly and efficient
- Develop and maintain high quality community documentation and promotional material to attract investment and employment
- Preserve natural assets that could positively contribute to economic development
- Enhance the trail systems so that they can be used to enhance economic development

Economic Development

Vision 2025

Maple Ridge made the transition from dormitory suburb to employment magnet by carefully targeting businesses that fit within the context of the District's many neighbourhoods. Commercial ventures were encouraged in the accessible, pedestrian-friendly downtown and at nodes along major roads; agricultural activities were enabled in District's famed rural areas; home-based businesses were encouraged and clean industry was attracted to existing and new business parks created near key transportation junctions and neighbourhoods. The District enjoys the many benefits of having the majority of its residents work in the community in which they live.

Key Strategies

- Use a formal economic development strategy, grounded in the principles of sustainability, as a means to structure a positive business and investment climate

Evolution of the Maple Ridge Business Planning Cycle

In the early 1990's, the financial planning process was a line-by-line operating budget review, accompanied by departmental goals and objectives. Absent was a unified alignment to community priorities, which led to customer dissatisfaction, staff and Council frustration, and financial inefficiencies. Maple Ridge went in search of a way to make more strategic use of its limited resources and found the solution within its own employees; helping to foster a culture of leadership throughout all levels of the organization.

A Business Planning Steering Committee was established to develop a formalized process to link Council's vision for the community to budgets and work plans, and ensure a consistent strategic direction. Committee members included elected officials, senior management, union officials, and front-line employees.

An exercise to develop a set of fundamental guiding principles culminated in the adoption of a vision and a set of value statements. Next, Council went on retreat to develop a Corporate Strategic Plan encompassing a wide-ranging and comprehensive set of goals and objectives. A later addition was the development of a business purpose statement and a set of focus areas and priorities.

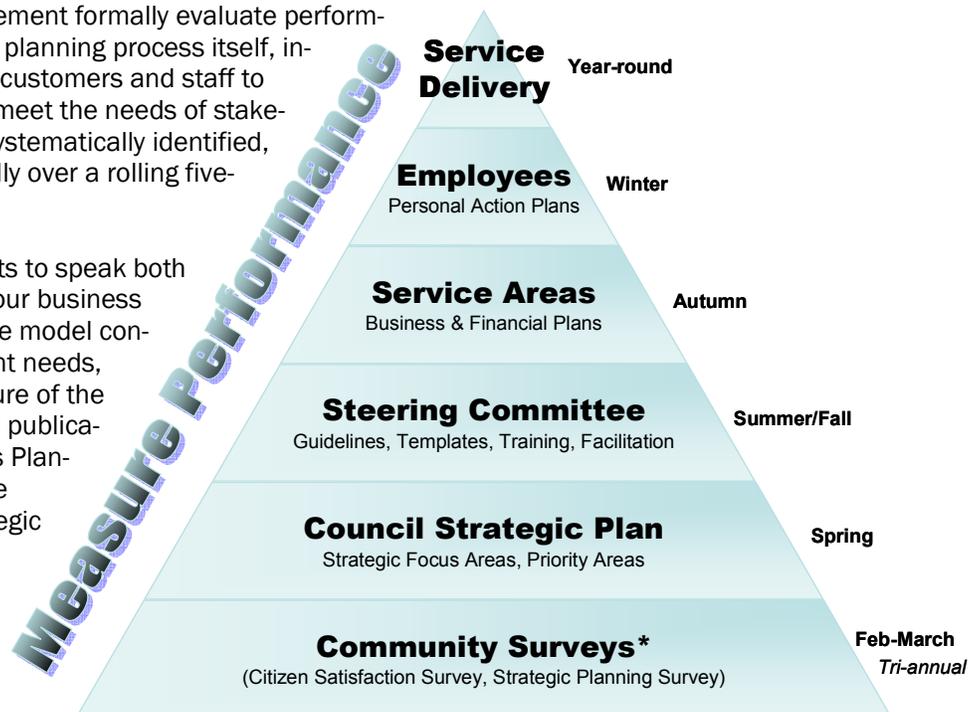
Service areas now develop multi-year operating plans which directly support the Corporate Strategic Plan. This includes business evaluations with a 10% funding reduction scenario, forcing departments to look at new ways to deliver services. The plans are presented in open sessions and public participation is encouraged. Employees prepare individual performance plans linking their workplans to the department's objectives.

The cascading effect through all levels of the organization provides the strategic alignment critical to achieving the community vision in the most effective and efficient manner.

Performance measurement occurs through the publication of quarterly reports and comprehensive annual reports to citizens. The measures are a combination of financial and non-financial indicators that provide a foundation for evaluation of the impact of programs and services toward corporate objectives.

Citizens are surveyed every three years in the months following municipal elections, to determine satisfaction levels with services and facilities, and on community priorities and vision. This is followed by a strategic planning session where Council and senior management formally evaluate performance, direction, and the business planning process itself, integrating feedback from citizens, customers and staff to ensure the process continues to meet the needs of stakeholders. Community needs are systematically identified, prioritized, and addressed annually over a rolling five-year planning cycle.

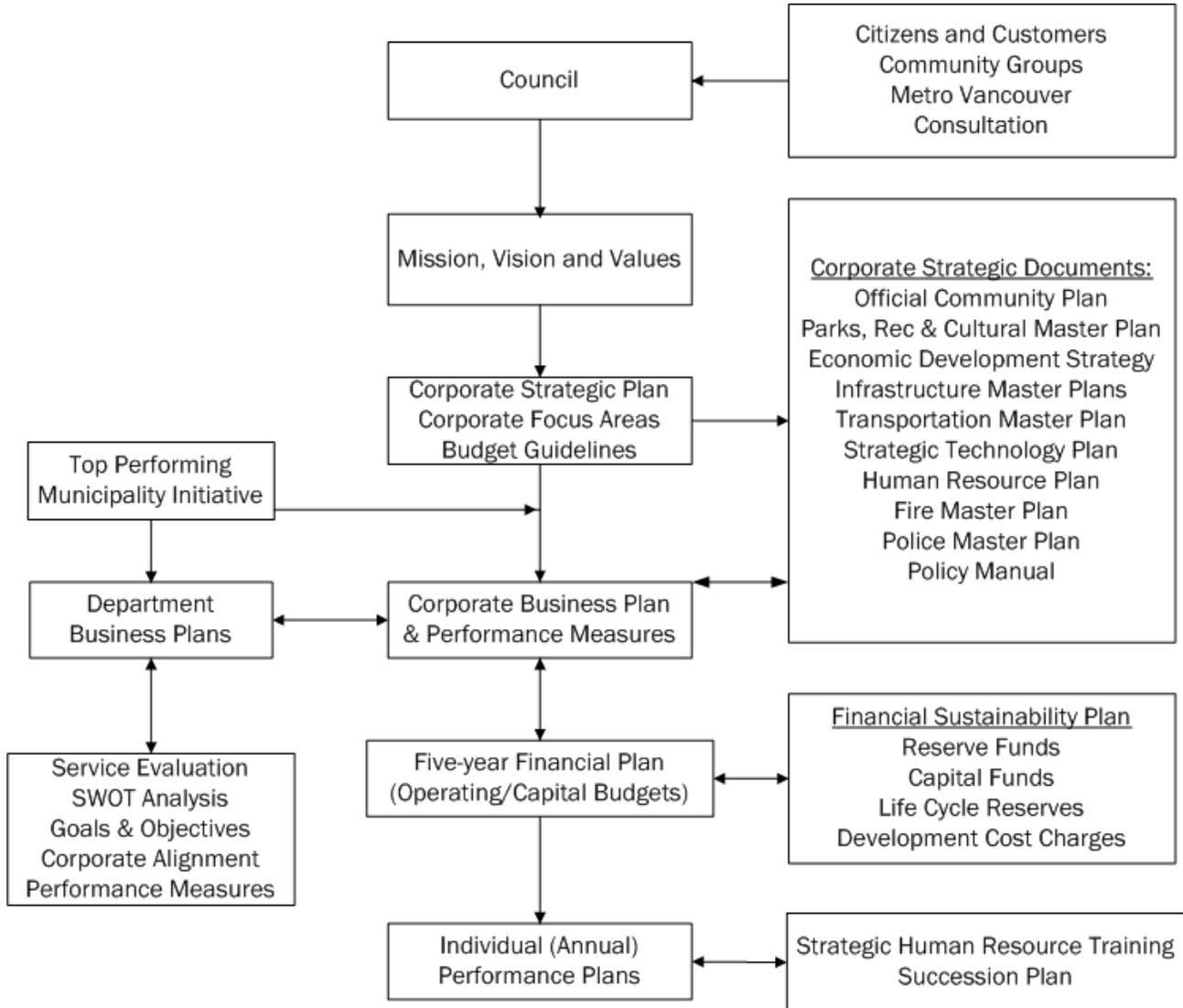
District staff have fulfilled requests to speak both nationally and internationally on our business and financial planning model. The model continues to evolve to address current needs, but is well-entrenched in the culture of the organization, as evidenced by the publication of the "11th Annual Business Planning Guidelines," and the intricate alignment among corporate strategic initiatives, plans and documents.



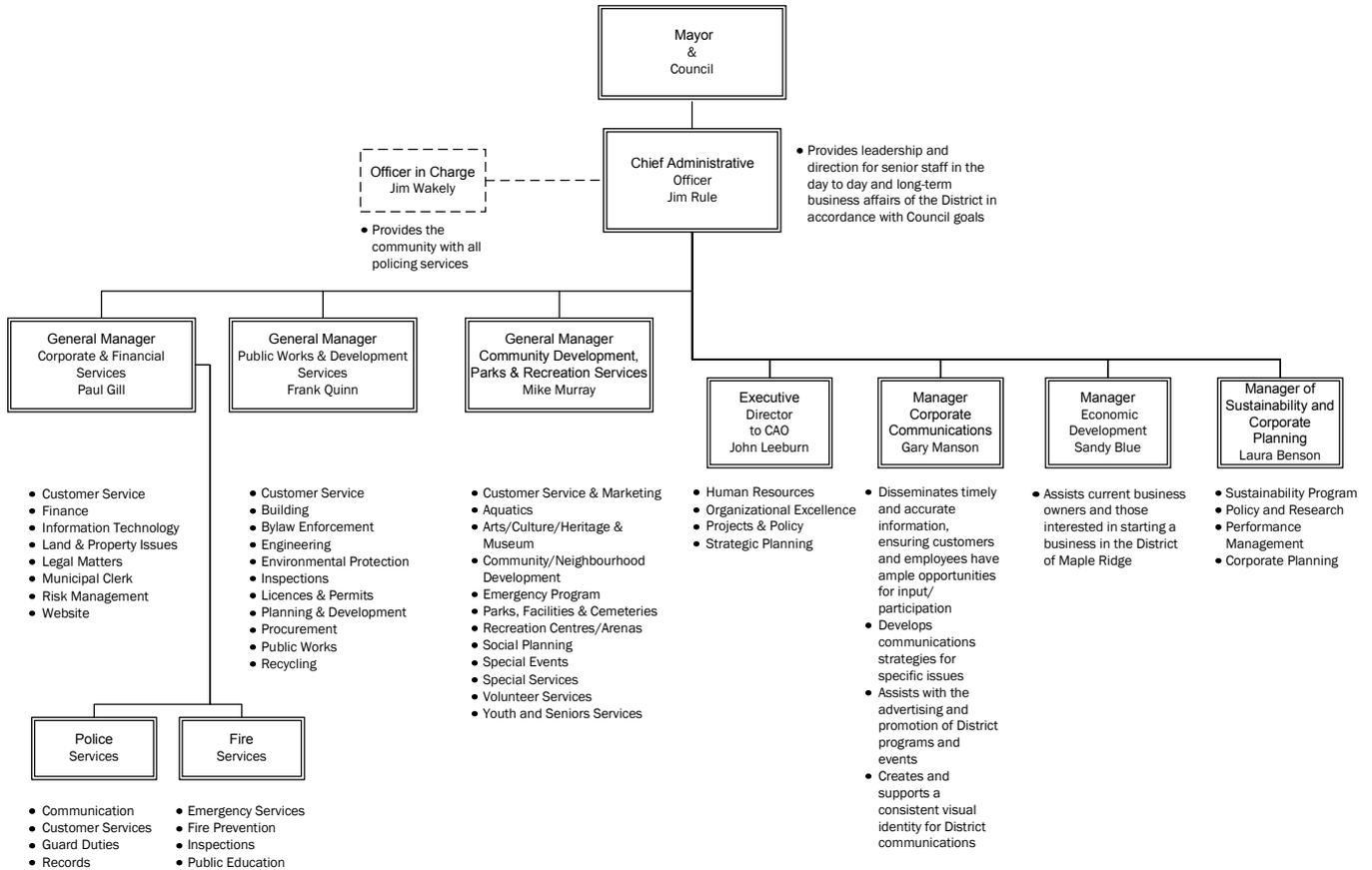
Evolution of the Maple Ridge Business Planning Cycle

The business planning process in place today is the result of a decade of in-house development, feedback, refinement, augmentation, and improvement. The program's longevity is a testament to its continued ability to provide value to citizens, customers, Council, and staff.

Alignment of Corporate Strategic Initiatives



Organization Chart



District Officials

2005 – 2008 Council

Mayor Gordy Robson

Councillor Ernie Daykin
Councillor Judy Dueck
Councillor Al Hogarth

Councillor Linda King
Councillor Craig Speirs
Councillor Ken Stewart

2008 Appointed Officials

Chief Administrative Officer..... Jim Rule, MA, B.ES (Hon.), P.Mgr., MCIP
General Manager: Community Development, Parks & Recreation Services Michael Murray, BRE
General Manager: Corporate & Financial Services..... Paul Gill, BBA, CGA, FRM
General Manager: Public Works & Development Services Frank Quinn, P.Eng., MBA
Executive Director to the Chief Administrative Officer John Leeburn, B.Comm., MBA
Chief Information Officer John Bastaja, BA, MRM
Director of Community Fire Safety Services/Fire Chief..... Dane Spence
Director of Community Services..... Sue Wheeler
Director of Development Engineering Jeffrey Scherban
Director of Engineering Operations Russ Carmichael, ASct, FRM
Director of Finance Jacob Sorba, CGA
Director of Operations & Staff Development/ Fire Chief..... Peter Grootendorst, CFO, MA
Director of Licences, Permits and Bylaws Brock McDonald, B.Sc.
Director of Parks & Facilities..... David Boag
Director of Planning..... Jane Pickering, MCP, MCIP
Director of Recreation Kelly Swift, BGS
Manager Corporate Communications Gary Manson, BBA, MBA
Manager Economic Development..... Sandy Blue
Manager of Legislative Services Ceri Marlo
Manager of Sustainability and Corporate Planning..... Laura Benson, CMA
Municipal Engineer Andrew Wood, PhD., PEng.
R.C.M.P. Officer in Charge Inspector Jim Wakely

Municipal Auditors

BDO Dunwoody LLP

Municipal Bankers

TD Canada Trust

Municipal Solicitors

Lidstone, Young, Anderson - General
Harris & Company - Labour

Business Planning Guidelines

In spring 2007, Council participated in an annual strategic planning exercise to evaluate the District's progress towards key strategic objectives, integrating feedback from citizens, customers and staff, and to establish direction for the next five-year planning period. The outcome was a document outlining Council priorities to guide staff in the preparation of departmental business plans, with the specific guidelines outlined below.

1. Tax increase for general purposes – 3% for 2008 - 2012.
2. Tax increase for capital works and infrastructure – 1% per year.
3. Utility Charges to be reviewed annually with a view towards using rate stabilization practices to smooth out large fluctuations in rates.
4. Fire Service Improvement Levy to generate \$700,000 additional funding in 2008, plus levies on new growth (2008 total levy expected to generate \$2.6 M).
5. Budgets include operating and capital components for a five-year period.
6. Public Consultation Plan developed and operationalized.
7. Increase revenue from existing sources by about 5%.
8. Identify potential new revenue sources (i.e. be creative).
9. Evaluation of services to ensure alignment with Council direction.
10. Identify and measure outputs/outcomes. Identify key processes to undergo process improvement reviews.
11. Council-raised issues are to be considered in developing workplans, respecting the criteria for establishing priorities and recognizing that capacity is needed for opportunities or issues that might be discovered throughout the year. The issues raised by Council are as follows:
 - Capital Project Cost Escalation
 - Facilities life cycle maintenance/renewal
 - Infrastructure Renewal
 - Parks and Sports Fields
 - Succession Planning
12. Reduction packages should be at -10% (limit small packages and multiples to get to -10%). What would you recommend be kept if you had only 90% of your budget? This should not be interpreted to mean that we are looking to reduce our budget by 10%. Rather, this is an opportunity for us to explain what the ramifications of such reductions would be. Also, it is a chance for us to look at what we are doing to see if there are ways to improve.
13. Incremental packages must include a Business Plan and business case to support new programs/projects/staff.
14. Organizational/structural change – is the current organization adequate to deliver the service? Are there better options?

Business Planning Guidelines

15. Succession Planning – review organization charts in relation to service delivery with a view to long-term planning. What positions do you see as potentially becoming vacant by retirement and what organizational options may be available as a result?
16. Vacant position review and management – all positions that become vacant are subject to a detailed review prior to being refilled.
17. Quarterly performance reports are to be presented to Council at open Council meetings. Performance measures will be published in the Annual Report.
18. Progress in relation to our strategic direction is to be evaluated every six months.
19. The Financial Plan must be in accordance with Council’s strategic Financial Sustainability Plan policies approved in October 2004.
20. Technology – review business applications and technology tools to identify upgrade or obsolescence issues. Ensure workplans, budgets, and Information Services workplans/projects reflect the resources necessary to support the changes if required.
21. Workplans will identify short-term, medium, and longer-term action items that Council can consider, as we work towards carbon neutrality.

Financial Plan Highlights

Staff prepared departmental business plans in line with Council's priorities, and a financial plan was developed to allocate resources in a way that best supported the corporate direction. Highlights of the financial plan are listed below:

- A 3% per year tax increase in 2008 through 2012, for general purposes.
- A 1% per year tax increase in 2008 through 2012, for capital works and infrastructure sustainability.
- The continued implementation of the Fire Department Master Plan and associated Fire Service Improvement levy of \$600,000 per year, plus growth.
- Growth in tax revenue in all property classes combined is estimated at 2.35% per year for 2008 through 2012. Growth refers to increases in property value due to non-market changes, such as new construction. The actual growth is not known until early April of each year.
- Water Utility rate increase of 9% per year.
- Sewer Utility rate increase of 5% per year.
- Recycling rate increase of 3% for 2008, lower than the 6% that was required in 2007.
- New Growth Packages of \$7,000 for 2011 and \$242,000 for 2012, in accordance with Financial Sustainability Policy 5.52-2.0.
- Extraordinary items to be funded from General Revenue surplus totalling \$560,000 for 2008, \$95,000 for 2009, and \$15,000 for 2011.
- Capital Works Program totalling \$52 million for 2008, \$29 million for 2009, \$47 million for 2010, \$35 million for 2011, and \$27 million for 2012.
- The borrowing of funds in the amounts of \$21.8 million for 2008, \$10.8 million for 2009, \$8.2 million for 2010, and \$5.3 million for 2011, in accordance with Financial Sustainability Policy 5.52-8.0.
- Allocation of sustainability funds to various business areas in the amounts of \$418,000 for 2008, \$863,000 for 2009, \$1.34 million for 2010, \$1.84 million for 2011, and \$2.38 million for 2012, in accordance with Financial Sustainability Policy 5.52-7.0 and 7.1.
- Incremental costs of three additional positions are included in the base budget. They are directly attributable to increased workloads and are more than offset by increased revenues.
 - Lot Grading Technologist
 - Licence Inspector/Bylaw Enforcement Officer
 - Plan Checker

Financial Plan Highlights

2008 - 2012 Growth Funding Allocations

Funds have been allocated to service areas to address growth-related increases in budget requirements. Amounts allocated in initial years have been directed toward specific programs and services. As we approach later years and the community's needs are more certain, these packages will be allocated more specifically.

Source	Allocated to:	2007	2008	2009	2010	2011	2012
General Rev	Operations	20,000	40,000	135,000	175,000	250,000	350,000
	Fire Department		45,000	100,000	175,000	250,000	250,000
	Parks Maintenance		75,000	135,000	245,000	350,000	450,000
	Software Maintenance	10,000	20,000	30,000	40,000	57,000	77,000
	Public Works & Development						
	Transportation Technician		45,000	50,000	50,000	50,000	50,000
	Balance to be allocated			75,000	135,000	260,000	260,000
	Adjustment to funding PWD				-65,000	-65,000	-65,000
	Corporate & Financial Services						
	Property Clerk		45,000	45,000	45,000	45,000	45,000
	Balance to be allocated			80,000	140,000	265,000	265,000
	Adjustment to funding CFS				-65,000	-65,000	-65,000
	Community Dev, Parks & Rec						
	Recreation Growth		31,700	123,400	142,400	148,500	152,500
	Balance to be allocated		13,300	1,600	42,600	161,500	157,500
Adjustment to funding CDPR				-65,000	-65,000	-65,000	
	<i>General Revenue Subtotal</i>	30,000	315,000	775,000	995,000	1,642,000	1,862,000
Surplus	*Parks Growth Incremental	150,000	100,000	50,000			
Water Rev	Water Maintenance	15,000	30,000	45,000	60,000	75,000	90,000
Sewer Rev	Sewer Maintenance	10,000	20,000	30,000	40,000	50,000	60,000

* Additional funding for the Parks area to deal with future growth comes mainly from general revenue, building up incrementally. However, a significant amount of green space had been turned over to the Parks area and some funding was required earlier to bridge the gap. There was no capacity within general revenue in 2007 to increase the growth allocation so surplus was targeted to fill the gap. The use of surplus is discussed in a subsequent section.

Financial Plan Highlights

Borrowing

The financial plan incorporates debt proceeds into the overall funding strategy for the capital works program. The borrowing will be subject to necessary approvals, including elector approval. The funding sources for debt payments included in the plan for 2008 are dog licensing fees, cemetery fees, Capital Works Reserve, Fire Department Capital Acquisition Reserve and the School District. Future years of the plan call for debt that will be funded through Development Cost Charges (DCCs). To include interest charges in the DCCs, an amendment to the DCC Imposition Bylaw and approval of the Inspector of Municipalities will be required.

Capital Projects proposed for debt financing

Project	Year	Borrow	Term	Main Fund	Annual Payments	Issue Costs	Funded by		Total Cost
							Total Interest	Other Sources	
Animal Shelter New Building	2008	900,000	25	Gen Rev	66,611	6,750	765,269	600,000	2,272,019
Cemetery Expansion	2008	1,520,000	25	Cemetery	112,498	11,400	1,292,455		2,823,855
Firehall #4 Construction	2008	6,000,000	10	FireCap	799,746	45,000	1,997,457		8,042,457
Park/School Site 231/137 *	2008	3,276,075	5	Other	768,656	24,571	567,205		3,867,851
Park/School Site 241/112 *	2008	2,779,698	5	Other	652,193	20,848	481,265		3,281,810
Park/School Site 248/108 *	2008	4,615,412	5	Other	1,082,901	34,616	799,092		5,449,120
River Rd. Drainage Improvements	2008	2,675,000	5	CWR	627,628	20,063	463,138		3,158,200
<i>2008 Subtotal</i>		<u>21,766,185</u>			<u>4,110,231</u>	<u>163,246</u>	<u>6,365,880</u>	<u>600,000</u>	<u>28,895,311</u>
240 St @ Kanaka Creek (Bridge)	2009	8,025,600	10	DCC	1,069,740	60,192	2,671,798	81,057	10,838,647
Abernethy Wway Phase 3	2009	2,750,000	10	DCC	366,550	20,625	915,501	2,777,500	6,463,626
240 St @ S Alouette (Bridge)	2010	8,160,000	10	DCC	1,087,654	61,200	2,716,541	15,922,416	26,860,157
Abernethy Wway Phase 4	2011	5,250,000	10	DCC	699,777	39,375	1,747,775	9,302,500	16,339,650
		<u>45,951,785</u>			<u>7,333,953</u>	<u>344,638</u>	<u>14,417,494</u>	<u>28,683,473</u>	<u>89,397,391</u>

* In addition to this amount the District of Maple Ridge contributes a further \$7.1 million.

For more information on the projects proposed and information on the process please refer to the Financial Plan Overview Report in Schedule 1, Section 4 Borrowing.

2008 - 2012 Supplemental Funding for Extraordinary Items

Several projects were unable to be funded from increases in revenues. The District's anticipated 2007 surplus and prior year accumulated surplus have been targeted to provide funding for the following projects:

Item	2008	2009	2010	2011	2012
Approved in prior financial plans:					
BC Disability Games	45,000	45,000			
Citizen Satisfaction Survey	15,000			15,000	
Park Growth Incremental*	100,000	50,000			
Succession Planning Implementation	400,000				
	<u>560,000</u>	<u>95,000</u>	<u>0</u>	<u>15,000</u>	<u>0</u>

* Park Growth Incremental is meant to bridge a funding gap for maintenance activities in areas added to our inventory, until some scheduled growth funding begins to catch up in 2008 and 2009.

Financial Plan Highlights

Staffing History and Forecast

The following table indicates the number of full-time equivalent (FTE) staff budgeted in each department within the District for the years 2008 through 2010. The years 2000-2007 represent the actual staffing, which is lower than budgeted staffing due to unfilled vacancies. Some of the vacancies have been temporarily filled using contract staff or consulting services; the impact of this labour is not represented in the numbers.

	Actual FTE's (net of vacancies & unpaid leave)							Full Staffing (budget)		
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
CAO										
CAO Administration	2.2	2.7	3.6	5.0	6.9	7.0	6.4	7.0	7.0	7.0
Economic Development	0.0	0.0	0.0	1.0	2.0	2.6	2.7	4.0	4.0	4.0
Human Resources	6.0	7.3	6.5	5.9	4.0	4.3	5.0	5.5	5.5	5.5
	8.2	10.0	10.1	12.0	12.9	13.9	14.1	16.5	16.5	16.5
COMMUNITY DEVELOPMENT, PARKS & RECREATION SERVICES										
CDPR Administration	2.6	2.5	2.5	2.5	2.2	2.3	3.0	3.0	3.0	3.0
Parks & Facilities	20.6	19.3	19.0	19.0	19.7	20.5	24.5	26.3	26.3	26.3
Recreation	51.9	58.7	56.3	57.3	57.7	56.7	58.9	60.3	60.3	60.3
Community Services	6.2	7.2	8.3	7.5	7.9	9.1	9.4	9.5	9.5	9.5
	81.3	87.7	86.0	86.3	87.5	88.7	95.8	99.1	99.1	99.1
CORPORATE & FINANCIAL SERVICES										
CFS Administration	2.0	2.0	1.7	1.5	1.5	1.5	1.8	2.0	2.0	2.0
Clerks	6.7	6.6	6.3	6.2	6.3	6.5	6.6	7.3	7.3	7.3
Finance	14.3	14.7	15.9	16.9	16.5	16.6	17.7	17.9	17.9	17.9
Information Services	9.2	11.0	12.6	11.9	12.1	12.6	13.2	15.2	14.0	14.0
Fire Department	8.0	8.0	8.0	8.0	12.0	24.1	29.6	37.0	44.0	51.0
Police Services	39.0	33.8	29.5	32.5	33.3	35.6	37.0	41.5	41.5	41.5
	79.1	76.0	73.9	77.0	81.7	97.0	105.8	120.8	126.7	133.7
PUBLIC WORKS & DEVELOPMENT SERVICES										
PWD Administration	1.9	2.0	2.8	2.5	2.5	2.5	2.9	3.0	3.0	3.0
Engineering	21.8	22.8	22.9	22.6	22.1	24.2	24.8	28.0	28.0	28.0
Licenses, Permits & Bylaws	18.3	20.1	20.7	21.5	22.4	22.9	24.1	27.0	27.0	27.0
Planning	12.6	13.8	14.0	12.5	13.2	14.7	16.1	15.0	15.0	15.0
Operations	58.9	59.3	61.2	64.4	69.1	66.7	70.0	70.0	72.0	73.0
	113.5	118.0	121.5	123.6	129.3	130.9	137.9	143.0	145.0	146.0
	282.1	291.8	291.5	298.8	311.5	330.4	353.6	379.5	387.3	395.2

Financial Plan Highlights

Financial Plan Summary – Expenditures

All figures represent \$'000 (thousands)

	2008	2009	2010	2011	2012
Operating Budget					
Administration	\$ 4,475	\$ 3,055	\$ 3,136	\$ 3,221	\$ 3,289
Community Dev, Parks & Recreation	14,872	15,112	15,671	16,372	16,841
Corporate & Financial Services	6,396	5,508	5,798	6,264	6,467
Fire Protection	5,050	5,718	6,538	7,394	7,837
Police Services	15,133	16,052	17,040	17,871	18,843
Public Works & Development	11,413	10,314	11,769	12,318	12,544
Sewer Utility	6,479	6,588	6,783	6,980	7,170
Water Utility	7,486	8,030	8,543	9,286	9,782
Operating Budget	\$ 71,303	\$ 70,377	\$ 75,278	\$ 79,706	\$ 82,774
Interest Payments on Debt	3,566	4,329	4,569	4,632	4,490
Total Operating Budget	\$ 74,868	\$ 74,706	\$ 79,847	\$ 84,338	\$ 87,264
Capital Budget					
Drainage	\$ 12,902	\$ 1,407	\$ 886	\$ 5,977	\$ 6,302
Government Services	13,733	275	290	435	140
Highways	29,724	20,007	34,451	19,857	4,874
Park Acquisition	12,722	0	1,532	1,883	4,177
Park Improvements	2,512	1,575	537	889	3,278
Protective Services	15,338	1,044	505	735	1,665
Sewage	2,591	1,088	3,787	1,057	1,146
Technology	2,138	1,237	1,243	941	1,396
Water	2,428	1,338	3,609	3,324	3,710
Total Capital Budget	\$ 94,088	\$ 27,970	\$ 46,840	\$ 35,099	\$ 26,689
Total Capital and Operating Budget	\$ 168,957	\$ 102,676	\$ 126,687	\$ 119,437	\$ 113,953
Transfer to Reserve Funds					
Capital Works Reserve	\$ 855	\$ 1,143	\$ 848	\$ 896	\$ 937
Equipment Replacement Reserve	1,771	1,889	2,016	2,085	2,150
Fire Dept. Capital Acquisition	863	185	336	472	537
Land Reserve	20	20	20	20	20
Local Improvement Reserve	0	0	0	0	0
Sanitary Sewer Reserve	80	80	80	80	80
Transfer to Reserve Funds	\$ 3,588	\$ 3,317	\$ 3,299	\$ 3,553	\$ 3,724
Contribution to Own Reserves	\$ 7,709	\$ 8,337	\$ 8,845	\$ 9,794	\$ 10,392
Principal Payments on Debt	3,867	4,444	5,521	6,390	7,074
Total Transfers to Reserves and Debt	\$ 15,165	\$ 16,099	\$ 17,665	\$ 19,737	\$ 21,190
Total Expenditures	\$ 184,121	\$ 118,775	\$ 144,352	\$ 139,174	\$ 135,142

Financial Plan Highlights

Financial Plan Summary – Sources of Funds

All figures represent \$'000 (thousands)

	2008	2009	2010	2011	2012
Property Taxes	\$ 47,654	\$ 51,204	\$ 54,941	\$ 58,904	\$ 62,718
Parcel Charges	2,204	2,319	2,440	2,571	2,709
Fees & Charges	26,559	27,948	29,451	31,092	32,855
Interest	1,695	1,770	1,770	1,770	1,770
Grants (Other Govts)	16,354	4,751	17,961	11,376	2,001
Borrowing Proceeds	21,766	10,776	8,160	5,250	0
Development Fees					
Developer Cost Charges	\$ 29,606	\$ 4,292	\$ 10,279	\$ 7,669	\$ 10,334
Parkland Acquisition	199	0	200	200	200
Contributions from Others	4,467	3,732	4,110	8,689	10,928
Development Fees Total	\$ 34,272	\$ 8,025	\$ 14,589	\$ 16,557	\$ 21,462
Total External Sources of Funds	\$ 150,503	\$ 106,792	\$ 129,312	\$ 127,520	\$ 123,515
Transfer from Reserve Funds					
Capital Works Reserve	\$ 3,881	\$ 1,384	\$ 2,276	\$ 1,273	\$ 1,680
Equipment Replacement Reserve	3,381	1,725	2,654	1,735	2,169
Fire Department Capital Reserve	6,469	1,034	70	350	950
Sanitary Sewer Reserve	252	0	0	0	0
Transfer from Reserve Fund Total	\$ 13,983	\$ 4,143	\$ 5,000	\$ 3,358	\$ 4,799
Transfer from Own Reserves	\$ 18,111	\$ 7,771	\$ 8,539	\$ 8,416	\$ 9,274
Transfer from Surplus	1,525	68	1,501	(120)	(2,445)
Total Internal Sources of Funds	\$ 33,619	\$ 11,983	\$ 15,040	\$ 11,654	\$ 11,628
Total Sources of Funds	\$ 184,121	\$ 118,775	\$ 144,352	\$ 139,174	\$ 135,142

Intentional Blank

Impact to the Average Home

The financial plan delivers on the business planning guidelines and incorporates the priorities set out by Council. What does this mean for the average taxpayer?

The assessed value of the “average home” for the 2008 taxation year was approximately \$400,000. In calculating the average, all residential properties comprising both single family homes and multi-family units such as townhouses and apartments were included.

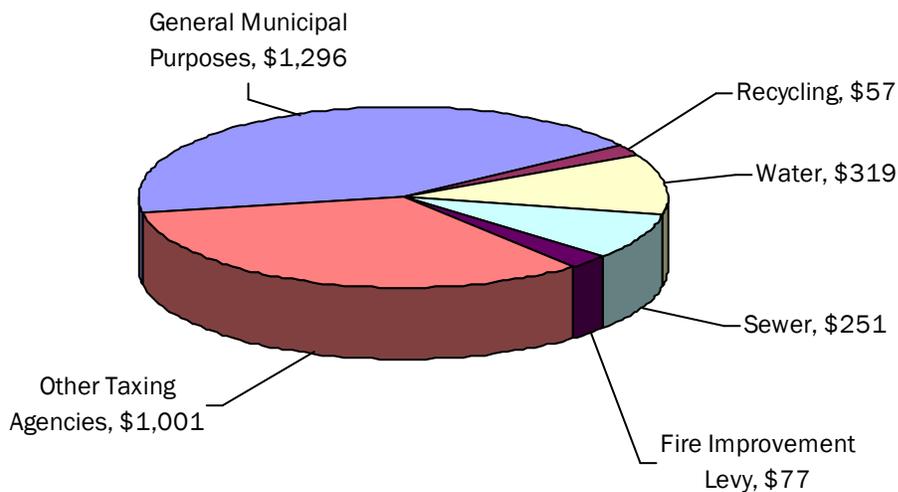
The following table demonstrates the impact to a taxpayer who for the 2008 tax year, was in a home assessed at \$400,000 with the following services:

- flat rate Water Utility fee;
- flat rate Sewer Utility fee and within Sewer Area A;
- single-home curbside recycling pickup.

Changes to the property tax bill for 2008 include a 4.00% Municipal Levy increase, comprised of 3% for general purposes and 1% for infrastructure sustainability.

	2008	2007	Increase	% Change
Municipal Levy	\$ 1,295.83	\$ 1,245.99	\$ 49.84	4.00%
Recycling	56.95	55.29	1.66	
Water Utility	319.40	293.00	26.40	
Sewer Utility	250.85	240.55	10.30	
Fire Service Improvement Levy	77.42	58.03	19.39	
Total	<u>\$ 2,000.45</u>	<u>\$ 1,892.86</u>	<u>\$ 107.59</u>	<u>5.68%</u>

Additional charges on the property tax bill include school, regional and other non-municipal services. These charges total \$1,001.12 for the average home.



The Home Owner Grant of up to \$570 for the average homeowner or \$845 for seniors, if eligible, will reduce the overall taxes due.

Key Account Balances

KEY REVENUE ACCOUNTS

All figures represent \$'000 (thousands)

Account Category (G/L#)	ACTUALS				
	2003	2004	2005	2006	2007
Revenue & Taxation					
Taxes - General Revenue (16000-4000)	-29,495	-33,176	-35,669	-38,860	-42,624
Grants in Lieu - Provincial (16000-4060)	-702	-712	-743	-795	-709
Grants in Lieu - Other (16000-4060)	-829	-822	-851	-859	-965
MFA Discharge (12400-4380)	-392	-116	-125	-105	-112
Investment Interest (15000-4295)	-765	-677	-892	-894	-1,532
Gain/Loss - Property for Resale (15000-4298)	-1	-4,831	-333	-262	-9
Surplus Transferred In (15000-4520)	-675	-3,067	-272	-2,238	-1,832
Prov. Grant (Unconditional) (10000-4253)	-156	-653	-731	-809	-926
Recycling Fees (51000-4220)	-140	-96	-95	-131	-144
Dog Licences (26000-4340)	-147	-155	-136	-122	-185
Property Management					
Commercial Lease Revenue-Tower (multiple)	-	-	-	-	-392
Parking Revenue-Tower Commercial (11800-4220)	-	-	-	-	-45
Common Cost Recovery - Tower (11800-4310)	-	-	-	-	-74
Protective Services					
Towing and contract revenue (21000-4230)	-38	-38	-41	-76	-76
False Alarm Fines (21000-4240)	-34	-45	-49	-60	-149
PM Cost Share - RCMP Contract (21000-4258)	-643	-595	-616	-674	-738
Sale of Service (Grow-op) (21000-4650)	-	-	-156	-57	-40
Recreation					
Planet Ice-Ice Rentals (47600-4500)	-148	-161	-142	-146	-148
Leisure Centre Admissions (47500-4110)	-696	-749	-711	-711	-774
Lessons/Prog Fees - Swimming (47500-4320)	-308	-309	-318	-315	-319
Corporate Fitness Revenue (47500-4321)	-201	-174	-151	-141	-137
L.C. - General Program Revenue (47500-4322)	-53	-96	-114	-144	-119
Development Services					
Building Permits (24000-4445)	-1,529	-1,333	-1,372	-1,909	-2,257
Business Licences (53300-4342)	-431	-375	-446	-425	-559
Application Fees - Rezoning (53110-4120)	-88	-88	-94	-144	-93
Application Fees - Subdivision (53110-4122)	-92	-74	-93	-130	-79
Application Fees - Dev Permit (53110-4124)	-74	-81	-135	-116	-131
Subdivision Inspection Fees (32110-4220)	-285	-434	-377	-410	-481
Public Works					
Sales - Gravel (33100-4510)	-97	-58	-14	-12	-
GVTA Grant - Uploaded Roads (33100-4260)	-406	-478	-494	-290	-260
GVTA Grant - Downloaded Roads (33100-4261)	-184	-154	-154	-162	-165

Key Account Balances

2008	2009	BUDGET 2010	2011	2012
-46,137	-49,677	-53,405	-57,359	-61,161
-721	-735	-749	-764	-778
-1,008	-1,009	-1,010	-1,010	-1,010
-	-	-	-	-
-750	-825	-825	-825	-825
-	-	-	-	-
-549	-106	-	-15	-
-925	-925	-925	-925	-925
-100	-100	-100	-100	-100
-280	-280	-280	-280	-280
-1,151	-1,114	-1,135	-1,155	-1,176
-140	-140	-140	-140	-140
-275	-275	-275	-275	-275
-76	-76	-76	-76	-76
-28	-28	-28	-28	-28
-914	-926	-947	-973	-994
-	-	-	-	-
-146	-146	-146	-146	-146
-760	-760	-760	-760	-760
-310	-310	-310	-310	-310
-145	-145	-145	-145	-145
-102	-102	-102	-102	-102
-1,700	-1,700	-1,700	-1,700	-1,700
-500	-500	-500	-500	-500
-93	-105	-105	-105	-105
-93	-105	-105	-105	-105
-89	-101	-101	-101	-101
-315	-315	-315	-315	-315
-457	-457	-457	-457	-457
-	-	-	-	-
-674	-674	-674	-674	-674

Key Account Balances

KEY EXPENDITURE ACCOUNTS

All figures represent \$'000 (thousands)

Account Category (G/L#)	2003	2004	2005	2006	2007
Legislative Services					
Grants & Donations (80B) (13000-6180)	160	33	34	54	116
Training - Council (13000-6400)	11	5	2	1	-
Fire Department					
Fire Fighting Salaries (22000-5501)	-	-	326	1,312	1,802
Paid on Call Relief Wages (22000-5505)	-	-	22	134	190
Paid on Call Wages (22000-5600)	618	778	749	642	617
Contract (Emergency 911) (22000-7007)	77	85	92	84	87
Hall #4 - Paid on Call (22041-5600)	-	-	-	-	-
Police Services					
Centralized Dispatch (21140-7051)	671	704	809	921	970
Regular Members Contract (21200-7007)	6,408	7,517	8,174	8,300	8,777
Corporate Services					
Insurance (12101-6210)	505	622	667	695	676
Recruiting Costs (12102-7065)	26	60	46	78	94
Fiscal Services					
Contribution to Core Reserve (10000-9020)	2,285	2,981	3,084	3,850	5,702
Transfers to Capital Works Res (10000-9400)	531	5,947	847	852	632
Transfers to Fire Dept Cap Acq (10000-9400)	914	598	677	722	1,026
Transfers to General Capital (10000-9400)	29	-24	4	16	-347
Transfer to General Capital (10000-9410)	1,015	1,387	768	1,471	10,410
Contribution to Self-Insurance (12400-9021)	45	45	45	745	45
Transfers to Equip Replc-Ops (33100-9400)	532	622	688	665	756
Other					
Fraser Valley Regional Library (47200-7007)	-	1,792	1,865	1,969	2,068
Consulting - Engineering (32100-7005)	50	169	245	168	219
Recycling Contract (51000-7007)	757	737	795	824	899
GVRD Water Purchases (71000-7380)	2,377	2,736	3,042	3,640	4,183
GVRD Sewer Admin Fees (61000-6005)	1,679	2,003	2,206	2,450	2,630

Key Account Balances

2008	2009	2010	2011	2012
456	49	49	49	50
46	16	16	16	16
2,604	3,332	4,092	4,887	5,299
-	-	-	-	-
664	684	708	733	734
124	114	114	114	114
50	149	149	149	149
1,009	1,039	1,070	1,103	1,103
11,053	11,929	12,792	13,491	14,353
803	808	813	819	819
71	49	49	49	49
5,793	5,757	5,777	5,798	5,819
725	1,013	718	766	807
833	155	306	442	507
-	-	-	-	-
2,991	5,950	2,470	7,691	2,746
45	45	45	45	45
869	914	991	1,032	1,078
2,112	2,218	2,329	2,445	2,568
256	81	81	81	81
937	954	982	1,011	1,040
5,068	5,562	5,971	6,400	6,831
2,934	3,079	3,223	3,368	3,513

Financial Plan Reader's Guide

The next section of this document provides detailed financial plan information for each department.

The District consists of four divisions:

- Office of the Chief Administrative Officer (CAO)
- Community Development, Parks & Recreation Services (CDPR)
- Corporate & Financial Services (CFS)
- Public Works & Development Services (PWD)

Each division section begins with a listing of select 2007 accomplishments and discusses the business context relevant to the 2008-2012 planning period. An organization chart illustrates the layout of the division.

Legend for Organization Charts

Department Head Exempt Staff Only Large Box – Double Solid Border
All Other Exempt Staff Medium Box – Double Solid Border
All Union Staff..... Varying Size Box – Single Solid Border
Contract Staff Varying Size Box – Dotted Border
Interdepartmental Reporting Relationship..... Varying Size Box – Dotted Border and Line

This is followed by the plans of each department within the division.

- Each department plan begins with a brief explanation of services provided by the department, followed by a few workplan highlights.
- An organization chart illustrates the reporting structure of the department and is complemented by a history and projection of staff positions.
- The operating budget follows and includes comparisons to previous budgets and actual expenditures and revenues. Notes regarding differences between the 2008 budget and either the previous budget or previous year actual charges are included where appropriate.
- Amounts that were approved for carryforward from the preceding budget year(s) are then shown.
- This is followed by comments where appropriate to help guide the reader through the financial plan.

The capital budget was detailed in a Financial Plan Overview report, which is included as Appendix B of Schedule 1 in this document. A complete capital listing including work-in-progress is included in Schedule C Page 165.

Office of the CAO

The Office of the Chief Administrative Officer (CAO) guides the District's activities from leadership, governance, communications and corporate policy perspectives, and acts as liaison between Council and staff. A brief summary of some of the 2007 accomplishments in the division are shown below, followed by the business context relevant to the 2008-2012 planning period.

The subsequent pages in the Office of the CAO section provide information on the departments reporting to this division, including staffing, 2008 workplan highlights and budgets. The departments within this section are Administration, Communications, Human Resources, and Economic Development.

Select 2007 Division Accomplishments

- Continued emphasis on Customer Service at the District which included the successful continuation of the "Top Performing Municipality Initiative" led by the Executive Director to the CAO
- Developed and launched new Economic Development Website (investmapleridge.ca)
- Continued to work with the Manager Corporate Communications on a Communication Plan
- Provided comprehensive communication planning and messaging during winter and spring flooding events in conjunction with regional and provincial authorities including two news conferences; maintained a positive relationship with local and national media and in turn received extensive, positive coverage
- Continued Staff Appreciation events
- Continued to augment the District's emergency planning capability to better plan for, respond to and recover from an emergency with an emphasis on table top exercises and training
- Successfully activated the Emergency Operations Centre on several occasions including the 2007 Fraser Freshet
- Continued to work on the revitalized service delivery model for Economic Development
- Improved communication with employees
- Completed and implemented the Visual Identity Project, including the creation of two trade show booths (8' and 10') and promotional material specifically for trade show booth (replacement of banners). Work began on the creation of new District entry signage and we implemented a staff and public corporate merchandise plan
- Continued to work on a program to revitalize and reinvigorate the downtown
- Worked with TransLink and BCIT on the successful announcement of the TransLink Overhaul Facility and BCIT Training Facility
- Council updated its Strategic Plan with a renewed emphasis on sustainability
- Achieved several success in the Human Relations area including the successful resolution of all grievances without arbitration for the sixth consecutive year, continued progress on succession planning, marked reduction in accidents for time duration employees, and the achievement of United Way Gold status for the third consecutive year

Business Context

- Strong entrepreneurial spirit in the community
- Striving to be a Top Performing Municipality (a great place to work)
- Aging workforce/hot job market is creating challenges in attracting candidates to technical and professional positions
- Increasing hours lost due to Long Term Disability, Workers Compensation and sick leave
- Increasing demand for employee training
- Strong interest from developers and investors in Maple Ridge related to new infrastructure, available labour force and the eastward movement of development

Services Provided

The Office of the CAO Administration section is responsible for the overall administration of the District's departments, developing corporate policy, providing leadership and direction for senior staff in the day-to-day and long-term business affairs of the District in accordance with Council goals, and providing advice to Council about District organization and operating procedures.

The office is also responsible for corporate communication, ensuring the dissemination of information and ample opportunities for input and participation by customers and staff. We undertake the research, development, coordination and implementation of corporate initiatives. In addition, we are responsible for the corporate-wide performance measurement and reporting program.

2008 Workplan Emphasis

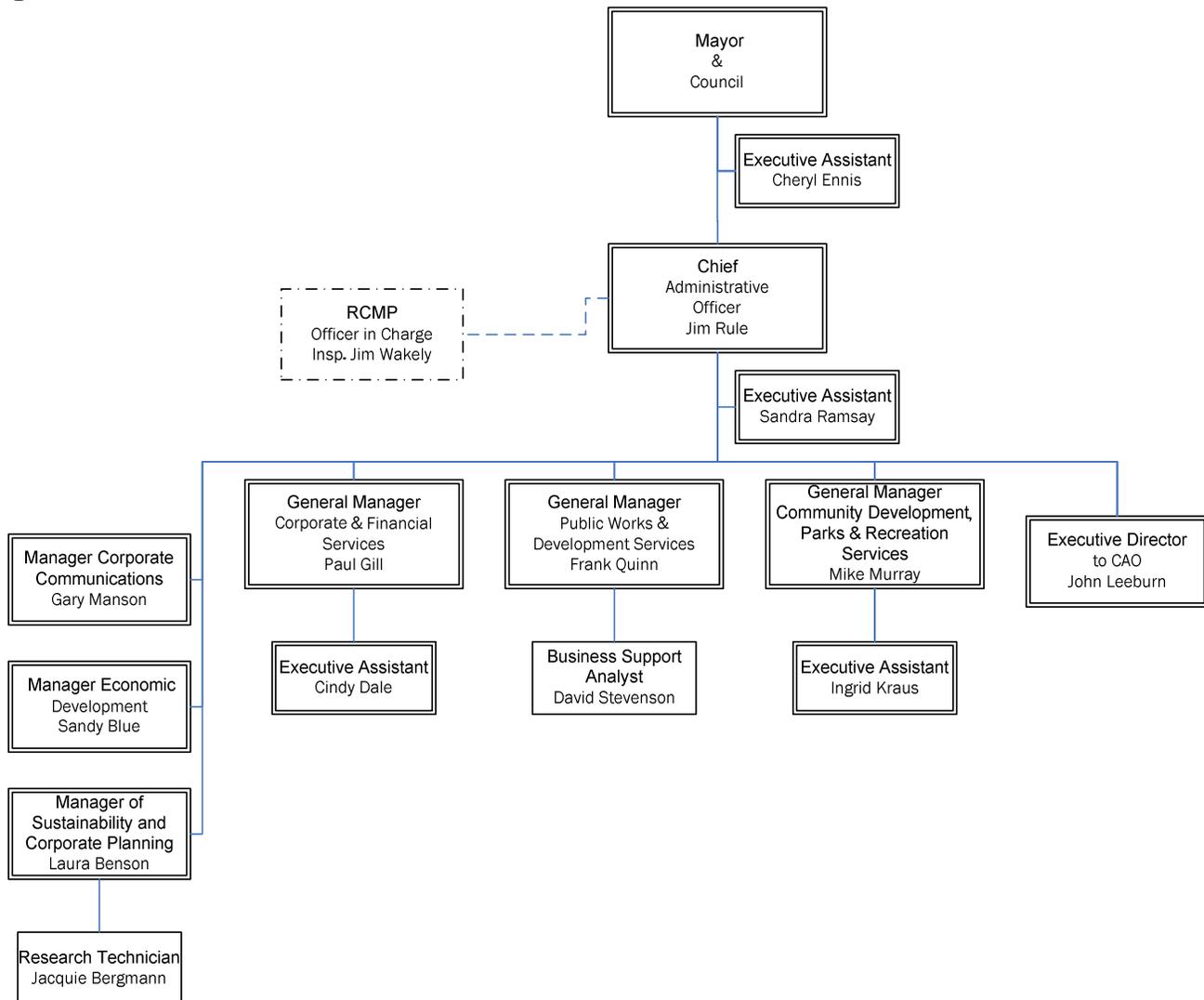
Work with Council will continue on the strategic direction and priorities for the community in order to ensure the delivery of excellent service to our citizens. We will work with the Economic Advisory Commission and the Business Retention and Expansion Officer to ensure the implementation of a revitalized service delivery model for Economic Development. We will work towards the creation of a dynamic and vibrant downtown and enhance the District's emergency planning response and recovery capability.

We will implement actions recommended in the 2007-2011 Sustainability Report:

1. Develop an inventory of corporate greenhouse gas emissions
2. Establish targets for achieving carbon neutrality
3. Create a policy that all new Municipal buildings achieve minimum performance targets
4. Implement the E3 Program to help "green" the municipal fleet
5. Create green buildings programs for residential, commercial and industrial buildings
6. Identify and negotiate a partnership for a high profile energy conservation project
7. Create new Development Permit Area (DPA) Guidelines to protect Environmentally Sensitive Areas (ESAs)
8. Initiate an Agricultural Plan
9. Set aggressive waste diversion targets and develop programs to implement them
10. Create an Active Transportation Plan
11. Create a Smart Commute Program
12. Create a Financing Reserve for Sustainability-related Projects
13. Develop and implement a TBL decision analysis process for evaluating new infrastructure investments
14. Create a parks acquisition and development funding strategy
15. Develop a Housing Action Plan
16. Establish a Business Network to promote sharing of resources
17. Promote the TransLink/BCIT development as an example of partnership
18. Establish "green" principles for the 256 Street Industrial Park
19. Develop an Employee Sustainability Program

Office of the CAO – Administration

Organization Chart



These positions all report to Administration but some are budgeted to other areas.

Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2001-2007 FTE's represent actual hours worked plus paid leave; 2008-2010 represent forecasted staffing levels.

Position	Actual FTE's (net of vacancies & unpaid leave)							Full Staffing		
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Chief Administrative Officer	1.0	0.7	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Executive Director to CAO	-	-	-	-	1.0	1.0	1.0	1.0	1.0	1.0
Manager Corporate Communications	-	-	0.5	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Manager of Sustainability and Corporate Planning	-	-	-	-	-	-	-	1.0	1.0	1.0
Policy Analyst	-	-	-	-	0.9	1.0	1.0	-	-	-
Executive Assistant	1.2	2.0	2.1	3.0	3.0	3.0	2.0	2.0	2.0	2.0
Research Technician	-	-	-	-	-	-	0.4	1.0	1.0	1.0
Full-Time Equivalent	2.2	2.7	3.6	5.0	6.9	7.0	6.4	7.0	7.0	7.0

Office of the CAO – Administration

The base budgets for 2008-2012 for this department follow, along with the prior year budget and actual amounts for the preceding two years.

Financial Plan – Administration

All figures represent \$'000 (thousands)

<u>Account Category (G/L#)</u>	2006 Actuals	2007 Actuals	2007 Budget	2008 Budget	Budget Change	2009 Budget	2010 Budget	2011 Budget	2012 Budget
Expense									
Conventions & Conferences (12100/12101-6051)	13	6	15	15	-	15	15	15	15
Lease Expense (11000-6230)	120	120	116	122	5%	122	122	122	122
Legal (12101-7030)	7	15	-	-	-	-	-	-	-
Lieu Time Payouts (12000-5700)	-	-	50	55	10%	174	178	182	186
Memberships (12100-6270)	33	18	28	28	-	28	28	28	28
Miscellaneous (12101-6275)	7	8	10	10	-	10	10	10	10
Publications (12101-6335)	-	-	3	1	-67%	1	1	1	1
Salaries (12100/12101-5500)	294	322	300	474	58%	472	492	512	528
Seminars/Prof Meetings/Train'g (12100/12101-6050)	2	-	8	4	-50%	4	4	4	4
Service Severance Costs (12101-5150)	-	-	23	-	-100%	-	-	-	-
Studies & Projects (10000-6380)	102	65	94	165 *	76%	111	111	111	111
Total	578	554	647	874	35%	937	961	985	1,005

* includes carryforward amounts

Carryforward:

The prior year budget is a combination of the base budget plus any budget amounts that were approved for carry-forward from the preceding budget year. Generally this is triggered when a budgeted expenditure is delayed from one year to the next. The 2008 column of the Financial Plan indicates with an asterisk (*) those budget amounts that include carryforward amount(s), and they are detailed as follows:

2008 Carryforward Amounts

Studies & Projects (10000-6380)	Carbon Emissions Inventory	5,000
	Citizen's Satisfaction Survey	9,700
	Performance Reporting - Trailblazer	12,344
	Silver Valley Land Sale Strategy	48,000
	Sustainability Initiative	26,900

Comments:

- Legal Cost – The budget is centralized in the Clerk’s Department. As legal expenses are incurred they are charged to the departments initiating the cost. Expenses without budgets are therefore expected.
- Lieu Time Payouts – The costs are centrally budgeted in this department and actual costs are charged to the salary account in the departments where the expense occurs. Because the payouts and their distribution vary from year to year, a centralized budget approach has been adopted. The budgets for costs that have occurred prior to the budget being adopted in May have been distributed, which is why the 2007 and 2008 budgets are less than future budgets.
- Salaries – In addition to the regular increase in salary and benefit costs, the 2008 budget includes staff previously recorded in the Administration areas of Corporate & Financial Services and Public Works & Development Services.
- Service Severance Costs – The actuarial estimate of these costs was provided at a more summary level. The budget has been moved for 2008.

Office of the CAO – Administration

Financial Plan – Legislative Services

All figures represent \$'000 (thousands)

Account Category (G/L#)	2006 Actuals	2007 Actuals	2007 Budget	2008 Budget	Budget Change	2009 Budget	2010 Budget	2011 Budget	2012 Budget
Expense									
Committee Costs (13000-6045)	-	-	4	4	-	4	4	4	4
Conventions & Conferences (13000-6051)	20	14	21	28 *	33%	21	21	21	21
Grants & Donations (13000-6180)	54	116	361	456 *	26%	49	49	49	50
Miscellaneous (13000-6275)	10	10	8	8	-	8	8	8	8
Public Relations (13000-7060)	12	10	19	19	-	19	19	19	19
Salaries (13000-5500)	319	327	327	340	4%	347	358	369	380
Training (13000-6400)	1	-	30 *	46 *	53%	16	16	16	16
Utilities - Telephone (13000-6520)	6	4	7	7	-	7	7	7	7
Total	422	481	777	908	17%	471	482	493	505

* includes carryforward amounts

Carryforward:

The prior year budget is a combination of the base budget plus any budget amounts that were approved for carry-forward from the preceding budget year. Generally this is triggered when a budgeted expenditure is delayed from one year to the next. The 2007/2008 columns of the Financial Plan indicate with an asterisk (*) those budget amounts that include carryforward amount(s), and they are detailed as follows:

2007 Carryforward Amounts

Training (13000-6400)	Training: Council 2006 as per Policy 3.05	14,776
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2008 Carryforward Amounts

Conventions & Conferences (13000-6051)	2007 funds for 2008 FCM conference	7,047
Grants & Donations (13000-6180)	MRSS Running Track Expansion	406,742
Training (13000-6400)	Training: Council 2007 as per Policy 3.05	30,276

Comments:

- Grants & Donations – The 2007 budget contained about \$280,000 for the Maple Ridge Secondary School running track expansion. The 2008 budget for this was increased to about \$400,000 through reallocating 2007 operating funds.

Office of the CAO – Administration

Financial Plan – Communications

All figures represent \$'000 (thousands)

<u>Account Category (G/L#)</u>	2006	2007	2007	2008	Budget	2009	2010	2011	2012
Expense	Actuals	Actuals	Budget	Budget	Change	Budget	Budget	Budget	Budget
Advertising (12105-6010)	13	24	20	40 *	100%	30	30	30	30
Consulting (12105-7005)	18	36	42 *	35	-17%	35	35	35	35
Miscellaneous (12105-6275)	5	3	5	5	-	5	5	5	5
Publicity & Promotions (12105-6330)	14	23	20	20	-	20	20	20	20
Salaries (12105-5500)	174	111	173	110	-36%	109	114	118	122
Supplies - Software (12105-6280)	3	-	13	3	-77%	3	3	3	3
Website Services (12105-8033)	5	8	14 *	-	-100%	-	-	-	-
Total	232	205	287	213	-26%	202	207	211	215

* includes carryforward amounts

Carryforward:

The prior year budget is a combination of the base budget plus any budget amounts that were approved for carry-forward from the preceding budget year. Generally this is triggered when a budgeted expenditure is delayed from one year to the next. The 2007/2008 columns of the Financial Plan indicate with an asterisk (*) those budget amounts that include carryforward amount(s), and they are detailed as follows:

2007 Carryforward Amounts

Consulting (12105-7005)	Update branding	7,317
Website Services (12105-8033)	Update branding	4,460

2008 Carryforward Amounts

Advertising (12105-6010)	Program to increase voter turnout	10,000
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Comments:

- Salaries/ Supplies / Website Services – The reduction in budgets is reflective of staff moving from this area to Corporate & Financial Services Administration.

Office of the CAO – Economic Development

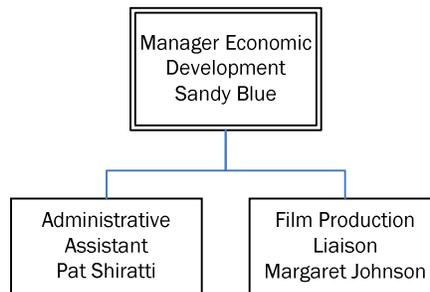
Services Provided

The Economic Development Department assists business owners and those interested in starting a business in the community with strategic information, business planning, expansion opportunities and skill training. They also work with business and industry groups to develop strategic alliances and identify new economic opportunities.

2008 Workplan Emphasis

We will establish a Business Network to promote sharing of resources and promote the TransLink/BCIT development as an example of partnership. We will continue working with the Economic Advisory Commission (EAC) on development of new investment initiatives for Maple Ridge out of the new Economic Development Strategy. Additional projects include completion of a marketing review, development of a marketing plan, creation of promotional material specifically for trade shows, developing an RFP for Technology Sector Business Case Study, and the addition of a real estate component to the Economic Development Website.

Organization Chart



Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2001-2007 FTE's represent actual hours worked plus paid leave; 2008-2010 represent forecasted staffing levels.

Position	Actual FTE's (net of vacancies & unpaid leave)							Full Staffing		
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Director Economic Development	-	-	-	0.7	-	-	-	-	-	-
Manager Economic Development	-	-	-	-	-	-	-	1.0	1.0	1.0
Business Retention & Expansion Officer	-	-	-	0.2	1.0	1.0	0.7	-	-	-
Administrative Assistant	-	-	-	0.2	1.0	0.8	1.0	1.0	1.0	1.0
Film Production Liaison	-	-	-	-	-	0.7	1.0	1.0	1.0	1.0
Full-Time Equivalent	-	-	-	1.0	2.0	2.6	2.7	3.0	3.0	3.0

Office of the CAO – Economic Development

The base budgets for 2008-2012 for this department follow, along with the prior year budget and actual amounts for the preceding two years.

Financial Plan – Economic Development

All figures represent \$'000 (thousands)

<u>Account Category (G/L#)</u>	2006 Actuals	2007 Actuals	2007 Budget	2008 Budget	Budget Change	2009 Budget	2010 Budget	2011 Budget	2012 Budget
Revenue									
Contributions from Others (12106-4820)	-	-150	-	-153	-	-153	-153	-153	-153
Federal Grant (Conditional) (12106-4250)	-6	-49	-	-284	-	-	-	-	-
Miscellaneous Income (12106-4390)	-	-3	-	-	-	-	-	-	-
Permits (12106-4445)	-13	-13	-5	-5	-	-5	-5	-5	-5
Prov. Grant (Unconditional) (12106-4253)	-	-	-	-50	-	-	-	-	-
Sale of Service (12106-4600)	-7	-9	-10	-10	-	-10	-10	-10	-10
Total Revenue	-26	-224	-15	-502	3247%	-168	-168	-168	-168
Expense									
Advertising (12106-6010)	20	64	54 *	47	-13%	47	47	47	47
Committee Costs (12106-6045)	-	1	1	1	-	1	1	1	1
Contract (12106-7007)	53	35	35	35	-	35	35	35	35
Conventions & Conferences (12106-6051)	8	1	21	21	-	21	21	21	21
Cost of Goods Sold (12106-7300)	-	9	-	-	-	-	-	-	-
Grants & Donations (12106-6180)	-	175	-	153	-	153	153	153	153
Memberships (12106-6270)	1	1	1	1	-	1	1	1	1
Miscellaneous (12106-6275)	1	-	1	1	-	1	1	1	1
Postage & Courier (12106-6305)	-	-	2	2	-	2	2	2	2
Salaries (12106-5500)	160	174	265	275	4%	281	292	304	313
Studies & Projects (12106-6380)	73	66	95 *	399 *	320%	15	15	15	15
Supplies (12106-6300)	3	2	2	2	-	2	2	2	2
Wages (12106-5600)	2	3	-	-	-	-	-	-	-
Total Expense	321	531	477	937	96%	559	570	582	591
Total	295	307	462	435	-6%	391	402	414	423

* includes carryforward amounts

Carryforward:

The prior year budget is a combination of the base budget plus any budget amounts that were approved for carry-forward from the preceding budget year. Generally this is triggered when a budgeted expenditure is delayed from one year to the next. The 2007/2008 columns of the Financial Plan indicate with an asterisk (*) those budget amounts that include carryforward amount(s), and they are detailed as follows:

2007 Carryforward Amounts

Advertising (12106-6010)	Community & Investment Profile	7,000
Studies & Projects (12106-6380)	Entry signage	25,000
	Identity Study - Branding Initiative	20,000
	Trade show booth & supporting infrastructure	10,000
	Trade show booth content & signs	15,000
	Website design for EcDev-specific site	10,000

2008 Carryforward Amounts

Studies & Projects (12106-6380)	Trade Show graphics	5,277
	Entry signage	25,000
	Identity Study - Branding Initiative	20,000

Office of the CAO – Economic Development

Comments:

- Contributions from Others – This represents the Business Improvement Area levy charge to businesses in the downtown area.
- Federal Grant – This is a grant from UBCM for community tourism. The 2008 grant is \$160,000 and the balance of the 2008 budget is 2007 grant funds that are to be spent in 2008.
- Provincial Grant – The 2008 budget of \$50,000 is for the Asia Pacific Twinning initiative.
- Grants and Donations – This represents the remittances of the levy for the Business Improvement Area.
- Studies & Projects – The 2008 budget includes carryforward amounts and costs associated with Provincial and Federal grants.

Office of the CAO - Human Resources

Services Provided

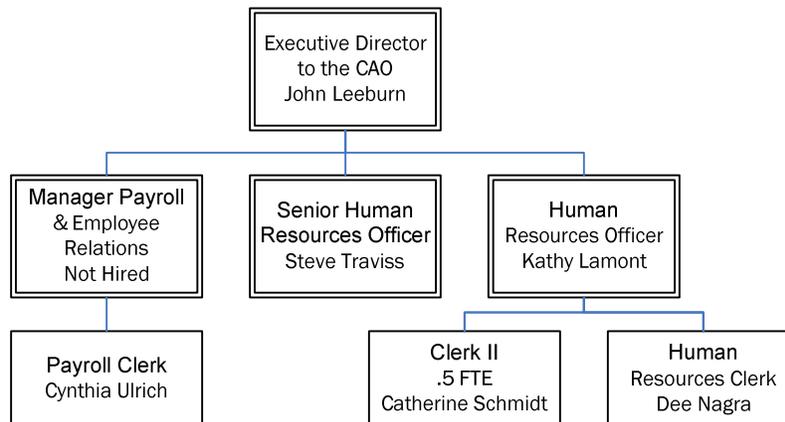
Human Resources plays a key role in recruiting, transferring, and promoting the best people for the job. The training needs of the organization are identified and coordinated through both in-house and external suppliers. Employee performance planning is coordinated, supported and used to gauge morale, training, and attendance. The negotiation and day to day administration of the Collective Agreement (including grievance and classification administration) is a key service provided. A number of critical programs are administered which contribute to the wellbeing and productivity of our employees. These include: the attendance management, employee assistance, occupational health & safety, employee recognition and suggestion, and employee welfare benefits.

2008 Workplan Emphasis

Continuing with the Top Performing Municipality (TPM) initiative, we will be implementing and monitoring the BCIT accredited leadership program, repeating the measures of employee engagement, self-rated leadership and cross-functional involvement first measured in Spring 2006, and implementing the recommendations of the seven cross-functional workgroups. We will also be increasing the focus on employee wellness, using Department Ambassadors to explore ways to break down isolation of departments outside the hall and tower, and continuing to explore and, where feasible, implement programs that increase hours of work flexibility for employees (i.e. formal work-from-home program)

We will also take the lead on designing and implementing the “Smart Commute” program for municipal employees. Collective bargaining with CUPE and the IAFF will conclude and we will run education sessions. “Breakfast Club” or “Chat & Chow” for supervisors will be implemented – providing a voluntary opportunity for this group to come together on a regular basis (perhaps every 2 months) to talk about issues related to their roles as leaders

Organization Chart



Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2001-2007 FTE's represent actual hours worked plus paid leave; 2008-2010 represent forecasted staffing levels.

Position	Actual FTE's (net of vacancies & unpaid leave)							Full Staffing		
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Director of Communications & HR	-	-	0.5	1.0	-	-	-	-	-	-
Director of Corporate Support	1.0	1.0	0.5	-	-	-	-	-	-	-
Mgr Payroll & Employee Relations	-	-	-	-	-	-	0.4	1.0	1.0	1.0
Senior Human Resources Officer	-	-	0.5	1.0	0.8	1.0	1.0	1.0	1.0	1.0
Human Resources Officer	2.0	1.9	1.3	1.0	1.0	1.0	1.1	1.0	1.0	1.0
Human Resources Assistant	1.0	1.0	0.5	-	-	-	-	-	-	-
Payroll Clerk	0.6	0.6	0.9	0.8	1.0	1.0	0.9	1.0	1.0	1.0
Human Resources Clerk	-	-	0.5	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Clerk II	1.3	2.6	1.3	0.3	0.2	0.1	0.3	0.5	0.5	0.5
Other	0.1	0.2	0.5	0.8	-	0.2	0.3	-	-	-
Full-Time Equivalent	6.0	7.3	6.5	5.9	4.0	4.3	5.0	5.5	5.5	5.5

Office of the CAO - Human Resources

The base budgets for 2008-2012 for this department follow, along with the prior year budget and actual amounts for the preceding two years.

Financial Plan – Human Resources

All figures represent \$'000 (thousands)

Account Category (G/L#)	2006 Actuals	2007 Actuals	2007 Budget	2008 Budget	Budget Change	2009 Budget	2010 Budget	2011 Budget	2012 Budget
Revenue									
Miscellaneous Income (12102-4390)	-5	-3	-	-	-	-	-	-	-
Total Revenue	-5	-3	-	-	-	-	-	-	-
Expense									
Consulting (12102-7005)	6	4	7	7	-	7	7	7	7
Cost of Goods Sold (12102-7300)	7	6	-	-	-	-	-	-	-
Counselling (12102-7010)	15	13	16	16	-	16	16	16	16
Labour Relations (12102-6220)	25	28	30	30	-	30	30	30	30
Memberships (12102-6270)	1	1	1	1	-	1	1	1	1
Miscellaneous (12102-6275)	15	17	17	17	-	17	17	17	17
Municipal Functions (12102-5532)	15	15	18	18	-	18	18	18	18
Program Costs (12102-6325/6326)	-52	65	19	76	300%	76	76	76	76
Recruiting Costs (12102-7065)	78	94	69 *	71 *	3%	49	49	49	49
Retirement Expenditures (12102-5531)	9	5	-	-	-	-	-	-	-
Salaries (12102-5500)	407	489	496	568	15%	579	602	627	645
Service Severance Costs (12102-5150)	-	-	13	-	-100%	-	-	-	-
Severance - Termination (12102-5530)	78	-	-	-	-	-	-	-	-
Special Promotional Projects (12102-6331)	28	30	59 *	36	-39%	36	36	36	36
Studies & Projects (12102-6380)	48	17	381 *	604 *	59%	-	-	-	-
Training (multiple)	113	182	197 *	169	-14%	176	184	192	199
Total Expense	793	966	1,323	1,613	22%	1,005	1,036	1,069	1,094
Total Human Resources	788	963	1,323	1,613	22%	1,005	1,036	1,069	1,094

* includes carryforward amounts

Carryforward:

The prior year budget is a combination of the base budget plus any budget amounts that were approved for carry-forward from the preceding budget year. Generally this is triggered when a budgeted expenditure is delayed from one year to the next. The 2007/2008 columns of the Financial Plan indicate with an asterisk (*) those budget amounts that include carryforward amount(s), and they are detailed as follows:

2007 Carryforward Amounts

Recruiting Costs (12102-7065)	Recruiting cost	20,915
Special Promotional Projects (12102-6331)	Assist depts with modified duty salaries	22,992
Studies & Projects (12102-6380)	Succession Planning	35,899
Training (multiple)	Training programs	36,705

2008 Carryforward Amounts

Recruiting Costs (12102-7065)	Recruiting cost	22,644
Studies & Projects (12102-6380)	Succession Planning	474,536

Comments:

- Program Costs – The actuarial estimate of these costs was provided at a more summary level. The budget has been moved here starting in 2008.

Community Development, Parks & Recreation Services

The Community Development, Parks & Recreation Services Division (CDPR) has responsibility for parks, recreation, cultural activities, programs, facilities, liaison with community groups, community development work, accessibility, and emergency preparedness. A brief summary of some of the 2007 accomplishments in the division are shown below, followed by the business context relevant to the 2008-2012 planning period.

The subsequent pages in the CDPR section provide information on the various departments, including staffing, 2008 workplan highlights and budgets. The departments within this section are CDPR Administration, Marketing and Customer Service; Parks & Facilities; Recreation; Social Planning; and Emergency Services.

Select Division 2007 Accomplishments

- Negotiated and finalized Maple Ridge Golf Course lease agreement.
- Negotiated and finalized Protocol Agreement with Kwantlen and Blue Mountain Memorandum of Understanding with Katzie First Nation.
- Prepared Maple Ridge Flood Response Plan.
- Finalized North Alouette, Davidson's Pool, and Whonnock Lake acquisitions, and commenced investigation of additional conservation area acquisitions (Bilne, Bosonworth, etc).
- Completed Randy Herman Centre for Community Safety Building renovations and opened the facility.
- Completed installation of standby power systems for critical civic facilities.
- Provided support for the local Maple Ridge and Pitt Meadows Spirit of BC Community Committee.
- Obtained Spirit Square funding in Maple Ridge and commenced detailed planning.
- Participated in Pitt Meadows Civic Square Planning.
- Completed operational and building assessments for the Pitt Meadows Arenas followed by Arena acquisition negotiations.
- Researched ice use trends and required support for minor sport groups using ice facilities.
- Supported Golden Ears Winter Club through Curling Rink changeover.
- Hosted a Recreation workshop, "Positioning for the Future", featuring current research, demographics and recreation trends, a review of department capital and long-term plans, and facilitated a review of department services.
- Worked with staff to develop a new Recreation Department structure to gain efficiencies, reduce duplication, and support long-term staff development and retention.
- Commenced negotiations on a future Park and School Site Acquisition Agreement.
- Held four Leadership Team Workshops.

Business Context

- Citizens have a high level of satisfaction with services. Results of a 2005 random citizen survey noted 86% felt services were good or excellent (up 6% from 2002). The 2006 Leisure Centre customer survey also demonstrated high levels of satisfaction as did the 2006 Community Group Survey.
- The demands of population growth and residential development are challenging. When citizens move to new subdivisions they expect a short timeframe for the parks identified in the Official Community Plan to be developed.
- Operating and maintenance funding for new parks, boulevards, trails, street trees and traffic calming to keep pace with construction to ensure we are able to adequately take care of the assets we build.
- Facility and program pressures are increasing as well. Citizens moving from more urban settings expect the same levels of service they enjoyed in larger cities. We have received a number of comments about citizens attending programs elsewhere because they are not available here.
- Building infrastructure funding (roofs, mechanical systems, major equipment, etc.) is currently considerably less than the amount required to sustain our facilities and the level of service they provide to the public over the long term. Council's policy to focus more attention on this and other areas of Municipal infrastructure over the next few years will assist in closing the current gap.
- Leadership change will occur in the next few years and requires appropriate transitional planning.
- Securing consistent, long-term senior government funding of important social services which have resulted in very positive results may be a challenge (outreach workers, drug detox, youth safe house, etc.).
- The increasing volume of customer interactions at customer service counters and in facility bookings is resulting in staff overload and customer service delays.
- Increased staff movement into new job opportunities is resulting in more training requirements and less experienced staff.
- There is a need to improve technological capacity to alleviate pressure, e.g. consider a separate server for Recreg4u, installation of self-scanning admission stations, etc.

CDPR - Administration, Marketing and Customer Service

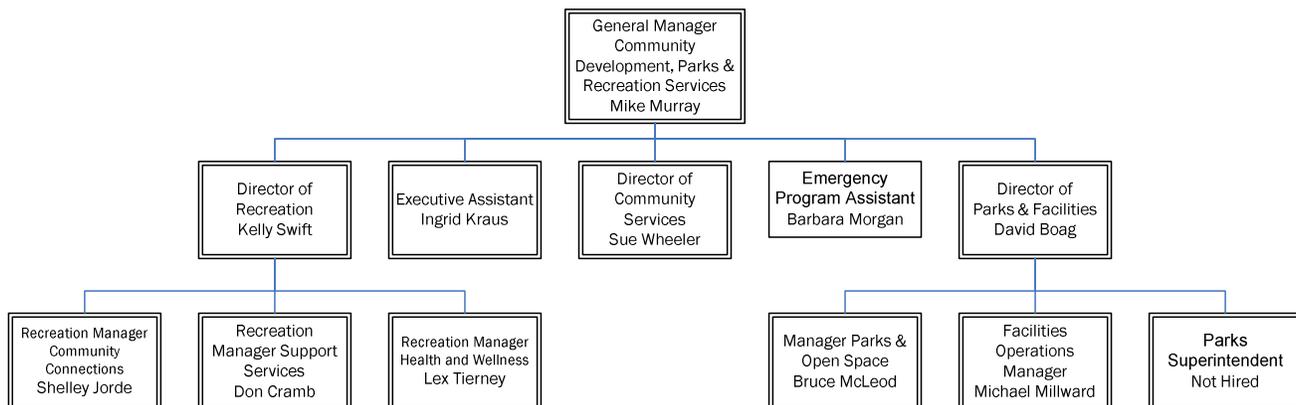
Services Provided

The Administration, Marketing and Customer Service Department's role is to ensure coordination of resources in management and development of parks, delivery of leisure services, acting as a networking agent, information broker, and community resource. Identified community needs are addressed by a variety of approaches from direct provision of services to establishing partnerships. In addition, we are responsible for carrying out corporate initiatives as directed by Council and the Corporate Management Team, and we attend to enquiries and request for assistance from fellow staff, Council members, and the general public.

2008 Workplan Emphasis

We will continue implementation of the Parks, Recreation, and Cultural Master Plan (land acquisition, park development in priority). We will finalize Operating Agreements with School District No. 42 regarding new facilities (Maple Ridge Senior Secondary Track). We will conduct a random Customer Satisfaction survey, complete the Blue Mountain Sustainability Study, and prepare an infrastructure grant application for the Pitt Meadows Arena. We will support the Spirit of BC Committee, the 2008 Capital program, and participate in establishment and providing support of the BC Games for the Physically Disabled Organizing Committee

Organization Chart



These positions all report to CDPR but some are budgeted to other areas.

Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2001-2007 FTE's represent actual hours worked plus paid leave; 2008-2010 represent forecasted staffing levels.

Administration

Position	Actual FTE's (net of vacancies & unpaid leave)							Full Staffing		
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
GM Community Dev, Parks & Rec.	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Executive Assistant	1.1	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Emergency Program Assistant	0.5	0.5	0.5	0.5	0.2	0.3	1.0	1.0	1.0	1.0
Full-Time Equivalent	2.6	2.5	2.5	2.5	2.2	2.3	3.0	3.0	3.0	3.0

CDPR - Administration, Marketing and Customer Service

The base budgets for 2008-2012 for this department follow, along with the prior year budget and actual amounts for the preceding two years.

Financial Plan – CDPR Administration

All figures represent \$'000 (thousands)

Account Category (G/L#)	2006 Actuals	2007 Actuals	2007 Budget	2008 Budget	Budget Change	2009 Budget	2010 Budget	2011 Budget	2012 Budget
Expense									
Conventions & Conferences (41200-6051)	12	7	12	12	-	12	12	12	12
Other Outside Services (41000/41200-7051)	4	5	5	20	300%	5	5	20	5
PM - Cost Recovery (41200-4236)	-51	-48	-58	-66	14%	-59	-61	-65	-64
Salaries (41200-5500)	241	239	240	252	5%	249	300	429	434
Special Projects (40000-6385)	-	-	28	127 *	354%	-	-	-	-
Supplies (41200-6300)	1	3	3	3	-	3	3	3	3
Total	207	206	230	348	51%	210	259	399	390

* includes carryforward amounts

Carryforward:

The prior year budget is a combination of the base budget plus any budget amounts that were approved for carry-forward from the preceding budget year. Generally this is triggered when a budgeted expenditure is delayed from one year to the next. The 2008 column of the Financial Plan indicates with an asterisk (*) those budget amounts that include carryforward amount(s), and they are detailed as follows:

2008 Carryforward Amounts

Special Projects (40000-6385) Fraser Riverfront Master Plan 28,191

Comments:

- **Salaries** – The 2010 through 2012 budgets include funding to address costs associated with growth. For more information on growth-related funding please see the Financial Plan Highlights section or the Financial Overview Report included in Schedule 1.

Financial Plan – CDPR Marketing and Customer Service

All figures represent \$'000 (thousands)

Account Category (G/L#)	2006 Actuals	2007 Actuals	2007 Budget	2008 Budget	Budget Change	2009 Budget	2010 Budget	2011 Budget	2012 Budget
Expense									
Admin Fee (47500-4100)	-	-	-	-8	-	-8	-8	-8	-8
Bank Charges (47500-6030)	26	28	25	28	12%	28	28	28	28
Insurance (41210-6210)	82	84	90	90	-	90	90	90	90
Memberships (41000/41100-6270)	3	4	3	5	67%	5	5	5	5
Miscellaneous (multiple)	19	17	14	14	-	14	14	14	14
Salaries (multiple)	1,278	1,331	1,391	1,631	17%	1,668	1,739	1,810	1,865
Service Severance Costs (41400-5150)	-	-	35	-	-100%	-	-	-	-
SS Allocation (41000-5425)	-1,645	-1,693	-1,659	-1,909	15%	-1,939	-2,008	-2,080	-2,137
Supplies (multiple)	45	43	45	45	-	45	45	45	45
Supplies - Software (41100-6280)	93	73	89	99 *	11%	89	89	89	89
Vehicle Costs (41100-6430)	29	29	25	26	4%	27	27	28	29
Wages (41210-5600)	69	84	79	106	34%	108	113	118	122
Total	-1	0	137	127	-7%	127	134	139	142

* includes carryforward amounts

CDPR - Administration, Marketing and Customer Service

Carryforward:

The prior year budget is a combination of the base budget plus any budget amounts that were approved for carry-forward from the preceding budget year. Generally this is triggered when a budgeted expenditure is delayed from one year to the next. The 2008 column of the Financial Plan indicates with an asterisk (*) those budget amounts that include carryforward amount(s), and they are detailed as follows:

2008 Carryforward Amounts

Supplies - Software (41100-6280)	Self scanning stations	10,000
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Comments:

- Salaries - This includes positions moved here from other areas.

CDPR - Parks & Facilities

Services Provided

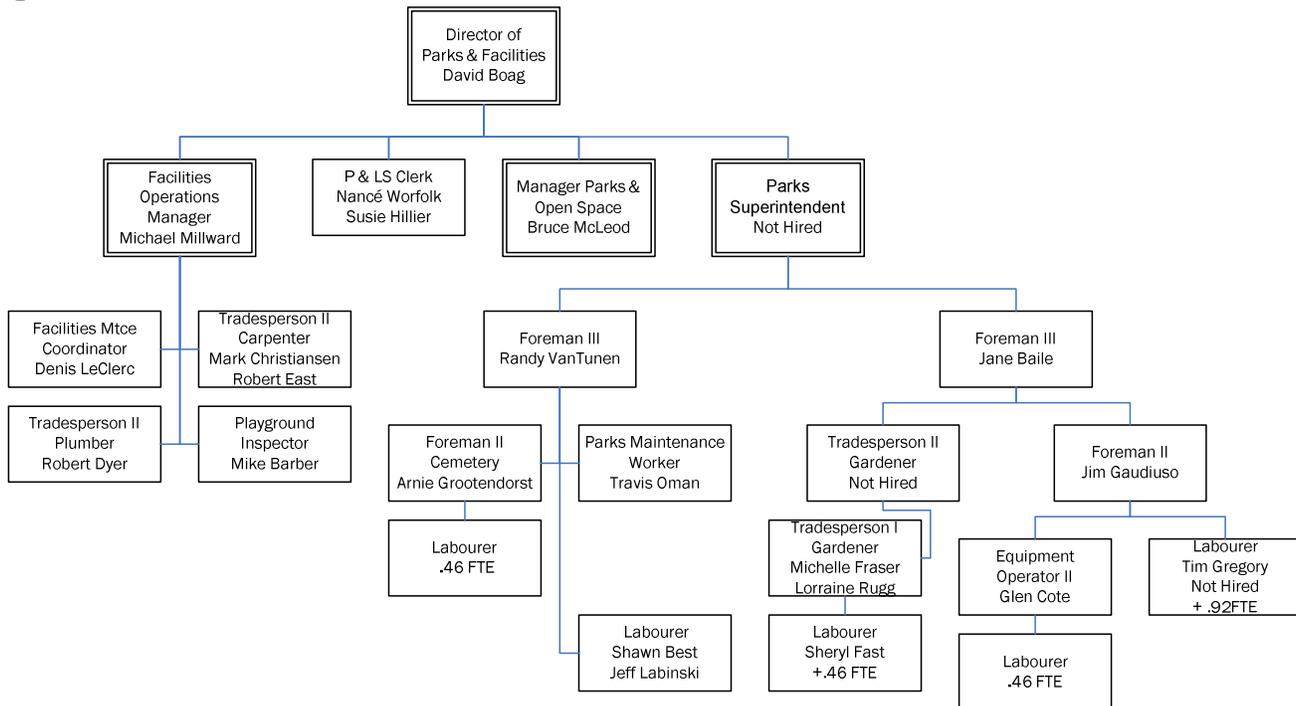
The Parks & Facilities Department in cooperation with the Recreation Department provides a number of public meeting and activity facilities including the Leisure Centre, Greg Moore Youth Centre, Pitt Meadows Family Recreation Centre, two outdoor pools. Other facilities, including the public library, Arts Centre & Theatre, two museums, two arenas, golf course, and historic sites are operated in partnerships with others. The Department also oversees the maintenance of all Municipal facilities including Municipal Hall, fire halls, and public safety buildings as well as rental and leased properties. The functions carried out include janitorial services, elevator, boiler, heating, air handling service contracts, and energy management.

The Department is also responsible for operating the Municipal parks system, which includes actively used parkland, sportfields, and significant green-belt areas. The Department operates two Municipal cemeteries by maintaining the grounds, and by providing interment, associated record keeping, and public assistance.

2008 Workplan Emphasis

We will enhance and promote our community gardens, complete design, development, and upgrades of several parks, boulevards and trails, and produce a Cemetery Master Plan. We will conduct a parks-user customer satisfaction exit survey on the spray park. We will reduce our impact on the environment through effective management of greenbelts/conservation areas and by continuing to investigate opportunities to incorporate Green Infrastructure design in the implementation of the Maple Ridge Town Centre Concept Plan. We will reduce energy consumption and green house gas (GHG) emissions in municipal facilities, maintain environmental standards and regulations in all facilities, recycle more office waste products, establish green product standards for municipal staff, contractors and all service providers, and establish water conservation and product replacement standards.

Organization Chart



CDPR - Parks & Facilities

Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2001-2007 FTE's represent actual hours worked plus paid leave; 2008-2010 represent forecasted staffing levels.

Position	Actual FTE's (net of vacancies & unpaid leave)							Full Staffing		
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Director Parks & Facilities	1.0	1.0	1.0	1.5	1.0	1.0	1.0	1.0	1.0	1.0
Parks & Open Space Manager	1.0	1.0	1.0	0.5	1.0	1.0	1.0	1.0	1.0	1.0
Facilities Operations Manager	1.0	1.0	1.0	1.0	1.0	0.3	1.0	1.0	1.0	1.0
Facilities Maintenance Coord	0.5	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Secretary	0.5	0.5	0.5	0.5	-	-	-	-	-	-
Parks & Leisure Services Clerk	-	-	-	-	1.2	1.8	2.0	2.0	2.0	2.0
Playground Inspector	-	-	-	-	-	-	-	1.0	1.0	1.0
Playground Maintenance Worker	1.0	1.0	1.0	1.0	1.0	1.0	-	-	-	-
Foreman III	1.0	1.0	1.0	1.7	2.0	2.0	2.0	2.0	2.0	2.0
Foreman II	1.5	1.0	1.0	1.0	1.0	1.0	1.7	1.0	1.0	1.0
Foreman II - Cemetery	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Tradesperson Foreman	0.2	1.0	0.9	-	-	-	-	-	-	-
Tradesperson II - Carpenter	1.8	1.0	0.3	0.4	1.0	1.0	1.7	2.0	2.0	2.0
Tradesperson II - Electrician	1.0	1.0	1.0	0.2	-	-	-	-	-	-
Tradesperson II - Gardener	1.0	1.0	1.0	1.0	0.8	1.0	0.3	1.0	1.0	1.0
Tradesperson II - Plumber	-	-	-	-	-	-	0.5	1.0	1.0	1.0
Tradesperson I - Carpenter	-	-	-	-	-	0.5	0.1	-	-	-
Tradesperson I - Gardener	1.0	1.0	1.0	1.0	1.0	1.8	1.7	2.0	2.0	2.0
Equipment Operator II	1.0	1.0	1.0	1.0	1.0	1.0	0.9	1.0	1.0	1.0
Parks Maintenance Worker	-	-	-	-	-	-	-	1.0	1.0	1.0
Truck Driver II	1.0	1.0	1.0	1.0	1.0	1.0	1.0	-	-	-
Labourer	5.2	3.8	4.4	5.2	4.8	4.3	7.8	7.3	7.3	7.3
Full-Time Equivalent	20.6	19.3	19.0	19.0	19.7	20.5	24.5	26.3	26.3	26.3

- The increase from 2007 to 2008 is mainly due to vacancies and unpaid leave.

The base budgets for 2008-2012 for this department follow, along with the prior year budget and actual amounts for the preceding two years.

Financial Plan – Parks

All figures represent \$'000 (thousands)

Account Category (G/L#)	2006 Actuals	2007 Actuals	2007 Budget	2008 Budget	Budget Change	2009 Budget	2010 Budget	2011 Budget	2012 Budget
Revenue									
Lease Revenue (43500-4310)	-122	-164	-135	-155	15%	-155	-155	-155	-155
PM - Cost Recovery (multiple)	-364	-380	-431	-456	6%	-464	-489	-525	-556
User Fees (multiple)	-88	-73	-61	-61	-	-61	-61	-61	-61
Total Revenue	-574	-617	-627	-672	7%	-680	-705	-741	-772
Expense									
Burden (Salaries) (42000-5100)	-31	-57	-	26	-	-	-	-	-
Contract (43200-7007)	4	3	8	8	-	8	8	8	8
Maintenance - Buildings (41250/43200-8060)	76	74	57	58	2%	59	61	62	65
Maintenance - General (multiple)	1,589	1,654	1,759	1,829	4%	1,885	1,996	2,156	2,302
Maintenance - Grounds (multiple)	49	61	100	104	4%	106	109	113	115
Non-Productive Time (42000-5800)	-	7	-	-	-	-	-	-	-
Other Outside Services (10000-7051)	48	55	65 *	126	94%	126	126	126	126
Service Severance Costs (42000-5150)	35	32	23	43	87%	43	43	43	43
SS Allocation (multiple)	344	357	349	401	15%	407	422	438	449
Utilities (43500-6500)	11	1	1	-	-100%	-	-	-	-
Total Expense	2,125	2,187	2,362	2,595	10%	2,634	2,765	2,946	3,108
Total Parks	1,551	1,570	1,735	1,923	11%	1,954	2,060	2,205	2,336

* includes carryforward amounts

CDPR - Parks & Facilities

Carryforward:

The prior year budget is a combination of the base budget plus any budget amounts that were approved for carry-forward from the preceding budget year. Generally this is triggered when a budgeted expenditure is delayed from one year to the next. The 2007 column of the Financial Plan indicates with an asterisk (*) those budget amounts that include carryforward amount(s), and they are detailed as follows:

2007 Carryforward Amounts

Other Outside Services (10000-7051) Core security 4,092

Comments:

- Maintenance – General – The budgets include a contingency for growth costs. For more information on growth-related funding please see the Financial Plan Highlights section or the Financial Overview Report included in Schedule 1.
- Other Outside Services – The increase of \$65,000 is for additional security in the downtown.
- Service Severance – The actuarial estimate of these costs was provided at a more summary level. The budget has been moved here for 2008.
- SS Allocation – The Support Services area, which is shown under the heading Marketing & Customer Service, increased in cost. The Support Services costs are allocated out to each area in Community Development Parks & Recreation Services.

Financial Plan – Facilities

All figures represent \$'000 (thousands)

<u>Account Category (G/L#)</u>	2006	2007	2007	2008	Budget	2009	2010	2011	2012
	Actuals	Actuals	Budget	Budget	Change	Budget	Budget	Budget	Budget
Expense									
Infrastructure (multiple)	48	116	120	107	-11%	63	115	115	115
Lifecycle (multiple)	321	317	358	382	7%	448	466	492	492
Insurance (11000-6210)	12	12	13	35	169%	35	35	35	35
Maintenance - General (11000/22000-8056)	302	353	375	415	11%	415	415	415	414
Salaries (11000-5500)	22	52	51	49	-4%	50	52	55	56
SS Allocation (11500-5425)	181	186	183	210	15%	213	221	229	235
Taxes - Rental Properties (10000/11500-4530)	59	38	53	55	4%	58	60	62	64
Total	945	1,074	1,153	1,253	9%	1,282	1,364	1,403	1,411

Comments:

- Infrastructure / Lifecycle – These costs are funded through a reserve to allow for costs that vary year to year. This is for major repair or replacement of components of buildings and parks.
- Maintenance – General – The budget increase of \$50,000 for 2008 is due to increased operating costs now that the Randy Herman Public Safety Building (old Courthouse) is occupied.
- SS Allocation – The Support Services area, which is shown under the heading Marketing & Customer Service, increased in cost. The Support Services costs are allocated out to each area in Community Development Parks & Recreation Services.

CDPR - Parks & Facilities

Financial Plan – Library

All figures represent \$'000 (thousands)

<u>Account Category (G/L#)</u>	2006 Actuals	2007 Actuals	2007 Budget	2008 Budget	Budget Change	2009 Budget	2010 Budget	2011 Budget	2012 Budget
Revenue									
Lease Revenue (47200-4310)	-4	-6	-	-	-	-	-	-	-
Rentals (47200-4500)	-	-1	-2	-2	-	-2	-2	-2	-2
Total Revenue	-4	-7	-2	-2	0%	-2	-2	-2	-2
Expense									
Contract (47200-7007)	1,969	2,068	2,068	2,112	2%	2,218	2,329	2,445	2,568
Maintenance - Buildings (47200-8060)	173	163	172	155	-10%	156	156	155	155
Operating Capital (47200-9050)	7	-	6	6	-	6	6	6	6
SS Allocation (47200-5425)	33	34	33	38	15%	39	40	42	43
Total Expense	2,182	2,265	2,279	2,311	1%	2,419	2,531	2,648	2,772
Total	2,178	2,258	2,277	2,309	1%	2,417	2,529	2,646	2,770

Financial Plan – Cemetery

All figures represent \$'000 (thousands)

<u>Account Category (G/L#)</u>	2006 Actuals	2007 Actuals	2007 Budget	2008 Budget	Budget Change	2009 Budget	2010 Budget	2011 Budget	2012 Budget
Revenue									
Fees (52100-4220)	-110	-111	-129	-129	-	-129	-129	-129	-129
Plots (52100-4450)	-79	-71	-80	-129	61%	-192	-192	-192	-192
Recovery - Other (52100-4372)	-22	-27	-14	-14	-	-14	-14	-14	-14
Total Revenue	-211	-209	-223	-272	22%	-335	-335	-335	-335
Expense									
Maintenance - General (52100-8056)	142	169	172	175	2%	179	182	186	190
Purchases (52100-7380)	6	5	10	10	-	10	10	10	10
SS Allocation (52100-5425)	41	42	41	48	17%	48	50	52	53
Total Expense	189	216	223	233	4%	237	242	248	253
Total	-22	7	0	-39	0%	-98	-93	-87	-82

Comments:

- Plots Revenue – This has been increased to offset debt payments associated with borrowing to expand the cemetery. The actual fee increases are yet to be determined.

CDPR - Recreation

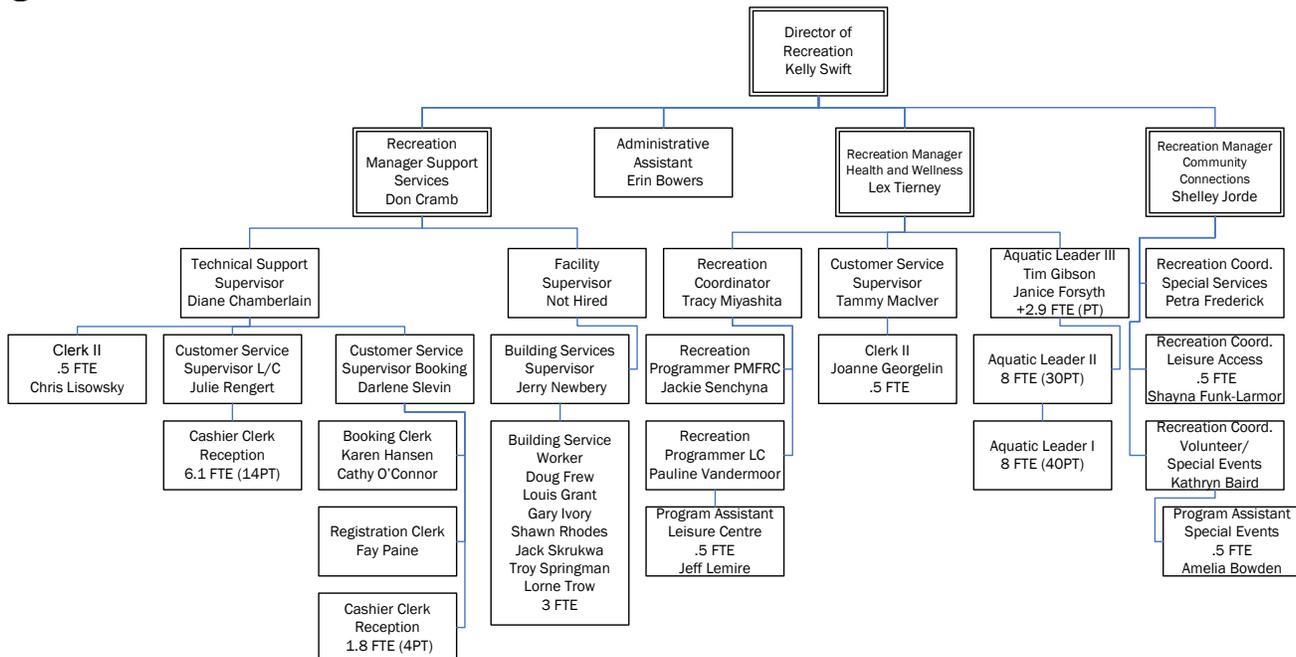
Services Provided

The Recreation Department operates numerous programs for public participation. Residents are involved in drop-in use of the seniors' recreation centre, youth centre, ice arena, public library, fitness, and aquatic facilities. The Department works with several hundred community organizations and agencies, including the School District and Douglas College, in the delivery of leisure services, oftentimes in partnership with the District through use of facilities and resources. The Joint Parks and Recreation Agreement with the City of Pitt Meadows provides for joint use and management of parks, facilities, and leisure services within a boundary that includes both municipalities.

2008 Workplan Emphasis

Conduct a physical accessibility review and improvement plan for the Leisure Centre, research programming related to active ageing and initiate recreation programs that provide a health benefit such as diabetic walking clinics, osteo-fit and cardiac care. Investigate recreation opportunities for youth with disabilities, including potential partnerships. Renewed emphasis on cleanliness and the aesthetics of recreation facilities and increased security for customer's personal items. Support and assist many community organizations/initiatives such as Maple Ridge Spirit Square, Pitt Meadows Civic Centre, South Bonson Community Centre, Pitt Meadows Senior's Pavilion, the Maple Ridge Museum expansion and the Hoffman Area Park Plan, the Arts Council with an "Active Art" theme, the 2009 Mainstage Theatre Festival Committee, public steering committee to develop public art procedures, and the 2009 Disability Games organizing committee. Negotiate new fee for service agreements with the Ridge Meadows Festival Society, Ridge Meadows Arts Council and the Maple Ridge Historical Society. Introduce environmental sustainability initiatives such as the department "Green Team" to capture staff energy and ideas, comprehensive recycling programs in recreation facilities, reduction in the volume of paper that we use, e.g. develop a 'paperless' registration system, and investigate the use of environmentally sensitive cleaning products.

Organization Chart



CDPR - Recreation

Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2001-2007 FTE's represent actual hours worked plus paid leave; 2008-2010 represent forecasted staffing levels.

Position	Actual FTE's (net of vacancies & unpaid leave)							Full Staffing		
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Director of Recreation	-	-	-	-	-	0.1	1.0	1.0	1.0	1.0
Recreation Mgr Health & Wellness	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Mgr Marketing & Customer Services	0.3	1.0	0.7	1.0	1.0	0.9	-	-	-	-
Recreation Mgr Support Services	0.9	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Rec Mgr Community Connections	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Facility Supervisor	-	-	-	-	-	-	-	1.0	1.0	1.0
Recreation Coordinator	3.1	3.4	3.5	3.5	3.6	4.0	4.2	3.5	3.5	3.5
Technical Support Supervisor	0.2	1.0	1.0	0.9	1.0	0.5	1.0	1.0	1.0	1.0
Office Supervisor	1.7	1.0	1.0	0.5	-	-	-	-	-	-
Aquatic Leader III	3.7	4.7	4.6	5.1	4.9	4.9	4.2	4.9	4.9	4.9
Recreation Programmer	1.0	0.8	0.2	1.0	1.4	1.0	1.9	2.0	2.0	2.0
Administrative Assistant	-	-	-	-	1.0	1.0	0.8	1.0	1.0	1.0
Building Services Supervisor	-	-	0.9	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Customer Service Supervisor	-	-	-	0.8	3.0	2.5	3.0	3.0	3.0	3.0
Working Supervisor Bldg Serv.	0.4	1.1	1.1	1.0	1.0	-	-	-	-	-
Booking Clerk	1.0	2.0	2.0	1.8	1.7	1.4	1.8	2.0	2.0	2.0
Program Assistant	-	0.2	0.7	0.6	-	-	0.1	1.0	1.0	1.0
Clerk II	2.9	1.9	1.8	1.6	0.3	-	0.7	1.0	1.0	1.0
Cashier Clerk Receptionist	8.6	9.2	8.9	8.6	8.1	8.1	8.6	7.9	7.9	7.9
Registration Clerk Receptionist	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Aquatic Leader II	8.9	12.2	10.7	9.5	8.8	7.1	9.1	8.0	8.0	8.0
Aquatic Leader I	6.3	5.7	5.3	6.0	6.7	8.6	6.8	8.0	8.0	8.0
Building Service Worker	8.9	10.1	9.9	10.4	10.4	11.3	10.9	10.0	10.0	10.0
Other	1.1	0.7	-	-	-	0.3	-	-	-	-
Full-Time Equivalent	51.9	58.7	56.3	57.3	57.7	56.7	58.9	60.5	60.5	60.5

- Contract staff are not represented.
- FTE example: a person working 20 hours per week in a 35 hour per week position is 0.6 FTE.

The base budgets for 2008-2012 for this department follow, along with the prior year budget and actual amounts for the preceding two years.

Financial Plan – Seniors

All figures represent \$'000 (thousands)

Account Category (G/L#)	2006 Actuals	2007 Actuals	2007 Budget	2008 Budget	Budget Change	2009 Budget	2010 Budget	2011 Budget	2012 Budget
Revenue									
Lease Revenue (47300-4310)	-20	-20	-20	-20	-	-20	-20	-20	-20
PM - Cost Recovery (47300-4236)	-34	-34	-35	-39	11%	-47	-48	-49	-50
Total Revenue	-54	-54	-55	-59	7%	-67	-68	-69	-70
Expense									
Contract (45010/47300-7007)	164	167	167	170	2%	200	204	207	211
Maintenance - General (47300-8056)	-	-	-	-	-	13	14	15	15
SS Allocation (47300-5425)	33	34	33	48	45%	48	50	52	53
Total Expense	197	201	200	218	9%	261	268	274	279
Total	143	147	145	159	10%	194	200	205	209

Comments:

- Contract - The 2009 budget has been increased due to the addition of the Pitt Meadows Senior's Pavilion.

CDPR - Recreation

Financial Plan – Leisure Centre

All figures represent \$'000 (thousands)

Account Category (G/L#)	2006 Actuals	2007 Actuals	2007 Budget	2008 Budget	Budget Change	2009 Budget	2010 Budget	2011 Budget	2012 Budget
Revenue									
Admissions (47500-4110/4111)	-737	-799	-751	-786	5%	-786	-786	-786	-786
Lease Revenue (47500-4310)	-71	-82	-79	-67	-15%	-67	-67	-67	-67
Lessons / Program Fees (47500-4320)	-315	-319	-310	-310	0%	-310	-310	-310	-310
Miscellaneous Income (47500-4390)	-4	-5	-3	-3	0%	-3	-3	-3	-3
PM - Cost Recovery (47500-4236)	-294	-267	-278	-347	25%	-354	-371	-390	-406
Programs (multiple)	-285	-256	-325	-287	-12%	-287	-287	-287	-287
Rentals (multiple)	-66	-68	-82	-82	0%	-82	-82	-82	-82
Taxes - Rental Properties (47500-4530)	15	10	16	3	-81%	3	3	3	3
Total Revenue	-1,757	-1,786	-1,812	-1,879	4%	-1,886	-1,903	-1,922	-1,938
Expense									
Burden (Salaries) (47500-5100)	3	-	-	-	-	-	-	-	-
Cash Over / Short (47500-6031)	-1	-1	-	-	-	-	-	-	-
Cost of Goods Sold (47500-7300)	-	4	-	-	-	-	-	-	-
Maintenance - Building (47500-8057)	427	374	416	393	-6%	392	391	391	390
Miscellaneous (47500-6275)	-	-4	-	-	-	-	-	-	-
Non-Productive Time (47550-5800)	29	31	38	38	-	39	40	41	42
Program Costs (multiple)	420	337	402	376	-6%	376	376	376	377
Programs - Emergency Services (47500-6328)	61	76	67	67	0%	67	67	67	67
Publicity & Promotions (47500-6330)	-	-	-	73	-	73	73	73	73
SS Allocation (47500-5425)	255	262	257	348	35%	354	367	380	390
Supplies (multiple)	83	73	65	70	8%	70	70	70	70
Utilities - Phone & Cable (47500-6510)	-	1	5	5	-	5	5	5	5
Wages (multiple)	1,136	1,183	1,151	1,272	11%	1,291	1,342	1,398	1,443
Total Expense	2,413	2,336	2,401	2,642	10%	2,667	2,731	2,801	2,857
Total Leisure Centre	656	550	589	763	30%	781	828	879	919

Comments:

- The changes in revenues and expenses are due to several adjustments including updating revenues based on expectations, moving costs here from other areas and allocating succession planning funding for wages.

Financial Plan – Outdoor Pools

All figures represent \$'000 (thousands)

Account Category (G/L#)	2006 Actuals	2007 Actuals	2007 Budget	2008 Budget	Budget Change	2009 Budget	2010 Budget	2011 Budget	2012 Budget
Revenue									
Admissions (47400/47410-4110)	-26	-24	-44	-33	-25%	-33	-33	-33	-33
Lessons / Program Fees (47400-4320)	-6	-6	-	-	-	-	-	-	-
PM - Cost Recovery (47410-4236)	-21	-18	-19	-20	5%	-20	-21	-22	-23
Total Revenue	-53	-48	-63	-53	-16%	-53	-54	-55	-56
Expense									
Maintenance - General (47400/47410-8056)	47	37	50	39	-22%	39	39	39	39
Program Costs (47410-6325)	32	29	27	28	4%	29	30	31	32
Salaries (47410-5500)	2	1	2	2	-	2	2	2	2
SS Allocation (47400-5425)	33	34	33	38	15%	39	40	42	43
Utilities (47410-6500)	-	-	1	1	-	1	1	1	1
Wages (47410-5600)	28	22	26	27	4%	28	29	30	31
Total Expense	142	123	139	135	-3%	138	141	145	148
Total	89	75	76	82	8%	85	87	90	92

CDPR - Recreation

Financial Plan – Heritage

All figures represent \$'000 (thousands)

	2006 Actuals	2007 Actuals	2007 Budget	2008 Budget	Budget Change	2009 Budget	2010 Budget	2011 Budget	2012 Budget
<u>Account Category (G/L#)</u>									
Revenue									
Admissions (48000-4110)	-	-	-2	-2	-	-2	-2	-2	-2
PM - Cost Recovery (48000-4236)	-27	-32	-33	-41	24%	-46	-50	-50	-51
Total Revenue	-27	-32	-35	-43	23%	-48	-52	-52	-53
Expense									
Contract (48000-7007)	99	117	117	155	32%	179	198	202	206
Maintenance - General (48000-8056)	5	10	9	9	-	9	9	9	9
Maintenance - Grounds (48000/48010-8065)	18	23	26	25	-4%	25	25	25	25
SS Allocation (48000-5425)	16	17	17	24	41%	24	25	26	27
Total Expense	138	167	169	213	26%	237	257	262	267
Total	111	135	134	170	27%	189	205	210	214

Comments:

- Contract – The budget increases are due to increased funding to the Maple Ridge Historic Society and the Pitt Meadows Heritage and Museum Society.

Financial Plan – Arts

All figures represent \$'000 (thousands)

	2006 Actuals	2007 Actuals	2007 Budget	2008 Budget	Budget Change	2009 Budget	2010 Budget	2011 Budget	2012 Budget
<u>Account Category (G/L#)</u>									
Revenue									
Lease Revenue (47700-4310)	-80	-80	-80	-80	-	-80	-80	-80	-80
PM - Cost Recovery (47700-4236)	-100	-99	-98	-102	4%	-104	-106	-109	-111
Total Revenue	-180	-179	-178	-182	2%	-184	-186	-189	-191
Expense									
Consulting (47700-7005)	5	-	-	-	-	-	-	-	-
Contract (multiple)	540	544	545	555	2%	565	574	584	594
Grants & Donations (47700/47710-6180)	39	-	-	-	-	-	-	-	-
Maintenance - General (47700-8056)	17	9	6	6	-	6	7	7	7
SS Allocation (47700-5425)	49	51	50	67	34%	68	70	73	75
Total Expense	650	604	601	628	4%	639	651	664	676
Total	470	425	423	446	5%	455	465	475	485

Financial Plan – Pitt Meadows Heritage Hall

All figures represent \$'000 (thousands)

	2006 Actuals	2007 Actuals	2007 Budget	2008 Budget	Budget Change	2009 Budget	2010 Budget	2011 Budget	2012 Budget
<u>Account Category (G/L#)</u>									
Revenue									
Admissions (47610-4110)	-24	-30	-18	-24	33%	-24	-24	-24	-24
PM - Cost Recovery (41210-4236)	-26	-18	-24	-26	8%	-27	-28	-29	-29
Total Revenue	-50	-48	-42	-50	19%	-51	-52	-53	-53
Expense									
Maintenance - Buildings (47010-8060)	125	90	107	114	7%	116	119	123	125
SS Allocation (47610-5425)	33	34	33	43	30%	44	45	47	48
Utilities (47610-6500)	1	1	1	1	-	1	1	1	1
Total Expense	159	125	141	158	12%	161	165	171	174
Total	109	77	99	108	9%	110	113	118	121

CDPR - Recreation

Financial Plan – Arenas

All figures represent \$'000 (thousands)

	2006 Actuals	2007 Actuals	2007 Budget	2008 Budget	Budget Change	2009 Budget	2010 Budget	2011 Budget	2012 Budget
Account Category (G/L#)									
Revenue									
Admissions (multiple)	-30	-32	-25	-25	-	-25	-25	-25	-25
Lease Revenue (47010/47100-4310)	-30	-32	-27	-27	-	-27	-27	-27	-27
Lessons / Program Fees (47010/47600-4320)	-59	-60	-41	-41	-	-41	-41	-41	-41
PM - Cost Recovery (47100/47600-4236)	-92	-93	-99	-102	3%	-113	-114	-114	-115
Programs - Special Events (47010-4324)	-	-6	-	-	-	-	-	-	-
Rentals (multiple)	-151	-152	-176	-181	3%	-181	-181	-181	-181
Total Revenue	-362	-375	-368	-376	2%	-387	-388	-388	-389
Expense									
Lease Expense (47010-6230)	43	-	68	68	-	68	68	68	68
Maintenance - General (47100/47600-8056)	2	28	-	-	-	-	-	-	-
Program Costs (multiple)	656	664	652	651	0%	708	708	708	708
SS Allocation (47100/47600-5425)	49	51	50	67	34%	68	70	73	75
Supplies (47000/47600-6300)	5	6	6	11	83%	11	11	11	11
Total Expense	755	749	776	797	3%	855	857	860	862
Total	393	374	408	421	3%	468	469	472	473

Financial Plan – Pitt Meadows Family Rec Centre

All figures represent \$'000 (thousands)

	2006 Actuals	2007 Actuals	2007 Budget	2008 Budget	Budget Change	2009 Budget	2010 Budget	2011 Budget	2012 Budget
Account Category (G/L#)									
Revenue									
Admissions (41250-4110)	-2	-2	-	-	-	-	-	-	-
Fees (41250-4220)	-3	-1	-3	-3	-	-3	-3	-3	-3
Lease Revenue (41250-4310)	-39	-31	-32	-32	-	-32	-32	-32	-32
PM - Cost Recovery (41250-4236)	-91	-97	-82	-109	33%	-112	-116	-120	-123
Program Fees (41250-4231)	-55	-52	-46	-46	-	-46	-46	-46	-46
Programs (41250-4322)	-92	-70	-79	-79	-	-79	-79	-79	-79
Rentals (41250-4501/4502)	-15	-19	-17	-17	-	-17	-17	-17	-17
Rentals (46500-4500)	-36	-28	-23	-29	26%	-29	-29	-29	-29
Total Revenue	-333	-300	-282	-315	12%	-318	-322	-326	-329
Expense									
Contract (46500-7007)	14	13	15	15	-	15	15	15	15
Maintenance - General (multiple)	174	173	163	164	1%	167	171	176	179
Program Costs (multiple)	103	103	111	112	1%	112	112	112	112
Salaries (41250-5500/5503)	66	72	72	143	99%	145	151	157	162
SS Allocation (41250-5425)	197	203	199	272	37%	276	286	296	305
Supplies (multiple)	19	20	18	24	33%	24	24	24	24
Utilities (46500-6500)	4	2	11	11	-	11	11	11	11
Wages (41250-5601/5602)	19	21	-	-	-	-	-	-	-
Total Expense	596	607	589	741	26%	750	770	791	808
Total	263	307	307	426	39%	432	448	465	479

Comments:

- Salaries – This increase is due to costs being moved here from other areas.

CDPR - Recreation

Financial Plan – Special Events

All figures represent \$'000 (thousands)

	2006 Actuals	2007 Actuals	2007 Budget	2008 Budget	Budget Change	2009 Budget	2010 Budget	2011 Budget	2012 Budget
Account Category (G/L#)									
Revenue									
Miscellaneous Income (45030-4390)	-	-4	-	-	-	-	-	-	-
PM - Cost Recovery (45030-4236)	-25	-19	-27	-32	19%	-32	-23	-24	-24
Prov. Grant (Conditional) (45030-4252)	-3	-1	-	-	-	-	-	-	-
Total Revenue	-28	-24	-27	-32	19%	-32	-23	-24	-24
Expense									
Software Maintenance (41100-7070)	2	2	3	3	-	3	3	3	3
Special Events (45030-6360)	83	54	49	98 *	100%	95	50	50	50
SS Allocation (45030-5425)	49	51	50	67	34%	68	70	73	75
Total Expense	134	107	102	168	65%	166	123	126	128
Total	106	83	75	136	81%	134	100	102	104

* includes carryforward amounts

Carryforward:

The prior year budget is a combination of the base budget plus any budget amounts that were approved for carry-forward from the preceding budget year. Generally this is triggered when a budgeted expenditure is delayed from one year to the next. The 2008 column of the Financial Plan indicates with an asterisk (*) those budget amounts that include carryforward amount(s), and they are detailed as follows:

2008 Carryforward Amounts

Special Events (45030-6360) Special events funding 3,633

Comments:

- Special Events – The 2008 and 2009 budgets include the cost of hosting the BC Disability Games. The cost of \$90,000 is split evenly between 2008 and 2009.

Financial Plan – Special Services

All figures represent \$'000 (thousands)

	2006 Actuals	2007 Actuals	2007 Budget	2008 Budget	Budget Change	2009 Budget	2010 Budget	2011 Budget	2012 Budget
Account Category (G/L#)									
Revenue									
Lessons / Program Fees (45010/45015-4320)	-44	-39	-40	-40	-	-40	-40	-40	-40
PM - Cost Recovery (45010-4236)	-30	-40	-37	-55	49%	-54	-56	-58	-60
Prov. Grant (Conditional) (45010-4252)	-32	-34	-32	-33	3%	-33	-33	-33	-33
Total Revenue	-106	-113	-109	-128	17%	-127	-129	-131	-133
Expense									
Program Costs (45015-6325/6326)	43	40	50 *	53 *	6%	42	42	42	42
Programs - Subsidized Admiss. (45015-6329)	3	1	13	13	-	13	13	13	13
Salaries (multiple)	100	151	152	189	24%	192	200	208	215
SS Allocation (45010-5425)	49	51	50	67	34%	68	70	73	75
Supplies (multiple)	2	4	3	3	-	3	3	3	3
Wages (45010/45015-5600)	35	37	31	33	6%	32	32	32	32
Total Expense	232	284	299	358	20%	350	360	371	380
Total	126	171	190	230	21%	223	231	240	247

* includes carryforward amounts

CDPR - Recreation

Carryforward:

The prior year budget is a combination of the base budget plus any budget amounts that were approved for carry-forward from the preceding budget year. Generally this is triggered when a budgeted expenditure is delayed from one year to the next. The 2007/2008 columns of the Financial Plan indicate with an asterisk (*) those budget amounts that include carryforward amount(s), and they are detailed as follows:

2007 Carryforward Amounts

Program Costs (45015-6325/6326)	Fraser Health grant	865
	Special Services programs	6,893

2008 Carryforward Amounts

Program Costs (45015-6325/6326)	Equipment from Rick Hansen Foundation	2,107
	Fraser Health grant	733
	Ministry of Children grant	7,799

Comments:

- Salaries - This increase is due to costs being moved here from other areas.

Financial Plan – Community Recreation

All figures represent \$'000 (thousands)

<u>Account Category (G/L#)</u>	2006	2007	2007	2008	Budget	2009	2010	2011	2012
	Actuals	Actuals	Budget	Budget	Change	Budget	Budget	Budget	Budget
Revenue									
Admin Fee (46000-4100)	-7	-9	-9	-	-100%	-	-	-	-
Admissions (46005/47010-4110)	-78	-56	-76	-	-100%	-	-	-	-
Other Grant (Conditional) (46000-4258)	-25	-11	-	-	-	-	-	-	-
PM - Cost Recovery (46000-4236)	-70	-65	-92	-7	-92%	-	-	-1	-1
Recovery - Other (46000-4372)	-6	-4	-	-	-	-	-	-	-
Total Revenue	-186	-145	-177	-7	-96%	0	0	-1	-1
Expense									
Miscellaneous (multiple)	71	61	70	-	-100%	-	-	-	-
Publicity & Promotions (46000/46005-6330)	108	58	93 *	38 *	-59%	-	-	-	-
Salaries (multiple)	154	145	163	-	-100%	-	-	1	1
SS Allocation (46000-5425)	148	152	149	-	-100%	-	-	-	-
Total Expense	481	416	475	38	-92%	0	0	1	1
Total	295	271	298	31	-90%	0	0	0	0

* includes carryforward amounts

Carryforward:

The prior year budget is a combination of the base budget plus any budget amounts that were approved for carry-forward from the preceding budget year. Generally this is triggered when a budgeted expenditure is delayed from one year to the next. The 2007/2008 columns of the Financial Plan indicate with an asterisk (*) those budget amounts that include carryforward amount(s), and they are detailed as follows:

2007 Carryforward Amounts

Publicity & Promotions (46000/46005-6330)	Postcard and advertising campaign	20,000
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2008 Carryforward Amounts

Publicity & Promotions (46000/46005-6330)	Festivals Trailer Signage	2,000
	New highway banners	4,000
	Promotional items	20,000
	Rereg4U Site Redesign	2,000
	Retractable Indoor Signage	6,000
	Walking Map publications	4,200

Comments:

- This area has been reallocated to other areas. The 2008 carryforwards will likely be moved as well.

CDPR – Community Services

Services Provided

The Community Services Department is comprised of two functions: Social Planning and Youth Services. The Social Planning section provides support to the Social Planning Advisory Committee which focuses on building community capacity through Network Development, Community Solutions initiatives, Community Building Initiatives, and by encouraging Socially Sustainable practices for current and future citizens.

Youth Services section provides recreational program services for children (0 to 12 years) and youth (13 to 18 years) in the Maple Ridge and Pitt Meadows area. In addition Youth Services oversees the operation of the Greg Moore Youth Centre and the Pitt Meadows Youth Centre. Children and youth programming utilizes a benefit based approach and a focus on active living and leadership development, the current programming supports children and youth to contribute to their own health and well being.

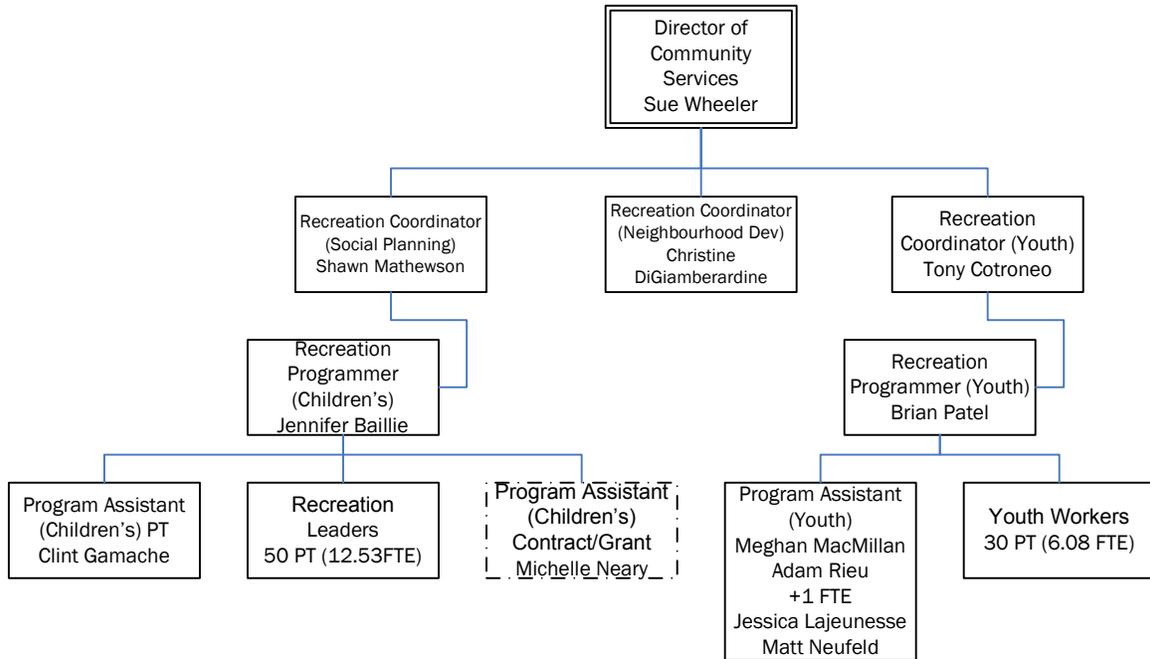
2008 Workplan Emphasis

We will be supporting the process to implement the new agency partnership to hire a Child Youth Family Network coordinator with a focus on increasing the network's ability to collaborate on funding applications and projects; and supporting the network to develop strategies to obtain sustainable funding sources for core services. We will also be undertaking Substance Misuse Prevention Committee work to secure funding to support implementation of adopted action plan; continuing support of the Alouette Home Start Society's initiatives including the application for funding to develop 20 supportive housing units in the community. We will provide support for neighbourhood Quality of Life Planning Pilot Project, neighbourhood Seed Grants, SPAC Community Spirit Awards, application for the third phase of Community Connections funding to implement the Community School Hub/Satellite model for social service and program delivery, continued support of the Glenwood Neighbourhood School Garden and encouraging sharing the model with other elementary schools, expansion of the Community Spirit Award program to include a Youth Award Category, and development of an action plan designed to promote a positive community image will be a focus in 2008. We will update the "Community Profile: Snapshot 2002" and the development of a Social Sustainability Strategic Plan, work with Planning Department regarding the Official Community Plan policy to update the Affordable Housing Strategy, pending the outcome of Draft Regional Affordable Housing Strategy work with the Planning Department to develop a Housing Action Plan setting out specific strategies and objectives for meeting established targets.

Youth Services 2008 workplan focus is on the implementation of sustainability plan focusing on youth education related to: economic, environment and social sustainability, the opening and operation of the Thomas Haney Secondary School Youth Action Park, the establishment of the Youth Action Park Advisory Committee, and the Development and implementation of the Youth Action Park Mentorship Program. Children's services will be focusing on translating children's program informational package materials into Korean, increasing after school program opportunities for elementary school aged children, the promotion of "litter-less" healthy lunches at all day camp programs, and increasing preschool "One Day Wonders" program opportunities. We will be supporting neighbourhood projects such as the School Garden and the Community School Hub and the Building Community Solutions project such as "seed grants" to encourage neighbourhood development.

CDPR – Community Services

Organization Chart



Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2001-2007 FTE's represent actual hours worked plus paid leave; 2008-2010 represent forecasted staffing levels.

Position	Actual FTE's (net of vacancies & unpaid leave)							Full Staffing		
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Director of Community Services	-	-	-	-	-	0.1	1.0	1.0	1.0	1.0
Recreation Manager - Central	0.9	1.0	1.0	1.0	1.0	0.9	-	-	-	-
Recreation Coordinator	1.1	1.0	1.3	1.2	1.4	2.0	2.2	3.0	3.0	3.0
Recreation Programmer	0.9	1.0	0.9	1.0	2.0	2.1	1.9	2.0	2.0	2.0
Program Assistant	2.8	3.7	4.6	4.1	2.9	3.4	4.3	3.5	3.5	3.5
Clerk II	0.6	0.5	0.5	0.3	0.6	0.7	-	-	-	-
Full-Time Equivalent	6.2	7.2	8.3	7.5	7.9	9.1	9.4	9.5	9.5	9.5

- FTE example: a person working 20 hours per week in a 35 hour per week position is 0.6 FTE.

The base budgets for 2008-2012 for this department follow, along with the prior year budget and actual amounts for the preceding two years.

CDPR – Community Services

Financial Plan – Social Planning

All figures represent \$'000 (thousands)

Account Category (G/L#)	2006 Actuals	2007 Actuals	2007 Budget	2008 Budget	Budget Change	2009 Budget	2010 Budget	2011 Budget	2012 Budget
Expense									
Program Costs (52500-6325/6326)	3	33	-	-	0%	-	-	-	-
Prov. Grant (Conditional) (52500-4252)	-25	-7	-	-	-	-	-	-	-
Salaries (52500-5500)	62	87	71	144	103%	147	153	160	165
Special Promotional Projects (52500-6331)	-	2	67 *	20 *	-70%	-	-	-	-
SS Allocation (52500-5425)	33	37	33	38	15%	39	40	42	43
Studies & Projects (52500-6380)	8	1	16 *	38 *	138%	10	10	10	10
Total	81	153	187	240	28%	196	203	212	218

* includes carryforward amounts

Carryforward:

The prior year budget is a combination of the base budget plus any budget amounts that were approved for carry-forward from the preceding budget year. Generally this is triggered when a budgeted expenditure is delayed from one year to the next. The 2007/2008 columns of the Financial Plan indicate with an asterisk (*) those budget amounts that include carryforward amount(s), and they are detailed as follows:

2007 Carryforward Amounts

Special Promotional Projects (52500-6331)	Heritage Comm - OCP - Affordable Housing	4,700
	SPAC Projects - Building Stronger Neighbourhoods	17,600
	SPAC Projects - Community Garden	24,500
Studies & Projects (52500-6380)	SPAC Projects - Community Spirit Awards	1,500
	SPAC Projects - Resource Fair	1,000
	SPAC Projects - Strategic Plan & Comm. Profile	6,500
	SPAC Projects - Substance Misuse Prevention	2,000

2008 Carryforward Amounts

Special Promotional Projects (52500-6331)	Hub & Satellite Sites Neighbourhood Development	5,000
	Neighbourhood Building Initiatives	10,000
	Quality of Life Planning	5,000
Studies & Projects (52500-6380)	SPAC Projects - Affordable Housing Workshops	1,000
	SPAC Projects - Building Community Solutions	3,500
	SPAC Projects - Celebrating solutions Projects	2,400
	SPAC Projects - Community Spirit Awards	1,500
	SPAC Projects - CYFN Coordinator Contribution	2,500
	SPAC Projects - Resource Fair	1,000
	SPAC Projects - Resource Inventory/Website	4,000
	SPAC Projects - Strategic Plan & Comm. Profile Update	8,500
	SPAC Projects - Substance Misuse Prevention	4,000

Comments:

- Salaries – This increase is due to costs being moved here from other areas.

CDPR – Community Services

Financial Plan – Youth

All figures represent \$'000 (thousands)

Account Category (G/L#)	2006 Actuals	2007 Actuals	2007 Budget	2008 Budget	Budget Change	2009 Budget	2010 Budget	2011 Budget	2012 Budget
Revenue									
Lease Revenue (45022-4310)	-11	-12	-10	-10	0%	-10	-10	-10	-10
Lessons / Program Fees (multiple)	-63	-31	-32	-32	0%	-32	-32	-32	-32
PM - Cost Recovery (45020-4236)	-107	-126	-137 *	-138	1%	-141	-148	-156	-162
Program Fees (41250/45021-4230)	-6	-4	-14	-14	0%	-14	-14	-14	-14
Programs (multiple)	-136	-163	-105	-209	99%	-224	-224	-224	-224
Programs - Special Events (multiple)	-61	-63	-41	-50	22%	-52	-54	-54	-54
Prov. Grant (Conditional) (45020/45025-4252)	-21	-135	0	0	0%	0	0	0	0
Prov. Grant (Unconditional) (45021-4253)	-50	0	-13	-13	0%	-13	-13	-13	-13
Total Revenue	-455	-534	-352	-466	32%	-486	-495	-503	-509
Expense									
Lease Expense (45022-6230)	5	0	0	0	0%	0	0	0	0
Maintenance - Buildings (45022-8060)	11	18	18	17	-6%	17	17	17	17
Maintenance - General (multiple)	79	90	66	66	0%	66	66	66	66
Program Costs (multiple)	301	370	256	293	14%	301	311	319	327
Salaries (multiple)	959	1,036	975 *	1,042 *	7%	1,085	1,131	1,179	1,218
SS Allocation (45020-5425)	82	85	83	115	39%	116	121	125	128
Supplies (45022-6300)	3	4	4	4	0%	4	4	4	4
Travel (45026-6410)	10	10	7	7	0%	7	7	7	7
Wages (41250/45025-5600)	80	55	52	65 *	25%	56	58	61	63
Total Expense	1,530	1,668	1,461	1,609	10%	1,652	1,715	1,778	1,830
Total	1,075	1,134	1,109	1,143	3%	1,166	1,220	1,275	1,321

* includes carryforward amounts

Carryforward:

The prior year budget is a combination of the base budget plus any budget amounts that were approved for carry-forward from the preceding budget year. Generally this is triggered when a budgeted expenditure is delayed from one year to the next. The 2007/2008 columns of the Financial Plan indicate with an asterisk (*) those budget amounts that include carryforward amount(s), and they are detailed as follows:

2007 Carryforward Amounts

Salaries (multiple)	Community Links - Active Kids Prog (wages)	10,200
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2008 Carryforward Amounts

Salaries (multiple)	MCFD grant - Active Kids	9,183
Wages (41250/45025-5600)	MCFD grant - Active Kids	10,200

Comments:

- The revenues and costs for programs have been increased in the 2008 budget.

CDPR - Emergency Services

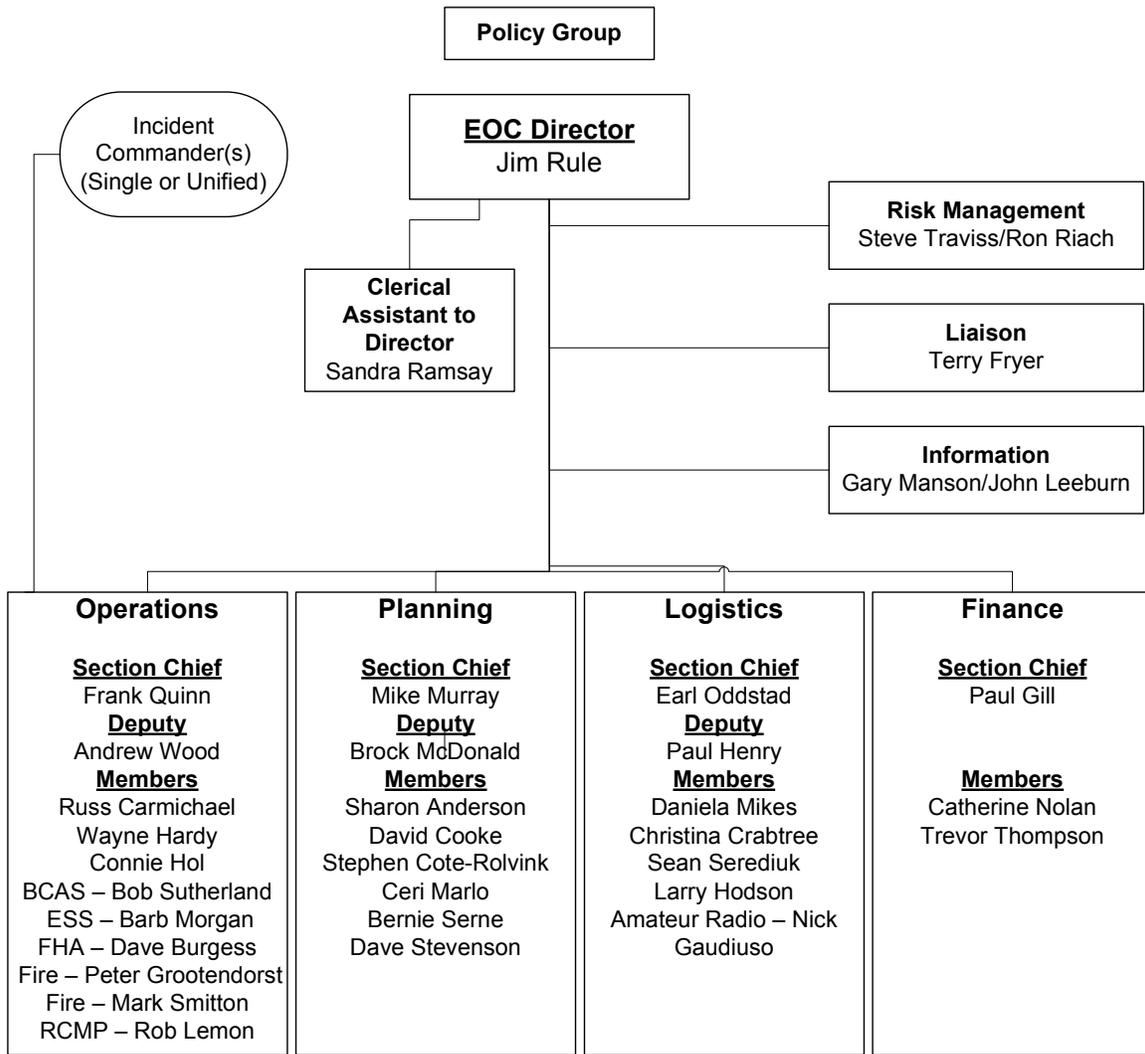
Services Provided

The Municipal Emergency Program is the collective title for the organization, plans, and procedures established within Maple Ridge and Pitt Meadows for combating major emergencies and disasters. The Emergency Planning Committee is chaired by the Emergency Program Coordinator and is comprised of the Mayor, two Municipal Councilors, the Chief Administrative Officer, a municipal Engineer, the Police Chief, the Fire Chief, the Director of Emergency Social Services, a Public Information Officer, a Communications Representative and other members as appointed by the Mayor. An Emergency Program Coordinator is responsible for planning and developing the Program. In addition to the Emergency Planning Committee, representatives from the Municipal Departments and Volunteers Services are involved. Meetings of the Emergency Planning Committee are held on a regular basis and an Emergency Program Manual is kept updated and distributed to the appropriate departments within the municipalities.

2008 Workplan Emphasis

Implement a public education program and continue developing a comprehensive Emergency Recovery Plan to include specific responses such as fire, flood, and storms. Perform a Critical Infrastructure analysis, update the Municipal website to include current information on emergency response, and develop an in-house contingency plan for a pandemic.

Organization Chart



CDPR - Emergency Services

The base budgets for 2008-2012 for this department follow, along with the prior year budget and actual amounts for the preceding two years.

Financial Plan – Emergency Services

All figures represent \$'000 (thousands)

Account Category (G/L#)	2006 Actuals	2007 Actuals	2007 Budget	2008 Budget	Budget Change	2009 Budget	2010 Budget	2011 Budget	2012 Budget
Revenue									
PM - Cost Recovery (23000-4236)	-	-	-	-12	-	-12	-13	-13	-14
Prov. Grant (Conditional) (multiple)	-28	-11	-9	-9	-	-9	-9	-9	-9
Recovery - Other (23000-4372)	-2	-2	-	-	-	-	-	-	-
Total Revenue	-30	-13	-9	-21	133%	-21	-22	-22	-23
Expense									
Conventions & Conferences (23000-6051)	2	2	3	3	-	3	3	3	3
Program Costs (23000-6325/6326)	68	72	74 *	59 *	-20%	51	51	51	51
Salaries (23000-5500)	14	54	59	61	3%	63	65	68	70
SS Allocation (23000-5425)	16	17	17	19	12%	19	20	21	21
Total Expense	100	145	153	142	-7%	136	139	143	145
Total	70	132	144	121	-16%	115	117	121	122

* includes carryforward amounts

Carryforward Amounts:

The prior year budget is a combination of the base budget plus any budget amounts that were approved for carry-forward from the preceding budget year. Generally this is triggered when a budgeted expenditure is delayed from one year to the next. The 2007/2008 columns of the Financial Plan indicate with an asterisk (*) those budget amounts that include carryforward amount(s), and they are detailed as follows:

2007 Carryforward Amounts

Program Costs (23000-6325/6326)	Emergency Coordinator	27,000
	Emergency supplies for 60 staff for 72 hours	8,000
	Increased training costs at The Justice Institute	5,000

2008 Carryforward Amounts

Program Costs (23000-6325/6326)	Roof Antennae	11,000
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Corporate & Financial Services

The Corporate & Financial Services Division (CFS) guides the District's activities from financial, governance and technology perspectives, and provides support to the RCMP, Police Services, and the Fire Department. A brief summary of some of the 2007 accomplishments in the division are shown below, followed by the business context relevant to the 2008-2012 planning period.

The subsequent pages in the CFS section will provide some information on the departments reporting to this division, including staffing, 2008 workplan highlights and budgets. The departments within this section are CFS Administration, Clerk's, Finance, Information Services, Fire, and Police.

Select Division 2007 Accomplishments

- Worked with the Corporate Management Team in establishing Council's direction for the preparation of the 2008-2012 Business Planning Guidelines
- Implemented succession plan in the Clerks Department and appointed the Manager of Legislative Services
- Assisted the Staff/RCMP Working Group in developing a Master plan to reduce RCMP vacancies
- Produced first Performance report to June 30, 2007 ensuring our performance reporting system measures progress on Council's strategic direction
- Oversaw and participated in the implementation of the new Website which went live in March with content and features expansion to include online Home Owner Grant, new clerks have been trained to update the site, policy was developed, and developed monthly online newsletter. Received UBCM's Community Excellence Awards Program award having produced an outstanding website and demonstration of leadership and innovation.
- Worked with RCMP headquarters in drafting a business case for the expansion of the Integrated Police Dog team, Forensic ID services, and Traffic & Constructionist
- The District has undertaken several initiatives to reduce the impact of technology on the environment: receiving a certificate for electronic waste recycling by the Electronic Recycling Assoc; recycling other e-waste with our local Recycling Society and donating surplus equipment to the local School District; 'virtualizing' many of our servers in order to improve their utilization and reduce space and power requirements; developing a local car-pooling program; and incorporating transit information onto the website and Corporate Intranet. We have recently embarked on a program to replace all our printers and photocopiers with environmentally friendly devices that save paper and power, use organic toner and have recyclable cartridges.
- Prepared numerous grant applications and award submissions, and several were successful including funding of US\$12,500 to improve performance reporting practices
- Established a Research Technician position and are several months into implementing the associated workplan
- Assisted with the branding project implementation and monitoring, including draft guidelines, ad templates, document templates, and font work
- Continued with corporate-wide document imaging needs analysis and replacement strategy, currently in the equipment testing phase
- Held a 2-day workshop for local governments structured to evaluate and improve our business planning process, especially in the areas of peer review and community consultation
- Assisted Finance and Engineering in an ongoing major review of the Development Cost Charge Bylaw

Business Context

- Citizens satisfied with the District's financial direction
- Our ability to avoid spikes in tax increases is appreciated
- Citizens appreciate access to staff
- Staff need greater visibility from senior managers from other departments
- Staff appreciate informational meetings that help them understand corporate context
- Older workforce - loss of corporate knowledge
- Need to manage demand and balance interests
- Need to manage future financial capacity to maintain expanding infrastructure
- Housing market in U.S. showing signs of slowing down. What will this mean to us?

CFS - Administration

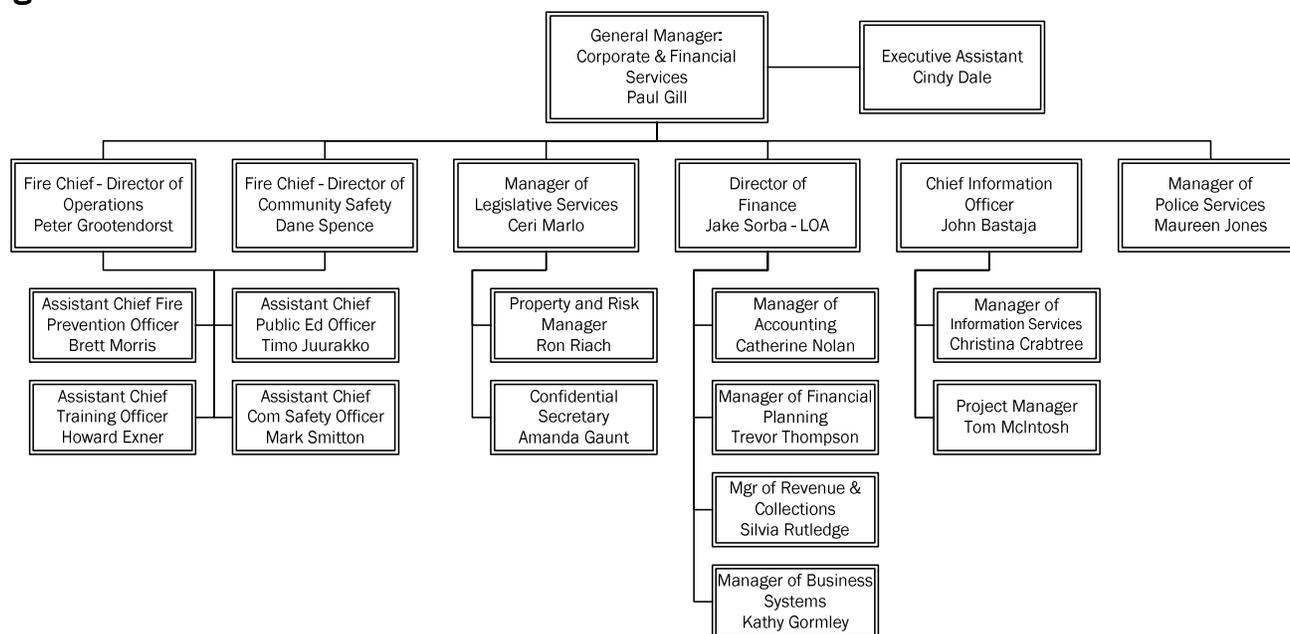
Services Provided

The Corporate & Financial Services (CFS) Administration section is responsible for making recommendations to merge and align strategic planning, best practices, performance measures and budget priorities that guide decision-making in our organization. In addition, we are responsible for carrying out corporate initiatives as directed by Council and the Corporate Management Team, and we attend to enquiries and request for assistance from fellow staff, Council members, and the general public.

2008 Workplan Emphasis

We will establish a reserve to fund sustainability related projects that will pay back the reserve through longer term operating savings. "Trailblazer" grant funding will be utilized to participate in a program for local governments to establish and implement best practices in performance reporting, with an emphasis on engaging the public and other stakeholders. A plan for dealing with Municipal lands in Silver Valley will be developed and implemented in cooperation with the Corporate Management Team. Working with the SPCA and other interested parties in building a new facility that better meets the needs of our animals will be a priority. We will continue to work with RCMP headquarters on making changes in policing that make sense, and will work with the local RCMP detachment to implement the police master plan and the Community Safety Officer program. We will work with E-Comm, the City of Surrey and the RCMP to establish a centralized police dispatch service south of the Fraser River that will complement the services provided by E-Comm. We will also conduct a systematic fees & charges review, with a 2008 emphasis on an amended development fees bylaw and a new bylaw for economic development related fees

Organization Chart



These positions all report to CFS but some are budgeted to other areas.

Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2001-2007 FTE's represent actual hours worked plus paid leave; 2008-2010 represent forecasted staffing levels.

Position	Actual FTE's (net of vacancies & unpaid leave)							Full Staffing		
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
GM Corporate & Financial Services	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Executive Assistant	1.0	1.0	0.7	0.5	0.5	0.5	0.8	1.0	1.0	1.0
Full-Time Equivalent	2.0	2.0	1.7	1.5	1.5	1.5	1.8	2.0	2.0	2.0

CFS - Administration

The base budgets for 2008-2012 for this department follow, along with the prior year budget and actual amounts for the preceding two years.

Financial Plan – CFS Administration

All figures represent \$'000 (thousands)

Account Category (G/L#)	2006 Actuals	2007 Actuals	2007 Budget	2008 Budget	Budget Change	2009 Budget	2010 Budget	2011 Budget	2012 Budget
Expense									
Conventions & Conferences (12000-6051)	14	11	25	25	-	25	25	25	25
Legal (41000-7030)	21	21	-	-	-	-	-	-	-
Memberships (12000-6270)	1	2	2	2	-	2	2	2	2
Miscellaneous (12100-6275)	1	1	2	2	-	2	2	2	2
Salaries (12000-5500)	176	266	179	163	-9%	248	315	446	452
Total	213	301	208	192	-8%	277	344	475	481

Comments:

- Legal – The budget is centralized in the Clerk’s Department. As legal expenses are incurred they are charged to the departments initiating the cost. Expenses without budgets are therefore expected.
- Salaries – The costs in 2007 are higher due to staffing adjustments that resulted in moving staff here from Communications. The 2008 budget reflects the 2007 staff move as well as staff moving from this area to Administration. The 2009 through 2012 budgets include funds to address costs due to growth. For more information on growth related funding please see the Financial Plan Highlights section or the Financial Overview Report included in Schedule 1.

CFS - Clerk's Department

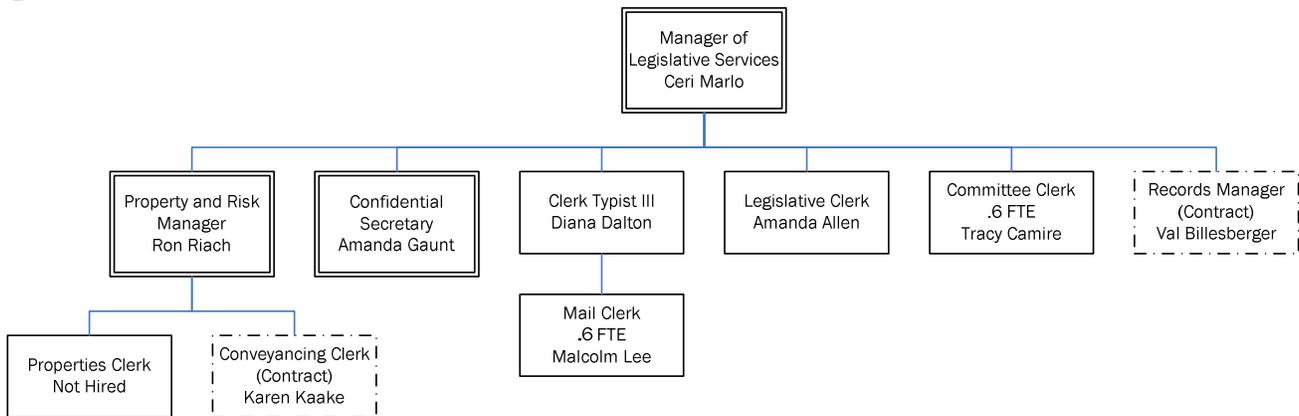
Services Provided

The Clerk's Department is responsible for supporting the legislative matters and decisions of Council, including agenda preparation, recording of official minutes, administration and certification of bylaws, and the execution of all legal documentation. The Department is the liaison between the District's contract legal service providers, and Council and staff, and is responsible for providing Council with up to date legislative, statutory and procedural information in the increasingly complex legal environment in which local governments operate. The Clerk's Department also manages the corporate records management program and is responsible for compliance with Freedom of Information and Protection of Privacy legislation. The Department conducts the triennial general local and school district elections as well as bi-elections and referenda. The Department is responsible for the acquisition and disposal of all District land needs at the best possible value to the taxpayer, and for the administration of all rental properties. The District's risk management program for loss control and insurance is also a function of the Department.

2008 Workplan Emphasis

We will be conducting the local Government election in November. Electronic document management software will be investigated during the year in a collaborative effort with Information Services. We will be undertaking Incident Reporting training and reviewing staff support requirements for the Property and Risk Management function. We will conduct an analysis of requirements for future land acquisitions.

Organization Chart



Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2001-2007 FTE's represent actual hours worked plus paid leave; 2008-2010 represent forecasted staffing levels.

Position	Actual FTE's (net of vacancies & unpaid leave)							Full Staffing		
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Manager of Legislative Services	-	-	-	-	-	-	1.0	1.0	1.0	1.0
Municipal Clerk	1.0	1.0	1.0	1.0	1.0	1.0	-	-	-	-
Property and Risk Manager	1.0	1.0	1.0	1.0	1.0	1.0	1.1	1.0	1.0	1.0
Confidential Secretary	1.0	1.0	1.0	1.0	1.0	1.0	0.8	1.0	1.0	1.0
Assistant Municipal Clerk	0.8	0.5	-	-	-	-	-	-	-	-
Clerk II	1.0	1.0	0.1	-	-	-	-	-	-	-
Clerk Typist III	-	-	0.7	1.3	1.2	1.0	1.0	1.0	1.0	1.0
Information Clerk	1.0	1.0	0.3	-	-	-	-	-	-	-
Committee Clerk	0.7	0.7	0.7	0.4	0.5	0.6	0.5	0.7	0.7	0.7
Coordinator of Admin Services	0.2	-	-	-	-	-	-	-	-	-
Legislative Clerk	-	-	1.0	1.0	1.1	1.4	1.2	1.0	1.0	1.0
Mail Clerk	-	0.3	0.5	0.5	0.6	0.6	0.7	0.6	0.6	0.6
Properties Clerk	-	-	-	-	-	-	-	1.0	1.0	1.0
Other	-	-	-	-	-	-	0.2	-	-	-
Full-Time Equivalent	6.7	6.6	6.3	6.2	6.3	6.5	6.6	7.3	7.3	7.3

- Contract staff are not represented, and are sometimes employed to temporarily fill staff vacancies.
- FTE example: a person working 20 hours per week in a 35 hour per week position is 0.6 FTE.

CFS - Clerk's Department

Comments:

- Fees - This is parking revenue associated with the underground parking. The 2007 revenue represents only a portion of the year. The balance was reported in one of the District-owned subsidiary companies.
- Lease Revenue - This is for the commercial leases in the office tower. The 2007 revenue represents only a portion of the year. The balance was reported in one of the District-owned subsidiary companies.
- Advertising - The election costs occur every three years.
- Legal - The budget is centralized in the Clerk's Department. As legal expenses are incurred they are charged to the departments initiating the cost.
- Maintenance Buildings, Other Outside Services & Property Tax Expenses - These are costs associated with the office tower. The 2007 expenses represent only a portion of the year. The balance was reported in one of the District-owned subsidiary companies.
- Salaries - The increase in 2008 includes a provision for a part-time Property Clerk. The balance is the regular increase to salaries and benefit costs.
- Service Severance - The actuarial estimate of these costs was provided at a more summary level. The budget has been moved for 2008.

CFS - Finance Department

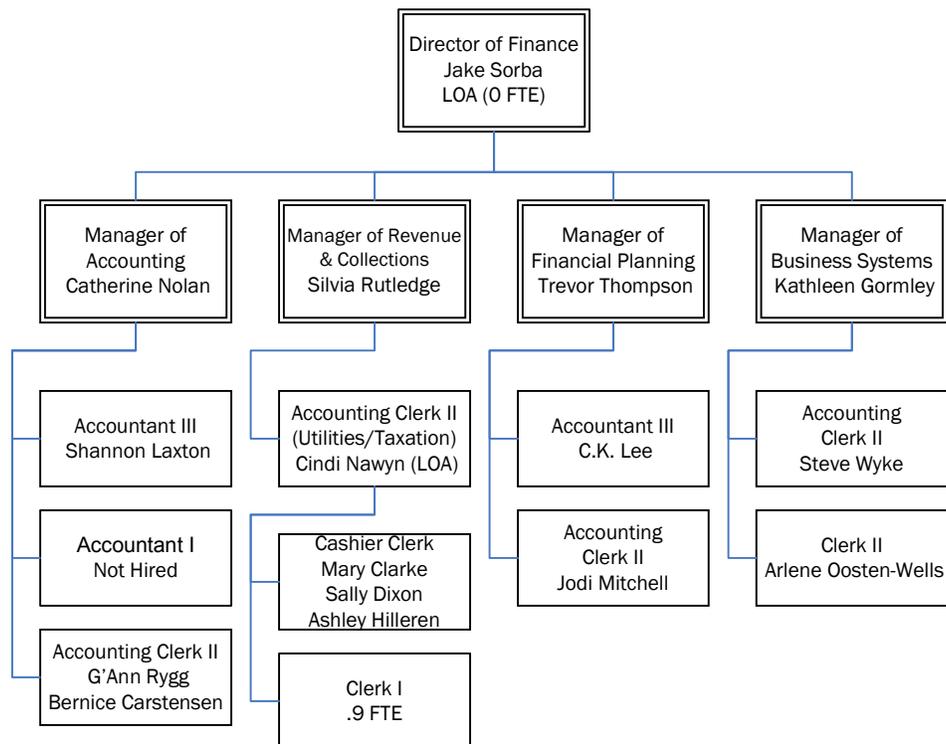
Services Provided

The Finance Department provides services through cooperative interaction with customers and fellow staff supporting the administrative and fiscal needs of the District within a framework that ensures sound fiscal governance. Specific functions include the preparation and monitoring of the Five Year Consolidated Financial Plan and the Annual Financial Statements; preparing and interpreting interim financial statements; levying and collecting municipal taxes and utility fees; processing accounts payable and receivable; development and maintenance of financial systems; investing and safeguarding of the District's financial assets; the provision of internal audit functions; and general cashiering services. In addition, the Department is responsible for reporting financial matters to the Audit and Finance Committee.

2008 Workplan Emphasis

We will implement a new Tax and Utility System in time for the billing and collection of 2008 taxes. The implementation of a department restructure to address succession planning will continue with a focus on cross training at all levels. The migration of the responsibility for Capital Program administration from Engineering to Finance will continue. Preparation for major changes to financial reporting to account for capital assets will continue. Working cooperatively with other departments we will be developing models for Utility rates structure, identifying and monitoring financial components of contracts, implementing the long term Financial Sustainability strategy, providing Benchmarking information on Water and Wastewater to the National Research Council of Canada, conducting a financial systems replacement study, and developing a replacement strategy for Dog Licensing and Excess Capacity legacy systems. We will also be developing a strategy to migrate Finance records management to LGMA standards, reviewing the purchasing card approval processes, preparing a new model of financial statements for 2009, conducting a review of Finance fees and charges, and reviewing and updating Council policies for permissive tax exemptions

Organization Chart



CFS - Finance Department

Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2001-2007 FTE's represent actual hours worked plus paid leave; 2008-2010 represent forecasted staffing levels.

Position	Actual FTE's (net of vacancies & unpaid leave)							Full Staffing		
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Director of Finance	1.0	1.0	1.0	1.0	1.0	1.0	0.6	-	-	-
Senior Finance Manager	1.0	1.0	0.3	-	-	-	-	-	-	-
Manager of Accounting	-	-	-	-	-	0.2	1.0	1.0	1.0	1.0
Manager of Financial Planning	-	-	-	-	-	0.2	1.0	1.0	1.0	1.0
Municipal Accountant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	-	-	-
Manager of Business Systems	-	-	-	-	-	0.2	1.0	1.0	1.0	1.0
Manager of Revenue & Collections	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Finance Supervisor	-	-	0.8	1.0	2.7	2.4	-	-	-	-
Budget Officer	-	-	0.8	1.0	0.2	-	-	-	-	-
Accountant III	2.0	1.7	1.3	1.6	0.8	0.9	2.0	2.0	2.0	2.0
Accountant II	0.7	1.3	0.9	0.7	-	-	-	-	-	-
Accountant I	0.2	0.7	-	-	-	-	0.3	-	-	-
Accounting Clerk - Revenue	-	-	-	-	-	-	0.6	-	-	-
Accounting Clerk II	3.4	2.1	3.2	4.0	3.9	4.7	4.2	5.0	5.0	5.0
Cashier Clerk Finance	2.0	2.0	2.6	3.0	3.0	2.9	3.2	3.0	3.0	3.0
Clerk II	1.1	2.0	1.9	2.0	2.3	1.4	1.0	1.0	1.0	1.0
Clerk I	0.9	1.0	0.9	0.7	0.7	0.7	0.9	0.9	0.9	0.9
Other (To Be Determined)	-	-	-	-	-	-	-	2.0	2.0	2.0
Full-Time Equivalent	14.3	14.7	15.9	16.9	16.5	16.6	17.7	17.9	17.9	17.9

The base budgets for 2008-2012 for this department follow, along with the prior year budget and actual amounts for the preceding two years.

Financial Plan – Finance Department

All figures represent \$'000 (thousands)

Account Category (G/L#)	2006 Actuals	2007 Actuals	2007 Budget	2008 Budget	Budget Change	2009 Budget	2010 Budget	2011 Budget	2012 Budget
Expense									
Advertising (15000-6010)	2	2	4	4	-	4	4	4	4
Audit Fees (12210-7000)	23	75	50	50	-	50	50	50	50
Legal (12200-7030)	2	-	-	-	-	-	-	-	-
Memberships (12200-6270)	5	5	6	6	-	6	6	6	6
Miscellaneous (12200-6275)	12	9	17	17	-	17	17	17	17
Postage & Courier (15000-6305)	18	19	22	22	-	22	22	22	22
Recovery - Professional Fees (12210-7099)	-11	-11	-11	-11	-	-11	-11	-11	-11
Salaries (multiple)	1,101	1,150	1,269 *	1,479 *	17%	1,196	1,248	1,302	1,352
Salaries Recovery (12210-5400)	-203	-225	-225	-225	-	-225	-225	-225	-225
Service Severance Costs (12200-5150)	-	-	23	-	-100%	-	-	-	-
Stationery (12200-6370)	8	9	17	10	-41%	10	10	10	10
Studies & Projects (12200/12210-6380)	5	5	-	-	-	5	5	5	5
Total Expense	962	1,038	1,172	1,352	15%	1,074	1,126	1,180	1,230
Debt									
Debt - Interest (multiple)	2,078	2,495	2,507	3,378	35%	4,146	4,384	4,447	4,307
Debt - Principal (multiple)	1,300	1,830	1,911	3,808	99%	4,443	5,522	6,389	7,073
Interest – Sick Liability (12400-9060)	178	178	-	184	-	184	184	184	184
Total Debt	3,556	4,503	4,418	7,370	67%	8,773	10,090	11,020	11,564
Total	4,518	5,541	5,590	8,722	56%	9,847	11,216	12,200	12,794

* includes carryforward amounts

CFS - Finance Department

Carryforward:

The prior year budget is a combination of the base budget plus any budget amounts that were approved for carry-forward from the preceding budget year. Generally this is triggered when a budgeted expenditure is delayed from one year to the next. The 2007/2008 columns of the Financial Plan indicate with an asterisk (*) those budget amounts that include carryforward amount(s), and they are detailed as follows:

2007 Carryforward Amounts

Salaries (multiple)	Actuarial evaluation of benefits	5,000
	Time duration position to address TCA	50,000

2008 Carryforward Amounts

Salaries (multiple)	Fixed Assets (Inventory Valuation & Depreciation)	165,000
	Succession Planning provision	50,000
	Actuarial evaluation of benefits	5,000
	Time duration position to address TCA	50,000

Comments:

- Service Severance – The actuarial estimate of these costs was provided at a more summary level. The budget has been moved for 2008.
- Debt – Interest & Principle – The increase in the budget is associated with additional debt financing in 2008-2010 assuming that external financing occurs.
- Interest – Sick Liability – This is an accounting entry for the expense associated with the sick pay liability.

Financial Plan – Financial Services-Tax Revenue

All figures represent \$'000 (thousands)

Account Category (G/L#)	2006 Actuals	2007 Actuals	2007 Budget	2008 Budget	Budget Change	2009 Budget	2010 Budget	2011 Budget	2012 Budget
Revenue									
Collections (multiple)	-33,087	-34,116	-34,094	-34,715	2%	-35,693	-36,672	-37,647	-37,672
Grants in Lieu (multiple)	-1,654	-1,674	-1,731	-1,729	0%	-1,744	-1,759	-1,774	-1,788
Interest Paid on Tax Prepaymnt (16000-4001)	126	149	85	96	13%	96	96	96	96
Local Improvement Program (multiple)	-23	-19	-19	-19	-	-19	-19	-19	-19
Parcel Charges - Blue Box (16000-4011)	-602	-645	-650	-705	8%	-741	-778	-821	-865
Parcel Charges - Recycling (16000-4010)	-580	-622	-630	-654	4%	-690	-727	-766	-808
Taxes - General (16000-4000)	-38,860	-42,624	-42,650	-46,137	8%	-49,677	-53,405	-57,359	-61,161
Total Revenue	-74,680	-79,551	-79,689	-83,863	5%	-88,468	-93,264	-98,290	-102,217
Expense									
Remittance (multiple)	33,087	34,116	34,094	34,715	2%	35,693	36,672	37,647	37,672
Total Expense	33,087	34,116	34,094	34,715	2%	35,693	36,672	37,647	37,672
Total	-41,593	-45,435	-45,595	-49,148	8%	-52,775	-56,592	-60,643	-64,545

Comments:

- Collections Revenue / Remittance Expense – Taxes are collected on the property tax billings and remitted to BC Assessment Authority, TransLink, GVRD, Municipal Finance Authority and the Province (school taxes).
- Taxes – General – The increase consists of general tax increase of 3%, a further 1% for infrastructure sustainability, \$600,000 plus growth for the Fire Service Improvement Levy and growth due to new construction of about 2.75%.

CFS - Finance Department

Financial Plan – Financial Services-Transfers

All figures represent \$'000 (thousands)

Account Category (G/L#)	2006 Actuals	2007 Actuals	2007 Budget	2008 Budget	Budget Change	2009 Budget	2010 Budget	2011 Budget	2012 Budget
Transfers									
Appropriation of Surplus (10000-9010)	1	-	-	3	-	9	23	1	363
Bad Debts (15000-6026)	2	2	5	5	-	5	5	5	5
Bank Charges (12400-6030)	13	15	13	13	-	13	13	13	13
Contingency (12400-8099)	284	16	78 *	893 *	1,045%	314	420	539	675
Contribution from own Reserves (10000/12400-4E)	-4,531	-6,076	-6,137	-6,678	9%	-6,863	-6,961	-7,271	-7,133
Contribution to own Reserves (multiple)	8,953	13,792	6,483	7,471	15%	8,099	8,607	9,557	10,154
Contribution to Self-Insurance (12400-9021)	745	45	45	45	-	45	45	45	45
Interest Transfers (multiple)	195	234	440	440	-	440	440	440	440
Investment Earnings - Res Acct (multiple)	-195	-234	-570	-570	-	-570	-570	-570	-570
Purchasing Card Clearing (multiple)	11	30	-	-	-	-	-	-	-
Transfer - MRMH (12400-4950)	400	-10,513	-	-	-	-	-	-	-
Transfer in from RCP (12400-4841)	-1,243	-1,491	-1,491	-3,610	142%	-	-	-75	-
Transfer to Capital Funds (multiple)	1,496	10,410	2,690	2,991	11%	5,950	2,470	7,691	2,746
Transfers In (multiple)	-65	-232	-88	-181	106%	-1,034	-2,388	-3,384	-3,965
Transfers Out (multiple)	1,691	1,425	2,667	1,558	-42%	1,168	1,024	1,208	1,314
Total	7,757	7,423	4,135	2,380	-42%	7,576	3,128	8,199	4,087

* includes carryforward amounts

Carryforward:

The prior year budget is a combination of the base budget plus any budget amounts that were approved for carry-forward from the preceding budget year. Generally this is triggered when a budgeted expenditure is delayed from one year to the next. The 2007/2008 columns of the Financial Plan indicate with an asterisk (*) those budget amounts that include carryforward amount(s), and they are detailed as follows:

2007 Carryforward Amounts

Contingency (12400-8099)	Corporate Contingency	14,278
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2008 Carryforward Amounts

Contingency (12400-8099)	Funding from RCP	212,070
	Provision for contract settlements	600,000
	Succession Planning	125,000

CFS - Finance Department

Financial Plan – Financial Services-Other Revenue

All figures represent \$'000 (thousands)

Account Category (G/L#)	2006 Actuals	2007 Actuals	2007 Budget	2008 Budget	Budget Change	2009 Budget	2010 Budget	2011 Budget	2012 Budget
Revenue									
Admin Fee (15000/30000-4100)	-43	-56	-35	-35	-	-35	-35	-35	-35
Auction Proceeds (15000-4410)	-31	-14	-20	-20	-	-20	-20	-20	-20
Contributions from Others (10000-4820)	-	-7	-	-2,584	-	-2,504	-2,504	-2,504	-2,504
Discount on Payables (15000-4170)	-17	-9	-8	-8	-	-8	-8	-8	-8
Federal Grant (Conditional) (15000-4250)	-7	-5	-	-	-	-	-	-	-
Gain/Loss - Property 4 Resale (15000-4298)	-262	-9	-1,137	-	-100%	-	-	-	-
Gifts & Donations - Capital (15000-4395)	-379	-505	-	-	-	-	-	-	-
Gifts & Donations -Non-Capital (10000/15000-4396)	-39	-133	-	-	-	-	-	-	-
Information Fees (15000-4280)	-184	-144	-160	-150	-6%	-140	-140	-140	-140
Interest (10000/15000-4290)	-191	-176	-200	-200	-	-200	-200	-200	-200
Interest - A/R (15000/16000-4291)	-1	2	-1	-1	-	-1	-1	-1	-1
Investment Interest (10000/15000-4295)	-894	-1,532	-750	-750	-	-825	-825	-825	-825
Investment Valuation Gain/loss (10000-4299)	169	-	-	-	-	-	-	-	-
Lease Revenue (10000-4310)	-30	-18	-23	-56	143%	-56	-56	-56	-56
M.F.A. Discharge (12400-4380)	-105	-112	-	-	-	-	-	-	-
Miscellaneous Income (15000-4390)	-190	-110	-26	-35	35%	-35	-35	-35	-35
Municipal Plate Fees (15000-4221)	-21	-19	-22	-22	-	-22	-22	-22	-22
Prov. Grant (Unconditional) (10000-102-4253)	-809	-926	-800	-925	16%	-925	-925	-925	-925
Surplus (15000-4520)	-2,238	-1,832	-1,832	-549	-70%	-106	-	-15	-
Tax Penalties (15000-4440)	-411	-438	-445	-465	4%	-485	-505	-505	-505
Total	-5,683	-6,043	-5,459	-5,800	6%	-5,362	-5,276	-5,291	-5,276

Comments:

- Contribution from Others – The School District will cover debt payments associated with their portion of the acquisition cost of future school/park sites. The actual amounts and timing will vary depending on the purchase price and timing of the purchases.
- Investment Interest – The amount earned on investment fluctuates due to the change in accounting treatment of interest earnings, market rates, the amount invested and reserve balances.
- Surplus – The items that are being funded through accumulated surplus for 2008 include:

BC Disability Games	\$ 45,000
Citizens Satisfaction Survey	15,000
Park Maintenance	100,000
Succession Planning Implementation	388,865

CFS - Information Services

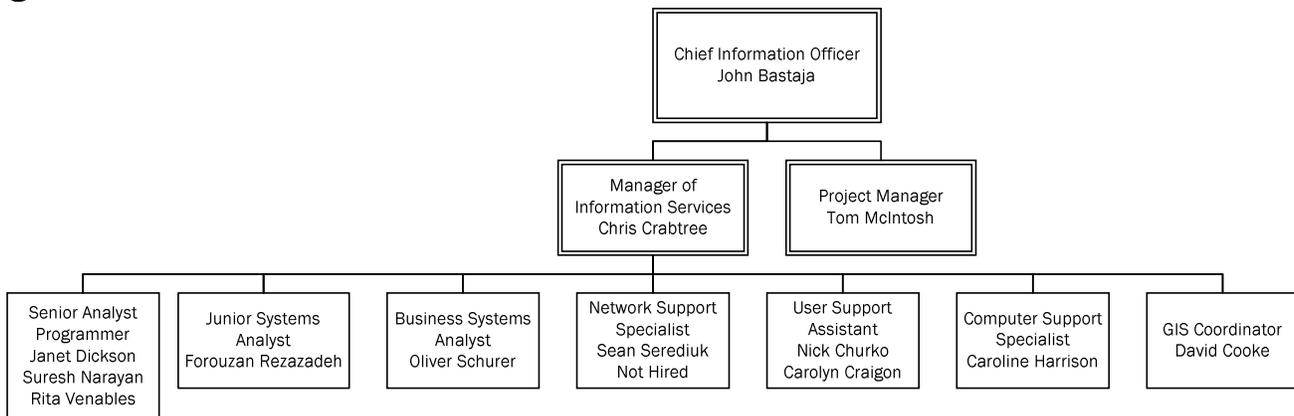
Services Provided

Information Services is responsible for managing corporate computer systems and supporting infrastructure. The corporate computer systems include hardware, software and data resources, and the governance framework which ensures information technology continues to be a strategic business enabler.

2008 Workplan Emphasis

Strategic initiatives include assisting in the investigation of a new infrastructure management portfolio, continuing to improve key applications such as the web site and web-based services, and encouraging greater line department involvement in managing their technology needs. We will be continuing to strengthen our telecommunication capabilities particularly through developing a fibre optic network and by evaluating Municipal wireless data systems and public access. We will be reviewing data storage practices and investigating the replacement of the VMS operating system. Tactical initiatives will include managing risk with continued efforts in the business continuity/disaster recovery area, plus upgrades and replacements in our foundation systems. In the operational arena, enhancing the corporate Intranet and investigating document management software form a part of the coming year's workplan.

Organization Chart



Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2001-2007 FTE's represent actual hours worked plus paid leave; 2008-2010 represent forecasted staffing levels.

Position	Actual FTE's (net of vacancies & unpaid leave)							Full Staffing		
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Chief Information Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Manager of Information Service	1.0	1.0	1.0	0.6	0.7	1.0	1.0	1.0	1.0	1.0
Projects Manager Info Services	-	-	-	1.0	1.0	1.0	1.0	0.2	-	-
Business Systems Analyst	0.3	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
GIS Coordinator	-	-	-	-	0.7	1.0	1.0	1.0	1.0	1.0
Network Support Specialist	1.0	1.0	1.0	1.0	1.0	1.5	1.7	2.0	2.0	2.0
Senior Analyst Programmer	2.0	2.0	2.0	2.0	2.0	2.3	3.0	3.0	2.0	2.0
Systems Analyst	2.0	2.0	2.0	2.0	1.3	0.7	-	-	-	-
GIS Technician	-	-	-	0.2	0.5	0.6	0.5	-	-	-
Amanda Project	-	-	1.2	0.2	-	-	-	-	-	-
Computer Support Specialist	1.0	1.0	2.0	2.4	2.0	1.5	1.0	1.0	1.0	1.0
Systems Analyst, Junior	-	-	-	-	-	-	-	2.0	2.0	2.0
User Support Assistant	0.2	-	-	0.4	0.9	1.1	2.0	2.0	2.0	2.0
User Support Clerk	0.5	1.0	0.7	-	-	-	-	-	-	-
Other	0.3	1.0	0.7	-	-	-	-	-	-	-
Full-Time Equivalents	9.2	11.0	12.6	11.9	12.1	12.6	13.2	14.2	13.0	13.0
Succession Planning Staff*								1.0	1.0	1.0

* This position is part of a corporate-wide program that provides transitional funding to assist with succession planning and evolving departmental needs.

CFS - Information Services

The base budgets for 2008-2012 for this department follow, along with the prior year budget and actual amounts for the preceding two years.

Financial Plan – Information Services

All figures represent \$'000 (thousands)

Account Category (G/L#)	2006 Actuals	2007 Actuals	2007 Budget	2008 Budget	Budget Change	2009 Budget	2010 Budget	2011 Budget	2012 Budget
Expense									
Consulting (12310-7005)	-13	38	86 *	126 *	47%	32	32	32	32
Desktop Software Maintenance (12310-8031)	20	25	26	-	-100%	-	-	-	-
Equipment Maintenance (12310-8030)	61	49	45	71	58%	71	71	71	71
Interest Transfers (12300-ERR-9402)	-	-	5	5	-	5	5	5	5
Salaries (12310-5500)	1,011	1,097	1,221 *	1,285 *	5%	1,166	1,214	1,265	1,316
Salaries Recovery (12310-5400)	-231	-160	-266	-295	11%	-314	-318	-323	-327
Service Severance Costs (12300-5150)	-	-	17	-	-100%	-	-	-	-
Software Maintenance (12310-7070)	380	447	439	478	9%	506	526	546	566
Supplies (12310-6300)	17	20	12	12	-	12	12	12	12
Training (12320-6400)	6	6	10	10	-	10	10	10	10
Transfers Out (12300-ERR-9400)	308	307	307	307	-	307	307	307	307
Utilities (12310-6500)	16	16	25	25	-	25	25	25	25
Utilities - Telephone (12000/12310-6520)	75	75	83	83	-	83	83	83	83
Vehicle Charges (12300-7400)	2	2	2	2	-	2	2	3	3
Total	1,652	1,922	2,012	2,109	5%	1,905	1,969	2,036	2,103

* includes carryforward amounts

Carryforward:

The prior year budget is a combination of the base budget plus any budget amounts that were approved for carry-forward from the preceding budget year. Generally this is triggered when a budgeted expenditure is delayed from one year to the next. The 2007/2008 columns of the Financial Plan indicate with an asterisk (*) those budget amounts that include carryforward amount(s), and they are detailed as follows:

2007 Carryforward Amounts

Consulting (12310-7005)	Fibre Optics Design Review	10,000
	Intrusion Detection Software	5,000
	IS Computer Lab Enhancements	8,000
	Library Computer Lab Network Equip & Design	8,000
	Remote Computer Pilot Project	10,000
	Security Penetration Testing	8,000
	VMS upgrade - Phase 2	5,000
Salaries (12310-5500)	GIS & Project Assistance	20,000

2008 Carryforward Amounts

Consulting (12310-7005)	Amanda Licensing (10 additional licences)	30,000
	Project assistance (from staff shortage)	10,000
	Fibre Optics Design Review	10,000
	Intrusion Detection Software	5,000
	IS Computer Lab Enhancements	8,000
	Library Computer Lab Network Equip & Design	8,000
	Remote Computer Pilot Project	10,000
	Security Penetration Testing	8,000
	VMS upgrade - Phase 2	5,000
Salaries (12310-5500)	GIS & Project Assistance	20,000

Comments:

- Desktop Software Maintenance – This account has been combined with Equipment Maintenance.
- Service Severance – The actuarial estimate of these costs was provided at a more summary level. The budget has been moved for 2008.

CFS - Information Services

Capital Works Program – Information Services

	Account #	2008	2009	2010	2011	2012
Amanda Cemetery Records Management	08094-000	34,000	-	-	-	-
Amanda GIS Interface Upgrade *	08239-000	27,750	-	-	-	-
Amanda Phase 4 Dogs & Excess Capacity	01703-000	18,000	-	-	-	-
Amanda Phase 4 Dogs & Excess Capacity *	01703-000	12,000	-	-	-	-
Amanda Web-Enablement *	01618-000	43,120	-	-	-	-
ArcGIS extension licenses	00307-000	13,500	-	-	-	-
Broadband Wireless Connection *	01617-000	60,700	-	-	-	-
Business System Analysis *	01136-000	59,000	-	-	-	-
Capital Works Program Replacement Study *	07928-000	15,000	-	-	-	-
Computer Room Upgrades	-	-	-	-	41,221	-
Council Chamber Multimedia Upgrade	-	-	-	25,000	-	-
Desktop growth (reduced to 5 laptops)	-	-	7,500	-	-	-
Document Processing System - 1	-	-	75,000	-	-	-
Document Processing System - 2	-	-	-	63,000	-	-
Document Processing System *	03633-000	50,000	-	-	-	-
Equipment Purchase - Blade Server	-	-	-	-	21,000	-
Equipment Purchase - Council Media Upgr	-	-	-	25,000	-	-
Equipment Purchase - Load Balancer	-	-	-	42,500	-	-
Equipment Purchase - New Web Server	-	-	-	-	25,245	-
Equipment Purchase - San Hard Drive	-	-	-	-	-	42,262
Equipment Purchase - Sms Redundancy	-	-	-	38,225	-	-
Equipment Purchase - Streaming Video *	08086-000	-	-	26,650	-	-
Equipment Purchase - Terminal Services *	08233-000	12,000	-	-	-	-
Equipment Purchase - UPS Upgrade	-	-	-	-	16,170	-
Equipment Purchase - Wireless Data Sys.	-	-	-	-	22,100	-
Equipment Purchase Web Security Filter *	08079-000	18,205	-	-	-	-
Equipment Replacement - Info Serv 2008 - 2012	03610-000	291,358	965,477	837,165	499,433	1,170,186
Fibre Optic *	06486-000	15,000	-	-	-	-
Fibre Optic Network Phase 1 *	01556-000	50,000	-	-	-	-
Financial Systems Study	08235-000	33,250	-	-	-	-
Fire Training On Line Learning	-	-	-	-	-	42,000
GIS Application Development - Water *	01125-000	-	-	-	60,000	-
GIS Spatial Data Engine Sde Server *	01700-000	88,000	-	-	-	-
GPS Receiving Station Phase 3 *	01121-000	15,000	-	-	-	-
HP Open View System Management *	08234-000	40,000	-	-	-	-
Information Services Backup Device *	02361-000	38,000	-	-	-	-
Infrastructure growth	02361-000	41,500	-	-	-	-
Infrastructure Management Phase 1	-	-	50,000	-	-	-
Internet Mapping Phase 2 *	08030-000	43,490	-	-	-	-
IS Dept Large Format Plotter *	01846-000	20,340	-	-	-	-
IT Caseware Working Papers *	08092-000	10,431	-	-	-	-
IT Disaster Recovery Infrastructure	-	-	-	-	-	97,275
IT Disaster Recovery Plan	-	-	-	60,000	-	-
IT Fibre Optic - #0699 (224 St)	-	-	-	-	32,967	-
IT Fibre Optic - #1189 (224 St)	-	-	-	29,023	-	-
IT Fibre Optic - #1565 (224 St)	-	-	-	-	13,137	-
IT Fibre Optic - #2830 (240 St)	00205-000	129,412	-	-	-	-
IT Fibre Optic - #7074 (Kanaka - 240)	-	-	-	27,433	-	-
IT Fibre Optic Conduit Phase 2, Pt 1 *	01556-000	74,000	-	-	-	-
IT Fibre Optic Conduit Phase 2, Pt 2	01556-000	75,000	-	-	-	-
IT Strategic Plan Update	-	-	-	-	50,000	-
Management Reporting Software Phase 1 *	01849-000	-	-	13,000	-	-
Microfiche readers	08400-000	31,000	-	-	-	-
Miscellaneous Capital *	02361-000	100,000	-	-	-	-
Network Monitoring	-	-	-	17,325	-	-
Oracle Licences - SDO Review *	07987-000	41,200	-	-	-	-
Oracle Performance Monitor *	01463-000	8,000	-	-	-	-
Payroll System Replacement	-	-	-	-	150,000	-
Performance management software	00211-000	31,500	-	-	-	-
Project Management Job Cost Study Ph 2 *	04113-000	50,000	-	-	-	-
Property - Taxation, Utility Billing *	04141-000	250,000	-	-	-	-
Public Access Community Kiosks	-	-	-	38,750	-	-
Ross financials upgrade	-	-	138,600	-	-	-
Ross HR System *	04155-000	65,500	-	-	-	-
Server Consolidation	-	-	-	-	-	44,700
Software - Payment Server Tender Retail *	08052-000	6,435	-	-	-	-
Spatial Data Engine Server *	07613-000	18,000	-	-	-	-
Strategic IT Alliance Study *	01135-000	23,000	-	-	-	-
Systems Management Server Phase 2	-	-	-	-	10,000	-
Tax And Utility Software *	04141-000	75,000	-	-	-	-
Tax, Utilities, Integrated Cash Study *	08028-000	40,000	-	-	-	-
Wide Area Network Phase 2 *	01138-000	20,000	-	-	-	-
Windows VMS Migration Phase 1	00947-000	50,000	-	-	-	-
Technology Total		2,137,691	1,236,577	1,243,071	941,273	1,396,423

Fire Department

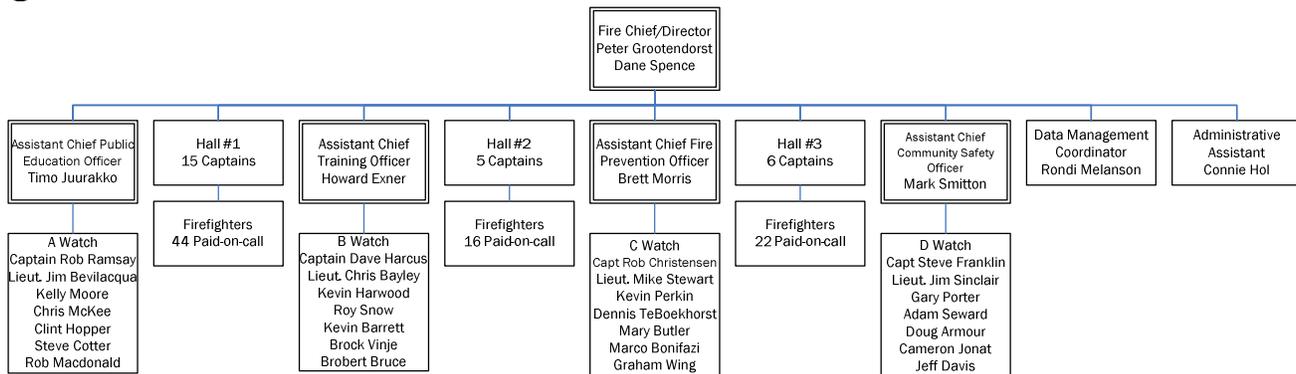
Services Provided

The Department provides a proactive approach to fire services through the development of multi-year business plans, which include detailed multi-year financial plans. The primary mission of the Department is the protection and preservation of life, property and the environment for citizens. This service is provided by a group of 100 dedicated paid-on-call firefighters, 28 full-time firefighters, six chief officers, and two administrative support staff. We rely heavily on cross-training and good communication to ensure that the department continues to function efficiently and effectively. Each of the assistant chiefs assumes responsibility for the operation of the individual Fire Halls. In addition to administrative duties, the career officers assume the role of Duty Chief, which involves responding to all serious Fire Department emergency calls 24-hours-day, on a rotational basis.

2008 Workplan Emphasis

The completion of the renovation and addition of Fire Hall #1 is a priority and in keeping with Council's strategic alignment on Sustainability, this project will incorporate LEED principles. An implementation plan for the recommendations of the Community Wildfire Protection Plan will be developed. 2008 will see the completion of the first collective agreement with the IAFF Union. We will be involved in the design and tender for the replacement of Rescue 1 and an Air/Lighting Truck for Fire Hall #1 and we will seek public input for the design of, and rezoning of land for Fire Hall #4 in the Cottonwood Albion corridor.

Organization Chart



Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2001-2007 FTE's represent actual hours worked plus paid leave; 2008-2010 represent forecasted staffing levels.

Position	Actual FTE's (net of vacancies & unpaid leave)							Full Staffing		
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Fire Chief	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Assistant Chief	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Fire Captain	-	-	-	-	1.0	4.0	4.0	4.0	4.0	4.0
Fire Lieutenant	-	-	-	-	-	-	4.0	4.0	4.0	4.0
Fire Fighter	-	-	-	-	3.0	12.0	13.5	21.0	25.0	30.0
Administrative Assistant	-	-	-	1.0	1.0	1.1	1.1	1.0	1.0	1.0
Data Management Coordinator	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Protective Services Clerk	1.0	1.0	1.0	-	-	-	-	-	-	-
Full-Time Equivalent	8.0	8.0	8.0	8.0	12.0	24.1	29.6	37.0	41.0	46.0

- The staff increases from 2005 onward are due to the continued implementation of the Fire Master Plan and the establishment of full-time career firefighter positions within the department. The funding envelope is fixed so actual new hiring will be dependent on overall departmental needs.
- A dedicated group of about 100 paid-on-call firefighters are a key component of the Master Plan.
- Number of full-time firefighters hired in future years will depend on results of ongoing contract negotiations and composition of departmental staff.

Fire Department

The base budgets for 2008-2012 for this department follow, along with the prior year budget and actual amounts for the preceding two years.

Financial Plan – Fire Department

All figures represent \$'000 (thousands)

Account Category (G/L#)	2006 Actuals	2007 Actuals	2007 Budget	2008 Budget	Budget Change	2009 Budget	2010 Budget	2011 Budget	2012 Budget
Revenue									
Fees (22000-4220)	-86	-50	-28	-43	54%	-43	-43	-43	-43
Miscellaneous Income (22000-4390)	-1	-1	-	-	-	-	-	-	-
Prov. Grant (Conditional) (22000-4252)	-	-15	-	-	-	-	-	-	-
Salaries Recovery (22000-5400)	-15	-5	-	-	-	-	-	-	-
Sale of Service (22000-4600/4650)	-	-7	-	-	-	-	-	-	-
Total Revenue	-102	-78	-28	-43	54%	-43	-43	-43	-43
Expense									
Contract (22000-7007)	84	87	113	124 *	10%	114	114	114	114
Equipment (22000/22075-7340)	132	132	128	137	7%	167	159	159	159
Equipment Maintenance (22000-8030)	36	32	34	48 *	41%	70	54	54	54
Holiday Coverage (22000-5505)	134	190	-	-	-	-	-	-	-
Insurance (22000-6210)	23	20	20	20	-	20	20	20	20
Interest Transfers (22000-ERR-9402)	-	-	51	51	-	51	51	51	51
Legal (22000-7030)	6	-	2	2	-	2	2	2	2
Memberships (22000-6270)	3	4	2	2	-	2	2	2	2
Miscellaneous (multiple)	41	66	32	23	-28%	33	33	33	33
Operating Repairs (22000-8080)	133	187	121	126	4%	140	140	140	140
Other Outside Services (22000-7051)	-	3	1	1	-	1	1	1	1
Professional Fees - Other (22000-7050)	18	23	30	38 *	27%	33	33	33	33
Program Costs (multiple)	61	93	85 *	75	-12%	70	75	75	75
Salaries (multiple)	2,119	2,626	2,695	3,410	27%	4,142	4,936	5,765	6,205
Seminars/Prof Meetings/Train'g (22000-6050)	20	20	20	23	15%	23	23	23	23
Service Severance Costs (22000-5150)	69	50	14	66	371%	66	66	66	66
Special Events (22000-6360)	14	14	15	15	-	15	15	15	15
Special Projects (22000-6385)	-	8	25	17 *	-32%	-	-	-	-
Studies & Projects (22000-6380)	27	6	4 *	-	-100%	-	-	-	-
Supplies (multiple)	143	132	214 *	235 *	10%	192	192	192	192
Transfers Out (22000-ERR-9400)	265	265	265	265	-	338	387	416	435
Vehicle Costs (22000-6430)	112	124	108	110	2%	112	114	117	119
W.C.B. (Non-employees) (22000-7080)	9	10	10	13	30%	13	13	13	13
Wages (22000/22041-5600)	642	617	692	714	3%	833	857	882	883
Total Expense	4,091	4,709	4,681	5,515	18%	6,437	7,287	8,173	8,635
Total	3,989	4,631	4,653	5,472	18%	6,394	7,244	8,130	8,592

* includes carryforward amounts

Fire Department

Carryforward:

The prior year budget is a combination of the base budget plus any budget amounts that were approved for carryforward from the preceding budget year. Generally this is triggered when a budgeted expenditure is delayed from one year to the next. The 2007/2008 columns of the Financial Plan indicate with an asterisk (*) those budget amounts that include carryforward amount(s), and they are detailed as follows:

2007 Carryforward Amounts

Program Costs (multiple)	Recruit training for FH#4	15,000
	Upgrades to classroom a/v & video editing system	15,390
Studies & Projects (22000-6380)	Community Wildfire Protection Plan	3,932
Supplies (multiple)	Protective clothing FH#4	28,000
	Turnout gear and helmets	13,572
	Career firefighters uniforms	5,260

2008 Carryforward Amounts

Contract (22000-7007)	Contract (Emergency 911) - FDM software	10,000
Equipment Maintenance (22000-8030)	Replacement pagers	2,475
Professional Fees - Other (22000-7050)	Medical/fitness testing for career firefighters	5,000
Special Projects (22000-6385)	Lifecycle assessment	16,520
Supplies (multiple)	Firefighters protective gear (16 New Recruits)	40,000
	Firefighters uniforms (16 New Recruits)	12,500

Comments:

- Salaries - The continued implementation of the Fire Department Master Plan included the hiring of six additional full-time Firefighters in 2008.
- Service Severance - The actuarial estimate of these costs was provided at a more summary level. The budget has been moved here for 2008.

Fire Department

Capital Works Program – Fire Department

	Account #	2008	2009	2010	2011	2012
Comm. Wildfire Protection Plan Phase 1	01402-000	146,500	-	-	-	-
Equipment Purchase - Fire Hall Sign *	01934-000	60,000	-	-	-	-
Equipment Purchase - Firehall #1 Pumper *	01476-000	500,000	-	-	-	-
Equipment Purchase - Firehall #4		-	-	70,000	-	-
Equipment Purchase - Furniture *	01932-000	27,000	-	-	-	-
Equipment Purchase Mobile Dispatch Units *	01449-000	239,600	-	-	-	-
Equipment Replacement - Rescue One *	01477-000	400,000	-	-	-	-
Equipment Restoration - 1946 Fire Truck *	01938-000	50,000	-	-	-	-
Equipment Upgrade - Telephone System *	01931-000	27,500	-	-	-	-
Fire Equipment Engine 1-1 Replacement	00958-000	625,000	-	-	-	-
Fire Equipment Engine 2-2 Replacement		-	-	-	-	705,000
Fire Equipment Engine 3-2 Replacement *	08336-000	555,000	-	-	-	-
Fire Equipment Engine accessories	00526-000	25,000	-	-	-	-
Fire Rescue Boat w/Trailer	00532-000	37,000	-	-	-	-
Firehall #1 Engine *	01476-000	55,000	-	-	-	-
Firehall #1 Expansion *	01935-000	2,000,000	-	-	-	-
Firehall #1 Expansion Phase 2 *	01935-000	2,200,000	-	-	-	-
Firehall #1 Expansion Phase 3	01935-000	1,575,000	-	-	-	-
Firehall #1 Training Expansion *	03645-000	325,000	-	-	-	-
Firehall #3 Expansion		-	750,000	-	-	-
Firehall #4 Air Lighting Truck	00978-000	325,000	-	-	-	-
Firehall #4 Computer Training Centre *	01453-000	45,000	-	-	-	-
Firehall #4 Construction Phase 2	07054-000	5,500,000	-	-	-	-
Firehall #4 Construction Train Ground	07051-000	500,000	-	-	-	-
Firehall #4 Design *	01016-000	15,000	-	-	-	-
Firehall #4 Engine New		-	-	-	-	625,000
Firehall #4 Protective & Safety Equip		-	83,960	-	-	-
Firehall #4 Rescue 4		-	-	-	-	325,000
Firehall #4 Site Surveys *	03646-000	372,000	-	-	-	-
Firehall #4 Technical & Furnishings		-	200,000	-	-	-
Firehall #5 Engine 1-2 Replacement	01123-000	625,000	-	-	-	-
Firehall #5 Engine 2 Replacement		-	-	425,000	-	-
Firehall #5 Land Acquisition		-	-	-	350,000	-
Rescue 2 Replacement		-	-	-	375,000	-
Traffic Control Pre-Emption Devices *	08049-000	25,000	-	-	-	-
Protective Services - Fire Total		16,254,600	1,033,960	495,000	725,000	1,655,000

Police Services

Services Provided

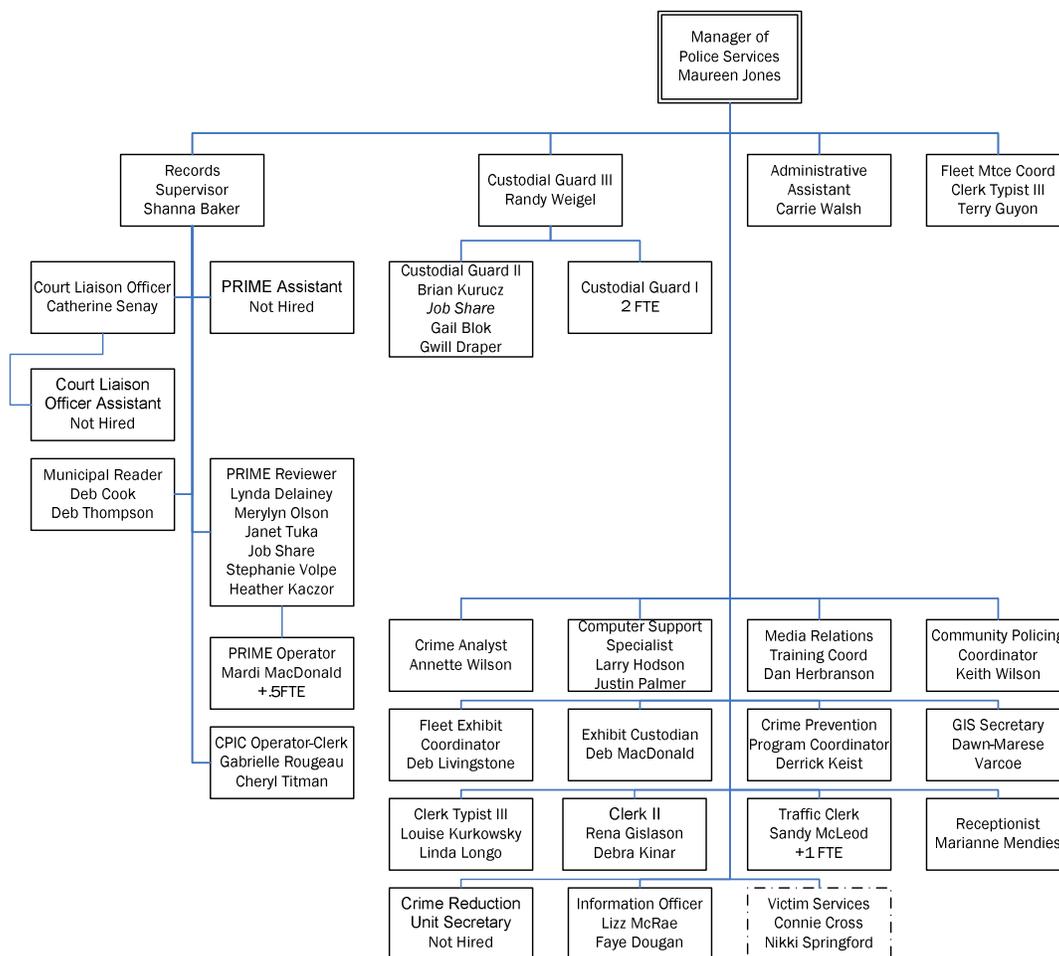
The Ridge Meadows RCMP Detachment is responsible for policing the communities of Maple Ridge and Pitt Meadows. A recently adopted Police Master Plan identifies community priorities such as crime reduction, property crime, youth, and road and traffic. The detachment currently has 104 members, with 81 assigned to Maple Ridge, 20 assigned to Pitt Meadows, and 3 supplied by the Provincial government.

Municipal employees provide clerical and administrative support in areas such as exhibits, guarding, customer services, records management, Canadian Police Information Centre, crime analysis, court liaison, training and staff development, and volunteer coordination. Our detachment also has a significant volunteer base of approximately 500 volunteers who dedicate themselves to RCMP programs such as Citizens on Patrol, Citizens Bike Patrol, Speed Watch, Block Watch, and Auxiliaries.

2008 Workplan Emphasis

We will work with Corporate & Financial Services in piloting the Community Safety Officer program in our community. Reinvigorate Joint Police Liaison Committee to discuss issues of strategic importance to both communities. Develop and implement strategies to address community crime problems, and identify emerging problems, prolific offenders, and hotspots so that criminal intelligence can be coordinated. Participate in Traffic 2010 initiatives to reduce serious injury accidents by concentrating on impaired driving, aggressive driving, high crash intersections, and seatbelt usage. Participate in Safer Cities initiatives involving members, volunteers, and staff. Undertake service reviews with a view to cross training and integration of services.

Organization Chart



Police Services

Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2001-2007 FTE's represent actual hours worked plus paid leave; 2008-2010 represent forecasted staffing levels.

Municipal Staff Position	Actual FTE's (net of vacancies & unpaid leave)							Full Staffing		
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Manager Police Services	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Crime Analyst	-	-	-	-	-	0.5	1.0	1.0	1.0	1.0
Court Liaison Officer	1.0	1.0	1.0	1.0	1.0	1.3	1.3	1.0	1.0	1.0
Computer Support Specialist	1.0	1.0	1.0	2.0	1.4	2.0	2.0	2.0	2.0	2.0
Crime Prevention Program Coord.	-	-	-	-	-	0.4	0.9	1.0	1.0	1.0
Volunteer Program Coordinator	1.0	1.0	1.0	1.0	1.0	0.5	-	-	-	-
Administrative Assistant-RCMP	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Communications Operator	9.2	4.7	0.7	0.8	0.1	-	-	-	-	-
Media Relations Training Coord.	-	-	-	-	-	0.4	1.0	1.0	1.0	1.0
Municipal Reader	1.0	1.0	1.0	1.0	2.0	2.0	1.9	3.0	3.0	3.0
Records Supervisor	-	-	-	-	-	0.4	0.9	1.0	1.0	1.0
Administrative Support Assistant	-	-	-	-	-	-	0.8	-	-	-
Community Policing Coordinator	0.6	0.5	0.7	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Court Liaison Officer Assistant	-	-	-	-	-	-	-	1.0	1.0	1.0
Exhibits Custodian	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Fleet Mtce Coord Clerk Typist 3	-	-	-	1.0	1.0	1.0	0.2	1.0	1.0	1.0
Fleet/Exhibit Coordinator	-	-	-	-	-	0.5	1.0	1.0	1.0	1.0
PRIME Assistant	-	-	-	-	-	-	-	1.0	1.0	1.0
User Support Clerk	-	-	0.1	-	-	-	-	-	-	-
Clerk Typist 2	-	-	0.4	0.9	1.3	1.3	0.5	-	-	-
Clerk Typist 3	1.5	1.5	1.8	1.0	1.0	1.0	1.8	2.0	2.0	2.0
CPIC Operator-Clerk	1.5	1.6	1.8	1.9	2.0	1.7	2.0	2.0	2.0	2.0
Crime Reduction Unit Secretary	-	-	-	-	-	-	-	1.0	1.0	1.0
GIS Secretary	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Information Officer	1.8	2.0	2.0	2.0	2.3	2.3	2.2	2.0	2.0	2.0
Operator/Reviewer (Prime/CIIDS)	0.5	1.7	3.8	3.6	4.1	5.0	4.3	-	-	-
PRIME Reviewer	-	-	-	-	-	-	-	5.0	5.0	5.0
Clerk 2	-	-	-	-	-	-	1.0	-	-	-
PRIME Operator	3.6	2.8	1.5	1.4	1.2	1.3	1.5	1.5	1.5	1.5
Receptionist	2.4	3.1	3.3	3.5	2.9	2.0	1.3	2.0	2.0	2.0
Traffic Clerk	1.7	1.2	0.9	1.3	1.4	1.8	1.4	2.0	2.0	2.0
Custodial Guard 1	2.4	1.8	1.7	2.0	2.6	2.8	1.9	2.0	2.0	2.0
Custodial Guard 2	1.4	2.0	2.0	2.0	2.0	1.5	2.0	2.0	2.0	2.0
Custodial Guard 3	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Senior Telecom Operator	3.6	1.9	-	-	-	-	-	-	-	-
Full-Time Equivalent	39.0	33.8	29.5	32.5	33.3	35.6	37.0	41.5	41.5	41.5
RCMP Approved Positions	2001-	2002-	2003-	2004-	2005-	2006-	2007-	2008-	2009-	
	2	3	4	5	6	7	8	9	10	
Maple Ridge - Regular Contract	68.3	68.3	72.3	76.3	79.3	81.3	86.3	82.3	82.3	
Maple Ridge - Community Safety Officers	-	-	-	-	-	-	-	3.0	3.0	
Maple Ridge - Integrated Teams										
Dogs, Forensic ID, Traffic Reconstruction**	-	-	-	-	-	-	-	5.0	5.0	
Emergency Response Team*	-	-	-	-	-	2.3	2.3	2.3	2.3	
Integrated Homicide Investigation Team*	-	-	3.1	3.1	3.1	3.1	3.1	3.1	3.1	
Total Maple Ridge	68.3	68.3	75.4	79.4	82.4	86.7	91.7	95.7	95.7	
Pitt Meadows - Regular Contract	17.4	17.4	17.4	17.4	18.4	19.4	19.4	20.4	20.4	
Pitt Meadows - Integrated Teams*,**	-	-	0.5	0.5	0.5	0.9	0.9	2.0	2.0	
School District (1/3 School Liaison Officer)	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	
Provincial	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	
Full-Time Equivalent	89.0	89.0	96.6	100.6	104.6	110.3	115.3	121.4	121.4	

* Positions are calculated using the 2006-7 budgeted strength for the team multiplied by municipalities' portion of the costs

** New integrated teams for 2008-9, position equivalents are estimates only

Police Services

The base budgets for 2008-2012 for this department follow, along with the prior year budget and actual amounts for the preceding two years.

Financial Plan – Police Services

All figures represent \$'000 (thousands)

Account Category (G/L#)	2006 Actuals	2007 Actuals	2007 Budget	2008 Budget	Budget Change	2009 Budget	2010 Budget	2011 Budget	2012 Budget
Revenue									
Fines (21000-4240)	-60	-149	-28	-28	-	-28	-28	-28	-28
Lease Revenue (21000-4310)	-20	-28	-27	-27	-	-27	-27	-27	-27
Other Grant (Conditional) (21000-4258)	-674	-738	-818	-914	12%	-926	-947	-973	-994
Program Fees (21000-4230)	-76	-76	-76	-76	-	-76	-76	-76	-76
Prov. Grant (Conditional) (21150-102-4252)	-53	-55	-53	-56	6%	-53	-53	-53	-53
Recovery (21130-5300)	-21	-24	-32	-32	-	-32	-32	-32	-32
Sale of Service (21000-4600/4650)	-235	-204	-145	-146	1%	-146	-146	-146	-146
Total Revenue	-1,139	-1,274	-1,179	-1,279	8%	-1,288	-1,309	-1,335	-1,356
Expense									
Contract (21000/21100-7007)	49	48	67	54	-19%	56	56	57	57
Court Time (Auxiliary RCMP) (21120-7015)	17	13	37 *	48 *	30%	25	25	25	25
Equipment (21122/21150-7340)	2	2	5	5	-	5	5	6	6
Insurance (21000-6210)	16	17	18	18	-	18	18	18	18
Lease Expense (21100/21140-6230)	125	72	44	45	2%	46	47	48	48
Maintenance - Buildings (21100-8060)	18	10	-	-	-	-	-	-	-
Maintenance - General (21100-8056)	144	125	154	150	-3%	150	150	150	150
Meals (21130-6260)	13	12	7	7	-	7	7	7	7
Other Outside Services (21140/21150-7051)	926	976	970	1,009	4%	1,039	1,070	1,103	1,103
Program Costs (21120-6325)	24	31	27	27	-	27	28	28	28
Property Tax Expenses (21100-6310)	1	1	-	-	-	-	-	-	-
Publications (21100-6335)	2	-	2	2	-	2	2	2	2
Salaries (multiple)	82	115	61	191	213%	195	204	212	219
Service Severance Costs (21100-5150)	-	-	24	-	-100%	-	-	-	-
Supplies (21000/21100-6300)	66	47	23	23	-	23	23	23	23
Training (multiple)	20	10	16	16	-	16	17	17	18
Utilities - Telephone (21100-6520)	60	49	45	45	-	45	45	45	45
Wages (multiple)	1,886	1,983	2,192	2,396 *	9%	2,428	2,510	2,598	2,702
Total Expense	3,451	3,511	3,692	4,036	9%	4,082	4,207	4,339	4,451
Expense - Rcmp Contract									
Contract (21200-7007)	8,300	8,777	10,213	11,053	8%	11,929	12,792	13,491	14,353
Total Expense - Rcmp Contract	8,300	8,777	10,213	11,053	8%	11,929	12,792	13,491	14,353
Total	10,612	11,014	12,726	13,810	9%	14,723	15,690	16,495	17,448

* includes carryforward amounts

Carryforward:

The prior year budget is a combination of the base budget plus any budget amounts that were approved for carry-forward from the preceding budget year. Generally this is triggered when a budgeted expenditure is delayed from one year to the next. The 2007/2008 columns of the Financial Plan indicate with an asterisk (*) those budget amounts that include carryforward amount(s), and they are detailed as follows:

2007 Carryforward Amounts

Court Time (Auxiliary RCMP) (21120-7015) Auxilliary Training 12,250

2008 Carryforward Amounts

Court Time (Auxiliary RCMP) (21120-7015) Auxilliary Training 23,500
 Wages (multiple) Victim Services contract 2,100

Comments:

- Salaries / Wages – The increase over the anticipated increase in existing salary and benefit costs is due to four additional staff positions being added.
- RCMP Contract – This amount represents costs for the regular RCMP contract, a number of integrated teams and the Community Safety Officer's program.

Public Works & Development Services

The Public Works & Development Services Division (PWD) is responsible for land use and zoning issues, long-range planning, growth management, bylaw enforcement, business licensing, engineering services, the provision and maintenance of transportation, water distribution, sewage disposal, and storm water management infrastructure and services and associated functions. A brief summary of some of the 2007 accomplishments in the division are shown below, followed by an Business Context listing some of the pressures and challenges facing this division.

The subsequent pages in the PWD section will provide some information on the departments reporting to this division, including staffing, 2008 workplan highlights and budgets. The departments within this section are PWD Administration; Engineering; Licences, Permits and Bylaws; Planning, Operations; and our partnership with Ridge Meadows Recycling Society.

Select Division 2007 Accomplishments

- Freshet emergency response
- Successful grant application to raise Albion Dikes
- Gravel process substantially completed
- Golden Ears Bridge under construction
- Agricultural Advisory Committee established
- Alouette Task Force established
- Business Improvement Area implementation and Security Committee formed
- DCC Rates Review completed
- Completed traffic improvements on 224 Street from Brown Avenue to 122 Avenue, traffic circle at 105 Avenue at Tamarack, installed bike lanes and curb extensions on 203 Street from Hammond Road to Patterson Avenue, traffic calming in the upper Hammond area bounded by 207 Street, Maple Crescent and Westfield Avenue
- Grant applications made for Abernethy at 224 Street, River Road and Academy Park
- New Animal Services Fee for Service Contract developed
- Collaboration with RCMP, Outreach workers and other service providers in an effort to reduce the number of homeless by hosting weekly Holistic Homeless Support Group meetings
- Initiation of Town Centre Plan and Parking Strategy
- Recipients of the Smarty Award for Policy Development from Smart Growth BC

Business Context

- Development activity continues to increase, impacting resources
- Construction costs continue to escalate
- Key positions within the division set to retire
- Infill projects becoming more prominent in downtown
- Infrastructure continues to grow and age
- Job market is very healthy – competitive market for new employees

PWD - Administration

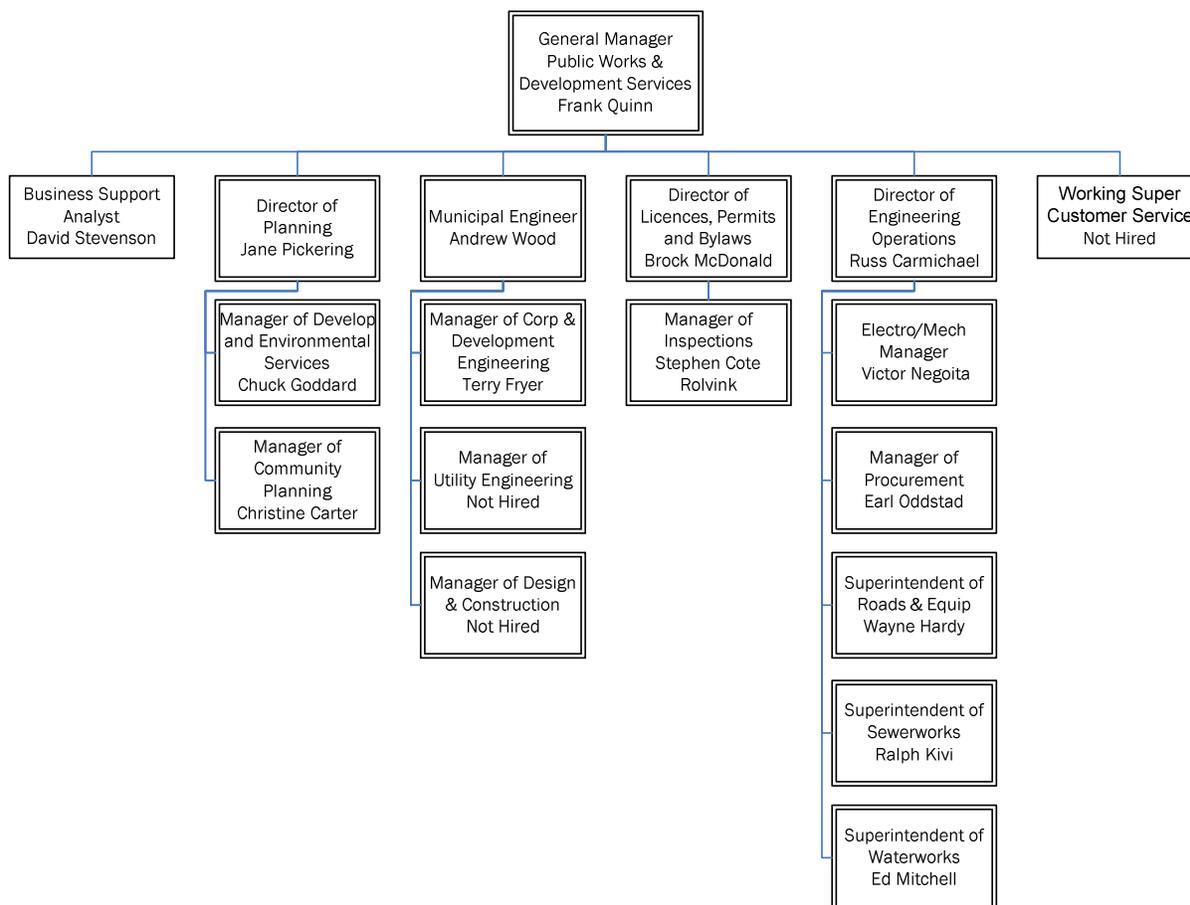
Services Provided

The Public Works and Development Services (PWD) Administration section guides the District's activities with respect to the administration and implementation of municipal policies, bylaws, and services pertaining to the management of development, building construction, infrastructure, growth, renewal, and maintenance in the District. In addition, we are responsible for carrying out corporate initiatives as directed by Council and the Corporate Management Team, and we attend to enquiries and request for assistance from fellow staff, Council members, and the general public.

2008 Workplan Emphasis

We will pursue Provincial funding for flood protection, implement the capital program, and work on green infrastructure initiatives. Our division will also act as a liaison for the Golden Ears Bridge and work to advance transportation routes. We will also work with the Finance Department to implement the Drainage Utility.

Organization Chart



These positions all report to PWDS but some are budgeted to other areas.

Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2001-2007 FTE's represent actual hours worked plus paid leave; 2008-2010 represent forecasted staffing levels.

Position	Actual FTE's (net of vacancies & unpaid leave)							Full Staffing		
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
GM Public Works & Dev Services	0.9	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Executive Assistant	1.0	1.0	1.0	0.5	0.5	0.5	0.2	-	-	-
Working Super Customer Serv Centre	-	-	0.8	1.0	1.0	1.0	0.8	1.0	1.0	1.0
Business Support Analyst	-	-	-	-	-	-	0.9	1.0	1.0	1.0
Full-Time Equivalent	1.9	2.0	2.8	2.5	2.5	2.5	2.9	3.0	3.0	3.0

PWD - Administration

The base budgets for 2008-2012 for this department follow, along with the prior year budget and actual amounts for the preceding two years.

Financial Plan – PWD Administration

All figures represent \$'000 (thousands)

<u>Account Category (G/L#)</u>	2006	2007	2007	2008	Budget	2009	2010	2011	2012
	Actuals	Actuals	Budget	Budget	Change	Budget	Budget	Budget	Budget
Expense									
Conventions & Conferences (31010-6051)	8	24	29	29	-	29	29	29	29
Legal (31010-7030)	35	51	-	-	-	-	-	-	-
Memberships (multiple)	14	14	11	18	64%	18	18	18	18
Salaries (31010/32020-5500)	472	297	363	315	-13%	391	464	603	614
Supplies (31010/32000-6300)	13	3	4	4	-	4	4	4	4
Total	542	389	407	366	-10%	442	515	654	665

Comments:

- Salaries – The decrease in budget for 2008 is due to staff being moved to Administration. The 2009 through 2012 budgets include funding to address the costs of growth. For more information on growth-related funding please see the Financial Plan Highlights section or the Financial Overview Report included in Schedule 1.

PWD - Engineering Department

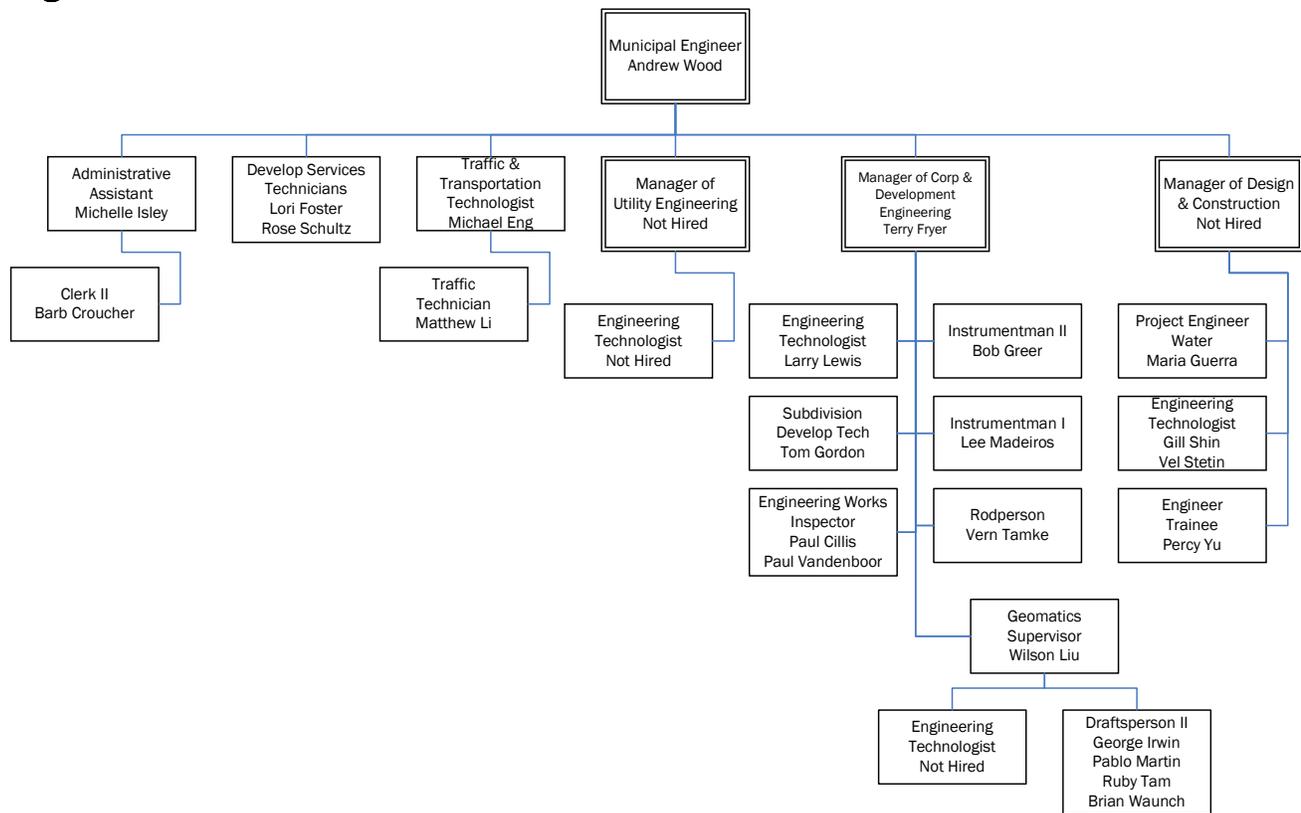
Services Provided

The Engineering Department provides municipal engineering services to community, applying engineering methods to the analysis, planning, design, construction, and record keeping of public works facilities and programs relating to infrastructure.

2008 Workplan Emphasis

Undertake a number of studies and implement plans including: Safer City, Transportation Plan, Silver Valley Plan, long-term infrastructure plan, and Drainage Utility. We will update a number of bylaws including: the Subdivision Control Bylaw and the Highway and Traffic Bylaw. We will also be assisting the Downtown Merchants Association with a Business Improvement Area Initiatives (BIA) and submitting a Fraser Sewerage Area Boundary adjustment report to Metro Vancouver. We will be Constructing several capital projects including road improvements on Abernethy Way, 240 Street, 232 Street, walkway improvement, accessibility program, Alouette River hydrotechnical review and model, Lower Hammond drainage design, and transit exchange improvements.

Organization Chart



PWD - Engineering Department

Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2001-2007 FTE's represent actual hours worked plus paid leave; 2008-2010 represent forecasted staffing levels.

Position	Actual FTE's (net of vacancies & unpaid leave)							Full Staffing		
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Municipal Engineer	0.7	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Director of Engineering Development	1.0	1.0	1.0	1.0	1.0	1.0	1.0	-	-	-
Director of Engineering Projects	1.0	1.0	1.0	0.3	-	-	-	-	-	-
Manager of Corp & Dev Engineering	-	-	-	-	-	-	1.0	1.0	1.0	1.0
Manager of Design and Construction	-	-	-	-	-	0.8	-	1.0	1.0	1.0
Manager of Utility Engineering	1.0	0.6	0.7	0.7	-	-	-	1.0	1.0	1.0
Senior Project Engineer	-	-	-	-	-	-	0.5	-	-	-
Project Engineer Water	-	-	-	-	-	-	-	1.0	1.0	1.0
Traffic & Transport Technologist	-	0.8	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Drafting Supervisor	1.0	1.0	-	-	-	-	-	-	-	-
Dev Cost Charge Coordinator	1.0	1.0	0.1	-	-	-	-	-	-	-
Geomatics Supervisor	-	-	0.9	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Engineering Technologist	4.6	4.2	3.9	4.5	4.2	4.0	3.1	5.0	5.0	5.0
Subdivision Development Tech	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Engineer Trainee	-	-	0.3	-	-	0.8	1.0	1.0	1.0	1.0
Traffic Technician	-	-	0.7	0.9	1.0	1.0	1.0	1.0	1.0	1.0
Engineering Works Inspector	1.0	1.0	1.0	1.0	1.0	1.0	2.0	2.0	2.0	2.0
Instrumentman II	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Draftsperson II	3.6	4.0	3.9	3.5	3.9	4.0	4.1	4.0	4.0	4.0
Engineering Assistant II	-	-	-	-	0.3	0.3	-	-	-	-
Instrumentman I	-	0.8	1.0	1.0	0.4	1.0	1.0	1.0	1.0	1.0
Administrative Assistant	1.0	1.0	0.9	1.0	1.0	1.1	1.0	1.0	1.0	1.0
Dev Services Technician	-	-	1.4	2.0	2.3	2.2	2.1	2.0	2.0	2.0
Clerk II	2.0	2.2	1.1	0.5	1.0	1.0	1.0	1.0	1.0	1.0
Rodperson	1.9	1.2	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Other	-	-	-	0.2	-	-	-	-	-	-
Full-Time Equivalent	21.8	22.8	22.9	22.6	22.1	24.2	24.8	28.0	28.0	28.0

- Contract staff are not represented, and are sometimes employed to temporarily fill staff vacancies.
- The increase from 2007 to 2008 is mainly due to vacancies and unpaid leave, and gaps may have been filled by contracted services, which are not represented on the table.

PWD – Licences, Permits and Bylaws

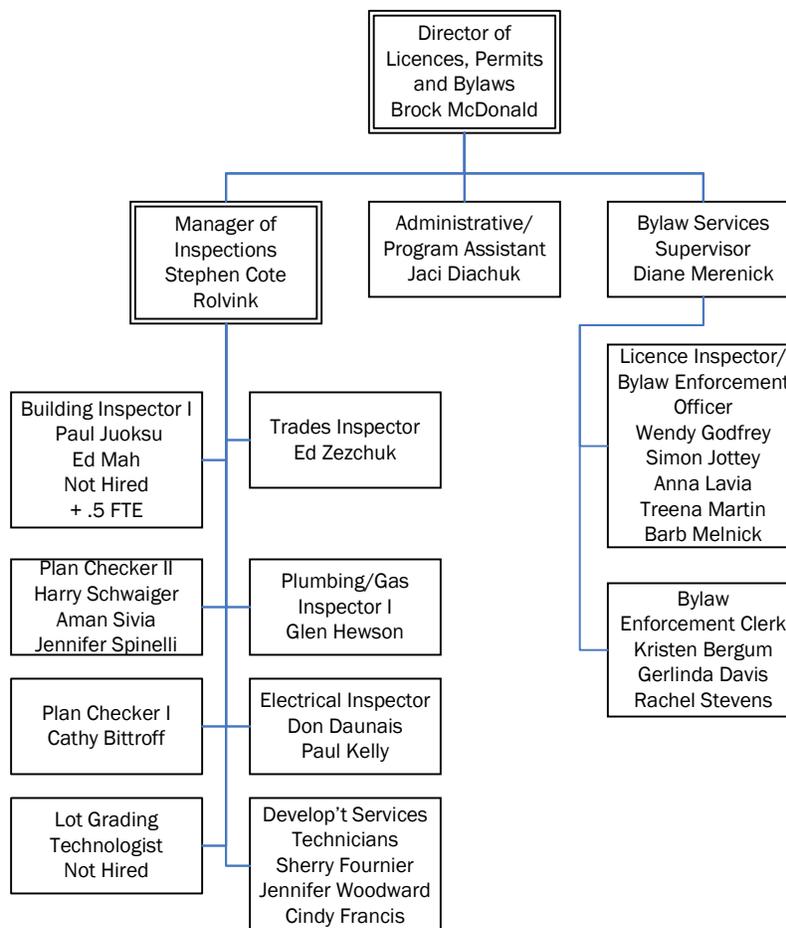
Services Provided

The Licences, Permits and Bylaws Department is responsible for bylaw enforcement, animal control and business licensing and permit application and inspections programs. The Department ensures public compliance with municipal bylaws; provides an effective animal control program; enhances traffic flow in the downtown core through enforcement of parking time limitations; maintains the business licensing system; processes building, plumbing, electrical and gas permit applications and inspects the works carried out; and provides quality customer service.

2008 Workplan Emphasis

We will be assisting with the development of a new animal shelter, comprehensive dog licensing program, and corresponding new animal services business plan. Work will be completed on the scrap metal bylaw and the nuisance abatement bylaw. We will collaborate with the Business Improvement Association on security and litter concerns within the core and research and report on green building construction requirements. In order to streamline our customer service we will implement an Interactive Voice Response (IVR) system for inspection requests.

Organization Chart



PWD – Licences, Permits and Bylaws

Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) staff in each position within the department. For example, a person working 20 hours a week in a 35 hour per week position would show as 0.6. The FTE amounts for 2007 and preceding years represent actual hours worked plus paid leave and excludes unpaid leave; 2008 through 2010 figures represent forecasted staffing levels.

Position	Actual FTE's (net of vacancies & unpaid leave)							Full Staffing		
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Director Licences, Permits and Bylaws	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Manager of Inspections	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Building Inspector II	1.2	1.0	1.0	1.0	1.0	1.0	0.9	1.0	1.0	1.0
Bylaw Services Supervisor	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Lot Grading Technologist	-	-	-	-	-	-	-	1.0	1.0	1.0
Building/Electrical Inspector I	1.4	1.7	1.7	1.0	0.2	-	-	-	-	-
Electrical Inspector	-	-	-	-	0.8	2.0	2.2	2.0	2.0	2.0
Plumbing/Gas Inspector I	2.1	1.6	1.2	1.1	1.0	1.1	1.3	1.0	1.0	1.0
Trades Inspector	-	0.6	1.2	2.0	2.0	1.0	1.0	1.0	1.0	1.0
Building Inspector 1	0.9	1.6	1.9	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Licence Inspector/Bylaw Enforce Officer	2.0	2.0	2.0	2.4	3.7	4.2	4.2	5.0	5.0	5.0
Plan Checker I	-	-	-	-	-	-	0.4	1.0	1.0	1.0
Plan Checker II	1.4	2.0	2.0	2.0	2.0	2.1	2.8	3.0	3.0	3.0
Administrative/Program Assistant	1.0	1.0	1.0	1.0	0.8	1.0	0.8	1.0	1.0	1.0
Building Clerk	1.0	1.0	0.5	-	-	-	-	-	-	-
Bylaw Enforcement Clerk	-	-	0.4	2.7	2.9	2.6	2.7	3.0	3.0	3.0
Dev Services Technician	-	-	1.7	2.8	2.9	2.9	2.8	3.0	3.0	3.0
Enforcement Clerk Part Time	-	-	0.2	0.3	-	-	-	-	-	-
Clerk II	4.4	4.6	3.0	0.3	-	-	-	-	-	-
Other	-	-	-	-	0.2	-	-	-	-	-
Full-Time Equivalent	18.3	20.1	20.7	21.5	22.4	22.9	24.1	27.0	27.0	27.0

PWD – Licences, Permits and Bylaws

The base budgets for 2008-2012 for this department follow, along with the prior year budget and actual amounts for the preceding two years.

Financial Plan – Inspections

All figures represent \$'000 (thousands)

Account Category (G/L#)	2006 Actuals	2007 Actuals	2007 Budget	2008 Budget	Budget Change	2009 Budget	2010 Budget	2011 Budget	2012 Budget
Revenue									
Admin Fee (24000-4100)	-7	-9	-8	-8	-	-8	-8	-8	-8
Fees (24000-4220)	-1	-1	-	-	-	-	-	-	-
Miscellaneous Income (24000-4390)	-9	-7	-1	-1	-	-1	-1	-1	-1
Permits (24000-4445)	-1,909	-2,257	-1,575	-1,700	8%	-1,700	-1,700	-1,700	-1,700
Sale of Service (24000-4650)	-8	-4	-6	-6	-	-6	-6	-6	-6
Total Revenue	-1,934	-2,278	-1,590	-1,715	8%	-1,715	-1,715	-1,715	-1,715
Expense									
Advertising (24000-6010)	-	-	2	2	-	2	2	2	2
Legal (24000-7030)	2	9	-	-	-	-	-	-	-
Memberships (24000-6270)	2	2	2	2	-	2	2	2	2
Salaries (24000/24010-5500)	921	989	969	1,156	19%	1,179	1,228	1,280	1,322
Service Severance Costs (24000-5150)	-	-	25	-	-100%	-	-	-	-
Supplies (24000-6300)	59	52	41	47	15%	47	47	47	47
Vehicle Charges (24000-7400)	38	36	42	44	5%	45	46	48	49
Wages (24010-5600)	27	34	16	16	-	17	18	18	19
Total Expense	1,049	1,122	1,097	1,267	15%	1,292	1,343	1,397	1,441
Total	-885	-1,156	-493	-448	-9%	-423	-372	-318	-274

Comments:

- Permits – Building activity has been brisk for the last several years. The budget has been increased slightly so as not to rely on the current level of revenues.
- Salaries – The budget has been increased with the addition staff to address increased building activity. Additional staff includes a Plan Checker, a Lot Grading Technologist and a Trades Inspector.
- Service Severance – The actuarial estimate of these costs was provided at a more summary level. The budget has been removed for 2008.

PWD – Licences, Permits and Bylaws

Financial Plan – Licences and Bylaws

All figures represent \$'000 (thousands)

Account Category (G/L#)	2006 Actuals	2007 Actuals	2007 Budget	2008 Budget	Budget Change	2009 Budget	2010 Budget	2011 Budget	2012 Budget
Revenue									
Administration Fee (25000-4651)	-11	-9	-10	-5	-50%	-5	-5	-5	-5
Business Licences (53300-4342)	-425	-559	-435	-500	15%	-500	-500	-500	-500
Fees (27000-4220)	-81	-58	-50	-50	-	-50	-50	-50	-50
Fines (multiple)	-59	-79	-49	-49	-	-49	-49	-49	-49
Licences (26000-4340)	-122	-185	-223	-280	26%	-280	-280	-280	-280
Recovery - Other (25000-4372)	-12	-15	-5	-5	-	-5	-5	-5	-5
Total Revenue	-710	-905	-772	-889	15%	-889	-889	-889	-889
Expense									
Contract (multiple)	295	281	305	307	1%	315	323	332	340
Disposal (26000-7310)	-	-	15	15	-	15	15	15	15
Legal (53300-7030)	23	9	-	-	-	-	-	-	-
Licenses / Permits (26000-6250)	6	6	40	-	-100%	-	-	-	-
Miscellaneous (26000-6275)	13	8	11	11	-	11	11	11	11
Program Costs (53300-6325)	2	2	-	-	-	-	-	-	-
Publicity & Promotions (53300-6330)	5	3	3	4	33%	4	4	4	4
Salaries (multiple)	626	650	703	819	17%	807	840	873	900
Studies & Projects (25000/53300-6380)	-	-	24 *	24 *	-	-	-	-	-
Supplies (multiple)	74	91	41	47	15%	47	47	47	47
Vehicle Charges (25000-7400)	16	18	13	18	38%	19	20	20	21
Total Expense	1,060	1,068	1,155	1,245	8%	1,218	1,260	1,302	1,338
Total	350	163	383	356	-7%	329	371	413	449

* includes carryforward amounts

Carryforward:

The prior year budget is a combination of the base budget plus any budget amounts that were approved for carry-forward from the preceding budget year. Generally this is triggered when a budgeted expenditure is delayed from one year to the next. The 2007/2008 columns of the Financial Plan indicate with an asterisk (*) those budget amounts that include carryforward amount(s), and they are detailed as follows:

2007 Carryforward Amounts

Studies & Projects (25000/53300-6380) Sign bylaw, Bucolic bylaw development 11,775

2008 Carryforward Amounts

Studies & Projects (25000/53300-6380) Animal shelter study 12,500
Sign bylaw, Bucolic bylaw development 11,775

Comments:

- Business Licences – This has been increased to reflect a new fee schedule.
- Licences – The budget was increased in 2007; dog licensing fees were increased to cover debt servicing costs for the new animal shelter. The budget was increased again in 2008 with the expectation that dog licensing collections will increase with increased bylaw enforcement.
- Salaries – The increase in the 2008 budget includes an additional Bylaw Officer.
- Service Severance – The actuarial estimate of these costs was provided at a more summary level. The budget has been removed for 2008.

PWD - Planning Department

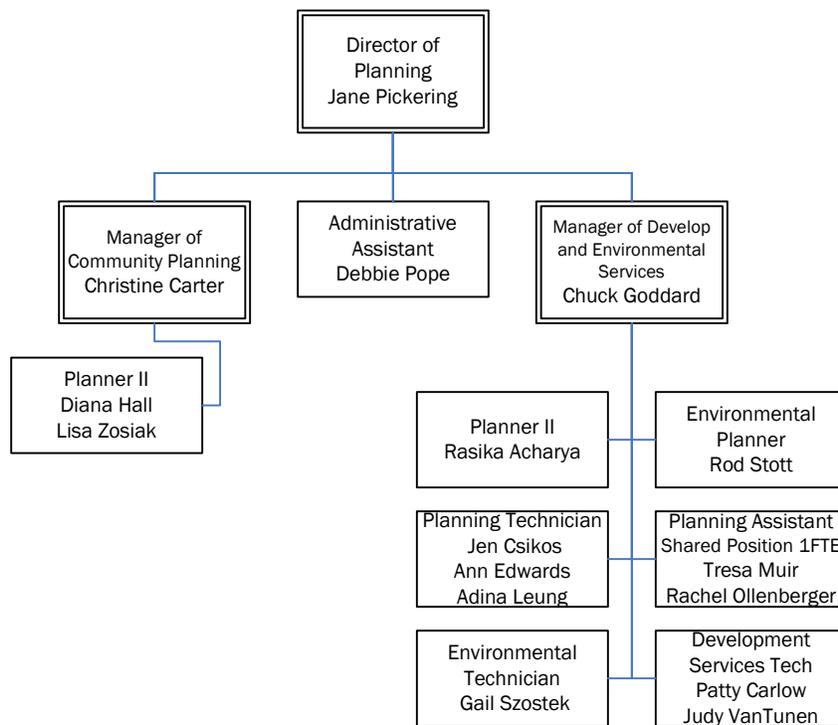
Services Provided

The Planning Department is responsible for pursuing Council's direction in land use policy creation and the management of a variety of development applications. The Department is also involved with data collection, monitoring and the dissemination of information and liaison with a number of internal and external agencies. A large component of the Department's service lies in the area of corporate support as assistance is given to committees of Council as well as to initiatives from other areas of the corporation.

2008 Workplan Emphasis

We will be working on several strategies and plans including: Town Centre Plan, Parking Strategy, Zoning Bylaw, Environmentally Sensitive Areas including Development Permit Area guidelines, an Agricultural Plan with the Agricultural Advisory Committee, and the Liveable Region Strategic Plan. We will be adopting a Town Centre development permit focused on sustainability issues, initiating a review of the Tree Protection bylaw and complete our work on garden suites.

Organization Chart



PWD - Planning Department

Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2001-2007 FTE's represent actual hours worked plus paid leave; 2008-2010 represent forecasted staffing levels.

Position	Actual FTE's (net of vacancies & unpaid leave)							Full Staffing		
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Director of Planning	1.1	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Manager of Community Planning	-	1.0	1.0	0.3	1.0	1.0	1.0	1.0	1.0	1.0
Mgr of Develop't and Envir Services	0.7	0.5	0.9	0.9	1.0	1.0	1.0	1.0	1.0	1.0
Environmental Planner	-	-	-	-	-	1.0	1.0	1.0	1.0	1.0
Planner II	2.4	1.8	2.0	2.5	2.3	2.4	3.0	3.0	3.0	3.0
Planner I	0.7	0.9	0.6	-	-	-	-	-	-	-
Senior Planning Technician	-	0.6	0.1	-	-	-	-	-	-	-
Senior Environmental Tech	-	0.6	0.1	-	-	-	-	-	-	-
Environmental Technician	1.0	0.4	0.9	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Planning Landscape Technician	1.0	1.0	1.0	0.7	-	-	-	-	-	-
Planning Technician	2.9	1.4	1.9	2.1	2.9	3.0	3.8	3.0	3.0	3.0
Planning Assistant II	1.0	1.0	1.0	1.0	0.8	1.0	1.0	1.0	1.0	1.0
Administrative Assistant	1.0	1.8	1.0	1.0	1.0	1.1	1.3	1.0	1.0	1.0
Dev Services Technician	-	-	1.4	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Clerk II	0.5	1.2	0.7	-	-	-	-	-	-	-
Planning Student	0.3	0.7	0.4	-	0.2	0.3	-	-	-	-
Full-Time Equivalent	12.6	13.8	14.0	12.5	13.2	14.7	16.1	15.0	15.0	15.0

- Contract staff are not represented, and are sometimes employed to temporarily fill staff vacancies.

PWD - Planning Department

The base budgets for 2008-2012 for this department follow, along with the prior year budget and actual amounts for the preceding two years.

Financial Plan – Planning Department

All figures represent \$'000 (thousands)

Account Category (G/L#)	2006 Actuals	2007 Actuals	2007 Budget	2008 Budget	Budget Change	2009 Budget	2010 Budget	2011 Budget	2012 Budget
Revenue									
Applic Fees - ALR (53110-4123)	-3	-1	-4	-4	-	-4	-4	-4	-4
Applic Fees - Dev Permit (53110-4124)	-116	-131	-75	-89	19%	-101	-101	-101	-101
Applic Fees - OCP (53110-4121)	-9	-8	-8	-6	-25%	-6	-6	-6	-6
Applic Fees - Subdivision (53110-4122)	-130	-79	-80	-93	16%	-105	-105	-105	-105
Application Fees (53110-4120)	-144	-93	-80	-93	16%	-105	-105	-105	-105
Erosion Sediment Contrl Permit (53110-4127)	-	-17	-	-	-	-	-	-	-
Federal Grant (Conditional) (53120-4250)	-2	-	-	-	-	-	-	-	-
Fees - Temp Ind/Comm Permit (53110-4125)	-52	-29	-4	-4	-	-4	-4	-4	-4
Program Fees (53120-4230/4231)	-1	-	-1	-1	-	-1	-1	-1	-1
Prov. Grant (Conditional) (53120-4252)	-53	-	-	-	-	-	-	-	-
Sales (53110-4510)	-7	-5	-7	-7	-	-7	-7	-7	-7
User Fees (53110-4222)	-1	-2	-3	-2	-33%	-2	-2	-2	-2
Total Revenue	-518	-365	-262	-299	14%	-335	-335	-335	-335
Expense									
Committee Costs (53110/53120-6045)	1	7	39 *	44 *	13%	22	22	22	22
Consulting (53120-7005)	2	4	134 *	148 *	10%	19	19	19	19
Contract (53110-7007)	20	20	20	20	-	20	20	20	20
Legal (53100/53110-7030)	60	39	38	38	-	38	38	38	38
Memberships (53110-6270)	3	3	2	2	-	2	2	2	2
Publications (53110/53120-6335)	1	1	2	2	-	2	2	2	2
Salaries (multiple)	1,088	1,231	1,395 *	1,450 *	4%	1,391	1,444	1,499	1,544
Service Severance Costs (53100-5150)	10	7	12	10	-17%	10	10	10	10
Studies & Projects (multiple)	61	35	223 *	189 *	-15%	-	-	-	-
Supplies (multiple)	17	13	36	36	-	36	36	36	36
Travel (53110/53120-6410)	6	7	8	8	-	9	9	9	9
Total Expense	1,269	1,367	1,909	1,947	2%	1,549	1,602	1,657	1,702
Total	751	1,002	1,647	1,648	0%	1,214	1,267	1,322	1,367

* includes carryforward amounts

PWD - Planning Department

Carryforward:

The prior year budget is a combination of the base budget plus any budget amounts that were approved for carryforward from the preceding budget year. Generally this is triggered when a budgeted expenditure is delayed from one year to the next. The 2007/2008 columns of the Financial Plan indicate with an asterisk (*) those budget amounts that include carryforward amount(s), and they are detailed as follows:

2007 Carryforward Amounts

Committee Costs (53110/53120-6045)	Heritage Street Naming Program	9,100
	Heritage Commission Projects - Plaques	4,383
	Heritage Publication Grant (historical places)	11,017
	Statement of Significance	2,000
Consulting (53120-7005)	OCP Consulting	15,000
	Smart Growth on the Ground / Downtown	34,134
	Silver Valley consulting - zoning & implementation	35,000
	Town Center Plan	30,000
Salaries (multiple)	Extra staff for workload/projects, overtime	150,274
	Overtime - Town Centre Plan	25,000
	Staffing - Amanda Issues	15,000
Studies & Projects (multiple)	Environment related work	99,488
	OCP Review	23,848
	Planning - Tree Study	20,000
	Zoning Bylaw Review	80,000

2008 Carryforward Amounts

Committee Costs (53110/53120-6045)	Heritage - Street Naming Program	9,100
	Heritage Publication Grant (historical places)	11,017
	Statement of Significance	2,000
Consulting (53120-7005)	Agricultural Plan	50,000
	OCP - implementation of initiatives	15,000
	Silver Valley Consulting - Zoning & Implementation	35,000
	Town Center Plan	29,000
Salaries (multiple)	Extra staff for workload/projects, overtime	123,444
Studies & Projects (multiple)	Downtown parking strategy	50,000
	Environment related work	38,770
	Planning - Tree Study	20,000
	Zoning Bylaw Review	80,000

Comments:

- Application Fees - Application fees have been increased with the anticipation of fee increases.
- Salaries - An additional staff position has been added based on the increased revenues associated with the fee increases.

PWD - Operations

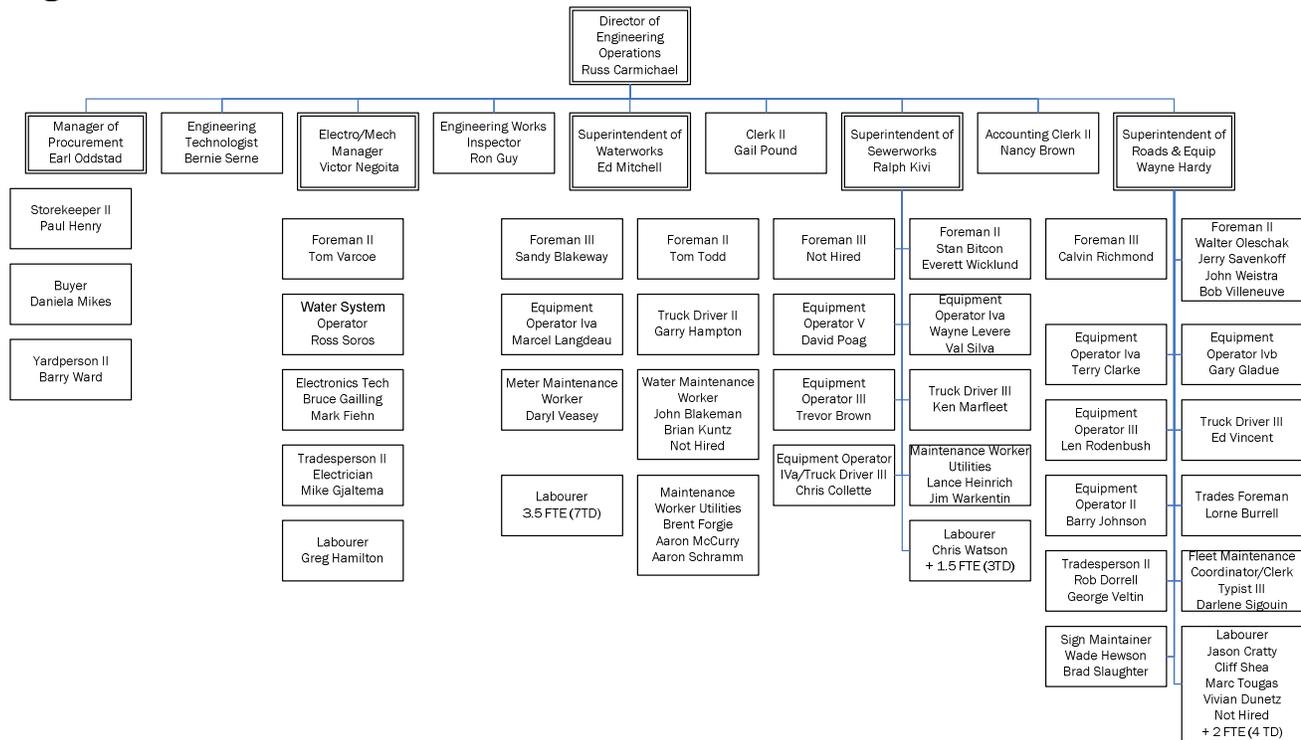
Services Provided

The Operations Department is a front line provider for basic public works services including transportation facilities, fleet management, storm water management, water distribution, and sewage disposal. Operational focus is on the health and safety of the citizens of Maple Ridge; protecting the District's large investment in the public works and underground infrastructure; protecting the environment; maintaining current service levels; providing amenity and convenience features; and providing these services at a minimum cost to the taxpayers in a manner as responsive to their needs as possible.

2008 Workplan Emphasis

We will be focusing on environmental sustainability by reviewing wastewater source control, assisting with the Sub-division Control bylaw, conducting a comprehensive fleet analysis, green road construction for access during flood events, annual dyke inspection and maintenance program, and a biofiltration pond maintenance and enhancement program. We will undertake an annual watermain leak detection protection. A 5-year program to video and repair problem locations is proposed which will improve our knowledge and help prioritize infrastructure replacement of storm sewer. Landslide Repair on 284 Street is recommended in 2008. Freshet levels in 2007 highlight the proposed raising of the Wharf Street sanitary pump station. We will conduct a Customer Satisfaction Survey that involves garnering field responses from service calls.

Organization Chart



PWD - Operations

Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2001-2007 FTE's represent actual hours worked plus paid leave; 2008-2010 represent forecasted staffing levels.

Position	Actual FTE's (net of vacancies & unpaid leave)							Full Staffing		
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Director of Engineering Operations	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Construction Superintendent	-	-	-	-	0.8	0.7	-	-	-	-
Electro/Mechanical Manager	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Superintendent Roadworkss	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Superintendent Sewerworks	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Superintendent Waterworks	1.0	0.6	1.0	0.9	1.0	1.0	1.0	1.0	1.0	1.0
Manager of Procurement	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Engineering Technologist	-	-	-	-	-	1.0	1.0	1.0	1.0	1.0
Engineering Works Inspector	2.0	2.0	2.0	2.0	2.0	1.2	0.9	1.0	1.0	1.0
Buyer	-	-	0.2	1.0	1.0	0.5	1.0	1.0	1.0	1.0
Storekeeper II	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Accounting Clerk II	1.0	1.0	1.2	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Clerk Buyer	0.1	0.1	0.1	-	-	-	-	-	-	-
Fleet Mtce Coord Clerk Typist III	-	-	-	0.3	1.0	1.0	1.0	1.0	1.0	1.0
Storekeeper IA	0.5	-	-	-	-	-	-	-	-	-
Accounting Clerk I	0.2	-	-	0.5	-	-	-	-	-	-
Clerk II	1.0	1.5	1.0	1.2	1.7	1.8	1.8	1.0	1.0	1.0
Clerk I	-	0.9	1.0	0.5	-	-	-	-	-	-
Maintenance Student	-	-	0.3	0.4	0.4	0.1	-	-	-	-
Foreman III	2.8	3.0	3.0	3.0	3.0	3.1	3.5	3.0	3.0	3.0
Foreman II	4.0	3.6	3.5	5.0	5.6	5.7	6.4	8.0	8.0	8.0
Tradesman Foreman	1.0	0.9	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Tradesperson II - Electrician	-	-	-	0.6	1.0	1.0	1.0	1.0	1.0	1.0
Tradesperson II - Mechanic	2.4	2.0	2.1	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Electronics Technician	1.0	2.5	2.9	3.0	2.9	2.8	2.2	2.0	2.0	2.0
Meter Maintenance Worker	1.0	1.0	1.0	0.9	0.7	0.4	1.0	1.0	1.0	1.0
Water System Operator	-	-	-	-	-	-	0.7	1.0	1.0	1.0
Equipment Operator V	1.0	1.0	0.9	1.0	0.9	0.9	1.0	1.0	1.0	1.0
Equipment Operator IVA	3.9	3.9	4.0	4.0	5.2	4.9	4.7	5.0	5.0	5.0
Equipment Operator IVB	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Equipment Operator III	2.0	2.0	2.6	2.6	2.0	2.0	2.0	2.0	2.0	2.0
Equipment Operator II	1.0	1.0	0.9	1.0	1.0	0.6	1.0	1.0	1.0	1.0
Yardperson II	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Maintenance Worker Utilities	3.9	2.9	2.8	2.4	2.5	4.3	5.0	5.0	5.0	5.0
Truck Driver III	2.9	2.7	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Truck Driver II	2.0	1.8	2.0	2.0	2.0	1.5	1.0	1.0	1.0	1.0
Sign Maintainer	1.0	1.0	1.0	1.0	1.2	1.8	2.0	2.0	2.0	2.0
Labourer	13.2	13.9	14.7	14.8	16.2	14.2	15.6	14.0	16.0	17.0
Water Maintenance Worker	2.0	2.0	2.0	2.3	3.0	2.2	1.9	3.0	3.0	3.0
Full-Time Equivalent	58.9	59.3	61.2	64.4	69.1	66.7	70.0	70.0	72.0	73.0

- The increase from 2007 to 2008 is mainly due to vacancies and unpaid leave. Where gaps may have been filled by contracted services, these are not represented on the table.

PWD - Operations

The base budgets for 2008-2012 for this department follow, along with the prior year budget and actual amounts for the preceding two years.

Financial Plan – Operations

All figures represent \$'000 (thousands)

Account Category (G/L#)	2006 Actuals	2007 Actuals	2007 Budget	2008 Budget	Budget Change	2009 Budget	2010 Budget	2011 Budget	2012 Budget
Expense									
Burden (Salaries) (multiple)	-60	-44	-	34	-	-	-	-	-
Committee Costs (33100-6045)	-	4	5 *	4 *	-20%	2	2	2	2
Contributions from Others (30000-4820)	-	-	-	-30	-	-30	-30	-30	-30
Dust Control (35100-8053)	-	2	4	4	-	4	4	4	4
Equipment Charges (33100/33200-8035)	42	35	34	35	3%	36	37	38	39
Equipment Maintenance (30000-8030)	498	492	416	514	24%	522	532	542	551
Fees (39000-4220)	-14	-12	-10	-10	-	-10	-10	-10	-10
Freight (12230-7350)	4	8	4	4	-	4	4	4	4
Fuel (33200-7360)	555	602	602	602	-	602	602	602	602
Fuel Sales (33200-7361)	-243	-278	-306	-306	-	-306	-306	-306	-306
GVTA Grant - Downloaded Roads (33100-4261)	-162	-165	-674	-674	-	-674	-674	-674	-674
GVTA Grant - Uploaded Roads (33100-4260)	-290	-260	-	-	-	-	-	-	-
Insurance (multiple)	119	85	115	133	16%	139	145	151	158
Maintenance - General (multiple)	3,157	3,888	3,956 *	3,320 *	-16%	2,905	4,062	4,229	4,243
Preservice Fees (35300-4460)	-	-	-26	-26	-	-26	-26	-26	-26
Program Costs (33100-6325)	9	9	11	11	-	11	11	11	11
Prov. Grant (Unconditional) (33100-4253)	-56	-325	-	-	-	-	-	-	-
Radio & Communications (33100-6340)	11	11	11	12	9%	12	12	13	13
Salaries (multiple)	758	790	800	850	6%	848	885	920	951
Service Severance Costs (multiple)	-	-	52	-	-100%	-	-	-	-
Small Tools & Equipment (33100-7390)	15	17	15	15	-	15	16	16	16
Supplies (multiple)	63	73	73	73	-	73	74	74	75
Training (33100-6400)	26	24	24	24	-	24	24	24	24
Utilities (33100-6500)	5	16	17	17	-	17	17	17	17
Vehicle Chgs Contra (Mtce) (33200-7405)	-844	-1,228	-917	-1,036	13%	-1,048	-1,067	-1,087	-1,105
Vehicle Chgs Contra (Replacmt) (33200-7410)	-962	-726	-756	-869	15%	-914	-991	-1,032	-1,078
Vehicle Costs (33100-6430)	22	23	22	22	-	23	24	24	25
Wages (33100-5600)	105	122	95	98	3%	101	105	109	113
Total Expense	2,758	3,163	3,567	2,821	-21%	2,330	3,452	3,615	3,619
Transfers									
Interest Transfers (33100-ERR-9402)	-	-	74	74	-	74	74	74	74
Special Projects (33100-6385)	-	96	10	560 *	5,500%	-	-	-	-
Studies & Projects (32100/33100-6380)	-	83	335	-	-100%	-	-	-	-
Transfers Out (33100-ERR-9400)	665	756	756	869	15%	914	991	1,032	1,078
Total Transfers	665	935	1,175	1,503	28%	988	1,065	1,106	1,152
Total Operations	3,423	4,098	4,742	4,324	-9%	3,318	4,517	4,721	4,771

* includes carryforward amounts

PWD - Operations

Carryforward:

The prior year budget is a combination of the base budget plus any budget amounts that were approved for carryforward from the preceding budget year. Generally this is triggered when a budgeted expenditure is delayed from one year to the next. The 2007/2008 columns of the Financial Plan indicate with an asterisk (*) those budget amounts that include carryforward amount(s), and they are detailed as follows:

2007 Carryforward Amounts

Committee Costs (33100-6045)	Bicycle Advisory Committee	2,400
Maintenance - General (multiple)	West Nile Virus - Mosquito Control	75,726
	Weather delayed repatching work	200,000

2008 Carryforward Amounts

Committee Costs (33100-6045)	Bicycle Advisory Committee	1,200
Maintenance - General (multiple)	West Nile Virus - Mosquito Control	35,310
	Patch 232 St South of DTR, 124 Ave from 224 St to Edge	60,000
Special Projects (33100-6385)	Fuel Storage Study	10,000
	S Alouette Rvr Bridge Study	44,770

Comments:

- Equipment Maintenance - The 2008 budget has been increased to reflect the increased cost of repairs.
- Maintenance - General - The budget includes funding to cover the cost of growth. For more information on growth related funding please see the Financial Plan Highlights section or the Financial Overview Report included in Schedule 1.
- Prov. Grant - The 2007 amount is cost recoveries paid by the province for Disaster Financial Assistance.
- Service Severance - The actuarial estimate of these costs was provided at a more summary level. The budget has been removed for 2008.
- Special Projects - This budget includes the carryforwards noted above. Also included are studies or design projects from the capital program that do not result in a capital asset.
- Studies & Projects - 2007 included freshet preparation budget of \$175,000 and \$160,000 for a Fraser River Embankment Study. The study is a 2008 carryforward included in the Engineering Department's budget.

PWD - Operations

Financial Plan – Sewer Utility

All figures represent \$'000 (thousands)

Account Category (G/L#)	2006 Actuals	2007 Actuals	2007 Budget	2008 Budget	Budget Change	2009 Budget	2010 Budget	2011 Budget	2012 Budget
Revenue									
Contributions from Others (60000-4820)	-	-18	-	-	-	-	-	-	-
Interest (60000/61000-4290)	-2	-1	-	-	-	-	-	-	-
Investment Interest (60000-4295)	-221	-201	-225	-225	-	-225	-225	-225	-225
M.F.A. Discharge (64000-4380)	-12	-654	-	-	-	-	-	-	-
Parcel Charges (61000-4420)	-707	-717	-697	-753	8%	-791	-830	-872	-915
Prov. Grant (Unconditional) (61000-102-4253)	-303	-276	-300	-295	-2%	-295	-295	-295	-295
Sale of Service (61000-4600)	-216	-200	-238	-249	5%	-262	-275	-289	-303
Sales (61000-4510)	-4,451	-4,730	-4,754	-5,092	7%	-5,452	-5,837	-6,250	-6,692
Transfers In (60000-DCC-4910)	-32	-	-	-	-	-	-	-	-
Total Revenue	-5,944	-6,797	-6,214	-6,614	6%	-7,025	-7,462	-7,931	-8,430
Expense									
Admin Fees (61000-101-6005)	2,450	2,630	2,636	2,934	11%	3,079	3,223	3,368	3,513
Appropriation of Surplus (61000-9010)	-128	-462	-462	-946	105%	-469	-1,082	341	361
Audit Fees (61000-7000)	4	4	4	4	-	4	4	4	4
Burden (Salaries) (60000-5100)	-15	-19	-	13	-	-	-	-	-
Consulting (60000/61000-7005)	5	16	10	10	-	10	10	10	10
Contract (64000-7007)	1,993	1,993	1,993	1,993	-	1,993	1,993	1,993	1,993
Contribution to own Reserves (64000-9020)	447	406	-	-	-	-	-	-	-
Contribution to Self-Insurance (64000-9021)	7	7	7	7	-	7	7	7	7
Debt - Interest (multiple)	47	6	6	3	-50%	-	-	-	-
Debt - Principal (multiple)	305	51	51	46	-10%	-	-	-	-
Insurance (61000-6210)	46	44	56	55	-2%	55	55	55	55
Insurance-Adj Fee / Deductible (61000-6211)	-	-	5	5	-	5	5	5	5
Maintenance - Buildings (62000-8060)	223	225	226	245	8%	241	248	255	261
Maintenance - General (62000/63000-8056)	264	236	307	299	-3%	317	337	358	377
Other Outside Services (61000-7051)	5	5	5	5	-	5	5	5	5
Radio & Communications (61000-6340)	7	7	8	8	-	8	8	8	8
Salaries (61000-5500)	159	196	208	233	12%	241	251	261	270
Salary Transfers (61000-5450)	437	489	488	510	5%	529	543	557	568
Service Severance Costs (60000-5150)	8	8	13	11	-15%	11	11	11	11
Small Tools & Equipment (61000-7390)	18	16	10	10	-	10	10	10	11
Utilities - Gas & Hydro (61000-6510)	19	14	17	25	47%	25	25	25	25
Utilities - Telephone (61000-6520)	3	3	41	41	-	41	41	41	41
Total Expense	6,304	5,875	5,629	5,511	-2%	6,112	5,694	7,314	7,525
Transfers									
Transfer to Capital Funds (multiple)	74	81	495	1,018	106%	893	1,751	602	894
Transfers Out (multiple)	111	105	100	100	-	100	100	100	100
Total Transfers	185	186	595	1,118	88%	993	1,851	702	994
Total	545	-736	10	15	50%	80	83	85	89

Comments:

- Parcel Charges / Sales – The budget includes an increase in fees of 5% and an updated projection of the number of properties that will have sewer service.
- Appropriation of Surplus - Surplus is to be decreased by nearly a million dollars. This is largely due to the cost of the planned capital projects.
- Transfer to Capital Funds – The amount of planned capital varies year to year which will impact the Appropriation of Surplus.

PWD - Operations

Financial Plan – Private Service

All figures represent \$'000 (thousands)

	2006 Actuals	2007 Actuals	2007 Budget	2008 Budget	Budget Change	2009 Budget	2010 Budget	2011 Budget	2012 Budget
<u>Account Category (G/L#)</u>									
Revenue									
Access Culverts (33300-4481)	-18	-7	-	-	-	-	-	-	-
Curb Let Down/Rd Extension (33300-4160)	-21	-29	-35	-36	3%	-36	-36	-36	-37
Ditch Enclosures (33300-4482)	-2	-	-	-	-	-	-	-	-
Private Xing /Frontage /Storm (33300-4480)	-41	-43	-59	-62	5%	-63	-65	-67	-69
Total	-82	-79	-94	-98	4%	-99	-101	-103	-106

Financial Plan – Sewer Private Service

All figures represent \$'000 (thousands)

	2006 Actuals	2007 Actuals	2007 Budget	2008 Budget	Budget Change	2009 Budget	2010 Budget	2011 Budget	2012 Budget
<u>Account Category (G/L#)</u>									
Revenue									
Connection (61000-4140)	-49	-60	-76	-79	4%	-82	-84	-87	-89
Disconnections (Revenue) (61000-4180)	-3	-4	-3	-3	-	-3	-3	-3	-3
Preservice Fees (61000-4460)	-1	-2	-9	-9	-	-9	-9	-9	-9
Tie-Ins (61000-4141)	-2	-1	-	-	-	-	-	-	-
Total Revenue	-55	-67	-88	-91	3%	-94	-96	-99	-101
Expense									
Connections - Preservice (61000-8011)	3	3	13	13	-	13	14	14	14
Special Projects (61000-6385)	-	-	65	375	477%	-	-	-	-
Total Expense	3	3	78	388	397%	13	14	14	14
Total	-52	-64	-10	297	-3070%	-81	-82	-85	-87

Comments:

Special Projects – This includes projects that were planned through the capital program but do not result in a capital asset, including major maintenance, studies and design work.

PWD - Operations

Financial Plan – Water Utility

All figures represent \$'000 (thousands)

Account Category (G/L#)	2006	2007	2007	2008	Budget	2009	2010	2011	2012
Actuals	Actuals	Budget	Budget	Change	Budget	Budget	Budget	Budget	
Revenue									
Contributions from Others (70000-4820)	-	-18	-	-	-	-	-	-	-
Federal Grant (Conditional) (multiple)	-1	-11	-11	-	-100%	-	-	-	-
Fines (71000-4240)	-27	-31	-18	-18	-	-18	-18	-18	-18
Investment Interest (70000-4295)	-196	-198	-150	-150	-	-150	-150	-150	-150
M.F.A. Discharge (74000-4380)	-50	-43	-	-	-	-	-	-	-
Parcel Charges (71000-4420)	-48	-57	-35	-72	106%	-78	-85	-93	-101
Permits (71000-4445)	-1	-1	-	-	-	-	-	-	-
Sale of Service (71000-4600)	-1,926	-1,838	-1,886	-2,056	9%	-2,241	-2,442	-2,662	-2,902
Sales (71000-4510)	-5,079	-5,575	-5,634	-6,199	10%	-6,892	-7,662	-8,519	-9,472
Transfers In (multiple)	-147	-1,033	-147	-13	-91%	-	-	-	-
Total Revenue	-7,475	-8,805	-7,881	-8,508	8%	-9,379	-10,357	-11,442	-12,643
Expense									
Advertising (71000-6010)	2	1	4	4	-	4	4	4	4
Appropriation of Surplus (71000-9010)	93	-109	-109	-33	-70%	497	-442	-207	1,721
Audit Fees (71000-7000)	7	7	7	7	-	7	7	7	7
Burden (Salaries) (70000-5100)	-51	-76	-	17	-	-	-	-	-
Consulting (71000-7005)	5	11	10	10	-	10	10	10	10
Contribution to own Reserves (74000-9020)	231	589	-	-	-	-	-	-	-
Contribution to Self-Insurance (74000-9021)	7	7	7	7	-	7	7	7	7
Debt - Interest (multiple)	4	2	2	1	-50%	-	-	-	-
Debt - Principal (multiple)	10	12	12	13	8%	-	-	-	-
Insurance (71000-6210)	44	43	50	50	-	50	50	50	50
Insurance-Adj Fee / Deductible (71000-6211)	-	-	5	5	-	5	5	5	5
Maintenance - General (70000/72000-8056)	1,027	1,213	1,076	1,142	6%	1,181	1,224	1,270	1,311
Meter Reading (71000-8049)	15	20	10	13	30%	14	14	15	15
Other Outside Services (71000-7051)	319	1,331	299	166	-44%	166	199	438	438
Purchases (71000-7380)	3,640	4,183	4,652	5,068	9%	5,562	5,971	6,400	6,831
Radio & Communications (71000-6340)	8	8	9	9	-	9	9	9	10
Salaries (71000/72000-5500)	300	376	395	406	3%	414	427	441	452
Salary Transfers (71000-5450)	467	524	523	545	4%	564	578	592	603
Service Severance Costs (70000-5150)	9	8	16	10	-38%	10	10	10	10
Small Tools & Equipment (71000-7390)	15	15	13	13	-	14	14	14	14
Special Projects (71000-6385)	-	-	-	567	-	-	-	-	-
Total Expense	6,152	8,165	6,981	8,020	15%	8,514	8,087	9,065	11,488
Transfers									
Transfer to Capital Funds (multiple)	1,163	708	1,021	1,182	16%	997	2,407	2,518	1,299
Total Transfers	1,163	708	1,021	1,182	16%	997	2,407	2,518	1,299
Total	-160	68	121	694	474%	132	137	141	144

Comments:

- Parcel Charges – The 2008 budget reflects a 9% increase and an update to the number of parcels charged.
- Sales of Services / Sales – The 2008 budget reflects a 9% increase and an update to the number of units that are connected to water.
- Other Outside Services – 2007 reflects a lump sum payout of regional debt. There will be costs for our portion of capital projects that the region has underway. Our portion of the costs may be large enough that borrowing is required resulting in debt payments.
- Purchases – The cost and consumption of water is expected to increase.
- Transfer to Capital Funds – The amount of planned capital varies year to year impacting the Appropriation of Surplus.

PWD - Operations

Financial Plan – Water Utility Transfers

All figures represent \$'000 (thousands)

Account Category (G/L#)	2006 Actuals	2007 Actuals	2007 Budget	2008 Budget	Budget Change	2009 Budget	2010 Budget	2011 Budget	2012 Budget
Transfers									
Transfers Out (multiple)	110	100	100	100	-	100	100	100	100
Total	110	100	100	100	-	100	100	100	100

Financial Plan – Water Utility-Private Service

All figures represent \$'000 (thousands)

Account Category (G/L#)	2006 Actuals	2007 Actuals	2007 Budget	2008 Budget	Budget Change	2009 Budget	2010 Budget	2011 Budget	2012 Budget
Revenue									
Connection (71000-4140)	-311	-337	-155	-160	3%	-164	-168	-173	-177
Disconnections (Revenue) (71000-4180)	-5	-10	-5	-5	-	-6	-6	-6	-6
Hydrant Fees (71000-4270)	-11	-11	-8	-8	-	-8	-8	-8	-8
Hydrant Relocation (71000-4142)	-7	-23	-	-	-	-	-	-	-
Preservice Fees (71000-4460)	-	-	-10	-10	-	-10	-10	-10	-10
Tie-Ins (70000/71000-4141)	-55	-33	-65	-65	-	-65	-65	-65	-65
Total Revenue	-389	-414	-243	-248	2%	-253	-257	-262	-266
Expense									
Connections - Preservice (71000-8011)	26	38	20	20	-	21	21	21	21
Total Expense	26	38	20	20	-	21	21	21	21
Total	-363	-376	-223	-228	2%	-232	-236	-241	-245

Financial Plan – Recycling

All figures represent \$'000 (thousands)

Account Category (G/L#)	2006 Actuals	2007 Actuals	2007 Budget	2008 Budget	Budget Change	2009 Budget	2010 Budget	2011 Budget	2012 Budget
Revenue									
Fees (51000-4220)	-131	-144	-80	-100	25%	-100	-100	-100	-100
Total Revenue	-131	-144	-80	-100	25%	-100	-100	-100	-100
Expense									
Contract (51000-7007)	824	899	931	937	1%	954	982	1,011	1,040
Insurance (51000-6210)	1	2	2	2	0%	2	2	2	2
Lease Expense (51000-004-6230)	11	12	11	12	9%	12	12	12	12
Vehicle Charges (51000-7400)	269	293	295	375	27%	386	436	449	463
Total Expense	1,105	1,206	1,239	1,326	7%	1,354	1,432	1,474	1,517
Total	974	1,062	1,159	1,226	6%	1,254	1,332	1,374	1,417

Schedule 1: Financial Overview Report



District of Maple Ridge

TO: His Worship Mayor Gordon Robson
and Members of Council

DATE: November 19, 2007

FILE NO:

FROM: Chief Administrative Officer

ATTN: **Workshop/Business Planning**

SUBJECT: 2008-2012 Financial Plan Overview

EXECUTIVE SUMMARY:

Earlier this spring, Municipal Council established the budget guidelines which staff have used to prepare the 2008 through 2012 Business and Financial Plans.

The purpose of this report is to provide Council with a high-level financial overview based on financial performance to date, departmental business plans, and priorities for 2008 and beyond. The final outcome will be a Financial Plan Bylaw for Council's consideration.

RECOMMENDATION(S):

- That staff be directed to prepare a 2008-2012 Financial Plan incorporating the Business Plans as presented on November 19 and November 26 and include the following:
 1. Tax increase of 3% per year for general purposes in 2008 through 2012.
 2. Tax increase of 1% per year for infrastructure sustainability in 2008 through 2012.
 3. The continued implementation of the Fire Department Master Plan and associated levy.
 4. Growth in tax revenue from all property classes combined is estimated at 2.35% per year. Growth refers to increases in property value due to non-market changes, such as new construction. The actual growth is not known until early April of each year.
 5. Water Utility rate increase of 9% per year; Sewer Utility rate increase of 5% per year; Recycling rate increase of 3% per year, as discussed on page 113.
 6. Growth Packages, both new and previously approved, as detailed in Figure 6 on page 108. New Growth Packages of \$7,000 for 2011 and \$242,000 for 2012, as detailed in Figure 6 on page 108 and in accordance with Financial Sustainability Policy 5.52-2.0.
 7. Extraordinary items to be funded from General Revenue surplus totaling \$560,000 for 2008, \$95,000 for 2009 and \$15,000 for 2011, as approved in the 2007-2011 Financial Plan and detailed in Figure 7 on page 109.
 8. Capital Works Program totaling \$52 million for 2008, \$29 million for 2009, \$47 million for 2010, \$35 million for 2011 and \$27 million for 2012, as summarized in Figure 9 and Figure 10 on page 110, with project listing on page 124.
 9. The borrowing of funds in the amounts of \$21.8 million for 2008, \$10.8 million for 2009, \$8.2 million for 2010 and \$5.3 million for 2011, as outlined in Figure 14 on page 115 and in accordance with Financial Sustainability Policy 5.52-8.0.
 10. Allocation of sustainability funds to various business areas in the amounts of \$418,000 for 2008, \$863,000 for 2009, \$1.34 million for 2010, \$1.84 million for 2011 and \$2.38 million for 2012, as outlined in Figure 19 on page 120 and in accordance with Financial Sustainability Policy 5.52-7.0 and 7.1.
 11. Incremental costs of three additional positions included in the base budget as itemized near the bottom of Figure 12 on page 112.
 12. Other Incremental Packages as listed in Figure 13 on page 113.

Schedule 1: Financial Overview Report

- That staff be directed to seek elector approval to enable the District to obtain debt financing.
- That staff be directed once the DCC Reserves are nearing depletion, to seek the Inspector of Municipalities' approval to include the interest portion of debt payments in DCC rates and to amend the DCC Bylaw accordingly.

DISCUSSION:

This report contains information that will assist in providing a high-level overview of the proposed 2008-2012 financial plan. Specifically, details are provided on:

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Schedule 1: Financial Overview Report

1. 2007 Financial Outlook

To set some context leading into the financial plan discussion, our financial performance in the General Revenue Fund to the end of August is briefly reviewed, beginning with revenues:

- The 2007 financial plan continued a trend of aggressive revenue targets over prior years. The community has seen another year of brisk development activity and this will be reflected in our fees and charges, with revenues likely to exceed budget by about \$400,000.
- The resale of units in the Ridge Meadows Seniors Society building has resulted in \$410,000 in revenue for the District. This revenue was not included in the Financial Plan.
- The investment performance of an MFA sinking fund netted revenue of \$95,000 over and above the discharge of the original debt. This amount has been transferred to the LIP fund as the debt was originally incurred to advance a local improvement.
- Delays in implementing the gravel strategy are likely to result in revenues of \$300,000 not being realized.

On the expenditure side of the General Revenue fund, some of the key projections to year-end are:

- The RCMP contract will come in lower than expected, resulting in a positive variance of up to \$700,000. In accordance with policy, much of this amount will likely be transferred into the Police Services Reserve to provide some capacity to address community safety priorities.
- Savings in Engineering and Operations of up to \$250,000 are anticipated as some studies scheduled for 2007 have been delayed. Much of this amount will be carried forward to complete these studies in 2008.
- In the Planning area there will likely be \$300,000 – \$400,000 required to be carried to 2008 to provide for the completion of studies and projects.
- Savings of up to \$400,000 in salaries (Finance; Information Services; Economic Development; Community Development, Parks and Recreation) are estimated due to delays in filling vacancies.

It is difficult to predict year-end results with any certainty as we often see larger expenditures occur in the fourth quarter. So although the items detailed above point towards a General Revenue Surplus it may be prudent to wait for more certain information to commit any of this projected amount to new initiatives.

2. Where the Money Comes From / Where It Is Allocated

This section provides a look at what the District can expect in additional revenue each year over and above the amount generated in 2007. Growth in the tax base and property tax increases provide the bulk of new revenue.

Figure 1 illustrates the growth rate and tax increase assumptions reflected in the proposed financial plan and the new revenue generated by these assumptions. The growth rate is the impact on tax revenue from all the non-market changes (i.e. new construction) in property assessments. Property tax rates vary by class of property with most classes of property paying a higher rate than the residential class. Even if the residential growth rate exceeds 2.35% the overall growth in tax revenue is still dependant on growth in non-residential property classes such as business and light industry properties.

Schedule 1: Financial Overview Report

2.1 New Revenue

Figure 1: Conceptual Overview of New Revenue

Item	2008	2009	2010	2011	2012
Previous Year's Taxation	42,600,000	45,900,000	49,450,000	53,150,000	57,050,000
Growth Rate	2.35%	2.35%	2.35%	2.35%	2.35%
Growth Revenue	1,000,000	1,100,000	1,150,000	1,250,000	1,350,000
Previous Year's Taxation + Growth	43,600,000	47,000,000	50,600,000	54,400,000	58,400,000
Tax Increase Rate	4.00%	4.00%	4.00%	4.00%	4.00%
Tax Increase	1,650,000	1,800,000	1,900,000	1,950,000	2,150,000
Fire Levy Increase	650,000	650,000	650,000	700,000	300,000
Total Increase in Taxation + Growth	3,300,000	3,550,000	3,700,000	3,900,000	3,800,000
Next Year's Taxation Base	45,900,000	49,450,000	53,150,000	57,050,000	60,850,000
Increases in other revenue:	950,000	200,000	150,000	200,000	150,000
Increase in General Revenue	4,250,000	3,750,000	3,850,000	4,100,000	3,950,000

The District is projected to have \$4.25 million in additional revenue in 2008, over what was available in general revenue in 2007. The following tables show the demands against this revenue.¹

2.2 Transfers

The District has committed to making transfers to certain reserves. Approximate amounts, shown in the next table, give an indication of annual financial pressure on taxation revenues before expenditures have been considered. These amounts reflect the change from one year to the next, rather than gross amounts to be transferred, to reflect the draw against each year's additional revenue.

Figure 2: Conceptual Overview of Transfers

Item	2008	2009	2010	2011	2012
Increase in General Revenue	4,250,000	3,750,000	3,850,000	4,100,000	3,950,000
Transfers to Reserves:					
Infrastructure Sustainability	-400,000	-450,000	-500,000	-500,000	-550,000
Facilities Maintenance Reserve	-50,000				
Fire Dept. Capital Acquisition Reserve	-50,000	100,000	-150,000	-150,000	-50,000
Police Services Reserve	100,000	-150,000	50,000	-50,000	-150,000
Other Transfers	-100,000	-100,000	-50,000	-100,000	-100,000
Available after transfers	3,750,000	3,150,000	3,200,000	3,300,000	3,100,000

Figure 2 shows the change in annual transfers to various reserves. Beginning in 2008, the allocation of 1% tax increase was directed by Council towards infrastructure sustainability in support of the District's financial sustainability policies. Replacement issues are also addressed with a \$50,000 increase to the facilities replacement reserve in 2008. Fire Hall #4 operating costs in previous financial plans for 2008 are no longer required due to a delay in construction and have been allocated to the fire capital reserve to assist with inflationary pressures. The balance of the changes in the fire capital reserve is due to growth-related enhancements increasing the amount transferred to the reserve beginning in 2010. The remaining new revenue, after these reserve issues are dealt with, is \$3.75 million for 2008.

¹ Items with offsetting entries within general revenue have been removed for simplicity.

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2.3 Expenditures

Beyond the transfers noted above, a number of adjustments to expenditures are required. We experienced inflationary pressures in a number of areas that must be provided for. The impacts of these expenditure adjustments are captured in Figure 3 below and a discussion follows. In addition, growth-related enhancements have been addressed and are detailed in Figure 5 on page 108.

Figure 3: Conceptual Overview of Expenditure Changes

Item	2008	2009	2010	2011	2012
Labour (excluding Fire Dept)	-1,420,000	-900,000	-890,000	-890,000	-760,000
Fire Department	-750,000	-940,000	-790,000	-840,000	-440,000
Policing (RCMP, IHIT, ERT, ECOMM)	-1,220,000	-730,000	-900,000	-750,000	-850,000
Fraser Valley Regional Library	-40,000	-110,000	-110,000	-120,000	-120,000
Inflation Allowance	0	-130,000	-130,000	-140,000	-140,000
Debt <increase>/decrease	40,000	60,000	0	30,000	0
Growth *	0	-460,000	-420,000	-650,000	-220,000
Capital Funded from General Revenue	-100,000	0	0	0	-140,000
Other	-190,000	-20,000	20,000	10,000	-100,000
Available after expenditures	70,000	-80,000	-20,000	-50,000	330,000
Surplus from prior year and rounding	-25,650	94,791	30,272	55,600	39,677
General Revenue Surplus	44,350	14,791	10,272	5,600	369,677

* The growth in 2008 has largely been distributed and captured in the other categories above such as labour. The increase in funds for growth related items is discussed later and can be seen in Figure 5. It is important to note that in the preceding three tables, the numbers represent a change from one year to the next. For example, in Figure 3 above, the labour amount means that 2008 costs are forecasted to be \$1.4 million higher than 2007, so will require \$1.4 million of the new revenue forecasted for 2008.

Little discretion exists in funding many of these items as they are associated with existing contracts (as in labour, RCMP contract, library, recycling), or in the case of the Fire Department Master Plan, related to a change in the fire service delivery model.

These next few points provide further detail about items in Figure 3:

- **Labour:** This line includes wage and benefit cost increases. Included in the amount is a contingency for increased benefit costs. There were several positions added through succession planning and labour cost associated with growth. There were additional positions added due to increased activity in the development services area. The remainder of the increase is the cost of existing positions including pay increases and employee benefit costs.
- **Fire Department:** Implementation of the Fire Department Master Plan is reflected, plus operating costs associated with operating a fourth fire hall after construction in 2008. The balance of the increase is the cost of existing positions including pay increases.
- **Policing:** This line includes the cost for contracts associated with Police Services including RCMP, centralized dispatch services, and regional initiatives such as an Integrated Homicide Team and an Emergency Response Team. New regional initiatives have been added in 2008 that include Forensic Identification, a dogs unit, and a traffic reconstruction unit. Maple Ridge has been selected to pilot a Community Safety Officers program. The RCMP contract has been adjusted to accommodate two additional members per year in 2008 though 2010, three more in 2011, and four in 2012. Funding from the Police Services Reserve softens the impact to taxpayers.

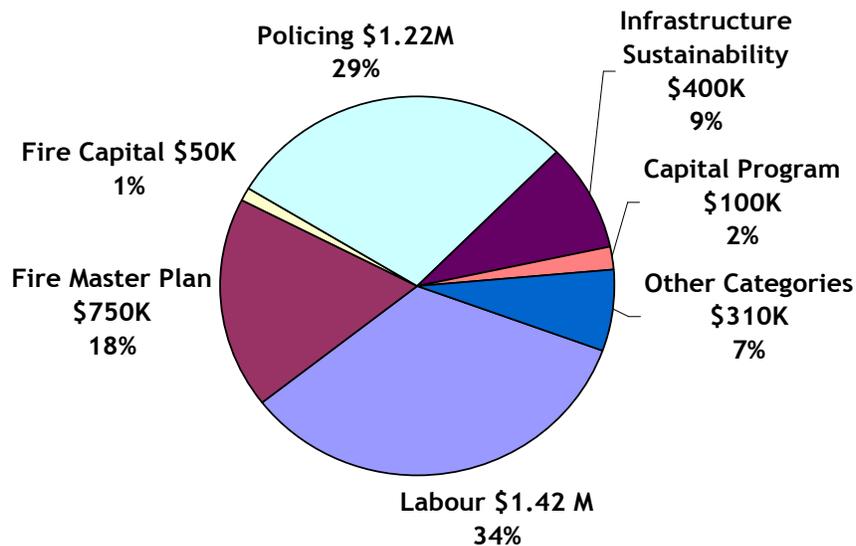
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- **Library:** The cost of the contracted service with FVRL is estimated to increase by 5% per year after 2008. Changes in exchange rates, service levels or other factors that change the allocation of costs among members may impact this figure.
- **Inflation Allowance:** There is no contingency for inflation for 2008 beyond what has been allocated to specific areas and included in specific contracts. Beyond 2008, a small contingency exists to deal with inflationary pressures that have not been addressed within individual budget areas.
- **Debt:** New debt payments were already included for an animal shelter in the 2007-2011 Financial Plan. Other payments are dropping off as existing debt expires. Any additional debt which is paid for through reserve funds has not been highlighted here but is covered through funds in the reserves. Debt is discussed in more detail under the section called "Borrowing" starting on page 114.
- **Growth:** Growth projections and increases to revenues as a result of growth are built in. In order to recognize the cost side associated with growth, a demand on the new revenues is recognized in a number of growth increments within budgets in alignment with Financial Sustainability Policy 5.52-2.0. Some are directed towards general areas rather than specific programs. As we approach those years and the community's needs are more certain these packages will be allocated more specifically. The growth funding and where it is being allocated is noted in Figures 5 and 6 shown below.
- **Other:** This line captures numerous minor adjustments to other accounts such as materials, utilities, training, supplies, and maintenance.

Of the \$4.25 million available in new revenue, the demand from just the labour category alone (Figure 3) is 35%, excluding Fire Department labour. Infrastructure Sustainability requires 9%. The RCMP contract continues to increase at a rate beyond the District's general tax increase. The Fire Master Plan implementation increases each year, along with a special tax levy to support it. The inflation allowance covers over 1,000 items, amounting to almost \$8 million in materials and services, for which increases are not specifically built into departmental budgets. A general increase is captured in fiscal services to cover inflationary increases.

Following is a chart illustrating the distribution of new revenues for the 2008 year.

Figure 4: Conceptual Overview of Distribution of New Revenue - \$4.25 million, 2008



The preceding section provided a brief overview of increases in revenues, and where that money goes. It illustrated those items that have an impact on general revenue. The rate of cost increases in certain areas is beyond the rate of the general tax increase, leaving minimal room for enhancements, unless reductions are considered in other areas.

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2.4 Budget Allocations for Growth

The discussion above touched on growth amounts allocated to budget areas, but only to the extent that they drew upon general revenue. The following table captures all growth allocations in the financial plan. Some are directed towards general areas rather than specific programs. As we approach later years and the community's needs are more certain these packages will be allocated more specifically.

Figure 5: Growth Packages in Financial Plan (both approved and proposed)

Source	Allocated to:	2007	2008	2009	2010	2011	2012
General Rev	Operations	20,000	40,000	135,000	175,000	250,000	350,000
	Fire Department		45,000	100,000	175,000	250,000	250,000
	Parks Maintenance		75,000	135,000	245,000	350,000	450,000
	Software Maintenance	10,000	20,000	30,000	40,000	57,000	77,000
	Public Works & Development						
	Transportation Technician		45,000	50,000	50,000	50,000	50,000
	Balance to be allocated			75,000	135,000	260,000	260,000
	Corporate & Financial Services						
	Property Clerk		45,000	45,000	45,000	45,000	45,000
	Balance to be allocated			80,000	140,000	265,000	265,000
	Community Dev, Parks & Rec						
	Recreation Growth		31,700	123,400	142,400	148,500	152,500
	Balance to be allocated		13,300	1,600	42,600	161,500	157,500
		<i>General Revenue Subtotal</i>	30,000	315,000	775,000	1,190,000	1,837,000
Surplus	*Parks Growth Incremental	150,000	100,000	50,000			
Water Rev	Water Maintenance	15,000	30,000	45,000	60,000	75,000	90,000
Sewer Rev	Sewer Maintenance	10,000	20,000	30,000	40,000	50,000	60,000

Additional funding for the Parks area to deal with future growth comes mainly from general revenue, building up incrementally. However, a significant amount of green space had been turned over to the Parks area and some funding was required earlier to bridge the gap. There was no capacity within general revenue in 2007 to increase the growth allocation so surplus was targeted to fill the gap. The use of surplus is discussed in a subsequent section.

Of the amounts in the table above, a significant amount had been previously approved in the 2007-2011 financial plan. For reference, the following table outlines just those amounts which represent new allocations.

Figure 6: New Growth Packages

Source	Allocated to:	2008	2009	2010	2011	2012
General Rev	Operations					100,000
	Software Maintenance		0	0	7,000	17,000
	Community Dev Parks & Rec Growth					100,000
	<i>General Revenue Subtotal</i>	0	0	0	7,000	217,000
Water Rev	Water Maintenance					15,000
Sewer Rev	Sewer Maintenance					10,000

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2.5 Surplus as a Source of Funds

Several projects were unable to be funded from increases in revenues. The District's 2006 surplus as well as prior year's accumulated surplus had been targeted to provide funding for the following projects:

Figure 7: Items to be funded from Surplus

Item	2008	2009	2010	2011	2012
Approved in prior financial plans:					
BC Disability Games	45,000	45,000			
Citizen Satisfaction Survey	15,000			15,000	
Park Growth Incremental*	100,000	50,000			
Succession Planning Implementation	400,000				
	560,000	95,000	0	15,000	0

* Park Growth Incremental is meant to bridge a funding gap, for maintenance activities in areas added to our inventory, until some scheduled growth funding begins to catch up in 2008 and 2009.

Succession Planning Implementation was funded in 2007 with funds being allocated in 2007 and 2008. Succession Planning may take many forms and the timing of it varies, based on the specific set of circumstances each area faces. The funding to date has been allocated as follows:

Figure 8: Succession Planning Implementation

Succession Planning	2007	2008	2009	2010	2011	2012
Opening Balance	0	320,000	237,000			
Funding	510,000	400,000				
Allocation						
Corporate & Financial Services	-130,000	-225,000	-115,000			
Operations Centre	-60,000	-163,000	-75,000			
Parks and Leisure Services		-95,000	-10,000			
Other			-37,000			
Closing Balance	320,000	237,000	0			

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2.6 Capital Program

The five-year Capital Works Program is approaching \$190 million; 2008 capital spending is in excess of \$52 million. In addition to the amounts proposed in the financial plan, developers will contribute millions in subdivision infrastructure to our expanding asset base. A detailed project list is included in an Appendix beginning on page 124.

Figure 9: Proposed Capital Spending by Category

Category	2008	2009	2010	2011	2012	Total
Drainage	11,673,567	1,920,942	885,709	5,976,387	6,300,824	26,757,429
Government Services	10,950,835	230,000	245,000	390,000	95,000	11,910,835
Highways	10,241,147	19,991,608	34,436,007	19,841,480	4,857,922	89,368,164
Operating Capital	45,045	45,045	45,045	45,045	45,045	225,225
Park Acquisition	6,450,073	0	1,531,999	1,882,980	4,177,133	14,042,185
Park Improvement	520,756	1,526,133	312,250	824,021	3,225,810	6,408,970
Protective Services	8,876,500	1,668,960	505,000	735,000	1,665,000	13,450,460
Recreation Services	100,000	0	175,000	14,000	0	289,000
Sewage	1,262,804	1,088,019	3,785,639	1,055,412	1,144,178	8,336,052
Technology	813,520	1,236,577	1,243,071	941,273	1,396,423	5,630,864
Water	1,488,690	1,337,364	3,607,128	3,321,739	3,707,269	13,462,190
Total Capital Program	52,422,937	29,044,648	46,771,848	35,027,337	26,614,604	189,881,374

The following table illustrates the sources of funding for these projects. The proposed capital program is much larger than previous plans due to an increase in borrowing (Debt Financing) and projected funding from other sources including TransLink and grants from provincial and federal governments.

Figure 10: Proposed Capital Funding Sources

Funding Source	2008	2009	2010	2011	2012	Total
Debt Financing	20,866,185	10,775,600	8,160,000	5,250,000	0	45,051,785
DCC Fund (not debt)	6,883,311	4,229,072	8,732,766	5,214,541	7,377,648	32,437,338
General Revenue	2,315,941	2,254,456	2,329,642	2,323,330	2,464,055	11,687,424
Capital Works Reserve	1,765,560	674,367	1,434,097	343,569	670,598	4,888,191
Infrastructure Sustainability Reserves	401,000	481,000	761,000	611,000	2,037,772	4,291,772
Fire Dept Capital Reserve	2,108,500	1,033,960	70,000	350,000	950,000	4,512,460
Equip Replacement Reserves	1,564,358	2,350,035	2,653,617	1,735,125	2,169,265	10,472,400
Translink	661,867	3,881,490	75,000	5,300,000	212,500	10,130,857
Sewer Capital	1,017,829	892,669	1,750,439	599,937	892,678	5,153,552
Water Capital	1,181,715	996,264	2,405,510	2,514,835	1,295,546	8,393,870
Grants, LIP, 3rd Parties	12,696,750	1,045,700	17,383,415	10,126,950	8,241,492	49,494,307
Other Funding Sources	959,921	430,035	1,016,362	658,050	303,050	3,367,418
Total Capital Program	52,422,937	29,044,648	46,771,848	35,027,337	26,614,604	189,881,374

Debt financing provides \$45 million over the five-year plan. Borrowing is used for a variety of projects and is discussed in detail in Section 4 Borrowing, with Figure 14 listing the debt-funded projects. The DCC Reserve funds \$32.4 million in projects over the five-year plan. The DCC Reserve fund also services debt payments which are discussed in more detail in Section 4, Borrowing. General Revenue is contributing more towards capital than previous financial plans, \$100,000 a year more in 2008 though 2011 and \$250,000 more in 2012.

Reserves are a key funding source for capital as they allow for strategic financial planning and facilitate gradual rate increase to taxpayers. The reserve balances and projections for key reserves are shown in Section 7, page 118. The Infrastructure Sustainability Reserve is used for major rehabilitation and replacement of the District's infrastructure. The Fire Department Capital Reserve is used for the acquisition of new growth-related facilities and equipment. Within the Equipment Replacement Reserve the fire department, public works operations and technology all have dedicated equipment replacement funds. Other Funding Sources references sources such as our own reserve accounts.

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The capital program includes funding from others in the amount of nearly \$60 million and is itemized in the table below. Some of this funding is secured and some is optimistic; the projects proceeding are contingent on receiving assurance that the funding is secured.

Figure 11: Capital Funded by Others

Projects Funded by Others	2008	2009	2010	2011	2012	Total
Translink						
Abernethy Way	650,414	3,831,490		5,250,000		9,731,904
Other	11,453	50,000	75,000	50,000	212,500	398,953
Translink Total	661,867	3,881,490	75,000	5,300,000	212,500	10,130,857
Grants, LIP, 3rd Parties						
Non-specific Local Improvements	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Drainage - Fraser Escarpment North				5,000,000	5,000,000	10,000,000
Drainage - Other Projects	105,000	43,750	200,000			348,750
Drainage - Albion Dyke Work	6,950,000					6,950,000
Drainage - Best Street Dyke & P/S	400,000					400,000
Highways - Tamarack Lane	600,000					600,000
Drainage - Kanaka Flood Study	40,000					40,000
Highways - River Road	2,975,000					2,975,000
Grants - Spirit Square	500,000					500,000
Bridge 240 St @ S. Alouette			15,840,000			15,840,000
Abernethy Way				4,000,000		4,000,000
Highways Projects	112,500		341,465	125,000	258,042	837,007
Whonnock Lake - Canoe Facility					1,980,000	1,980,000
Other	14,250	1,950	1,950	1,950	3,450	23,550
Grants, LIP, 3rd Parties Total	12,696,750	1,045,700	17,383,415	10,126,950	8,241,492	49,494,307
Total Project Funded by Others	13,358,617	4,927,190	17,458,415	15,426,950	8,453,992	59,625,164

2.7 Financial Plan Reconciliation

The discussion so far has focused on the additional revenues that come into the municipality and the demands upon them. This next section outlines how this information applies to the financial plan that Council will be considering. In December 2006, Council approved a financial plan for 2007 through 2011. This is used as a basis to create a 2008-2012 financial plan.

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Figure 12: Reconciliation of 2007-2011 Financial Plan to 2008-2012 Proposed Financial Plan

	2008	2009	2010	2011
Adopted GRF Surplus December 18, 2006	17,145	1,994	12,470	126,527
Taxation - revise real growth	190,543	161,541	139,339	138,593
Change timing on police reserve transfers	-170,000	70,000	200,000	135,000
Adjusted Balance	37,688	233,535	351,809	400,120
Corporate and Financial Services (C&FS)				
Police Services				
RCMP Contract (86 members to 88,90,92,95,99)	-129,200	-481,000	-679,000	-800,500
Increase in traffic fine revenue	125,000	125,000	125,000	125,000
Increase Pitt Meadows cost recovery	34,800	34,800	34,800	34,800
Elections	-30,000	-10,000	-10,000	-10,000
Other Corporate and Financial Services	-39,800	31,700	21,600	15,400
Subtotal after C&FS	-1,512	-65,965	-155,791	-235,180
Fiscal - Reduction in Inflation Contingency	146,400	280,800	379,200	471,300
Fiscal - Increase Capital to \$2.3M (4.4% of taxes in 2011)	-100,000	-100,000	-100,000	-100,000
Administration	-5,400	-9,500	-14,300	-22,600
Community Development Parks and Recreation (CDPR)				
Maintenance - Randy Herman Public Safety Building	-53,600	-53,700	-53,800	-53,900
Emergency Prog. Contract (\$12,000 offset in Cost Share)	-14,200	-14,200	-14,200	-14,200
Recreation - Pitt Meadows Senior's Pavilion		-39,800	-40,200	-40,600
Pitt Meadows Cost Share	39,000	62,500	64,700	69,600
Golf Course revenues	19,700	19,700	19,700	19,700
Pitt Meadows Youth Action Park mentoring program		-25,800	-26,500	-27,300
Arena Contract (CPI adjustment, every 5 years)		-57,000	-57,000	-57,000
Other CDPR	-34,200	-24,100	-27,400	-30,700
Library Contract	59,300	62,300	65,400	68,700
Subtotal after C&FS, Fiscal, Admin and CDPR	55,488	35,235	39,809	47,820
Public Works and Development (PW&D)				
Business Licences Revenue	60,000	60,000	60,000	60,000
Permits Revenue	125,000	125,000	125,000	125,000
Dog Licence Revenue	105,000	105,000	105,000	105,000
Lot Grading Technologist (+1 FTE)	-81,000	-83,600	-86,200	-91,500
License Inspector/Bylaw Officer & other (+1 FTE)	-78,500	-80,500	-83,000	-85,000
Inspections Salaries & Office Exp.(+1 FTE)	-65,500	-67,500	-69,500	-71,500
Other adjustments	-2,638	-5,344	-7,337	-10,720
Subtotal after C&FS, Fiscal, Admin, CDPR and PW&D	117,850	88,291	83,772	79,100
Transfer to Surplus: Prior to Recommended Packages	117,850	88,291	83,772	79,100

There are three incremental staff positions included in the above reconciliation under Public Works and Development. They are directly attributable to increased workloads and are more than offset by increased revenues. The new positions are a Lot Grade Technologist, a Bylaw Officer, and a Plan Checker.

The preceding table reconciles the changes to the previously adopted financial plan. It demonstrates that even with projected growth of 2.35% and an annual 4% tax increase, there is little room for discretion and not all areas requiring support can be accommodated.

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2.8 Incremental Adjustments

There were several requests for funds to address emerging issues. Some discretion exists on whether to proceed with these recommended adjustments. More information on each request can be found in the departmental business plans.

Figure 13: Incremental Adjustments

	2008	2009	2010	2011	2012
Adjusted Surplus (from Figure 11)	117,850	88,291	83,772	79,100	443,177
Other Adjustments					
Recycling Study	-10,000				
Funded from Recycling Revenue or Reserve	10,000				
Employee Sustainability	-45,000	-45,000	-45,000	-45,000	-45,000
Sustainability Coordination & Program Admin.	-15,000	-15,000	-15,000	-15,000	-15,000
Agricultural Committee	-10,000	-10,000	-10,000	-10,000	-10,000
BC One Call	-3,500	-3,500	-3,500	-3,500	-3,500
Gravel Revenue	140,000	140,000	140,000	140,000	140,000
Dyke Inspections (municipal portion)	-10,000	-10,000	-10,000	-10,000	-10,000
Drainage Maintenance	-40,000	-40,000	-40,000	-40,000	-40,000
Biofiltration Pond Maintenance	-60,000	-60,000	-60,000	-60,000	-60,000
Environmental Support	-30,000	-30,000	-30,000	-30,000	-30,000
Water Utility - Leak Detection	-22,000	-22,000	-22,000	-22,000	-22,000
Water Utility Funding	22,000	22,000	22,000	22,000	22,000
Storekeeper, Part Time	-21,000				
Succession Planning Funding	21,000				
BIA Security	-15,000				
Community Safety Officers	-210,000				
Probation Space	-20,000				
Funding from Police Services Reserve	245,000				
Agricultural Plan	-35,000				
Communications	-10,000				
Carry forwards (2007 Funds)	45,000				
Planning Fees	40,000	75,000	75,000	75,000	75,000
Planning Salaries	-40,000	-75,000	-75,000	-75,000	-75,000
Transfer to Surplus	44,350	14,791	10,272	5,600	369,677

3. Water, Sewer and Recycling Rates

Water Utility Rates

The Water Utility covers costs associated with water purchases, maintenance, and both regional and local capital infrastructure. The Regional District is planning an increase in water rates for 2008 of approximately 10%.

In addition, the Regional District has planned some significant capital expenditures including pump stations that will benefit Maple Ridge. Maple Ridge pays a portion of the costs with some contributions being as high as 41%. Maple Ridge's portion of the current planned projects is approximately \$9 million spread out over the next six years. The current accumulated surplus in the District's Water Revenue Fund is approximately \$3.4 million. Capacity to pay for the upcoming projects or the associated financing costs associated with debt will need to be established.

Accumulated surplus is used to stabilize water fee increases. Due to the above factors, it is recommended that the water rates be increased by 9% per year, which is consistent with the last year's financial plan.

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Sewer Utility Rates

The Sewer Utility pays for regional capital expenditures through an allocation model that essentially spreads rate increases out over time to utility ratepayers. A sewer rate increase of 5% per year is required to graduate rate increases over the long run and is the same increase as last year.

Recycling Rates

The Ridge Meadows Recycling Society is a charitable non-profit organization that provides a range of recycling services to residents. Many of the same pressures faced by the District, such as increased labour, insurance, and vehicle costs, are shared by RMSS. Recycling fee increases of 3% are required for 2008, lower than the 6% that was required last year.

4. Borrowing

The financial plan incorporates debt proceeds into the overall funding strategy. At Council's direction, the 2007-2011 financial plan called for debt to fund a portion of the capital works program. The DCC projects that were identified to be funded from debt are discussed under DCC Roads and are identified in Figure 14. The other project in 2007 that was funded through debt is a new animal shelter, which has yet to be constructed. The 2008-2012 proposed financial plan includes borrowing funds for the following areas:

DCC Roads

The 2007-2011 Financial Plan called for borrowing in 2007 with the intention of having the Development Cost Charges (DCC's) cover the interest costs. Through discussions with the Ministry, it was communicated that interest costs could not be included until the DCC Reserves were depleted. Hence, DCC Reserves were used to fund projects that we had anticipated borrowing funds for. Based on current cash flow projections, borrowing is not required until 2009 and has been included in 2009 through 2011. Two projects funded from debt on 240 Street are bridges over Kanaka Creek and the South Alouette River. The municipal portion of the cost to extend Abernethy Way from 232 Street to 256 Street is also funded through borrowing. The principle payments for these projects are funded through the DCC Reserve over ten year terms. A portion of the interest costs are also funded through the DCC Reserves. This will require approval from the Inspector of Municipalities and amendment to the DCC Bylaw once the DCC Reserves near depletion. The timing of the borrowing is dependent on DCC collections and capital expenditures.

Firehall #4 Construction

The construction of Firehall #4 in 2008 is projected to cost \$6 million. The project will be funded through the Fire Department Capital Acquisition Reserve. This reserve does not have the funds to pay for this in 2008, but does have the capacity to make the debt payments associated with borrowing the \$6 million. By financing the project over ten years the remaining cash balances are sufficient to address other capital requirements. This reserve is discussed in more detail beginning on page 118.

Park Acquisition

Land values tend to rise as an area becomes more developed therefore acquiring parkland prior to development may result in better value. Further, there are synergies in having parkland and school sites in close proximity. It is therefore deemed worthwhile to explore the possibility of purchasing larger sections for parkland and enter into an agreement to sell a portion to house new schools. There are three sites that have been identified as ideal for such an arrangement. Included in the financial plan is debt that will allow us to increase the size of property purchased and contributions from the School District to fund the debt payments over a five-year term. Borrowing for the portion that is to remain for a park is not needed as it is funded through the DCC Reserves.

DCC Parkland Acquisition

Acquiring parkland prior to development may result in better value for our DCC Reserve. Borrowing has not been included until the DCC Reserve is in a negative position; current projections show this will occur in 2012. Based on the legislation and confirmed in conversations with the Ministry, the use of DCCs to pay for interest payments associated with borrowing for parks is not permitted. The costs of borrowing is therefore currently funded through general revenue.

Cemetery Expansion

The debt payments associated with the \$1.5 million required to purchase land to expand the cemetery is planned to be serviced through increased cemetery fees.

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Non-DCC Drainage Work

Major drainage work on River Road requiring \$2.65 million has been difficult to fund. The primary funding source for these projects is general revenue, and the annual capacity to fund all capital works, including drainage, roads, park development, recreation equipment, government services buildings, equipment and technology is just over \$2 million. These drainage projects would exhaust the annual general revenue program. Utilizing debt would allow the projects to proceed while leaving the general revenue portion of the capital program intact. The annual payments have been funded through the Capital Works Reserve. The Capital Works Reserve is discussed in more detail in the "Reserves" section of the report, which starts on page 118.

Animal Shelter

The construction of a new and expanded animal shelter was included in the 2007 budget, at a total cost of \$1.5 million. Community fund raising is projected to contribute \$300,000. The District will contribute \$300,000 of its own funds, and the balance will be financed through long-term (25-year) debt. In addition to these various funding sources, the debt payments are funded through a \$10 increase in dog license fees. The project and associated borrowing will be included in an amendment to the 2008-2012 Financial Plan, when requests to carry forward budget funding for 2007 projects not yet completed are brought before Council in 2008.

The following table summarizes all debt contemplated in the Financial Plan.

Figure 14: Capital Projects proposed for debt financing

Project	Year	Borrow	Term	Main Fund	Annual Payments	Issue Costs	Funded by		Total Cost
							Total Interest	Other Sources	
Animal Shelter New Building	2008	900,000	25	Gen Rev	66,611	6,750	765,269	600,000	2,272,019
Cemetery Expansion	2008	1,520,000	25	Cemetery	112,498	11,400	1,292,455		2,823,855
Firehall #4 Construction	2008	6,000,000	10	FireCap	799,746	45,000	1,997,457		8,042,457
Park/School Site 231/137 *	2008	3,276,075	5	Other	768,656	24,571	567,205		3,867,851
Park/School Site 241/112 *	2008	2,779,698	5	Other	652,193	20,848	481,265		3,281,810
Park/School Site 248/108 *	2008	4,615,412	5	Other	1,082,901	34,616	799,092		5,449,120
River Rd. Drainage Improvements	2008	2,675,000	5	CWR	627,628	20,063	463,138		3,158,200
<i>2008 Subtotal</i>		<u>21,766,185</u>			<u>4,110,231</u>	<u>163,246</u>	<u>6,365,880</u>	<u>600,000</u>	<u>28,895,311</u>
240 St @ Kanaka Creek (Bridge)	2009	8,025,600	10	DCC	1,069,740	60,192	2,671,798	81,057	10,838,647
Abernethy Way Phase 3	2009	2,750,000	10	DCC	366,550	20,625	915,501	2,777,500	6,463,626
240 St @ S Alouette (Bridge)	2010	8,160,000	10	DCC	1,087,654	61,200	2,716,541	15,922,416	26,860,157
Abernethy Way Phase 4	2011	5,250,000	10	DCC	699,777	39,375	1,747,775	9,302,500	16,339,650
		<u>45,951,785</u>			<u>7,333,953</u>	<u>344,638</u>	<u>14,417,494</u>	<u>28,683,473</u>	<u>89,397,391</u>

* In addition to this amount the District of Maple Ridge contributes a further \$7.1 million.

Borrowing Capacity

Under Community Charter legislation², the maximum amount of borrowing the District can undertake is such that the annual cost to service the debt does not exceed 25% of revenues as defined in the legislation. As noted in our 2006 Annual Report the available debt servicing capacity is nearly \$11 million which, even if all the planned debt is taken on with the proposed terms, still leaves about \$3.5 million in debt servicing capacity.

The capacity figure is a moving target. Each year our revenue is likely to experience growth, increasing our borrowing capacity. As we retire debt, this frees up additional room. Entering into new debt reduces the capacity. The Regional District has a \$35.8 million capital plan for 2007-2013 for which the District will be required to contribute \$9 million, some of which will likely be borrowed on behalf of the Water Utility. Projections demonstrate that we have the capacity to borrow for our own capital works program as well as the Regional District's program. As municipal revenue grows and debt is retired in 2012, additional capacity will be available.

² B.C. Reg. 254/2004, *Municipal Liabilities Regulation, Community Charter*.

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Ministry and Elector Approval

Borrowing by local governments cannot be undertaken without the approval of the Inspector of Municipalities. In addition, borrowing requires an elector approval process in a majority of cases.

- Short-term (five-year) borrowing can be exempt from elector approval^{3,4} but the amount proposed in the capital program exceeds the maximum amount.
- An “approval-free liability zone” exists to allow borrowing without elector approval as long as current and proposed servicing costs do not exceed 5% of the municipal revenue defined in the legislation. The District’s costs exceed this figure, and therefore this provision would also not exempt the District from obtaining elector approval.

Elector approval can be sought in one of two ways. One way is to receive the approval of electors by holding a referendum. The second and less-expensive option is to hold an “alternative approval process.” If more than 10% of the electors express an opinion that a referendum should be held, by signing an Elector Response Form within 30 days of a second advertising notice, then Council would need to consider whether to proceed with the planned borrowing and, if so, a referendum must be held. This latter option was used for the borrowing related to the town centre project.

Outstanding Issues

In order to utilize DCC funds for debt payments, additional approval from the Inspector of Municipalities is required. Legislation on using DCCs for interest payments is very stringent, primarily allowing the practice where the construction of specific infrastructure projects in advance of sufficient DCC's collections is required in order to trigger investment in development. If these projects do not receive approval, capacity to fund the interest from an alternate source would need to be identified.

Recommendations

The need for borrowed funds in the proposed financial plan assumes that all prior approved capital works have been carried out and funded. However, a large component of the capital program remains incomplete creating an availability of funds. This may allow us to delay external borrowing.

The municipal borrowing process is a lengthy one and even though we may be using internal sources of funding for a period of time, we recommend that the process be started for all borrowing requirements identified in the first two years of the financial plan. Recommended next steps are:

1. Preparation and presentation to Council of a Loan Authorization Bylaw.
2. Three readings of the bylaw by Council.
3. Submission of the bylaw to the Ministry of Community Services and approval of the Inspector.
4. Submission of a Liability Servicing Limit Certificate.
5. Elector approval of the bylaw by an alternative approval process.
6. Reconsideration and adoption of the bylaw by Council.
7. Thirty-day quashing period.
8. Application for a Certificate of Approval.
9. Completion of Corporate Officer’s Certificate.
10. Granting of a Certificate of Approval by the Inspector.
11. Council passes a Municipal Security Issuing Resolution and Agreement and forwards it to Metro Vancouver and the Municipal Finance Authority (MFA).

There are only two debenture issues per year (spring and fall), and the deadline for step 11, in order to qualify for spring 2008 financing, is February. If the spring deadline is not met interim borrowing is an option; however, rates for the term would not typically be locked in until the fall.

³ *Community Charter, Division 3, section 178. Short Term Capital Borrowing.*

⁴ *B.C. Reg. 368/2003, Municipal Liabilities Regulation, Community Charter.*

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5. Further Items

The proposed financial plan includes an aggressive capital program, and there are significant operating cost implications that will result from the acquisition of new assets. Other issues that are not addressed within the plan include the following:

- Albion Sports Complex Expansion and Development, \$20 million
- Museum, \$8.5 million
- Fraser Riverfront Land Acquisition, \$4 million
- CP Rail Overpass at Albion, \$15 million
- Albion Park Master Plan Implementation, \$1 million
- Down Town Improvements beyond what is currently included

Growth in taxation revenue beyond the rate contemplated in the financial plan is a potential future source of revenue, as are sales of District resources such as gravel and land. As these and other revenue sources materialize, additional needs can be addressed.

6. Impact to the "Average Home"

The assessed value of the "average home" for the 2007 taxation year was approximately \$360,000. The calculation includes all residential properties comprising both single-family homes and multi-family units such as townhouses and apartments.

The following table demonstrates the impact to a taxpayer, who for the 2007 tax year, was in a home assessed at \$360,000 with the following services:

- flat rate water utility fee;
- flat rate sewer fee and within Sewer Area A;
- single-home curbside recycling pickup

The changes include a 4% general-purpose tax increase, comprised of 3% for general purposes and 1% for infrastructure sustainability. The overall increase is 5.77%.

Figure 15: "Average Home" Tax Increase

	2007	2008	Increase	%
General Purpose	\$ 1,249.96	\$ 1,299.96	\$ 50.00	4.00%
Recycling	55.29	56.95	1.66	
Water Utility	293.00	319.37	26.37	
Sewer Utility	240.55	252.57	12.03	
Fire Service Improvement Levy	58.21	77.61	19.40	
Total	\$ 1,897.01	\$ 2,006.46	\$ 109.45	5.77%

Other charges appearing on the tax bill for school, regional and other non-municipal services are not known at this time.

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7. Reserves

The District has substantial financial resources held in reserves. These balances provide the base for the financial plan projected transactions for the coming years, as amounts are transferred in and out for various purposes. They also serve to stabilize taxes, fees, and charges, by providing funds during tight years and receiving those funds back during better years, thus shielding our customers and taxpayers from sharp rate increases.

Figure 16: Reserve Balances Dec.31, 2006

Accumulated Surplus		Reserve Accounts	
General Revenue	2,442,301	<u>General Revenue:</u>	
Sewer Revenue	3,401,602	Carryforwards - Capital	3,344,791
Water Revenue	3,353,988	Carryforwards - Operating	1,607,441
Total Accumulated Surplus	<u>9,197,891</u>	Self Insurance	787,729
		Protective Services	1,979,364
		Core Development	620,938
		Recycling	1,428,698
		Community Development	1,092
		Building Inspections	457,461
		Gravel Extraction	482,519
		Neighbourhood Improvements	54,525
		Snow Removal	200,000
		Facilities Maintenance	87,187
		Youth Centre	8,535
		Cemetery Maintenance	139,347
		Service Severance	0
		Critical Building Infrastructure	518,794
		General Revenue Reserve Accounts	<u>11,718,421</u>
		Sewer Reserve Accounts	1,455,997
		Water Reserve Accounts	1,015,012
		Total Reserve Accounts	<u>14,189,430</u>
Reserve Fund Balances			
Local Improvement	1,771,407		
Equipment Replacement	7,095,537		
Capital Works	10,600,326		
Fire Department Capital	6,775,809		
Sanitary Sewer	1,372,742		
Land	256,768		
Unapplied Debt Funding	393,749		
Net Reserve Funds	<u>28,266,338</u>		
Restricted Revenue Balances			
Development Cost Charges	31,047,111		
Parkland (ESA) Acquisition	1,717,500		
Downtown Parking Facilities	129,821		
Developer Specified Projects	3,805,309		
Total Restricted Revenues	<u>36,699,741</u>		

Total Reserves: Accumulated Surplus, Reserve Funds and Reserve Accounts – \$52 million

Restricted Revenues are not considered reserves; rather they are liabilities, as they have been collected in advance of specific expenditures.

These are financial reserves only. Other assets (Silver Valley lands, gravel resources) are not shown, nor are they represented in our financial statements.

7.1 Capital Works Reserve

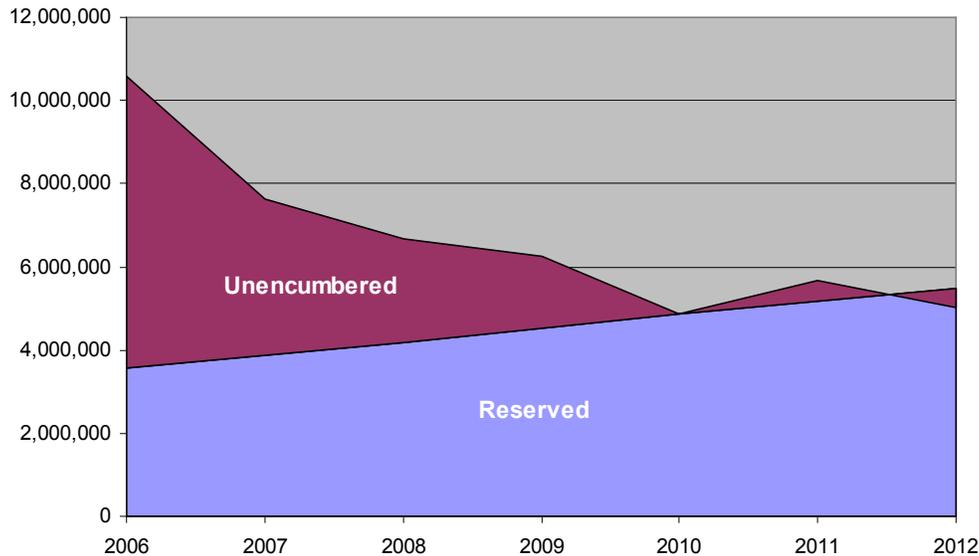
Following is a brief synopsis of the Capital Works Reserve, which provides for future capital expenditures. Each year 1% of general taxation is credited to this account along with a portion of the proceeds from land sales. A forecast is provided that gathers together all the “deposits” to the reserve, and both operating and capital “withdrawals,” providing forecasted reserve balances. Generally, this reserve builds funds for large projects, and is then drawn down. We are in this “drawing down” phase now, as is evident from the forecasted balances in the following figures. The projections are conservative and assume no other inflows, such as land sales, beyond those noted.

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Figure 17: Capital Works Reserve Projection

	2007	2008	2009	2010	2011	2012
Opening Balance	10,600,326	7,615,489	6,664,522	6,234,680	4,855,820	5,678,438
Inflows:						
Interest & Capital Gains	318,010	228,465	199,936	187,040	145,675	170,353
Recycling Fees	50,000	50,000	50,000	50,000	50,000	50,000
Taxation and General Revenue Transfers	486,083	604,311	631,235	659,893	690,398	722,869
Sale of Land	852,750				1,200,000	
Balance of General Rev. Funding for GCF		18,755	80,259	5,111	11,470	19,748
Outflows:						
Planned Capital Expenditures	(4,691,680)	(1,765,560)	(674,367)	(1,434,097)	(343,569)	(670,598)
Debt - Interest (DCC projects)			(84,535)	(214,437)	(298,986)	(325,312)
Debt (River Rd. Drainage \$2,675,000)*		(86,938)	(632,370)	(632,370)	(632,370)	(632,370)
Estimated Ending Balance	7,615,489	6,664,522	6,234,680	4,855,820	5,678,438	5,013,128
Minimum Reserve (10% Prior Year Taxes)	(3,880,000)	(4,190,000)	(4,510,000)	(4,860,000)	(5,170,000)	(5,500,000)
Unencumbered Balance	3,735,489	2,474,522	1,724,680	(4,180)	508,438	(486,872)

Figure 18: Capital Works Reserve Projection Chart



7.2 Infrastructure Sustainability Reserve

Beginning in 2008, Council directed 1% of the annual tax increase to go towards infrastructure sustainability. This helps with major rehabilitation and replacement of the District's assets which now have a replacement value exceeding \$1.3 billion. The table below illustrates the inflows generated from general taxation and how it has been allocated. Inflows from the Core Reserve are discussed in a later section on the Town Centre Project, and are allocated to maintaining those facilities related to the project.

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Figure 19: Infrastructure Sustainability Allocation of Funding

	2008	2009	2010	2011	2012
Opening Balance	-	-	-	-	-
Inflows:					
1% General Tax Increase	417,805	862,533	1,335,920	1,839,811	2,376,174
Core Reserve Surplus	200,000	450,000	450,000	450,000	450,000
Allocation:					
Transportation/Traffic Management	417,805	461,828	820,166	904,243	1,254,000
Town Centre Facilities	200,000	450,000	450,000	450,000	450,000
Facilities & Parks - Major Mtce		200,000	220,000	610,237	711,910
Drainage		100,000	160,000	176,000	246,000
Fire Department		70,000	101,979	112,177	123,395
Major Equipment/Systems		30,705	33,775	37,154	40,869

Depending on the scope of projects required, one year's allocation may not meet the funding requirements. In these cases, funding may be held over until enough has accumulated to allow the works to proceed, or borrowing may be considered. The 2008 available funds of \$415,480 would cover the debt and principal payments on \$1,800,000 borrowing over five years at 4.7 per cent. The figure below highlights how funding is planned to accumulate to fund Transportation and Drainage projects.

Figure 20: Infrastructure Sustainability Projection (Drainage and Transportation portions)

	2008	2009	2010	2011	2012
Opening Balances					
Drainage	-	-	-	60,000	71,000
Transportation	-	16,805	97,633	256,799	715,042
Inflows					
Drainage allocation	-	100,000	160,000	176,000	246,000
Transportation allocation	417,805	461,828	820,166	904,243	1,254,000
Outflows					
Planned Capital - Drainage		(100,000)	(100,000)	(165,000)	(100,000)
Planned Capital - Transportation	(401,000)	(381,000)	(661,000)	(446,000)	(1,937,772)
Estimated Ending Balance Drainage	-	-	60,000	71,000	217,000
Estimated Ending Balance Transportation	16,805	97,633	256,799	715,042	31,270
Estimated Ending Balance	16,805	97,633	316,799	786,042	248,270

7.3 Critical Building Infrastructure Reserve

In May 2006, Council directed \$600,000 of the 2005 general revenue surplus towards a Critical Building Infrastructure Reserve, to fund emergency or irregular items associated with facility maintenance. The primary concern was to ensure funds were available to replace two aging boilers at the Leisure Centre, for which \$400,000 has been earmarked; \$150,000 went to replace aged fitness equipment, and \$50,000 remains. There are no ongoing funding sources for this reserve, but as discussed in the following section, the Core Reserve may be able to fill this gap.

7.4 Fire Department Capital Acquisition Reserve

Implementation of the Fire Master Plan and escalating cost projections have placed significant pressure on the District's reserve for capital acquisitions. This reserve receives 2% of general taxation annually for the expansion of the equipment inventory. (An Equipment Replacement Reserve provides funding for the replacement of existing inventory.) The annual funding allocation was not adequate to fund the capital program over the five year time period. Additional funds were allocated from general revenue growth amounts and the operating savings that resulted from the delay in Firehall #4 construction.

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Figure 21: Fire Department Capital Acquisition Reserve Projection

	2008	2009	2010	2011	2012
Opening Balance	2,337,935	1,109,363	240,092	459,323	541,141
Inflows:					
Interest & Capital Gains	70,138	33,281	7,203	13,780	16,234
Transfer from GRF as per Budget	979,790	851,153	926,773	987,783	1,052,725
Growth Incrementals	25,000	80,000	155,000	230,000	230,000
Outflows:					
Planned Capital Expenditures	(2,108,500)	(1,033,960)	(70,000)	(350,000)	(950,000)
Firehall #4 debt repayment (10 years)	(195,000)	(799,745)	(799,745)	(799,745)	(799,745)
Estimated Ending Balance	1,109,363	240,092	459,323	541,141	90,355

The Planned Capital Expenditures outlined in Figure 21 are detailed in the following table.

Figure 22: Fire Department Capital funded by Fire Department Capital Acquisition Reserve

Project	2008	2009	2010	2011	2012
Comm. Wildfire Protection Plan Phase I	146,500	0	0	0	0
Equipment Purchase - Firehall #4	0	0	70,000	0	0
Fire Equipment Engine accessories	25,000	0	0	0	0
Fire Rescue Boat w/Trailer	37,000	0	0	0	0
Firehall #1 Expansion Phase 3	1,575,000	0	0	0	0
Firehall #3 Expansion	0	750,000	0	0	0
Firehall #4 Engine New	0	0	0	0	625,000
Firehall #4 Equipment (Air Lighting Tr)	325,000	0	0	0	0
Firehall #4 Protective & Safety Equip	0	83,960	0	0	0
Firehall #4 Rescue 4	0	0	0	0	325,000
Firehall #4 Technical & Furnishings	0	200,000	0	0	0
Firehall #5 Land Acquisition	0	0	0	350,000	0
	2,108,500	1,033,960	70,000	350,000	950,000

7.5 Fire Department Equipment Replacement Reserve

The recognition of an appropriate level of funding to provide for growth would not be complete without a discussion around how we intend to replace those assets. Replacement fire equipment is funded through this reserve. Beginning in 2009 some infrastructure sustainability funds will be allocated to this reserve.

Figure 23: Fire Department Equipment Replacement Reserve Projection

	2008	2009	2010	2011	2012
Opening Balance	2,201,104	1,886,142	1,654,564	1,665,212	1,754,680
Inflows					
Interest & Capital Gains	70,138	56,584	49,637	49,956	52,640
General Revenue	264,900	266,837	284,032	302,335	321,817
Sustainability Funding		70,000	101,979	112,177	112,177
Outflows					
Planned Capital Expenditures	-650,000	-625,000	-425,000	-375,000	-705,000
Ending Balance	1,886,142	1,654,564	1,665,212	1,754,680	1,536,314

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8. Town Centre Commercial Operation

This section isolates the effect the town centre project has on District finances. As has been forecast since the project's inception, negative cash flows would occur during the initial years of commercial activity. The table below isolates the commercial operations. The table shows commercial earnings so principle payments are not included nor is the funding received through taxation. The earnings noted below will contribute to covering principle payments and transfers to the Infrastructure Sustainability Reserve funded from the Core Reserve as noted in Figure 19.

Figure 24: Commercial Operation

	2008	2009	2010	2011	2012
Lease Revenues (net of allowances)	988,341	1,007,720	1,027,100	1,046,479	1,066,224
Parking Revenues	122,130	122,130	122,130	122,130	122,130
Recoveries and Other Revenue	244,885	244,885	244,885	244,885	244,885
Operating Expenses	-431,993	-431,993	-431,993	-431,993	-431,993
Interest - Commercial Space	-786,671	-763,708	-739,826	-714,989	-690,986
	136,692	179,034	222,296	266,512	310,260

In summary, the Town Centre Project cash flows have been managed within the parameters established by Council.

9. Conclusions

The District can expect \$4.25 million in new revenue in 2008, mainly from growth in the tax base and a 4% tax increase. \$2 million goes to protective services issues (mainly RCMP and Fire Master Plan Implementation). The labour category requires \$1.4M or 34% of the new revenue, to meet both inflationary and growth issues. Infrastructure sustainability issues receive \$0.4 million of the new revenue and \$0.1 million is dedicated to capital expenditures. The balance is required to deal with inflationary and growth pressures. This leaves minimal room for enhancements.

Despite the current funding capacity limitations, our financial reserves approach \$52 million, and another \$37 million sits in restricted revenues; other assets, such as Silver Valley lands and gravel resources, strengthening our long-term position. Other community needs identified by Council, such as a stadium and museum can be addressed in future financial plans as other revenues, such as gravel and land sales, materialize.

A very aggressive capital works program is planned, with almost \$190 million in projects scheduled for 2008 through 2012. A DCC program worth \$56 million concentrates on transportation and park acquisitions, and utilizes debt financing to advance the schedule. The DCC program utilizes debt and does include a portion of the interest payments to be funded through the DCC Reserves. Doing this will require an amendment to the DCC bylaw and the approval of the Inspector of Municipalities.

Debt financing has been identified as a tool to purchase three sites that would be able to accommodate a park as well as a school. An agreement with the School District is required prior to making such a purchase. Other projects funded from debt include drainage improvements on River Road, construction of Firehall#4, a new animal shelter, and an expansion to the cemetery. The payments for all of these projects are funded through increased fees or reserves. Any borrowing will be subject to the assent of the electoral.

Beginning in 2008 funding is being directed toward infrastructure sustainability to help address a funding "deficit" that exists for most Canadian municipalities. The District is following the Federation of Canadian Municipalities recommendations by putting a long-term plan in place to address the situation, with a targeted tax increase as part of the strategy.

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Appendix A: Infrastructure Sustainability

10. Infrastructure Sustainability

The District has an investment in assets including infrastructure with an estimated replacement cost of \$1.3 billion. These assets are all aging at different rates, and will eventually have to be replaced. In order to properly fund rehabilitation and replacement, we estimate that we should be spending in excess of \$40 million annually. Our actual expenditures are about \$7 million, which means that annually, we are spending \$33 million less than we should be. If this gap is not addressed, it will continue to accumulate, creating a liability for future taxpayers. In addition, we continue to add assets as the community grows and this is compounding the asset replacement problem. Most Canadian municipalities are facing the same issue, but because we have relatively newer infrastructure, we have an opportunity to get ahead of the curve.

The Federation of Canadian Municipalities (FCM) strongly encourages local governments to take action and demonstrate their ability to address the issue. They have provided a series of recommendations, a critical one being that “municipal governments must evaluate how they plan for growth, price their services and generate revenues. A long-term plan, with targets and milestones, must be put in place to help phase in these changes over the next 20 years.”⁵

We can start to address this problem by contributing 1% of taxation each year toward meeting the sustainability objective. This could start in 2008 when taxation is no longer required for the town centre project. The models below illustrate the funding gap. Chart 1 illustrates the gap under the current funding pattern. The bottom area indicates our current infrastructure renewal spending pattern, and the top area represents the shortfall or deficit in spending. Chart 2 shows the impact of an annual 1% tax contribution. If we continue on this path for 12 years, we will be able to nearly double the contribution to rehabilitation and replacement; in 25 years, the contribution has tripled and the deficit is cut in half. In addition to directing District funds to deal with the deficit, plans for maintenance programs and construction projects continually look for ways to extend lifecycles and minimize maintenance requirements. While a gap will still remain, we will be well on the road to addressing a problem that today seems insurmountable.

Chart 1

Infrastructure Deficit

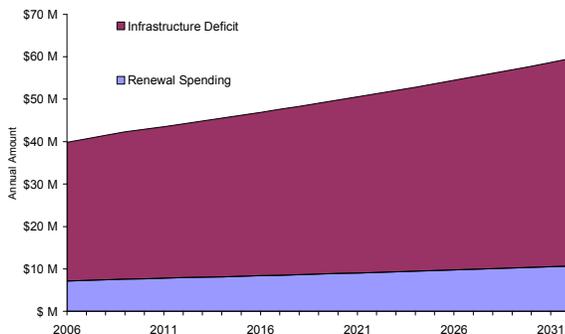
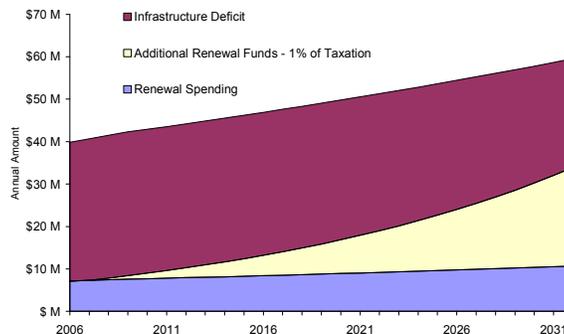


Chart 2

Infrastructure Deficit with 1% Tax



⁵ “Building Prosperity from the Ground Up: Restoring Municipal Fiscal Balance”; Federation of Canadian Municipalities, June 2006.

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Appendix B: Capital Works Program Project Listing

11. Capital Works Program Project Listing

Section	Project Description	Fund	2008	2009	2010	2011	2012
Drainage	108 Ave (248 - 249)	GCF	0	0	0	49,983	0
	123 Ave (214 - 216)	GCF	0	0	0	0	133,100
	217 St Creek (126 - 128)	GCF	0	0	0	20,000	0
	227 St @ 250M South Of Lougheed	DCC	0	259,600	0	0	0
	248 St (108 - 220M N 108)	CWR	0	0	0	0	579
	248 St (108 - 220M N 108)	DCC	0	0	0	0	57,296
	248 St (108 - 220M N 108)	GCF	0	0	0	0	6,366
	287 St - storm main @ Watkins (PROJECT)	CFO	0	0	200,000	0	0
	287 St - storm main @ Watkins (PROJECT)	GCF	0	0	50,000	0	0
	287 St - storm main @ Watkins (Study)	GCF	0	0	75,000	0	0
	Albion Dike - Dock Street to 240 Street	GRA	3,750,000	0	0	0	0
	Albion Dike - KCRP to Dock Street	GRA	3,200,000	0	0	0	0
	Albion Park Detention Pond (244/102)	DCC	0	123,708	0	0	0
	Albion Park Detention Pond (244/102)	RCP	0	41,236	0	0	0
	Alouette River hydrotech review & model	CFO	25,000	0	0	0	0
	Alouette River hydrotech review & model	GCF	75,000	0	0	0	0
	Best St (Dyke and Pump Station)	GRA	400,000	0	0	0	0
	Brown Ave (227 - 228)	CWR	0	0	0	0	3,958
	Brown Ave (227 - 228)	DCC	0	0	0	0	391,969
	Brown Ave (227 - 228)	GCF	0	0	0	0	20,629
	Culvert Replacement Program - 2008	CWR	200,000	0	0	0	0
	Culvert Replacement Program - 2009	CWR	0	100,000	0	0	0
	Culvert Replacement Program - 2009	ISR	0	100,000	0	0	0
	Culvert Replacement Program - 2011	CWR	0	0	0	200,000	0
	Ditch Enclosures	GRF	17,801	18,170	18,550	18,941	19,345
	Donovan Ave (216 - 80M E Hall)	GCF	0	66,000	0	0	0
	Donovan Ave @ 21530	CWR	36,000	0	0	0	0
	Drainage Upgrade Program - 2009	GCF	0	200,000	0	0	0
	Drainage Upgrade Program - 2010	GCF	0	0	100,000	0	0
	Drainage Upgrade Program - 2010	ISR	0	0	100,000	0	0
	Drainage Upgrade Program - 2011	GCF	0	0	0	100,000	0
	Drainage Upgrade Program - 2011	ISR	0	0	0	100,000	0
	Drainage Upgrade Program - 2012	GCF	0	0	0	0	100,000
	Drainage Upgrade Program - 2012	ISR	0	0	0	0	100,000
	Escarpment Drainage Design	GCF	100,000	0	0	0	0
	Escarpment Drainage Improvements Phase 1	CFO	0	0	0	5,000,000	0
	Escarpment Drainage Improvements Phase 2	CFO	0	0	0	0	5,000,000
	Local Improvement Projects - Drainage	CFO	250,000	250,000	250,000	250,000	250,000
	Lower Hammond Pump Station Phase 1	CWR	505	0	0	0	0
	Lower Hammond Pump Station Phase 1	DCC	50,000	0	0	0	0
	Lower Hammond Pump Station Phase 1	GCF	50,000	0	0	0	0
	Lower Hammond Pump Station Phase 2	CWR	0	2,525	0	0	0
	Lower Hammond Pump Station Phase 2	DCC	0	250,000	0	0	0
	Lower Hammond Pump Station Phase 2	GCF	0	250,000	0	0	0

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Section	Project Description	Fund	2008	2009	2010	2011	2012
Drainage (cont.)	N Alouette River Detention Pond 232/132	CWR	0	0	0	0	1,769
	N Alouette River Detention Pond 232/132	DCC	0	0	0	0	175,230
	N Alouette River Detention Pond 232/132	GCF	0	0	0	0	19,470
	River Rd. Drainage Improvements	DBT	2,675,000	0	0	0	0
	Selkirk Ave (226 - 227)	CWR	0	0	0	1,518	0
	Selkirk Ave (226 - 227)	DCC	0	0	0	150,315	0
	Selkirk Ave (226 - 227) Phase 2	GCF	0	0	72,000	0	0
	South Cottonwood Stormwater Improvement	CFO	0	43,750	0	0	0
	South Cottonwood Stormwater Improvement	DCC	0	131,250	0	0	0
	Storm main replacement program - 2008	GCF	80,000	0	0	0	0
	Storm Sewer Connections	GRF	19,261	19,704	20,160	20,630	21,114
	Tamarack - raise dyke elevation	CFO	80,000	0	0	0	0
	Tamarack Lane Reconsrtuction	GRA	600,000	0	0	0	0
	Video & spot repairs storm sewer - 2008	GCF	65,000	0	0	0	0
	Video & spot repairs storm sewer - 2009	GCF	0	65,000	0	0	0
	Video & spot repairs storm sewer - 2011	ISR	0	0	0	65,000	0
				11,673,567	1,920,943	885,710	5,976,387
Govt Srvc	Automated Data Collection (Engineering)	RCPS	7,325	0	0	0	0
	Automated Data Collection (Engineering)	RCPW	7,325	0	0	0	0
	Park/School Site 231/137	DBT	3,276,075	0	0	0	0
	Park/School Site 241/112	DBT	2,779,698	0	0	0	0
	Park/School Site 248/108	DBT	4,615,412	0	0	0	0
	Recycling Depot (Apt. Collection Equip)	REC	0	0	0	0	55,000
	Recycling Depot (Bluebox Collection)	REC	25,000	0	65,000	0	0
	Recycling Depot (Build. Expansion)	REC	0	0	30,000	0	0
	Recycling Depot (Collection Bluebox/bag)	REC	0	0	0	0	40,000
	Recycling Depot (Collection Equipment)	REC	130,000	85,000	150,000	30,000	0
	Recycling Depot (Collection Truck Upgr)	REC	100,000	0	0	200,000	0
	Recycling Depot (Leasehold Improvement)	REC	0	30,000	0	100,000	0
	Recycling Depot (Process Equipment)	REC	10,000	100,000	0	60,000	0
	Recycling Depot (Process Improvement)	REC	0	15,000	0	0	0
			10,950,835	520,000	200,000	155,000	330,000
Highways	112 Ave (232 - 240) Final Lift	CWR	0	0	2,303	0	0
	112 Ave (232 - 240) Final Lift	DCC	0	0	228,124	0	0
	112 Ave (232 - 240) Final Lift	GCF	0	0	12,007	0	0
	121 Ave @ 214 St	CFO	0	0	0	0	9,347
	128 Ave highway widening predesign	GCF	0	0	25,000	0	0
	128 Ave highway widening predesign	TLD	0	0	25,000	0	0
	132 Ave (203 - Neaves) Resurface	CFO	0	0	221,400	0	0
	132 Ave (203 - Neaves) Resurface	GCF	0	0	221,400	0	0
	132 Ave (216 - 224)	ISR	0	0	0	0	200,000
	201A St (113B - 100M North 113B)	CFO	0	0	0	0	3,159
	203 St (123 - Powell)	CWR	0	0	683,831	0	0
	203 St (123 - Powell)	DCC	0	0	676,993	0	0

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Section	Project Description	Fund	2008	2009	2010	2011	2012
Highways (cont.)	203 St (Dewdney Trunk - 123)	CWR	0	0	576,541	0	0
	203 St (Dewdney Trunk - 123)	DCC	0	0	2,216,618	0	0
	203 St (Lougheed - Dewdney Trunk)	CWR	0	0	0	0	1,882
	203 St (Lougheed - Dewdney Trunk)	DCC	0	0	0	0	186,347
	203 St (Lougheed - Dewdney Trunk)	GCF	0	0	0	0	395,987
	203 St @ Lougheed inters. upgrade - 2008	CWR	50,000	0	0	0	0
	203 St @ Lougheed inters. upgrade - 2009	CWR	0	200,000	0	0	0
	216 St @ 121 Intersection Upgrade	GCF	0	75,000	0	0	0
	223 St (Dewdney Trunk - Brown)	ISR	0	0	0	0	48,650
	223 St (Mcintosh - Dewdney Trunk)	CFO	0	0	0	0	27,720
	224 St - 144 (Timberline) Green infra	CFO	50,000	0	0	0	0
	224 St - 144 (Timberline) Green infra	GCF	50,000	0	0	0	0
	224 St (132 - 136)	ISR	0	0	0	0	180,000
	224 St (Lougheed - Dewdney Trunk)	GCF	0	0	80,000	0	0
	224 St @ 121 Ave Ped Signal	GCF	0	0	220,000	0	0
	224 St @ 132 Ave (N Alouette Bridge)	GCF	0	0	0	0	450,000
	224 St @ Abernethy (Traffic Signal)	CWR	0	0	0	0	1,958
	224 St @ Abernethy (Traffic Signal)	DCC	0	0	0	0	193,875
	224 St @ Abernethy (Traffic Signal)	GCF	0	0	0	0	64,625
	227 St @ Bypass (Traffic Signal)	CWR	0	0	1,212	0	0
	227 St @ Bypass (Traffic Signal)	DCC	0	0	120,065	0	0
	227 St @ Bypass (Traffic Signal)	GRA	0	0	120,065	0	0
	232 St (112 - 114)	ISR	0	0	0	0	155,000
	232 St (116 - Slager)	CWR	0	0	16,339	0	0
	232 St (116 - Slager)	DCC	0	0	1,617,810	0	0
	232 St (116 - Slager)	GCF	0	0	397,637	0	0
	232 St (132 S - S Alouette Bridge)	DCC	1,134,000	0	0	0	0
	232 St (132 S - S Alouette Bridge)	GCF	126,000	0	0	0	0
	232 St (132 S - S Alouette Bridge)	TLD	11,453	0	0	0	0
	232 St (Silver Valley - 141)	ISR	0	0	0	0	218,122
	232 St @ 128 (Signal)	CWR	250,000	0	0	0	0
	232 St @ 132 Ave (Traffic Signal)	CWR	0	2,728	0	0	0
	232 St @ 132 Ave (Traffic Signal)	DCC	0	270,133	0	0	0
	232 St @ 132 Ave (Traffic Signal)	GCF	0	14,218	0	0	0
	240 St (Kanaka Creek Bridge S - McClure)	CWR	0	0	0	22,725	0
	240 St (Kanaka Creek Bridge S - McClure)	DCC	0	0	0	2,250,000	0
	240 St (Kanaka Creek Bridge S - McClure)	GCF	0	0	0	750,000	0
	240 St @ Kanaka Creek (Bridge)	CWR	0	81,057	0	0	0
	240 St @ Kanaka Creek (Bridge)	DBT	0	8,025,600	0	0	0
	240 St @ S Alouette (Bridge)	CWR	0	0	82,416	0	0
	240 St @ S Alouette (Bridge)	DBT	0	0	8,160,000	0	0
	240 St @ S Alouette (Bridge)	GRA	0	0	15,840,000	0	0
	240 St Bridge Design	GCF	0	0	0	0	100,000
	241 St @ S Alouette Ped Crossing	GCF	0	0	0	0	37,500
	241 St @ S Alouette Ped Crossing	WCF	0	0	0	0	37,500

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Section	Project Description	Fund	2008	2009	2010	2011	2012
Highways (cont.)	241A St (100M S 102 - 102)	CFO	0	0	0	0	100,000
	244 St (50M S 104 - 104)	CFO	0	0	0	0	49,970
	245 St (104 - 220M N 104)	CFO	0	0	0	0	26,148
	280 St (Lougheed - 98)	GCF	0	0	0	125,000	0
	280 St (Lougheed - 98)	GRA	0	0	0	125,000	0
	284 St - slide repair	GCF	175,000	0	0	0	0
	Abernethy corridor - 256 concept study	GCF	50,000	0	0	0	0
	Abernethy corridor - 256 concept study	TLD	50,000	0	0	0	0
	Abernethy Way (210 - 500M E Blackstock)	CWR	0	249,265	0	0	0
	Abernethy Way (210 - 500M E Blackstock)	DCC	0	1,966,346	0	0	0
	Abernethy Way (210 - 500M E Blackstock)	TLD	0	1,081,490	0	0	0
	Abernethy Way (500M E Blackstock - 224)	CWR	588,641	0	0	0	0
	Abernethy Way (500M E Blackstock - 224)	DCC	582,756	0	0	0	0
	Abernethy Way (500M E Blackstock - 224)	TLD	600,414	0	0	0	0
	Abernethy Way Phase 3	CWR	0	27,500	0	0	0
	Abernethy Way Phase 3	DBT	0	2,750,000	0	0	0
	Abernethy Way Phase 3	TLD	0	2,750,000	0	0	0
	Abernethy Way Phase 4	CWR	0	0	0	52,500	0
	Abernethy Way Phase 4	DBT	0	0	0	5,250,000	0
	Abernethy Way Phase 4	GRA	0	0	0	4,000,000	0
	Abernethy Way Phase 4	TLD	0	0	0	5,250,000	0
	Access Culverts	GRF	24,721	25,238	25,770	26,318	26,882
	Accessible Sidewalks - 2008	ISR	86,000	0	0	0	0
	Accessible Sidewalks - 2009	ISR	0	86,000	0	0	0
	Accessible Sidewalks - 2010	ISR	0	0	86,000	0	0
	Accessible Sidewalks - 2011	ISR	0	0	0	86,000	0
	Accessible Sidewalks - 2012	ISR	0	0	0	0	86,000
	Audible signals - 2009	GCF	0	10,000	0	0	0
	Audible signals - 2010	GCF	0	0	10,000	0	0
	Audible signals - 2011	GCF	0	0	0	10,000	0
	Bikeway Program - 2009	GCF	0	50,000	0	0	0
	Bikeway Program - 2009	TLD	0	50,000	0	0	0
	Bikeway Program - 2010	GCF	0	0	50,000	0	0
	Bikeway Program - 2010	TLD	0	0	50,000	0	0
	Bikeway Program - 2011	GCF	0	0	0	50,000	0
	Bikeway Program - 2011	TLD	0	0	0	50,000	0
	Bikeway Program - 2012	GCF	0	0	0	0	50,000
	Bikeway Program - 2012	TLD	0	0	0	0	50,000
	Boulevard Improvement Program	GCF	0	0	0	30,000	0
	Bridge Repairs / Struct Upgrade - 2009	GCF	0	100,000	0	0	0
	Bridge Repairs / Struct Upgrade - 2010	ISR	0	0	100,000	0	0
	Bridge Repairs / Struct Upgrade - 2011	ISR	0	0	0	100,000	0
	Bridge Repairs / Struct Upgrade - 2012	ISR	0	0	0	0	100,000
	Cottonwood Dr (118 - 119) Phase 3	CWR	6,060	0	0	0	0
	Cottonwood Dr (118 - 119) Phase 3	DCC	600,000	0	0	0	0
	Cottonwood Dr (118 - 119) Phase 4	CWR	0	6,666	0	0	0
	Cottonwood Dr (118 - 119) Phase 4	DCC	0	660,000	0	0	0

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Section	Project Description	Fund	2008	2009	2010	2011	2012
Highways (cont.)	Create x2 Standby snow removal SADs	GCF	50,000	0	0	0	0
	Dewdney Trunk Rd (232 - 240) Resurface	CFO	50,000	0	0	0	0
	Dewdney Trunk Rd (232 - 240) Resurface	GCF	325,000	0	0	0	0
	Dewdney Trunk Rd (250 - 256) Resurface	ISR	0	0	175,000	0	0
	Dewdney Trunk Rd (250 - 256) Resurface	SOIL	0	0	175,000	0	0
	Dewdney Trunk Rd @ 256 St Phase 1	SOIL	137,500	0	0	0	0
	Dewdney Trunk Rd @ 256 St Phase 2	SOIL	250,000	0	0	0	0
	Dewdney Trunk Rd @ Kanaka Creek (Bridge)	ISR	0	0	0	0	700,000
	Emergency traffic pre-empt - 2008	GCF	25,000	0	0	0	0
	Emergency traffic pre-empt - 2009	GCF	0	50,000	0	0	0
	Emergency traffic pre-empt - 2010	GCF	0	0	50,000	0	0
	Emergency traffic pre-empt - 2011	GCF	0	0	0	50,000	0
	Emergency traffic pre-empt - 2012	GCF	0	0	0	0	50,000
	Equipment Purchase - Hybrid Vehicles	GCF	70,000	0	0	0	0
	Equipment Purchase - Pickup Truck	GCF	0	0	0	37,000	0
	Equipment Purchase - Signal Push Buttons	GCF	0	40,000	0	0	0
	Equipment Replacement - Fleet 2008	ERR-PV	648,000	0	0	0	0
	Equipment Replacement - Fleet 2009	ERR-PV	0	759,558	0	0	0
	Equipment Replacement - Fleet 2010	ERR-PV	0	0	1,391,452	0	0
	Equipment Replacement - Fleet 2011	ERR-PV	0	0	0	860,692	0
	Equipment Replacement - Fleet 2012	ERR-PV	0	0	0	0	284,079
	Gravel Site Startup	SOIL	0	0	0	0	0
	Illuminated Crosswalk Signs	GCF	0	0	76,000	0	0
	Illuminated Street Signs Program - 2008	ISR	10,000	0	0	0	0
	Illuminated Street Signs Program - 2009	ISR	0	10,000	0	0	0
	Illuminated Street Signs Program - 2010	ISR	0	0	10,000	0	0
	Illuminated Street Signs Program - 2011	ISR	0	0	0	10,000	0
	Kanaka Flood Access (STUDY)	GRA	40,000	0	0	0	0
	Lane E 207 St (Camwood - 100M N Camwood)	CFO	0	0	0	0	4,578
	Local Improvement Projects - Road 2008	CFO	250,000	0	0	0	0
	Local Improvement Projects - Road 2009	CFO	0	250,000	0	0	0
	Local Improvement Projects - Road 2010	CFO	0	0	250,000	0	0
	Local Improvement Projects - Road 2011	CFO	0	0	0	250,000	0
	Local Improvement Projects - Road 2012	CFO	0	0	0	0	250,000
	Lougheed @ Burnett Pedestrian Sign	CFO	12,500	0	0	0	0
	Lougheed @ Burnett Pedestrian Sign	GCF	12,500	0	0	0	0
	Macfarlane Ave (Graves - 209)	CFO	0	0	0	0	23,100
	Owens St (200M N Camwood - Lougheed)	CFO	0	0	0	0	14,020
	Ped safety/access improv - 2008	GCF	45,000	0	0	0	0
	Ped safety/access improv - 2009	GCF	0	50,000	0	0	0
	Ped safety/access improv - 2010	GCF	0	0	86,000	0	0
	Ped safety/access improv - 2011	GCF	0	0	0	90,000	0
	Ped safety/access improv - 2012	GCF	0	0	0	0	90,000
	Private Driveway Crossing	GRF	20,602	20,810	21,024	21,245	21,473
	River Rd. Road Improvements	GRA	2,975,000	0	0	0	0

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Section	Project Description	Fund	2008	2009	2010	2011	2012	
Highways (cont.)	Safer School Travel Program - 2008	ISR	25,000	0	0	0	0	
	Safer School Travel Program - 2009	ISR	0	35,000	0	0	0	
	Safer School Travel Program - 2010	ISR	0	0	40,000	0	0	
	Safer School Travel Program - 2011	ISR	0	0	0	50,000	0	
	Safer School Travel Program - 2012	ISR	0	0	0	0	50,000	
	Short Block Paving Program - 2008	ISR	200,000	0	0	0	0	
	Short Block Paving Program - 2009	ISR	0	200,000	0	0	0	
	Short Block Paving Program - 2010	ISR	0	0	200,000	0	0	
	Short Block Paving Program - 2011	ISR	0	0	0	200,000	0	
	Short Block Paving Program - 2012	ISR	0	0	0	0	200,000	
	Spirit Square	GRA	500,000	0	0	0	0	
	Streetlight Pole Replace Program - 2008	ISR	50,000	0	0	0	0	
	Streetlight Pole Replace Program - 2009	ISR	0	50,000	0	0	0	
	Streetlight Pole Replace Program - 2010	ISR	0	0	50,000	0	0	
	Thermo plastic road markings	GCF	0	0	0	50,000	0	
	Traffic calming program - 2008	GCF	80,000	0	0	0	0	
	Traffic calming program - 2009	GCF	0	45,000	0	0	0	
	Traffic calming program - 2010	GCF	0	0	45,000	0	0	
	Traffic calming program - 2011	GCF	0	0	0	45,000	0	
	Traffic calming program - 2012	GCF	0	0	0	0	45,000	
	Traffic Signal Electrical Upgrades	ISR	30,000	0	0	0	0	
	Traffic Signal Integration	GCF	0	0	0	0	162,500	
	Traffic Signal Integration	TLD	0	0	0	0	162,500	
				10,241,147	19,991,608	34,436,007	19,841,480	4,857,922
	Operating Capital	Miscellaneous Capital - Engineering	GCF	15,015	15,015	15,015	15,015	15,015
		Miscellaneous Capital - General Government	GCF	15,015	15,015	15,015	15,015	15,015
		Miscellaneous Capital - Recreation	GCF	15,015	15,015	15,015	15,015	15,015
				45,045	45,045	45,045	45,045	45,045
Park Acquisition	Cemetery Expansion	DBT	1,520,000	0	0	0	0	
	Greenbelt Acquisition - 2010	PAR	0	0	200,000	0	0	
	Greenbelt Acquisition - 2011	PAR	0	0	0	200,000	0	
	Greenbelt Acquisition - 2012	PAR	0	0	0	0	200,000	
	Park (241/112)	CWR	473,732	0	0	0	0	
	Park (241/112)	DCC	1,379,400	0	0	0	0	
	Park (248/108)	CWR	30,766	0	0	0	0	
	Park (248/108)	DCC	3,046,175	0	0	0	0	
	Silver Valley Neigh Park Acq	CWR	0	0	0	0	4,560	
	Silver Valley Neigh Park Acq	DCC	0	0	0	0	1,015,740	
	Silver Valley Neigh Park Acq	GCF	0	0	0	0	112,860	
	Silver Valley Neigh Park Acq SE Horse	CWR	0	0	11,999	0	0	
	Silver Valley Neigh Park Acq SE Horse	DCC	0	0	1,188,000	0	0	
Silver Valley Neigh Park Acq SE Horse	GCF	0	0	132,000	0	0		

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Section	Project Description	Fund	2008	2009	2010	2011	2012
Park Acquisition	Silver Valley Neigh Park Phase 1	CWR	0	0	0	15,160	0
	Silver Valley Neigh Park Phase 1	DCC	0	0	0	1,501,038	0
	Silver Valley Neigh Park Phase 1	GCF	0	0	0	166,782	0
	Silver Valley Neigh Park Phase 2	CWR	0	0	0	0	15,160
	Silver Valley Neigh Park Phase 2	DCC	0	0	0	0	1,501,038
	Silver Valley Neigh Park Phase 2	GCF	0	0	0	0	166,782
	Whispering Falls Park (264/126)	CWR	0	0	0	0	11,493
	Whispering Falls Park (264/126)	DCC	0	0	0	0	1,138,005
	Whispering Falls Park (264/126)	GCF	0	0	0	0	11,495
			6,450,073	0	1,531,999	1,882,980	4,177,133
Park Improvement	Albion Sport Complex - Lighting	GCF	0	0	0	200,000	0
	BMX Skills Development Area	GCF	20,000	0	0	0	0
	Boulevard Improvement	GCF	0	0	0	0	30,000
	Cemetery Caretaker House	CEM	0	115,000	0	0	0
	Cottonwood West Park Facilities	CWR	0	4,626	0	0	0
	Cottonwood West Park Facilities	DCC	0	458,035	0	0	0
	Cottonwood West Park Facilities	GCF	0	152,678	0	0	0
	Equipment Purchase - GEWC Elevator	GCF	150,000	0	0	0	0
	Facilities division tradesman truck	GCF	30,000	0	0	0	0
	Fraserview Park Development	CWR	0	0	0	0	2,596
	Fraserview Park Development	DCC	0	0	0	0	257,125
	Fraserview Park Development	GCF	0	0	0	0	45,375
	Park Development (241/104)	CWR	0	0	0	0	2,643
	Park Development (241/104)	DCC	0	0	0	0	261,800
	Park Development (241/104)	GCF	0	0	0	0	46,200
	Park Development Albion Elementary	CWR	0	0	3,000	0	0
	Park Development Albion Elementary	DCC	0	0	297,000	0	0
	Park Development Albion Elementary	GCF	0	0	33,000	0	0
	Parks Master Plan	CWR	444	0	0	0	0
	Parks Master Plan	DCC	44,000	0	0	0	0
	Parks Master Plan	GCF	44,000	0	0	0	0
	Port Haney Park Development	GCF	0	0	0	22,782	0
	Sport Field Renovations	GCF	250,000	320,000	0	0	0
	Trail Improvement - 2008	GCF	30,000	0	0	0	0
	Trail Improvement - 2010	GCF	0	0	30,000	0	0
	Trail Improvement - 2012	GCF	0	0	0	0	30,000
	Wages to be covered by capital dollars	GCF	-47,688	-49,206	-50,750	-52,334	-53,929
	Whonnock Lake Phase 1	GCF	0	235,000	0	0	0
	Whonnock Lake Phase 2 Parking	GCF	0	290,000	0	0	0
	Whonnock Lake Phase 3 Path/Light	CWR	0	0	0	2,530	0
	Whonnock Lake Phase 3 Path/Light	DCC	0	0	0	250,580	0
	Whonnock Lake Phase 3 Path/Light	GCF	0	0	0	44,220	0
	Whonnock Lake Phase 4 Beach/General	CWR	0	0	0	3,032	0
	Whonnock Lake Phase 4 Beach/General	DCC	0	0	0	300,229	0
	Whonnock Lake Phase 4 Beach/General	GCF	0	0	0	52,982	0
	Whonnock Lake Phase 4 Washrooms/House	CWR	0	0	0	0	624,000
Whonnock Lake Phase 5 Canoe Facility	CFO	0	0	0	0	1,980,000	
			520,756	1,526,133	312,250	824,021	3,225,810

Schedule 1: Financial Overview Report

Appendix B: Capital Works Program Project Listing

Section	Project Description	Fund	2008	2009	2010	2011	2012
Protective Svcs	Comm. Wildfire Protection Plan Phase 1	FDR	146,500	0	0	0	0
	Equipment Purchase - Firehall #4	FDR	0	0	70,000	0	0
	Fire Equipment Engine 1-1 Replacement	ERR-FD	625,000	0	0	0	0
	Fire Equipment Engine 2-2 Replacement	ERR-FD	0	0	0	0	705,000
	Fire Equipment Engine accessories	FDR	25,000	0	0	0	0
	Fire Rescue Boat w/Trailer	FDR	37,000	0	0	0	0
	Firehall #1 Expansion Phase 3	FDR	1,575,000	0	0	0	0
	Firehall #3 Expansion	FDR	0	750,000	0	0	0
	Firehall #4 Construction Phase 2	DBT	5,500,000	0	0	0	0
	Firehall #4 Construction Train Ground	DBT	500,000	0	0	0	0
	Firehall #4 Engine New	FDR	0	0	0	0	625,000
	Firehall #4 Equipment (Air Lighting Tr)	FDR	325,000	0	0	0	0
	Firehall #4 Protective & Safety Equip	FDR	0	83,960	0	0	0
	Firehall #4 Rescue 4	FDR	0	0	0	0	325,000
	Firehall #4 Technical & Furnishings	FDR	0	200,000	0	0	0
	Firehall #5 Engine 1-2 Replacement	ERR-FD	0	625,000	0	0	0
	Firehall #5 Engine 2 Replacement	ERR-FD	0	0	425,000	0	0
	Firehall #5 Land Acquisition	FDR	0	0	0	350,000	0
	RCMP - Furniture Replacement - 2008	CFO	12,300	0	0	0	0
	RCMP - Furniture Replacement - 2008	PSR	50,700	0	0	0	0
	RCMP - Furniture Replacement - 2009	CFO	0	1,950	0	0	0
	RCMP - Furniture Replacement - 2009	PSR	0	8,050	0	0	0
	RCMP - Furniture Replacement - 2010	CFO	0	0	1,950	0	0
	RCMP - Furniture Replacement - 2010	PSR	0	0	8,050	0	0
	RCMP - Furniture Replacement - 2011	CFO	0	0	0	1,950	0
	RCMP - Furniture Replacement - 2011	PSR	0	0	0	8,050	0
	RCMP - Furniture Replacement - 2012	CFO	0	0	0	0	1,950
	RCMP - Furniture Replacement - 2012	PSR	0	0	0	0	8,050
	RCMP - Offices for GIS staff	PSR	50,000	0	0	0	0
	RCMP - Probation Space Costs	PSR	20,000	0	0	0	0
	RCMP - Proxima projector	CFO	1,950	0	0	0	0
	RCMP - Proxima projector	PSR	8,050	0	0	0	0
Rescue 2 Replacement	ERR-FD	0	0	0	375,000	0	
			8,876,500	1,668,960	505,000	735,000	1,665,000
Recreation Svcs	Equipment Purchase - Mower	GCF	0	0	80,000	0	0
	Equipment Purchase - Vehicle	GCF	0	0	40,000	0	0
	Equipment Upgrade - Tractor	GCF	20,000	0	0	0	0
	Leisure Center - Active studio reno	GCF	0	0	55,000	0	0
	Leisure Centre - Spray Pool	GCF	50,000	0	0	0	0
	Natural Gas & Co2 Control	GCF	0	0	0	14,000	0
	Recreation Vehicle (shared vehicle)	GCF	30,000	0	0	0	0
				100,000	0	175,000	14,000

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Appendix B: Capital Works Program Project Listing

Section	Project Description	Fund	2008	2009	2010	2011	2012	
Sewage	101A Ave @ 243A St	CFO	0	0	0	0	1,500	
	108 Ave (248 - 249)	DCC	0	0	32,597	0	0	
	108 Ave (248 - 249)	SCF	0	0	3,950	0	0	
	136 Ave (230 - 231)	DCC	0	0	0	28,309	0	
	136 Ave (230 - 231)	SCF	0	0	0	3,430	0	
	223 St (119 - Dewdney Trunk)	SCF	0	0	87,733	0	0	
	224 St (Dewdney Trunk - Brown)	SCF	0	0	32,568	0	0	
	224 St (Lane N North - Lougheed)	SCF	0	0	18,416	0	0	
	225 St Pump Station pump upgrade	SCF	0	0	135,000	0	0	
	225 St Pump Station Upgrade Phase 2	DCC	0	0	997,920	0	0	
	225 St Pump Station Upgrade Phase 2	SCF	0	0	120,958	0	0	
	225 St Pump Station Upgrade Phase 3	SCF	0	0	0	0	400,000	
	239 St sewer P/S: up to 3-phase power	SCF	75,000	0	0	0	0	
	Albion Master Plan update	SCF	60,000	0	0	0	0	
	Chlorine Storage Room	SCF	27,000	0	0	0	0	
	Cottonwood Dr (115 - 116)	SCF	0	0	0	0	60,655	
	Inflow, Infiltration & Condition Assess	SCF	60,000	0	0	0	0	
	Lane N 119 (222 - 224)	SCF	0	0	110,487	0	0	
	Lane N McIntosh (223 - 224)	SCF	0	0	73,658	0	0	
	Lane N Selkirk (222 - 224)	SCF	0	98,212	0	0	0	
	Lane N Selkirk (226 - 227)	SCF	0	0	44,000	0	0	
	Lane S Lougheed (223 - 224)	SCF	0	0	94,120	0	0	
	Lane S Selkirk (222 - 223)	SCF	0	73,658	0	0	0	
	Local Improvement Projects - Sewer	CFO	250,000	250,000	250,000	250,000	250,000	
	Lower Hammond Sewage upgrade plan	SCF	100,000	0	0	0	0	
	Meadowbrook Place (12600 Block)	SCF	0	120,000	0	0	0	
	One Work Vehicle	SCF	17,500	0	0	0	0	
	Private Sewer Connections	SRF	79,304	81,149	83,049	85,007	87,023	
	Provide extra storage for Guns P/S	SCF	55,000	0	0	0	0	
	Raise Wharf St sew P/S to dyke elevation	SCF	100,000	0	0	0	0	
	Replace force main (225 pump station)	SCF	0	0	0	0	0	
	River Rd (232 - McKay) Phase 1	DCC	0	0	636,021	0	0	
	River Rd (232 - McKay) Phase 1	RCPS	0	0	118,662	0	0	
	River Rd (McKay - 236) Phase 2	DCC	0	0	0	177,166	0	
	Sanitary Network Subcatchment A To Gis	SCF	0	0	35,000	0	0	
	Sanitary Network Subcatchment J Study	SCF	0	0	0	150,000	0	
	Sanitary Network Subcatchment K Study	SCF	0	150,000	0	0	0	
	Sanitary Network Subcatchment T Study	SCF	0	0	150,000	0	0	
	Sanitary Sewer Modelling Update	SCF	0	0	9,000	9,000	30,000	
	Sewage System Rehabilitation	SCF	250,000	250,000	287,500	287,500	250,000	
	South Slope Interceptor Repair	SCF	0	0	400,000	0	0	
	South Slope Interceptor Study	RCPS	25,000	0	0	0	0	
	Upgrade SAD to TAD	SCF	50,000	0	0	0	0	
	Upgrade/update elec equipment in sew P/S	SCF	49,000	0	0	0	0	
	Video & spot repairs sewer	SCF	65,000	65,000	65,000	65,000	65,000	
				1,262,804	1,088,019	3,785,639	1,055,412	1,144,178

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Appendix B: Capital Works Program Project Listing

Section	Project Description	Fund	2008	2009	2010	2011	2012
Technology	Amanda Cemetary Records Management	CEM	34,000	0	0	0	0
	Amanda Phase 4 Dogs & Excess Capacity	RCP	12,000	0	0	0	0
	Amanda Phase 4 Dogs & Excess Capacity	SCF	9,000	0	0	0	0
	Amanda Phase 4 Dogs & Excess Capacity	WCF	9,000	0	0	0	0
	ArcGIS extension licenses	GCF	8,100	0	0	0	0
	ArcGIS extension licenses	SCF	2,700	0	0	0	0
	ArcGIS extension licenses	WCF	2,700	0	0	0	0
	Computer Room Upgrades	GCF	0	0	0	41,221	0
	Council Chamber Multimedia Upgrade	GCF	0	0	25,000	0	0
	Desktop growth (reduced to 5 laptops)	GCF	0	7,500	0	0	0
	Document Processing System - 1	GCF	0	60,000	0	0	0
	Document Processing System - 1	SCF	0	7,500	0	0	0
	Document Processing System - 1	WCF	0	7,500	0	0	0
	Document Processing System - 2	GCF	0	0	63,000	0	0
	Equipment Purchase - Blade Server	GCF	0	0	0	21,000	0
	Equipment Purchase - Council Media Upgr	GCF	0	0	25,000	0	0
	Equipment Purchase - Load Balancer	GCF	0	0	42,500	0	0
	Equipment Purchase - New Web Server	GCF	0	0	0	25,245	0
	Equipment Purchase - San Hard Drive	GCF	0	0	0	0	42,262
	Equipment Purchase - Sms Redundancy	GCF	0	0	38,225	0	0
	Equipment Purchase - Streaming Video	RCP	0	0	26,650	0	0
	Equipment Purchase - UPS Upgrade	GCF	0	0	0	16,170	0
	Equipment Purchase - Wireless Data Sys.	GCF	0	0	0	22,100	0
	Equipment Replacement - Info Serv	ERR-IS	291,358	965,477	837,165	499,433	1,170,186
	Financial Systems Study	GCF	26,600	0	0	0	0
	Financial Systems Study	SCF	3,325	0	0	0	0
	Financial Systems Study	WCF	3,325	0	0	0	0
	Fire Training On Line Learning	GCF	0	0	0	0	42,000
	GIS Application Development - Water	RCPW	0	0	0	60,000	0
	GPS Receiving Station Phase 3	RCP	15,000	0	0	0	0
	Information Services Backup Device	RCP	38,000	0	0	0	0
	Infrastructure growth	GCF	41,500	0	0	0	0
	Infrastructure Management Phase 1	GCF	0	25,000	0	0	0
	Infrastructure Management Phase 1	SCF	0	12,500	0	0	0
	Infrastructure Management Phase 1	WCF	0	12,500	0	0	0
	IT Disaster Recovery Infrastructure	GCF	0	0	0	0	97,275
	IT Disaster Recovery Plan	GCF	0	0	60,000	0	0
	IT Fibre Optic Conduit - # 699 (224 St)	CWR	0	0	0	32,967	0
	IT Fibre Optic Conduit - #1189 (224 St)	CWR	0	0	29,023	0	0
	IT Fibre Optic Conduit - #1565 (224 St)	CWR	0	0	0	13,137	0
	IT Fibre Optic Conduit - #2630 (240 St)	CWR	129,412	0	0	0	0
	IT Fibre Optic Conduit - #7074 (Kanaka Way)	CWR	0	0	27,433	0	0
	IT Fibre Optic Conduit Phase 2, Pt 2	GCF	45,000	0	0	0	0
	IT Fibre Optic Conduit Phase 2, Pt 2	SCF	15,000	0	0	0	0
	IT Fibre Optic Conduit Phase 2, Pt 2	WCF	15,000	0	0	0	0
	IT Strategic Plan Update	GCF	0	0	0	50,000	0

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Appendix B: Capital Works Program Project Listing

Section	Project Description	Fund	2008	2009	2010	2011	2012	
Technology (cont.)	Management Reporting Software Phase 1	RCP	0	0	13,000	0	0	
	Microfiche readers	GCF	31,000	0	0	0	0	
	Network Monitoring	GCF	0	0	17,325	0	0	
	Payroll System Replacement	GCF	0	0	0	150,000	0	
	Performance management software	GCF	31,500	0	0	0	0	
	Public Access Community Kiosks	GCF	0	0	38,750	0	0	
	ROSS financials upgrade	GCF	0	69,300	0	0	0	
	ROSS financials upgrade	SCF	0	34,650	0	0	0	
	ROSS financials upgrade	WCF	0	34,650	0	0	0	
	Server Consolidation	ERR-IS	0	0	0	0	10,000	
	Server Consolidation	GCF	0	0	0	0	34,700	
	Systems Management Server Phase 2	GCF	0	0	0	10,000	0	
	Windows VMS Mitgration Phase 1	GCF	50,000	0	0	0	0	
				813,520	1,236,577	1,243,071	941,273	1,396,423
	Water	112 Ave (240 - 245)	DCC	0	0	0	320,404	0
112 Ave (240 - 245)		WCF	0	0	0	323,639	0	
116 Ave (232 - Cottonwood)		WCF	0	0	47,946	0	0	
117 Ave (Darby - 216)		WCF	0	0	56,000	0	0	
118 Ave (Steeves - 210)		WCF	0	0	43,200	0	0	
119 Ave (227 - 228)		WCF	0	0	0	0	143,765	
125 Ave (241 - Ansell)		WCF	0	0	331,200	0	0	
136 Ave (236 - 240)		DCC	0	0	0	0	846,926	
136 Ave (236 - 240)		WCF	0	0	0	0	8,554	
136 Ave @ 232 St PRV		WCF	0	0	160,000	0	0	
136 Ave @ 24200 Rockridge Res. Phase 2		DCC	0	0	611,618	0	0	
136 Ave @ 24200 Rockridge Res. Phase 2		WCF	0	0	38,367	0	0	
141 Ave @ 232 St PRV		WCF	0	0	0	100,000	0	
203 St (Thorne - Lougheed)		WCF	0	0	0	364,135	0	
210 St (116 - 118)		WCF	0	0	218,900	0	0	
216 St (124 - 128)		DCC	0	0	0	0	551,332	
216 St (124 - 128)		WCF	0	0	0	0	189,345	
224 St (116 - North)		WCF	0	0	0	182,400	0	
224 St (119 - Dewdney Trunk)		RCPW	0	0	230,000	0	0	
224 St (North - 119)		DCC	0	0	0	126,500	0	
224 St (North - 119)		WCF	0	0	0	127,777	0	
232 St (136 - Silver Valley)		DCC	0	0	0	0	121,493	
232 St (136 - Silver Valley)		WCF	0	0	0	0	41,725	
232 St (Slager - Dewdney Trunk)		WCF	184,473	0	0	0	0	
233 St (132 - 150M N 132)		WCF	0	0	0	30,000	0	
241 St - new water main		WCF	0	20,000	0	0	0	
248 St (116 - Dewdney Trunk)		DCC	0	0	0	0	459,228	
248 St (116 - Dewdney Trunk)		WCF	0	0	0	216,000	157,714	
256 St Reservoir Seismic Review		RCPW	0	35,750	0	0	0	
263 St (440/760 Pump) Sync		WCF	56,000	0	0	0	0	
270A St @ 123 Ave P/S Phase 2		WCF	0	0	0	0	250,000	
Albion & Water Model - dist upgr	WCF	250,000	250,000	250,000	250,000	0		

Schedule 1: Financial Overview Report

Appendix B: Capital Works Program Project Listing

Section	Project Description	Fund	2008	2009	2010	2011	2012
Water (cont.)	Ansell St (124 - 125)	WCF	0	0	0	230,400	0
	Balsam St (132 - Larch)	WCF	0	0	0	44,000	0
	Chlorine Storage Room	WCF	27,000	0	0	0	0
	Cottonwood Dr (115 - 116)	WCF	0	0	0	0	84,956
	DCC Payment To Joint Supply System, 2012	DCC	0	0	0	0	110,244
	DCC Payment To Joint Supply System, 2012	WCF	0	0	0	0	1,113
	Demolition of Industrial Ave Reservoir	WCF	25,000	0	0	0	0
	Destructive Pipe Condition Assessment	WCF	30,000	0	0	0	0
	Dewdney Trunk Rd @ 246 St GVWD P/S	WCF	0	0	56,000	0	0
	Dover, Laurie, Wicklow, 218 Services	WCF	0	0	0	46,000	0
	Exeter Ave (Spring Cres - E Of 216)	WCF	0	0	79,200	0	0
	Ferguson Ave (248 - 250)	WCF	0	0	0	0	82,800
	Infrastructure Review Silver Valley	DCC	46,980	0	0	0	0
	Infrastructure Review Silver Valley	RCPS	20,010	0	0	0	0
	Infrastructure Review Silver Valley	RCPW	20,010	0	0	0	0
	Laity St (Lougheed - Dewdney Trunk)	WCF	0	0	184,900	0	0
	Lane N Selkirk (223 - 224)	WCF	0	0	0	44,000	0
	Lane S Lougheed (223 - 224)	WCF	0	0	0	41,400	0
	Lane S St, Anne Ave (223 - 224)	WCF	0	0	0	36,000	0
	Local Improvement Projects - Water	CFO	250,000	250,000	250,000	250,000	250,000
	Lorne Ave (Kinston - Princess)	WCF	0	0	59,400	0	0
	Lougheed @ Dewdney Trunk Rd PRV Relocate	WCF	0	352,000	0	0	0
	Non Destructive Pipe Condition Assess	WCF	25,000	0	0	0	0
	One Work Vehicle	WCF	17,500	0	0	0	0
	Ospring St (Princess - Eltham)	WCF	0	0	0	57,600	0
	Pressure monitors in diff pressure zones	WCF	17,500	0	0	0	0
	Private Water Connections	WRF	160,217	163,503	166,886	170,373	173,963
	Reloc PRV chamber @ Lougheed and Dewdney	WCF	50,000	0	0	0	0
	River Rd (216 - Carhill)	WCF	0	0	265,000	0	0
	River Rd (Riverbend - 223)	WCF	0	0	0	0	77,000
	Rothsay Heights Reservoir Improvement	WCF	0	0	0	250,000	0
	Seismic up. des - River Rd (Haney & 240)	WCF	50,000	0	0	0	0
	Seismic up. des/PRV - Lougheed @ Dewdney	WCF	100,000	0	0	0	0
	Seismic Upgrade Pump Stations	WCF	0	50,000	0	0	0
	Steeves St (River - Camwood)	WCF	0	0	278,400	0	0
	Truck fill system: proposed reserv. site	WCF	0	65,000	0	0	0
	Upgrade SAD to TAD	WCF	50,000	0	0	0	0
	Variable frequency drive for water P/S	WCF	39,000	0	0	0	0
	Video surveillance at water facilities	WCF	70,000	0	0	0	0
	Water Feed Main Stage 2 Debt Pmt	DCC	0	110,000	110,000	110,000	110,000
	Water Feed Main Stage 2 Debt Pmt	WCF	0	1,111	1,111	1,111	1,111
	Water Network Modelling - 2010	WCF	0	0	9,000	0	0
	Water Pump Station Sync (Q3,Q4,Q5,Q6)	WCF	0	0	160,000	0	0
	Water Services Replacement Program	WCF	0	0	0	0	46,000
	Whonnock Water System Study	WCF	0	40,000	0	0	0
			1,488,690	1,337,364	3,607,128	3,321,739	3,707,269

Schedule 1: Financial Overview Report

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Schedule 2: Infrastructure Funding Strategy



District of Maple Ridge

TO: Corporate Management Team
FROM: Laura Benson, Policy Analyst
SUBJECT: Infrastructure Funding Strategy

Date: August 29, 2006
Updated: **October 30, 2006**

For the development of a strategic infrastructure program, some certainty around funding levels is required. For many years, the District has had a Long Term Capital Works Program, although there have been assumptions made around levels of funding that may or may not be directed towards the various categories of assets and services. As projects move closer towards the current year(s), often they get pushed off to later years due to lack of funding. At times, the lack of certainty means work that could otherwise happen in advance of a project is not able to proceed, such as advance planning, searching for ways to leverage our funds, and booking contractors.

In order to make the best use of District resources, and at the same time leverage them to obtain funding from other sources, we require a longer term commitment on the funding side of the program. These are separated into two categories: Sustaining What We Have, and Providing for Growth. Additionally, a set of guidelines is provided in Appendix 4 to set a framework around certain funding sources, specifically the infrastructure renewal funds, DCCs and debt.

1. Sustaining What We Have

The DCC reserve funds infrastructure projects to support growth, but provides limited funding for replacement or renewal, and does not fund maintenance costs. In addition, subdivision infrastructure turned over by developers becomes the responsibility of the District, and over time contributes significantly to the infrastructure inventory. In 2004 it was almost \$10 million, and in 2005 it was another \$26 million. Where do we get the money to sustain an asset base that is growing at this pace? Ideally, a portion of the revenue from growth in the tax base should be set aside for this, but often it goes towards new initiatives and maintaining existing programs.

In terms of funding asset replacement and renewal, we have a few different categories of assets that are funded through different methods. The water and sewer utilities have the ability to generate their own funds through the utility rate structures. The replacement reserve for operations equipment raises its own funds from general revenue through charge-out rates. Our other reserves are for the most part committed or flagged for specific purposes.

So where do the funds come from to pay for other major infrastructure replacement and/or rehabilitation? The answer is mainly general revenue, and the contribution from general revenue towards some of these initiatives has remained fairly flat for years, despite the huge growth in our inventory of roads, buildings and other assets. In addition, these initiatives must compete for funding with other projects.

Some of the resources devoted to infrastructure sustainability are discussed below.

Transportation and Traffic Management – The contribution from general revenue to the capital program is about \$2.1 million annually. This has not changed since prior to 1998. Roads projects must compete with drain-age, technology and other projects within the overall capital program. TransLink provides funding for maintenance of the major road network, but the District's own infrastructure has no dedicated source of funding.



Replacement value of the road infrastructure is estimated to be \$460 million. Applying a lifecycle assumption of 25 years, we should be spending \$18 million on an annualized basis, or the "sustainability requirement" that is required in order to keep our infrastructure in adequate condition. That is not to say that we need to spend \$18 million each and every year; but on a long-term basis we need to be prepared for some years where significant funds are required, and we won't have the capacity to manage them within our annual operating and capital budgets. To put this into perspective, we are currently spending about \$400,000 through the operating budget, and the capital program averages another \$400,000 per year (allocated as a portion of the \$2.1 million annual general revenue contribution towards the capital program). This \$800,000 investment in road maintenance is about 8% of the \$18 million annualized requirement. Other infrastructure within the Transportation and Traffic Management category, such as bridges, traffic signals, lights, curbs, gutters, sidewalks, rail crossings and traffic signs bring the total replacement value to \$568 million, with an annual sustainability requirement of \$21 million.

Schedule 2: Infrastructure Funding Strategy

Drainage – Also competing for the general revenue funds in the capital program (\$2.1 million annually) are drainage projects. Replacement value of the drainage infrastructure is estimated to be \$220 million with an annual sustainability requirement of \$4.5 million. We are currently spending about \$350,000 through the operating budget, and another \$300,000 through the capital program. This \$650,000 investment in storm sewer maintenance is about 14% of the \$4.5 million required.



Lifecycle Reserve, in the financial statements referred to as “Recreation” Facility Maintenance, although buildings other than recreation are covered, such as those for fire, police, and general government. This reserve receives \$450,000 annually from general revenue. An increase of \$50,000 occurred in 2003 to help with the addition of municipal buildings in the downtown core, but this is not adequate.



Comprehensive lifecycle studies are being performed, which will deliver 30-year financial plans and performance measures. In 2005, the RCMP building, courthouse and leisure centre were reviewed. In 2006, the municipal hall, arts centre, and works yard building are planned for review, and studies on the fire halls are planned for 2007. The office tower study was done in 2004.

According to appraisals done for insurance purposes, the following values are assigned to the buildings and equipment I believe were intended to be covered from this reserve:

	Replacement Value	Annual Sustainability Requirement
General Government - Construction	53,000,737	1,766,691
General Government - Equipment	555,500	27,775
General Government - Yard	1,193,503	59,675
Parks & Recreation - Construction	42,789,383	1,426,313
Parks & Recreation - Equipment	22,370	1,119
Parks & Recreation - Yard	4,558,490	227,925
Fire - Construction	3,325,347	110,845
Fire - Yard	212,400	10,620
Police - Construction	4,837,701	161,257
	<u>110,495,431</u>	<u>3,792,219</u>

We are currently allocating \$450,000 to building and equipment renewal, out of sustainability provision requirement of \$3.8 million, or 12%. Once again I state that the \$3.8 million annual sustainability requirement is not needed each and every year, as many of the buildings are new, but there will come a time where a significant investment is required, and more so if we are not allocating enough to the maintenance program.

Equipment Replacement Reserve – This reserve is divided into three segments: operations equipment; fire department equipment; and technology. In addition to the specific funding allocated to these reserves, the fund balances also earn interest income.

Operations: Equipment is charged against general revenue accounts at rates calculated to cover both maintenance and eventual replacement. This is a reasonable method to ensure replacement funding is available, and to ensure the appropriate service areas pay their share of costs. In 1998, this amount was just under \$500,000; for 2006 it is \$665,000.

Technology: General revenue contributed \$135,000 in 1998 towards technology equipment replacement, increasing to \$312,000 per year for the last several years. There was a history of incremental requests to increase funding levels as assets were added to the inventory, however, improved asset management and stabilized funding have improved the approach.

In 2001, water and sewer utilities began to contribute for their usage of IT equipment, contributing \$35,000 each initially, then \$85,000 each in 2002, and since 2003, have remained at \$100,000 each. The intention was to reach a number that represented adequate compensation for actual usage, as estimated in 2001. This should likely be evaluated once again to determine whether this amount is adequate.

Schedule 2: Infrastructure Funding Strategy

The IT replacement reserve currently includes workstation, network, and some productivity software. It does not include replacement funding for enterprise wide software systems, such as the Ross financials, Amanda property system, GIS and Class recreation system. The strategy for these programs is when replacement comes due, a capital program funding request is raised and evaluated against other competing interests.

Fire: The Fire Department Capital Acquisition Reserve is for acquiring growth-related equipment and buildings. The contribution to this reserve has historically been tied to taxation, with 2%⁶ in 1998 netting \$380,000 and in 2006, \$720,000. For replacement of these assets, a separate reserve is used.

In 1998 the contribution from general revenue for equipment replacement was \$252,300. The number was determined when we had two fire halls and a different pay structure for firefighters. In 1999, it received a 5% increase, and has remained since that time at \$264,900. In 2003, a lump sum of \$178,000 was added, relating to fire response to the Kelowna forest fire situation. Since 2000 the District has acquired additional vehicles worth about \$350,000, and between 2008 and 2009 will spend another \$1.5 million on vehicles for Fire Hall 4. In addition, replacement of other apparatus such as hoses is funded from this reserve.

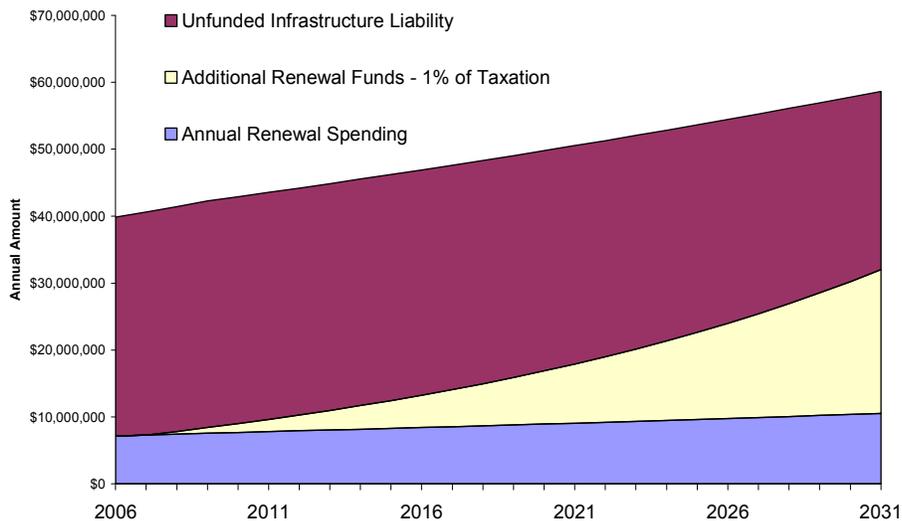


Progress To Date

Beginning in 2008, Council directed 1% of the 4% approved tax increase specifically for infrastructure sustainability. This amount is estimated to be \$415,000 for 2008. The following year it is estimated to generate an additional \$442,000 for a total of \$857,000; 2010 is \$1.3 million, and 2011 is \$1.8 million.

This issue is significant, as evidenced by the shortfall illustrated in the graph below^{7 8}. We have time to get ahead of the curve, but time is of the essence. The sustainability funds directed by Council toward this issue will certainly begin to address the funding shortfall, and the practice is in alignment with the District's Financial Sustainability Policy (FSP) 7.0 (the FSP's referenced are listed in Appendix 5). In addition, plans for maintenance programs and construction projects continually look for ways to extend lifecycles and minimize maintenance spending. Another way in which Council could have a significant impact on this issue is to ensure future growth in taxation revenue is directed to sustaining current assets and services for the growing population. Dedicating a portion of annual tax revenue derived from growth in the tax base towards sustaining new growth in our asset base is a sound approach in support of FSP 7.1.

Unfunded Infrastructure Liability



⁶ As a separate issue, the 2% allocation may not be enough given the demands of a growing community, and the organizational change the department has experienced. In recent years, the funding from this reserve was not enough to meet demand for growth-related infrastructure acquisitions, and had to be augmented by other funding sources.

⁷ Previous projections used an infrastructure inventory with a replacement cost estimated at \$580 million. Significant work is underway to catalogue and value the District's assets, and to date the estimated replacement cost has been revised to \$1.3 billion.

⁸ This graph represents our entire inventory of infrastructure, including assets not paid for out of general revenue, such as the water and sewer utilities.

Schedule 2: Infrastructure Funding Strategy

The District of Maple Ridge is certainly not alone. The Federation of Canadian Municipalities (FCM) estimates the municipal infrastructure deficit to be \$60 billion and growing at \$2 billion a year. The magnitude and scope of the shortfall may discourage communities from taking action on the notion the problem is too large to be resolved by municipal means alone. While most communities will likely need assistance of some kind, FCM strongly encourages local governments to take action, and demonstrate their ability to address the issue. They have provided a series of recommendations, a critical one being that “municipal governments must evaluate how they plan for growth, price their services and generate revenues. A long-term plan, with targets and milestones, must be put in place to help phase in these changes over the next 20 years.”⁹

The FCM document also suggests that current municipal accounting practices do not tell the whole story. Municipal governments may appear fiscally healthy, but only because they have underinvested in services and infrastructure essential to their economic health. This is one key reason the Public Sector Accounting Board (PSAB) is changing the financial reporting standards as of January 1, 2008, and Maple Ridge’s infrastructure shortfall will become a key item on the financial statements. Having a program in place that addresses the situation prior to the financial reporting change will demonstrate fiscal responsibility.

Options for Sustaining What We Have

The “caution” signs in the preceding sections highlight areas that have a need for increased and/or dedicated funding, so that they can develop a strategic replacement program. Beginning in 2008, it is recommended that the funds be allocated as follows:

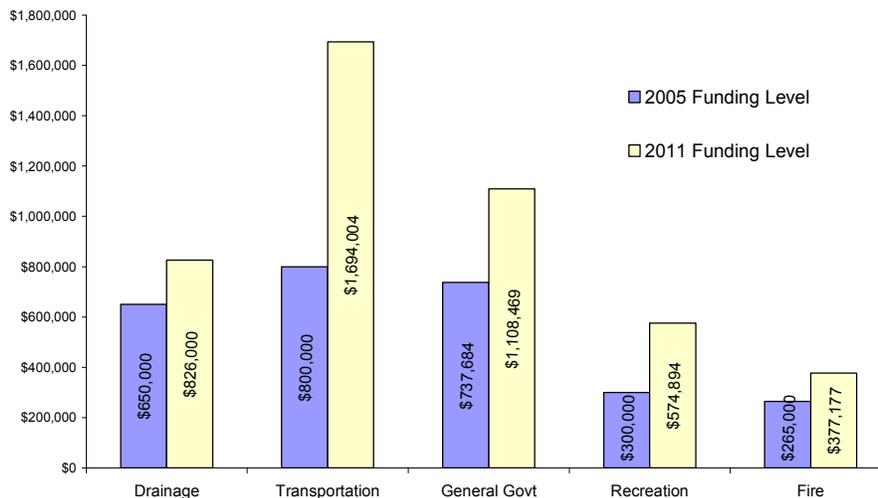
	2008	2009	2010	2011
1% for Infrastructure Sustainability	\$415,480	\$857,733	\$1,328,485	\$1,827,859

Allocation:

Transportation and Traffic Management	415,480	457,028	812,731	894,004
Building Renewal	-	200,000	220,000	608,525
Drainage	-	100,000	160,000	176,000
Fire Equipment Replacement	-	70,000	101,979	112,177
Major Equipment/Systems Renewal	-	30,705	33,776	37,153

The next chart quantifies the effect the proposed funding allocations will have on specific categories. For example, the annual amount dedicated to renewal of our transportation infrastructure doubles by 2011. The current amount provides just 4% of the sustainability requirement, whereas the proposed allocation increases this to 8% in just five years. The cumulative effect of making these decisions now can have a profound impact on our ability to manage the problem in the future.

Current and Proposed Infrastructure Sustainability Levels



⁹ “Building Prosperity from the Ground Up: Restoring Municipal Fiscal Balance”, Federation of Canadian Municipalities, June 2006.

Schedule 2: Infrastructure Funding Strategy

Borrowing for the purpose of ongoing maintenance and renewal is not a sound strategy. If we don't have the maintenance money today, we certainly can't sustain debt payments as well as a maintenance program. One exception to this is major maintenance works that cannot be funded from one year's annual budget without negatively impacting the ability to perform other required maintenance works. In those cases, short-term debt financing could be considered, on the understanding that future year's works will be limited by the amount of debt servicing required to fund the major projects done in earlier years. Projects to be financed by debt should be submitted to Council with a business case, in accordance with Financial Sustainability Policy 8.0.¹⁰

2. Providing for Growth

New infrastructure to support growth is provided primarily in two ways: (i) subdivision infrastructure built by developers that is turned over, becoming the District's ongoing responsibility, and (ii) Development Cost Charges (DCCs) are used to fund major projects that serve larger areas.

The DCC reserve provides funding for the construction or provision of major infrastructure to support community growth under the categories of roads, water, sewer, drainage, and parkland. Growth also creates a demand for policing, fire, recreation and library services, but DCCs cannot be collected for infrastructure to support these services.

Our strategy now is to wait until we have collected the revenues before we do the work, but we may want to consider debt to fund the projects now.

I have been asked to look into debt financing for DCC projects, so have prepared some projections based on information to date. Since debt financing would lock us into making payments for a period of time, it is prudent to identify some of the risk factors and limitations with the projection model.

Projecting DCC revenue requires estimating the amounts, types and locations of development. The District charges different rates for single family, multi-family, downtown apartment, and outside-of-downtown apartment, institutional, industrial, downtown commercial and outside-of-downtown commercial. A revenue projection involves estimating future numbers of units in these categories, then applying either the old DCC rate (if an application is in progress) or the new 2006 rate. We have used historical figures plus the projections found in several consulting reports supporting the proposed OCP to come up with future DCC revenue. Given that a future shift towards higher density residential development is likely to occur, I have built this into the projections, but it is difficult to determine whether this shift will have a significant impact on our revenue, and whether that will happen within the five-year projection window or not. Also, internal interest earnings and sinking fund earnings on MFA debt may be less than anticipated

The capital expenditures assumed to occur over the 2006-2010 period are based on the current financial plan adopted in May 2006. The project costs have been escalated according to engineering estimates, but the capital works program has not yet been reconciled by engineering. This process will occur through this year's business planning cycle.

Consideration must also be given to whether we have the internal capacity to implement the projects. In the past it hasn't necessarily been a shortage of cash that has prevented certain works from proceeding, but a shortage in project management capacity to adequately oversee the projects to completion. An evaluation of this capacity should be done prior to any decision to borrow, with possibly consideration of outside resourcing if necessary, which will have an impact on the project cost.

Since the model is used to evaluate the possibility of debt financing, I have used a conservative approach for projecting revenue to ensure we don't lock ourselves into debt payments we can't afford. The model is found in Appendix 2, and illustrates a capacity to borrow \$4.5M over 5 years for roads projects, \$1M in sewer and \$1.5M in drainage. Parks spending is likely to be tapped out with the projects anticipated in the 2006-2010 program.

How are DCCs Calculated?

- 1) The numbers of potential development units are quantified to build-out in 2021, by development type (single family, townhouse, apartment, commercial, etc.)
- 2) Projects required to accommodate growth to build-out are identified and costs are estimated (portion of cost may be borne by existing population), and allocated to land use types.
- 3) Rates are calculated that, when multiplied by the estimated development units, should achieve the revenue necessary to pay for the projects. As projects are completed and units are developed, remaining (or additional) projects costs must be covered by remaining development units, making regular review of project costs and growth estimates important. As fewer and fewer development units remain, any changes will have a greater impact on the rates.

¹⁰ Financial Sustainability Plan Policy 5.52 contains thirteen policies to guide the District's financial planning activities. Financial Sustainability Policies (FSPs) referenced in this document can be found in Appendix 5.

Schedule 2: Infrastructure Funding Strategy

Oct.30, 2006: *The model in Appendices 2 and 2A reflected the 2006-2010 Capital Works Program adopted by Council. The model has been revised to illustrate the impact of the draft 2007-2011 Capital Works Program on the DCC Fund, and Appendices 3 and 3A have been appended to this report to illustrate the updated information.*

The heavier utilization of debt financing in the proposed plan will reduce the flexibility and capacity of the Capital Works Program in future years. Adherence to the guidelines outlined in Appendix 4 is recommended.

 It must be noted that legislation on using DCCs for interest payments is very stringent, primarily allowing the practice for greenfield development where services are to be provided prior to collections of DCCs in an area. This is typically not our practice, as we have adopted a pay-as-you-go philosophy. Furthermore, the bulk of borrowing capacity exists in the roads component, and these projects are generally held off until the tail-end of development activity to allow for underground construction in advance of completing roads. For these reasons, using debt for DCC projects will be of limited use.

Some DCC projects may require other funding sources, in addition to DCCs. Consideration must also be given to whether these sources have the capacity to fund their portion. In addition, the added cost of a sustainability provision and maintenance program should be considered as new infrastructure is built. Financial Sustainability Policy 12.0¹¹ directs full life-cycle cost consideration prior to capital project approval.

 Is this the right time to borrow? In the lead-up to the 2010 Olympics, the District may be paying a premium to get projects done. Is now the right time to move other projects forward? While interest costs are low right now, construction costs are high and increasing, and we would be paying a premium to compete with other major projects in the region. Following 2010, excess capacity may exist that could more than offset a rise in interest costs.

CONCLUSION:

In order to sustain our current infrastructure, we should use time to our advantage. Allocating a cumulative 1% of taxation each year to asset renewal will put us on the right path toward correcting the shortfall. To limit further exposure, a portion of annual tax revenue derived from growth in the tax base should be dedicated toward sustaining the expansion of our asset base. Furthermore, if actual growth exceeds that in the financial plan, a determination should be made to allocate it either to growth in services or infrastructure sustainability. In addition, although water and sewer have independent sources of funding, they should be subject to the same review process to ensure adequate replacement funds are available when required, with a fair distribution of costs among current and future users of the services.

Debt should be approached with caution, with a full understanding of the implications of locking in future taxpayer dollars for today's projects. Projects that would be difficult to fund within the annual funding allotment, or where revenue sources will be realized over time, are examples of where debt financing may be suitable. Projects funded by debt should be subject to business case evaluation with consideration of whether we have the internal capacity to implement them; they should also be subject to performance reporting, and should be in alignment with Council's strategic direction.

Using debt for DCC projects may be of limited use, since covering the interest component can only be done in very specific circumstances that may not address the roads component where the bulk of our debt capacity exists at this point. The DCC bylaw should be regularly amended to update project costs, to ensure our rates will drive the revenue necessary to pay for the projects.

In addition, the funding strategy should be revisited annually with each business planning cycle to ensure that the assumptions, financial climate and overall approach remain relevant.

¹¹ Financial Sustainability Plan Policy 5.52 contains thirteen policies to guide the District's financial planning activities. Financial Sustainability Policies (FSPs) referenced in this document can be found in Appendix 5.

Schedule 2: Infrastructure Funding Strategy

Achieving greater sustainability in infrastructure management requires greater vigilance and ongoing oversight of the related policies, practices and business initiatives. Integrating management oversight into a corporate position with responsibility for coordination among the various departments involved may be a prudent step in the infrastructure management program.

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Schedule 2: Infrastructure Funding Strategy

Appendix 1

Infrastructure Inventory

	Quantity	Unit	Cost/Unit	Replacement Value	Life Cycle (years)	Sustainability Provision Requirement
<u>Waterworks Management</u> <i>(Source: Engineering)</i>						
Watermains	353	km	\$485,000	\$171,205,000	50	\$3,424,100
Pump Stations	12	ea	\$500,000	\$6,000,000	50	\$120,000
Reservoirs	10	ea	\$750,000	\$7,500,000	50	\$150,000
Fire Hydrants	1,672	ea	\$4,500	\$7,524,000	50	\$150,480
Valves	4,806	ea	\$750	\$3,604,500	50	\$72,090
Water Connections	16,595	ea	\$2,500	<u>\$41,487,500</u>	50	<u>\$829,750</u>
<i>Waterworks Management</i>				<u>\$237,321,000</u>		<u>\$4,746,420</u>
<u>Waste Services</u> <i>(Source: Engineering)</i>						
Sanitary sewer mains	248	km	\$500,000	\$124,000,000	50	\$2,480,000
Pumping Stations	24	ea	\$250,000	\$6,000,000	50	\$120,000
Sewer connections	14,436	ea	\$2,500	<u>\$36,090,000</u>	50	<u>\$721,800</u>
<i>Waste Services</i>				<u>\$166,090,000</u>		<u>\$3,321,800</u>
<u>Drainage</u> <i>(Source: Engineering)</i>						
Storm sewer mains	259	km	\$625,000	\$161,875,000	50	\$3,237,500
Pumping Stations	2	ea	\$750,000	\$1,500,000	50	\$30,000
Drainage structures (Inlets, outfalls, etc.)	155	ea	\$75,000	\$11,625,000	50	\$232,500
Catch Basins	5,200	ea	\$3,000	\$15,600,000	50	\$312,000
Sewer connections	11,411	ea	\$2,500	<u>\$28,527,500</u>	50	<u>\$570,550</u>
<i>Drainage</i>				<u>\$219,127,500</u>		<u>\$4,382,550</u>
<u>Transportation and Traffic Management</u> <i>(Source: Engineering)</i>						
Highways (Locals, collectors, arterials)*	450	km	\$1,020,000	\$459,000,000	25	\$18,360,000
Traffic signals	29	ea	\$225,000	\$6,525,000	30	\$217,500
Bridges	14	ea	\$4,500,000	\$63,000,000	75	\$840,000
Lights**	3,957	ea	\$3,416	\$13,516,500	30	\$450,550
Traffic signs	6,600	ea	\$250	\$1,650,000	20	\$82,500
Rail Crossings	8	ea	\$200,000	\$1,600,000	15	\$106,667
Curb, gutter, sidewalk	300,000	m	\$75	<u>\$22,500,000</u>	25	<u>\$900,000</u>
<i>Transportation and Traffic Management</i>				<u>\$567,791,500</u>		<u>\$20,957,217</u>
Engineering Subtotal				<u>\$1,190,330,000</u>		<u>\$33,407,987</u>
*Highways (Locals)	300	km	\$780,000	\$234,000,000	25	\$9,360,000
*Highways (Arterials, Connectors)	150	km	\$1,500,000	<u>\$225,000,000</u>	25	<u>\$9,000,000</u>
Highways subtotal	450			<u>\$459,000,000</u>		<u>\$18,360,000</u>
**Lights	2,637	ea	\$4,500	\$11,866,500	30	\$395,550
**Lights	1,320	ea	\$1,250	<u>\$1,650,000</u>	30	<u>\$55,000</u>
Lights subtotal	3,957			<u>\$13,516,500</u>		<u>\$450,550</u>

Schedule 2: Infrastructure Funding Strategy

Appendix 1

Infrastructure Inventory

	Quantity	Unit	Cost/Unit	Replacement Value	Life Cycle (years)	Sustainability Provision Requirement
General Government <i>(Source: Willis/Universal Appraisal)</i>						
Construction				\$53,000,737	30	\$1,766,691
Equipment				\$555,500	20	\$27,775
Yard				\$1,193,503	20	\$59,675
Contents				\$1,335,800	10	\$133,580
Technology				\$1,500,000	4	\$375,000
Recycling Assets				\$1,513,689	20	\$75,684
<i>General Government</i>				\$59,099,229		\$2,438,406
Parks & Recreation <i>(Source: Willis/Universal Appraisal)</i>						
Construction				\$42,789,383	30	\$1,426,313
Equipment				\$22,370	20	\$1,119
Yard				\$4,558,490	20	\$227,925
Contents				\$1,463,700	10	\$146,370
<i>Parks & Recreation</i>				\$48,833,943		\$1,801,726
Fire <i>(Source: Willis/Universal Appraisal)</i>						
Construction				\$3,325,347	30	\$110,845
Equipment				\$0	20	\$0
Yard				\$212,400	20	\$10,620
Contents				\$1,259,200	10	\$125,920
Apparatus				\$5,540,000	8	\$692,500
<i>Fire</i>				\$10,336,947		\$939,885
Police <i>(Source: Willis/Universal Appraisal)</i>						
Construction				\$4,837,701	30	\$161,257
Equipment				\$0	20	\$0
Yard				\$0	20	\$0
Contents				\$400,000	10	\$40,000
<i>Police</i>				\$5,237,701		\$201,257
Fleet Vehicles <i>(Source: Operations)</i> historical cost						
				\$7,600,000	7	\$1,040,000
TOTAL INFRASTRUCTURE				\$1,321,437,820		\$39,829,260

Schedule 2: Infrastructure Funding Strategy

Appendix 2A

DCC Projection by Individual Component

2006	<u>Roads</u>	<u>Sewer</u>	<u>Drainage</u>	<u>Water</u>	<u>Parks*</u>	<u>Total</u>
Opening	9,271,171	977,432	3,229,134	1,780,247	6,538,146	21,796,131
Collections	2,782,036	127,084	315,611	350,422	1,800,825	5,375,979
Interest	100,464	13,352	31,529	15,401	-706	160,040
Support Salary/Debt	-52,229	-32,304	-31,309	-146,877		-262,719
				Land swap? ---->	-1,000,000	-1,000,000
Reverse prior WIP	1,859,028	40,246	223,336	24,709	304,914	2,452,233
Capital Expenditures	-5,822,915	-44,271	-1,214,456	-776,426	-7,700,335	-15,558,403
Closing	8,137,555	1,081,540	2,553,845	1,247,476	-57,155	12,963,261
Borrow---->	4,300,000	1,000,000	1,500,000			6,800,000
2007	<u>Roads</u>	<u>Sewer</u>	<u>Drainage</u>	<u>Water</u>	<u>Parks</u>	<u>Total</u>
Opening	8,137,555	1,081,540	2,553,845	1,247,476	-57,155	12,963,261
Collections	1,793,364	81,917	203,466	225,905	1,160,903	3,465,555
Interest	61,972	11,418	27,348	12,093	-1,090	111,741
Support Salary/Debt	-53,796	0	-35,183	-146,877		-235,856
Debt Payments	-1,075,000	-250,000	-375,000	0	0	-1,700,000
Capital Expenditures	-3,844,348	0	-159,300	-359,072	-1,190,952	-5,553,671
Closing	5,019,748	924,875	2,215,176	979,525	-88,294	9,051,029
2008	<u>Roads</u>	<u>Sewer</u>	<u>Drainage</u>	<u>Water</u>	<u>Parks</u>	<u>Total</u>
Opening	5,019,748	924,875	2,215,176	979,525	-88,294	9,051,029
Collections	2,165,328	47,807	231,620	256,260	1,373,592	4,074,608
Interest	51,723	9,034	8,808	11,540	-6,800	74,305
Support Salary/Debt	-55,410	0	-39,536	-100,221		-195,167
Debt Payments	-1,075,000	-250,000	-375,000	0	0	-1,700,000
Capital Expenditures	-1,916,792	0	-1,327,590	-212,400	-1,829,268	-5,286,050
Closing	4,189,598	731,716	713,478	934,704	-550,770	6,018,725
2009	<u>Roads</u>	<u>Sewer</u>	<u>Drainage</u>	<u>Water</u>	<u>Parks</u>	<u>Total</u>
Opening	4,189,598	731,716	713,478	934,704	-550,770	6,018,725
Collections	2,210,259	48,841	236,246	261,391	1,402,674	4,159,411
Interest	15,128	6,632	5,525	1,498	-9,643	19,140
Support Salary/Debt	-57,072	0	0	-100,221		-157,293
Debt Payments	-1,075,000	-250,000	-375,000	0	0	-1,700,000
Capital Expenditures	-4,057,567	0	-132,750	-976,015	-1,623,331	-6,789,663
Closing	1,225,345	537,188	447,499	121,357	-781,071	1,550,319
2010	<u>Roads</u>	<u>Sewer</u>	<u>Drainage</u>	<u>Water</u>	<u>Parks</u>	<u>Total</u>
Opening	1,225,345	537,188	447,499	121,357	-781,071	1,550,319
Collections	2,240,329	49,459	239,558	265,093	1,420,919	4,215,357
Interest	257	3,257	2,054	-2,047	-13,420	-9,899
Support Salary/Debt	-58,784	0	0	-100,221		-159,005
Debt Payments	-1,075,000	-250,000	-375,000	0	0	-1,700,000
Capital Expenditures	-2,311,307	-76,089	-147,744	-450,000	-1,713,451	-4,698,592
Closing	20,839	263,816	166,367	-165,819	-1,087,023	-801,819
2011	<u>Roads</u>	<u>Sewer</u>	<u>Drainage</u>	<u>Water</u>	<u>Parks</u>	<u>Total</u>
Opening	20,839	263,816	166,367	-165,819	-1,087,023	-801,819
Collections	2,274,654	50,217	243,202	269,094	1,442,731	4,279,898
Interest	14,499	800	432	38	4,446	20,216
Support Salary/Debt	-60,548	0	0	-100,221		-160,769
Debt Payments	-1,075,000	-250,000	-375,000	0	0	-1,700,000
Capital Expenditures						0
Closing	1,174,445	64,833	35,001	3,092	360,154	1,637,526

* The Parks component 2006-2011 capital expenditures may need to be reduced if 2006 land swap occurs.

Schedule 2: Infrastructure Funding Strategy

Appendix 2A

Capital Projects from 2006-2010 Financial Plan (cost escalators were applied to develop DCC projection)

Line item	DecUnit ID	2006	2007	2008	2009	2010
102 Ave (240 St - 244 St)	Drainage	\$0	\$0	\$539,622	\$0	\$0
236 St Cottonwood C Trunk (112-113)	Drainage	\$0	\$0	\$0	\$0	\$147,744
Albion Flats Drainage Pump Station	Drainage	\$0	\$0	\$576,000	\$0	\$0
M.Millionaire Ck Detention Pond(241/132)	Drainage	\$0	\$0	\$0	\$132,750	\$0
N Alouette River Detention Pond 232/132	Drainage	\$0	\$159,300	\$0	\$0	\$0
N.Millionaire Ck Stormwater Facilities	Drainage	\$130,185	\$0	\$0	\$0	\$0
	Drainage Total	\$130,185	\$159,300	\$1,115,622	\$132,750	\$147,744
112 Ave (232 St - 240 St) Final Lift	Highways	\$0	\$0	\$0	\$0	\$207,385
119 Ave (226 - 227)	Highways	\$0	\$0	\$0	\$0	\$252,793
132 Ave (232 - 236)	Highways	\$0	\$0	\$1,084,503	\$0	\$0
203 St (D.T.R. - 123 Ave)	Highways	\$0	\$994,973	\$0	\$0	\$0
203 St (Lougheed - Dtr)	Highways	\$0	\$0	\$168,302	\$0	\$0
223 St @ Lougheed Hwy (Traffic Signal)	Highways	\$50,875	\$0	\$0	\$0	\$0
224 St @ 124 Ave Intersection Safety	Highways	\$114,000	\$0	\$0	\$0	\$0
227 St @ Bypass (Traffic Signal)	Highways	\$0	\$0	\$0	\$0	\$109,150
232 St (116 - Slager)	Highways	\$0	\$0	\$0	\$0	\$749,439
232 St @ 116 (Signal)	Highways	\$0	\$0	\$0	\$0	\$87,500
240 St (113 - Dtr)	Highways	\$0	\$1,412,314	\$0	\$0	\$0
240 St (Lougheed - 104)	Highways	\$1,738,944	\$0	\$0	\$0	\$0
240 St @ Kanaka Creek (Bridge)	Highways	\$0	\$0	\$0	\$1,309,000	\$0
Albion Industrial Crossing Phase 2	Highways	\$0	\$300,000	\$0	\$0	\$0
Cottonwood Dr (118 - 119) Phase 2	Highways	\$236,397	\$0	\$0	\$0	\$0
Fisherman Rd (Mckay - 330M E Mckay)	Highways	\$0	\$0	\$0	\$0	\$82,702
Maple Cres (115 - Westfield)	Highways	\$0	\$0	\$0	\$159,386	\$0
Mckay St (Fisherman - River Rd)	Highways	\$0	\$0	\$0	\$0	\$62,244
Royal Cres (225 - Lougheed)	Highways	\$0	\$0	\$0	\$236,474	\$0
	Highways Total	\$2,140,216	\$2,707,287	\$1,252,805	\$1,704,860	\$1,551,213
Boundary Park (201/123) Phase 2	Park Acq	\$0	\$684,000	\$0	\$0	\$0
Core Park (222/121) Portion Only	Park Acq	\$0	\$316,800	\$0	\$0	\$0
Merkley Park Expansion	Park Acq	\$0	\$0	\$0	\$576,000	\$0
Park (231/137)	Park Acq	\$1,672,000	\$0	\$0	\$0	\$0
Park (241/112)	Park Acq	\$0	\$0	\$1,267,200	\$0	\$0
Port Haney Waterfront Park - Parcel 2	Park Acq	\$0	\$0	\$0	\$0	\$8,594
Port Haney Waterfront Park - Parcel 3	Park Acq	\$0	\$0	\$0	\$0	\$4,469
Port Haney Waterfront Park - Parcel 4	Park Acq	\$0	\$0	\$0	\$14,781	\$0
Port Haney Waterfront Park - Parcel 5	Park Acq	\$0	\$0	\$0	\$0	\$66,687
Silver Valley Neighbourhood Park Acq	Park Acq	\$345,600	\$0	\$0	\$0	\$0
Silver Valley Neighbourhood Park Acq	Park Acq	\$0	\$0	\$0	\$0	\$432,000
Silver Valley Neighbourhood Park Acq.	Park Acq	\$0	\$0	\$0	\$345,600	\$0
Sw Haney Park	Park Acq	\$0	\$0	\$0	\$0	\$297,000
	Park Acq Total	\$2,017,600	\$1,000,800	\$1,267,200	\$936,381	\$808,750
Cottonwood West Park Facilities	Park Improv	\$0	\$0	\$0	\$416,395	\$0
Fraserview Park Development	Park Improv	\$0	\$0	\$0	\$0	\$233,750
Merkley Park Improvements	Park Improv	\$0	\$0	\$0	\$0	\$87,375
Park Development (232/132)	Park Improv	\$180,000	\$0	\$0	\$0	\$0
Park Development Albion Elementary	Park Improv	\$0	\$0	\$270,000	\$0	\$0
Parks Master Plan	Park Improv	\$0	\$0	\$0	\$0	\$40,000
Telosky Field House	Park Improv	\$0	\$0	\$0	\$0	\$270,000
	Park Improv Total	\$180,000	\$0	\$270,000	\$416,395	\$631,125
108 Ave (248 - 249)	Sewage	\$0	\$0	\$0	\$0	\$11,970
234A St (112 Ave - 270M North Of 112Ave)	Sewage	\$0	\$0	\$0	\$0	\$18,711
	Sewage Total	\$0	\$0	\$0	\$0	\$30,681
112 Ave (240 - 245)	Water	\$0	\$0	\$120,000	\$0	\$0
124 Ave (244 - 248)	Water	\$0	\$143,325	\$0	\$0	\$0
136 Ave @ 24200 Rockridge Reservoir Ph 2	Water	\$0	\$0	\$0	\$556,016	\$0
216 St (124 - 128)	Water	\$0	\$0	\$0	\$231,093	\$0
224 St (North Ave - 119)	Water	\$0	\$115,000	\$0	\$0	\$0
232 St (116 - Slager)	Water	\$91,800	\$0	\$0	\$0	\$0
263 St (440 Reservoir - Stage li)	Water	\$0	\$0	\$0	\$0	\$1,080,000
	Water Total	\$91,800	\$258,325	\$120,000	\$787,109	\$1,080,000
	Grand Total	\$4,559,801	\$4,125,712	\$4,025,627	\$3,977,495	\$4,249,513

Schedule 2: Infrastructure Funding Strategy

Appendix 3 – Revised 2006-10-30 to reflect proposed 2007-2011 Financial Plan

DCC Projection by Individual Component

2006	Roads	Sewer	Drainage	Water	Parks	Total
Opening	9,271,171	977,432	3,229,134	1,780,247	6,538,146	21,796,130
Collections	2,782,036	127,084	315,611	350,422	1,800,825	5,375,978
Interest	100,464	13,352	31,529	15,401	-706	160,040
Support Salary/Debt	-52,229	-32,304	-31,309	-146,877	0	-262,719
Reverse prior WIP	1,859,026	40,246	223,336	24,709	304,914	2,452,231
Capital Expenditures	-5,822,915	-44,271	-1,214,456	-776,426	-5,425,724	-13,283,792
Closing	8,137,553	1,081,539	2,553,845	1,247,476	3,217,455	16,237,868
Borrow--->	5,206,103	0	1,237,500	420,000	1,985,500	8,849,103
2007	Roads	Sewer	Drainage	Water	Parks	Total
Opening	8,137,553	1,081,539	2,553,845	1,247,476	3,217,455	16,237,868
Collections	1,793,364	81,917	203,466	225,905	1,160,903	3,465,555
Interest	72,453	14,543	30,444	12,704	23,763	153,907
Support Salary/Debt	-53,796	0	-35,183	-146,877	0	-235,856
Debt Payments	-1,205,875	0	-286,639	-97,283	-459,896	-2,049,692
Capital Expenditures	-2,875,008	0	0	-212,901	-2,017,400	-5,105,309
Closing	5,868,691	1,177,999	2,465,933	1,029,024	1,924,826	12,466,473
Borrow--->	0	0	0	0	2,769,250	2,769,250
2008	Roads	Sewer	Drainage	Water	Parks	Total
Opening	5,868,691	1,177,999	2,465,933	1,029,024	1,924,826	12,466,473
Collections	2,165,328	47,807	231,620	256,260	1,373,592	4,074,607
Interest	58,242	15,323	29,642	12,160	24,089	139,455
Support Salary/Debt	-55,410	0	-39,536	-100,221	0	-195,167
Debt Payments	-1,205,875	0	-286,639	-97,283	-1,101,329	-2,691,126
Capital Expenditures	-2,113,382	0	0	-115,000	-270,000	-2,498,382
Closing	4,717,595	1,241,129	2,401,021	984,939	1,951,177	11,295,860
Borrow--->	0	0	0	0	1,254,000	1,254,000
2009	Roads	Sewer	Drainage	Water	Parks	Total
Opening	4,717,595	1,241,129	2,401,021	984,939	1,951,177	11,295,860
Collections	2,210,259	48,841	236,246	261,391	1,402,674	4,159,411
Interest	52,833	6,675	29,383	8,219	15,946	113,056
Support Salary/Debt	-57,072	0	0	-100,221	0	-157,293
Debt Payments	-1,205,875	0	-286,639	-97,283	-1,391,789	-2,981,586
Capital Expenditures	-1,438,261	-756,000	0	-391,276	-686,395	-3,271,932
Closing	4,279,479	540,644	2,380,011	665,769	1,291,613	9,157,516
Borrow--->	0	0	0	0	1,080,000	1,080,000
2010	Roads	Sewer	Drainage	Water	Parks	Total
Opening	4,279,479	540,644	2,380,011	665,769	1,291,613	9,157,516
Collections	2,240,329	49,459	239,558	265,093	1,420,919	4,215,358
Interest	39,128	7,006	29,162	967	12,882	89,145
Support Salary/Debt	-58,784	0	0	-100,221	0	-159,005
Debt Payments	-1,205,875	0	-286,639	-97,283	-1,641,947	-3,231,743
Capital Expenditures	-2,124,894	-29,634	0	-656,016	-40,000	-2,850,544
Closing	3,169,384	567,475	2,362,092	78,308	1,043,467	7,220,727
Borrow--->	5,253,120	0	0	0	0	5,253,120
2011	Roads	Sewer	Drainage	Water	Parks	Total
Opening	3,169,384	567,475	2,362,092	78,308	1,043,467	7,220,727
Collections	2,274,654	50,217	243,202	269,094	1,442,731	4,279,898
Interest	16,170	7,399	24,408	624	4,863	53,463
Support Salary/Debt	-60,548	0	0	-100,221	0	-160,769
Debt Payments	-2,422,640	0	-286,639	-97,283	-1,641,947	-4,448,508
Capital Expenditures	-1,667,274	-25,735	-366,014	-100,000	-455,246	-2,614,269
Closing	1,309,746	599,357	1,977,050	50,522	393,868	4,330,542

Schedule 2: Infrastructure Funding Strategy

Appendix 4 – Infrastructure Funding Strategy Guidelines

Highlighted items under component areas represent debt payments, with total borrowing and costs shown to the right.

2007	Project Description	Highways	Sewage	Drainage	Water	Park	Borrow	Cost over 5 years	
								Interest	Issue Cost
	2763 119 Ave (226 - 227)	432,026							
	2905 Abernethy Way Acq. (210 - 224)	900,000							
	6080 132 Ave (232 - 235)	1,102,196							
	7269 Dewdney Trunk Rd @ 210 St Traffic Signal	109,150							
	8312 Brown Ave (227 - Fletcher)	331,636							
	3619 Whonnock Lake Acquisition					1,643,400			
	7304 Park Development (236/137)						224,000		
	8297 Silver Valley Park Improvement 239A/130A						150,000		
	1599 124 Ave (246 - 248)				102,900				
	7546 128 Ave (235 - 238)				110,001				
	8159 240 St (Lougheed - 102) Phase 2			286,639			1,237,500	195,693	9,281
	2830 240 St (113 - Dtr)	531,057					2,292,724	362,561	17,195
	8309 Cottonwood Dr (118 - 119) Phase 3	120,446					520,000	82,230	3,900
	8310 240 St (Lougheed - 104) Phase 2	554,371					2,393,379	378,478	17,950
	626 Park (231/137)					459,896	1,985,500	313,978	14,891
	8286 104 Ave @ 249 St Reservoir Stage 2				97,283		420,000	66,417	3,150
	2007 Projects	4,080,883	-	286,639	310,184	2,477,296	8,849,103	1,399,358	66,368
	Projects subtotal	2,875,008	-	-	212,901	2,017,400			
	Payments subtotal	1,205,875	-	286,639	97,283	459,896			
2008	Project Description	Highways	Sewage	Drainage	Water	Park	Borrow	Cost over 5 years	
	861 121 Ave (70 Meter W Of 240 St - 240 St)	264,825						Interest	Issue Cost
	2789 203 St (D.T.R. - 123 Ave)	1,197,312							
	2908 Abernethy Way (500M E Blackstock - 224)	351,245							
	8046 Albion Industrial Crossing Phase 2	300,000							
	8148 Park Development Albion Elementary					270,000			
	1565 224 St (North Ave - 119)				115,000				
	Payments from prior year borrowing	1,205,875	-	286,639	97,283	459,896			
	623 Park (248/108)					641,433	2,769,250	437,917	20,769
	2008 Projects	3,319,257	-	286,639	212,283	1,371,329	2,769,250	437,917	20,769
	Projects subtotal	2,113,382	-	-	115,000	270,000			
	Payments subtotal	1,205,875	-	286,639	97,283	1,101,329			
2009	Project Description	Highways	Sewage	Drainage	Water	Park	Borrow	Cost over 5 years	
	2003 Abernethy Way (210 - 500M E Blackstock)	1,192,686						Interest	Issue Cost
	2064 232 St @ 132 Ave (Traffic Signal)	245,575							
	6017 Cottonwood West Park Facilities					416,395			
	7238 Telosky Field House					270,000			
	2738 225 St Pump Station Upgrade (Phase 2)		756,000						
	1922 Water Feeder Main Stage 2 Debt Payment				100,000				
	7159 112 Ave (240 - 245)				291,276				
	Payments from prior year borrowing	1,205,875	-	286,639	97,283	1,101,329			
	622 Park (241/112)					290,460	1,254,000	198,302	9,405
	2009 Projects	2,644,136	756,000	286,639	488,559	2,078,184	1,254,000	198,302	9,405
	Projects subtotal	1,438,261	756,000	-	391,276	686,395			
	Payments subtotal	1,205,875	-	286,639	97,283	1,391,789			

Schedule 2: Infrastructure Funding Strategy

Appendix 4 – Infrastructure Funding Strategy Guidelines

2010	Project Description	Highways	Sewage	Drainage	Water	Park	Borrow	Cost over 5 years	
								Interest	Issue Cost
	2823 232 St (116 - Slager)	1,192,911							
	7074 112 Ave (232 St - 240 St) Final Lift		207,385						
	7133 203 St (123 Ave - Powell Ave)	615,448							
	7266 227 St @ Bypass (Traffic Signal)	109,150							
	6235 Parks Master Plan					40,000			
	7504 108 Ave (248 - 249)		29,634						
	82 136 Ave @ 24200 Rockridge Reservoir Ph 2				556,016				
	1914 Water Feeder Main Stage 2 Debt Payment				100,000				
	Payments from prior year borrowing	1,205,875	-	286,639	97,283	1,391,789			
	1925 Silver Valley Neighbourhood Se Horse					250,157	1,080,000	170,786	8,100
	2010 Projects	3,330,769	29,634	286,639	753,299	1,681,947	1,080,000	170,786	8,100
	Projects subtotal	2,124,894	29,634	-	656,016	40,000			
	Payments subtotal	1,205,875	-	286,639	97,283	1,641,947			

2011	Project Description	Highways	Sewage	Drainage	Water	Park	Borrow	Cost over 5 years	
								Interest	Issue Cost
	463 Selkirk Ave (226 - 227)			136,650					
	6158 224 St (125 - 126)			229,364					
	841 Selkirk Ave (225 - 227)	343,706							
	2052 240 St @ Kanaka Creek (Bridge)	1,313,280							
	6178 Selkirk Ave (226 - 50M W 227)	10,288							
	6032 Whonnock Lake Phase 3 (Path/Light)					227,800			
	6075 Whonnock Lake Phase Iv Beach/General					227,446			
	7521 136 Ave (230 - 231)		25,735						
	1915 Water Feeder Main Stage 2 Debt Payment				100,000				
	Payments from prior year borrowing	1,205,875	-	286,639	97,283	1,641,947			
	2052 240 St @ Kanaka Creek (Bridge)	1,216,765					5,253,120	830,705	39,398
	2011 Projects	4,089,914	25,735	652,653	197,283	2,097,193	5,253,120	830,705	39,398
	Projects subtotal	1,667,274	25,735	366,014	100,000	455,246			
	Payments subtotal	2,422,640	-	286,639	97,283	1,641,947			

Totals for all years 2007-2011		Highways	Sewage	Drainage	Water	Park	Totals	Cost over 5 years	
	Projects subtotal	10,218,819	811,369	366,014	1,475,193	3,469,041	16,340,436		
	Payments subtotal	7,246,138	-	1,433,193	486,417	6,236,907	15,402,655		
		17,464,957	811,369	1,799,207	1,961,610	9,705,948	31,743,091		
	Principal Borrowed, and Full 5-year Costs	10,459,223		1,237,500	420,000	7,088,750	19,205,473	3,037,068	144,041

General Guidelines

- The level of debt servicing and ongoing maintenance, operating and replacement costs should not hamper future ability to deal with cost increases related to current community services or growth-related increases in current services. A discussion about our **capacity to manage ongoing costs** associated with proposed new assets should take place during the capital review process, consistent with Financial Sustainability Policy (FSP) 12.0¹², with replacement, maintenance and operating costs accommodated in accordance with FSP 7.0 and FSP 7.1.
- Borrowing should be **limited to special cases**, either because we can't fund out of one year's budget allocation, or where the project will be paid for over time (e.g. multiple years' worth of operating revenue). The financial plan should be adjusted to reflect all aspects of the project, including revenue sources and cost savings.
- Debt financing will not be used to fund ongoing maintenance works, except for major maintenance works that cannot be funded from one year's annual budget without negatively impacting the ability to perform other required maintenance works. In those cases, short-term debt financing will be considered, on the understanding that future year's works will be limited by the amount of debt servicing required to fund the major projects done in earlier years.
- All projects to be funded by debt must "be submitted to Council with a business case, including recommendations on how the debt will be serviced." (FSP 8.0)
- If debt financing is used to fund a project, **performance measures** should be established as part of a comprehensive project plan, and progress will be reviewed by CMT on a quarterly basis beginning when the debt is issued. The performance measures should encompass cost-efficiency and effectiveness outcomes including project scope attainment. Upon project completion, a report should be provided illustrating achievement of objectives. It could also help to improve procedures and refine budgeting techniques by commenting on the process.

¹² Financial Sustainability Plan Policy 5.52 contains thirteen policies to guide the District's financial planning activities. Financial Sustainability Policies (FSPs) referenced in this document can be found in Appendix 5.

Schedule 2: Infrastructure Funding Strategy

Appendix 4 – Infrastructure Funding Strategy Guidelines

- Prior to the issuance of debt, an evaluation on our ability to manage the project internally will be completed to determine whether internal **project management capacity** is adequate for the project to proceed. If not, funding for outside project management support should be considered.
- Consider **project timing**. Interest costs are low right now, but construction costs are high, and we may be paying a premium to compete with other major projects in the region. After these projects are completed, excess capacity may exist that could offset a rise in interest rate.

Guidelines Specific to Renewal Funds

- Renewal Funds (1% Infrastructure Sustainability) must only be used to **sustain current infrastructure**. Where a project will include augmentation, that portion must be covered from an alternate funding source.
- Example: An existing local road with gravel shoulder is degrading. As part of a rehab project, it is determined to widen and add curb & gutters. The resurfacing of the existing road-width can be funded from the Renewal funds; the extra width and curb and gutter must be funded from general revenue or other funding source.

Guidelines Specific to DCC Funds

- Where DCC works are financed through debt, funding the interest component from DCCs can only be done in very specific circumstances:
- To build infrastructure in advance of adequate DCC collections so that growth can occur. Examples are:
 - Greenfield, where infrastructure is being provided to areas with no servicing;
 - Fixed-capacity infrastructure, such as water and sewage treatment plants;
- Out-of-sequence projects, where construction is brought forward from timing set out in the DCC program. Examples would be upgrading the sewer main or water trunk lines.
- Projected revenue for the DCC reserve fund is based on historical and projected growth patterns. There is a risk to locking ourselves into debt payments without a certainty in the incoming revenue stream. There are many outside influencing factor which could prevent the growth from materializing. Also, we are in a shift away from single-family housing, and we don't really know what to expect in terms of higher density housing. There are other factors as well that may have an influence on the DCC revenues, including potentially a new DCC rate structure that more closely ties in with an amended OCP. Therefore, **short-term borrowing** is strongly recommended, as revenue projections become less reliable as the time frame is expanded.
- The DCC bylaw should be **amended regularly** to ensure that rates reflect changes to infrastructure needs and project costs, as well as changes to growth management objectives, at the same time recognizing the expectation by developers of a relatively stable rate. A current DCC bylaw will ensure that additional costs are spread over the greatest number of potential development units. This supports the DCC best practices guiding principles, and FSP 9.0.

Excerpt from Financial Sustainability Plan, Policy 5.52

7. Infrastructure Maintenance & Replacement:

Discussion: The District has in excess of \$1 billion invested in its infrastructure. This includes our direct investments and investments made by the development community that are turned over to the municipality to operate and maintain. As our community grows, this investment increases. We need to develop a plan to keep the infrastructure in a proper state of repair to avoid costly failures.

Policy 7.0

The District will establish an inventory of its infrastructure and will keep it up to date. A maintenance/replacement program will be established using best practices. By 2015, this program must be fully funded and the current 5-year financial plan should start to address this on a phased basis. The required tax increase will be beyond that set out in Policy 3.

Policy 7.1

Annual operating and maintenance budgets will be adjusted to accommodate growth.

Schedule 2: Infrastructure Funding Strategy

Appendix 4 – Infrastructure Funding Strategy Guidelines

8. Debt Management:

Discussion: The maximum amount that the district can borrow from external sources is set by the Community Charter. Every effort should be made to keep levels at a minimum however, there may be instances where borrowing money is appropriate i.e. financing major infrastructure projects. Borrowing in such instances allows the costs of the project to be spread out over the useful life of the asset. This results in costs being paid by future beneficiaries and not just by current taxpayers.

Policy 8.0

Projects that are to be funded by external debt should be submitted to Council with a business case, including recommendations on how the debt will be serviced.

9. Fees and Charges:

Discussion: Fees & Charges are a significant portion of our revenues. They will be reviewed on a regular basis to avoid major changes and to provide the public with adequate notice of those changes. The review will include an analysis of our costs as well as what is charged by other municipalities.

Policy 9.0

Fees & Charges will be reviewed and adjusted annually. The public will be provided no less than 3 months notice of those changes.

12. Capital Projects:

Discussion: Many capital projects have funding sources other than General Revenue. For instance, a substantial amount of infrastructure is funded by Development Cost Charges. Once the project is completed, its operating costs, and replacement are usually provided for by General Revenue. These ongoing costs must be clearly understood, before a capital project is approved.

Policy 12.0

Each Capital Project submitted for consideration must clearly spell out the full initial cost as well as future costs, including operating and life cycle cost, and demonstrate the source of sustainable funding for such costs.

Schedule 2: Infrastructure Funding Strategy

Appendix 5A – Entire Financial Sustainability Plan – Policy 5.52



POLICY STATEMENT

District of Maple Ridge

Title: Financial Sustainability Plan	Policy No : 5.52 Supersedes: NEW
Authority: <u>Council</u> Approval: <u>October 26, 2004</u>	Effective Date: <u>October 27, 2004</u>
Policy Statement: The District's financial planning will be guided by the attached Financial Sustainability Plan policy guidelines.	
Purpose: A proactive strategy is required that will lay the groundwork for the continuance of high quality services and provide a legacy for future generations. It will position the Municipality to meet financial obligations and take advantage of opportunities that arise; it will also mean that residents can look forward to equitable and affordable taxation. The policies should be designed and structured to develop principles that guide, support and respect the direction of the community.	

Policy Guidelines

Purpose:

A proactive strategy is required that will lay the groundwork for the continuance of high quality services and provide a legacy for future generations. It will position the Municipality to meet financial obligations and take advantage of opportunities that arise; it will also mean that residents can look forward to equitable and affordable taxation.

The policies should be designed and structured to develop principles that guide, support and respect the direction of the community.

Policy Guidelines:

1. Growth in Tax Base:

Discussion: Maple Ridge is a growing community and all indications are that this will continue. Growth brings in new tax revenue which must be estimated using the best available data.

Policy 1.0

Real growth will be set based on the experience of the previous planning period and the projections for the ensuing period, using information provided by the BC Assessment Authority, the Planning Department and the Finance Department.

2. Service Demands Created by a Growing Community:

Discussion: Growth creates demands for service. Often, the additional tax revenue is not sufficient to pay for the costs of providing the services necessary to keep with established standards. It is important that the demands created by growth be recognized and efforts be made to maintain existing standards.

Policy 2.0

Business Plans should provide details of the demands for service created by growth and should include options as to how the demands can be met and existing standards maintained.

Schedule 2: Infrastructure Funding Strategy

Appendix 5A – Entire Financial Sustainability Plan – Policy 5.52

3. Tax Increase:

Discussion: Rising costs of existing services must be recognized and we must resist the temptation to reduce non-renewable reserves to fund operating expenses.

Policy 3.0

Each Spring, Municipal Council will consider the tax increase required for the ensuing planning period by first covering the projected cost increase for existing services and then considering other enhancements (Please also see Policy 4.)

4. New Services and Major Enhancements to Existing Services:

Discussion: The tax increase established in Policy 3 essentially allows us to provide the same level of service to the existing tax base. It is not designed to provide for new services or major enhancements to existing services.

Policy 4.0

New Services or Enhancements to Existing Services will be funded by a combination of:

1. Reduction in the cost of existing services. This may include a reallocation of resources from one area to another.
2. Increase in other revenues.
3. A further increase in taxes.

5. Efficiencies, Demand Management & Service Level Reductions:

Discussion: The continuous search for efficiencies is a sound business practice that we have embedded in the way we do business. Also, we do not have the resources to meet all of the demands that are made of us. Demand must be managed to make sure that expectations reflect our fiscal realities and the need to contain expenditures. Areas where service level reductions may be possible must be identified and brought forward for Council's consideration.

Policy 5.0

Business Plans will identify demand management strategies and will include options for Service Level reductions.

6. Alternative Revenues & External Funding:

Discussion: The District should strive to produce non-traditional revenues and diversify its tax base.

Policy 6.0

All departments will make every effort to access external funding opportunities from other levels of government & the private sector. All departments will endeavour to develop partnerships, strategic alliances, and co-shared project funding to assist in the reduction of expenditures to the District. An expansion of the tax base, beyond existing ratios, can be used to reduce the general tax rate, increase service levels, and/or provide new services.

7. Infrastructure Maintenance & Replacement:

Discussion: The District has in excess of \$1 billion invested in its infrastructure. This includes our direct investments and investments made by the development community that are turned over to the municipality to operate and maintain. As our community grows, this investment increases. We need to develop a plan to keep the infrastructure in a proper state of repair to avoid costly failures.

Policy 7.0

The District will establish an inventory of its infrastructure and will keep it up to date. A maintenance/ replacement program will be established using best practices. By 2015, this program must be fully funded and the current 5-year financial plan should start to address this on a phased basis. The required tax increase will be beyond that set out in Policy 3.

Policy 7.1

Annual Operating & Maintenance budgets will be adjusted to accommodate growth.

8. Debt Management:

Discussion: The maximum amount that the District can borrow from external sources is set by the Community Charter. Every effort should be made to keep debt levels at a minimum however, there may be instances where borrowing money is appropriate i.e. financing major infrastructure projects. Borrowing in such instances allows the costs of the project to be spread out over the useful life of the asset. This results in the costs being paid by future beneficiaries and not just by current taxpayers.

Schedule 2: Infrastructure Funding Strategy

Appendix 5A – Entire Financial Sustainability Plan – Policy 5.52

Policy 8.0

Projects that are to be funded by external debt should be submitted to Council with a business case, including recommendations on how the debt will be serviced.

9. Fees and Charges:

Discussion: Fees & Charges are a significant portion of our revenues. They will be reviewed on a regular basis to avoid major changes and to provide the public with adequate notice of those changes. The review will include an analysis of our costs as well as what is charged by other municipalities.

Policy 9.0

Fees & Charges will be reviewed and adjusted annually. The public will be provided no less than 3 months notice of those changes.

10. Accumulated Surplus:

Discussion: Accumulated Surplus represents non-renewable accumulated savings and should not be used for operating purposes or for normal capital purposes.

Policy 10.0

Accumulated surplus will be considered as a funding source for extraordinary one-time expenditures.

11. Reserve Funds and Reserve Accounts:

Discussion: The District has a series of reserve funds and reserve accounts that are established for various purposes. They can help us deal with unexpected variations from normal operations, which could include natural, environmental, or economic events. As well, they can assist in funding opportunities that arise.

Policy 11.0

Each Reserve Account and Reserve Fund will be governed by policy that outlines its purpose, the types of expenditures permitted, and the desired level of the reserve. Strategies for achieving the desired level of the reserve will be included in the Business Plans.

12. Capital Projects:

Discussion: Many capital projects have funding sources other than General Revenue. For instance, a substantial amount of infrastructure is funded by Development Cost Charges. Once the project is completed, its operating costs, and replacement are usually provided for by General Revenue. These ongoing costs must be clearly understood, before a capital project is approved.

Policy 12.0

Each Capital Project submitted for consideration must clearly spell out the full initial cost as well as future costs, including operating & life cycle cost, and demonstrate the source of sustainable funding for such costs.

13. Carry forward Projects:

Discussion: From time to time, funding is allocated for a project (capital or operating) but the project is not completed in the year that it was budgeted for. An example of a capital project of this nature is the land required to complete Firefighters Park. An example of an operating project would be the work to be done on the Official Community Plan. Many times, the reason for the delay is due to factors beyond the control of the municipality. For instance, some projects are delayed while we try to secure funding from other partners. Projects can also be delayed if we are not able to negotiate what we believe to be a fair price. In such instances, funding is “carried forward” in recognition of the fact that project is still required and we want to be in a position to complete the transaction, once other approvals are obtained. Nonetheless, there is a need to review carry forward projects, in light of other priorities that might have emerged.

Policy 13.0

Corporate Management will complete a detailed review of Carry forward Projects, in light of other priorities that might have emerged.

Schedule 2: Infrastructure Funding Strategy

Appendix 6 - Resource Materials

References to some of the resource materials relevant to the infrastructure funding discussion are included for interest:

Capital Asset Management Framework Guidelines

BC Ministry of Finance, Treasury Board Staff, May 2002 –

www.fin.gov.bc.ca/tbs/camf.htm

The Capital Asset Management Framework is designed to encourage innovative and responsible use of resources in the provision of provincial public sector infrastructure. Value for taxpayer dollars and safeguarding the public interest are keynotes of the policy.

Development Cost Charge Best Practices Guide

BC Ministry of Community Services, 2005 –

www.cserv.gov.bc.ca/lgd/irpd/growth/PUBLICATIONS/DCC_Best_Practice_Guide_2005.pdf

The objective of this guide is to encourage local governments to standardize the general practices for the formulation and administration of DCC bylaws.

Development Finance Choices Guide

BC Ministry of Community Services, 2000 (presently being updated) –

www.cserv.gov.bc.ca/lgd/irpd/growth/PUBLICATIONS/choices.pdf

The objective of this guide is to set out financing options available to a local government in addition to, or in place of, development cost charges. The guide outlines the considerations which should be taken into account when deciding which financing option may be the most effective in a particular circumstance. Case studies for small, medium, and large municipalities are provided.

Parkland Acquisition Best Practices Guide

BC Ministry of Community Services, 2005 –

www.cserv.gov.bc.ca/lgd/irpd/growth/PUBLICATIONS/DCC_Best_Practice_Guide_2005.pdf

The objective of this guide is to describe best practices for any local government currently charging Parkland DCCs or using 5% dedication/cash-in-lieu. This guide will be incorporated into the next version of the Development Finance Choices Guide.

FCM Recommended Practices

“Building Prosperity from the Ground Up: Restoring Municipal Fiscal Balance”, Federation of Canadian Municipalities, June 2006

www.fcm.ca/english/documents/fiscalim.pdf

This report makes recommendations for restoring municipal fiscal balance, complementing, and building on the Big City Mayors’ Caucus report on cities and the fiscal imbalance. The document is FCM’s contribution to the national conversation that must take place in order to successfully tackle the issue of growing responsibilities for municipal governments with too few resources to meet them.

Schedule 3: Amendments to 2008 – 2012 Financial Plan

Appendix A – Report and Bylaw



Deep Roots
Greater Heights

District of Maple Ridge

TO: His Worship Mayor Gordon Robson and Members of Council **DATE:** April 22, 2008
FROM: Chief Administrative Officer **ATTN:** Council Workshop
SUBJECT: Financial Plan Amending Bylaw No. 6569-2008

EXECUTIVE SUMMARY:

The 2008 property tax assessment roll has been received from BC Assessment and we have prepared the property tax rate bylaw. Prior to establishing the tax rates, it is desirable to update our financial plan to reflect information received since it was adopted last December. Our year end financial statements are being finalized, as has been reviewed with Council. Projects that were budgeted for in 2007 but were not completed and are required have been identified and as in previous years, the financial plan is amended to carry forward the funding.

The financial plan has also been updated to reflect direction received from Council since last December.

RECOMMENDATION(S):

That Bylaw No. 6569-2008 be given first, second and third reading.

DISCUSSION:

a) Background Context:

Previous 2008-2012 Financial Plan

The 2008–2012 Financial Plan was presented to Council at public meetings held on November 19 and 26, 2007. Business Plan updates from all areas were also provided. The Financial Plan Bylaw was adopted on December 18, 2007. Highlights of the plan include:

- capital program of nearly \$190 million which relies heavily on funding from senior governments and some borrowings,
- the allocation of sustainability funding to start to address our aging infrastructure,
- adjustments to user fees to ensure the sustainability of our utility funds,

These approved changes resulted in the following:

- property tax increase of 4% in 2008–2012, which includes 1% for infrastructure sustainability and 3% for general purposes,
- fire department levy of \$600,000 plus growth each year for 2008-2011; increase is less in 2012,
- water user fee increase of 9% per year,
- sewer user fee increase of 5% per year and
- recycling rates increase of 3% per year.

We have about \$1 billion invested in our infrastructure and it is important that we look after it properly. This financial plan begins to set aside dedicated money for sustaining our infrastructure. As well, we are a growing community and along with that growth comes pressure on our existing services. This financial plan provides funding to help meet growth related demands. The funding for growth and for infrastructure sustainability are in line with Council's Financial Sustainability Policies.

Schedule 3: Amendments to 2008 – 2012 Financial Plan

Appendix A – Report and Bylaw

b) Financial Plan Implications:

The 2008-2012 Financial Plan is being amended to carryforward funding for projects that were approved in 2007 but were not completed as at year end and are still required. The plan is further amended to incorporate recent Council direction and to update other costs as new information has been received.

Financial Plan amendments highlighted in the preliminary 2007 year end review presented to Council include:

- Projects that were approved in 2007 and were not completed in 2007 and the associated funding already committed to pay for these projects. These projects amounted to:
 - \$42,655,662 for capital commitments
 - \$3,524,963 for operating commitments
- Capital projects added and funded through reallocating 2007 funds include:
 - The replacement of Blaney Bridge for \$260,000
 - The upgrade of a 15 passenger van for \$40,000

Items that Council has provided direction on include:

- Fire truck replacement advanced from 2009 to 2008 using same funding source, the Fire Department Equipment Replacement Reserve
- Updating of RCMP contract costs including the reallocation of funding for the Community Safety Officers, the Business Improvement Area to provide for additional security in the down town area and the hiring of additional municipal employees to support the RCMP
- Increase to the fee for service for the Maple Ridge Historic Society and Pitt Meadows Heritage and Museum Society by about \$30,000.
- Alouette Rivers Flood Management one time funding of \$15,000

Other amendments include:

- The actual real growth in tax revenue at 2.75% compared to a previously budgeted 2.35%. This generates additional revenue of about \$140,000 but this amount will be impacted by subsequent assessment appeals. The risk of appeals is not as significant in residential properties but more can be in business and industrial properties where one appeal can have significant revenue implications.
- The actuarial estimate of costs of employee benefits has been updated. This required that the budget be increased by about \$110,000.
- Grant funding and associated costs for:
 1. Storm water drainage project in Hammond area to address recurring flooding funded through the Province of about \$600,000
 2. Community Tourism initiatives of about \$160,000 from UBCM
 3. Abernethy Way road realignment funding of about \$2,000,000 from other levels of government will supplement funding that was already included in the Financial Plan
 4. Asia Twinning initiative of \$50,000 from the Province
- Fire Department costs associated with the new contract will be funded through the existing funding provided through the Fire Services Improvement Levy.
- Other updates to existing costs including revisions to benefit costs, grants in lieu of taxes, staffing cost updates, software licensing, professional fees, Council grants and donations and cost share revenues.

These updates result in a minimal transfer to accumulated surplus for the next few years. The amount planned in 2008 is \$2,671.

Schedule 3: Amendments to 2008 – 2012 Financial Plan

Appendix A – Report and Bylaw

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 updated their Business Plans which were prepared using the Business Planning Guidelines 11th Edition. 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.

e) Citizen/Customer Implications:

The business plans have far reaching citizen and customer implications. The Financial Plan reflects the financial impact of the business plans. Property tax revenue and user fees are planned to increase as detailed in the above discussion.

f) Statutory Requirements and Policy Implications:

The Financial Plan has been prepared in accordance with statutory requirements and Municipal financial policies. There are several new requirements for 2008 in the Community Charter for the Financial Plan Bylaw, including: 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. The attached bylaw includes this information.

For 2009 the statement will be expanded to include explicit policies and objectives. Maple Ridge already has policies and objectives in each of these areas which are included in several documents.

Public consultation is an important and legislated component of preparing financial plans. The Business Planning Guidelines were updated in June with an opportunity for the public to provide feedback. Public input during business planning this November was invited through advertisements in the local paper and on the corporate website. Input was accepted through many different mediums including in person at the business planning presentations which were open to the public or through email or voicemail. A further opportunity existed for public comment on the Financial Plan Bylaw prior to adoption.

For the amendment to the Financial Plan an advertisement will be placed in the local paper once the bylaw receives first reading from Council. Public input into the financial plan and departmental business plans is incorporated indirectly through regular feedback and interaction with customers and the public as well as through the results of surveys.

g) Alternatives:

In the event that this bylaw is not adopted, the District is not authorized to make any expenditure other than those identified in the 2008-2012 Consolidated Financial Plan Bylaw No. 6531-2007. This will require ensuring that departments curtail or delay expenditures and only proceed with capital projects that were identified in the previous financial plan.

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.

Prepared by: **Trevor Thompson, BBA, CGA**
Manager of Financial Planning

Approved by: **Paul Gill, BBA, CGA**
GM Corporate & Financial Services

Concurrence: **J.L. (Jim) Rule**
Chief Administrative Officer

Schedule 3: Amendments to 2008 – 2012 Financial Plan

Appendix A – Report and Bylaw

DISTRICT OF MAPLE RIDGE BYLAW NO. 6569-2008

A Bylaw to amend Maple Ridge Financial Plan Bylaw No. 6531-2007

WHEREAS, through a public process in an open meeting the business plans and resulting financial plan were presented;

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

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

NOW THEREFORE, the Municipal Council of the Corporation of the District of Maple Ridge enacts as follows:

1. This Bylaw may be cited as “Maple Ridge Financial Plan Amending Bylaw No. 6569-2008”.
2. Statement 1 attached to and forming part of Maple Ridge Financial Plan Bylaw No. 6531-2007 is deleted in its entirety and replaced by Statement 1 attached and forming part of Maple Ridge Financial Plan Amending Bylaw No. 6569-2008.
3. Statement 2 attached to and forming part of Maple Ridge Financial Plan Bylaw No. 6531-2007 is deleted in its entirety and replaced by Statement 2 attached and forming part of Maple Ridge Financial Plan Amending Bylaw No. 6569-2008.

READ a first time the day of , 2008.

READ a second time the day of , 2008.

READ a third time the day of , 2008.

PUBLIC CONSULTATION completed on the day of , 2008.

RECONSIDERED and adopted the day of , 2008.

MAYOR _____

CORPORATE OFFICER _____

ATTACHMENT: Statement 1 and Statement 2

Schedule 3: Amendments to 2008 – 2012 Financial Plan

Appendix A – Report and Bylaw

Attachment to Financial Plan Bylaw 6569-2008

Statement 1 Consolidated Financial Plan 2008-2012 (in thousands)

	2008	2009	2010	2011	2012
REVENUES					
External Revenues					
Development Fees					
Developer Cost Charges	\$29,606	\$4,292	\$10,279	\$7,669	\$10,334
Developer Specified Projects	\$0	\$0	\$0	\$0	\$0
Parkland Acquisition	\$199	\$0	\$200	\$200	\$200
Contributions from Others	\$4,467	\$3,732	\$4,110	\$8,689	\$10,928
Development Fees Total	\$34,272	\$8,024	\$14,589	\$16,558	\$21,462
Property Taxes	\$47,654	\$51,204	\$54,941	\$58,904	\$62,718
Parcel Charges	\$2,204	\$2,319	\$2,440	\$2,571	\$2,709
Fees & Charges	\$26,559	\$27,948	\$29,451	\$31,092	\$32,855
Interest	\$1,695	\$1,770	\$1,770	\$1,770	\$1,770
Grants (Other Govts)	\$16,354	\$2,001	\$17,961	\$6,126	\$2,001
Property Sales	\$0	\$0	\$0	\$0	\$0
Total External Revenues	\$128,738	\$93,266	\$121,152	\$117,021	\$123,515
EXPENDITURES					
External Expenditures					
Capital Expenditures	\$94,088	\$27,970	\$46,840	\$35,099	\$26,689
Interest Payments on Debt	\$3,566	\$4,329	\$4,569	\$4,632	\$4,490
Other Expenditures	\$71,303	\$67,627	\$75,278	\$74,456	\$82,774
Total External Expenditures	\$168,957	\$99,926	\$126,687	\$114,187	\$113,953
CHANGE IN NET FINANCIAL POSITION	(\$40,219)	(\$6,660)	(\$5,535)	\$2,834	\$9,562
PLUS: OTHER REVENUES					
Borrowing Proceeds	\$21,766	\$10,776	\$8,160	\$5,250	\$0
LESS: OTHER EXPENDITURES					
Principal Payments on Debt	\$3,867	\$4,444	\$5,521	\$6,390	\$7,074
TOTAL REVENUES LESS EXPENDITURES	(\$22,320)	(\$328)	(\$2,896)	\$1,694	\$2,488
INTERNAL TRANSFERS					
Transfer from Reserve Funds					
Capital Works Reserve	\$3,881	\$1,384	\$2,276	\$1,273	\$1,680
Equipment Replacement Reserve	\$3,381	\$1,725	\$2,654	\$1,735	\$2,169
Fire Department Capital Reserve	\$6,469	\$1,034	\$70	\$350	\$950
Land Reserve	\$0	\$0	\$0	\$0	\$0
Local Improvement Reserve	\$0	\$0	\$0	\$0	\$0
Sanitary Sewer Reserve	\$252	\$0	\$0	\$0	\$0
Transfer from Reserve Fund Total	\$13,983	\$4,143	\$5,000	\$3,358	\$4,799
Less :Transfer to Reserve Funds					
Capital Works Reserve	\$855	\$1,143	\$848	\$896	\$937
Equipment Replacement Reserve	\$1,771	\$1,889	\$2,016	\$2,085	\$2,150
Fire Dept. Capital Aquisition	\$863	\$185	\$336	\$472	\$537
Land Reserve	\$20	\$20	\$20	\$20	\$20
Local Improvement Reserve	\$0	\$0	\$0	\$0	\$0
Sanitary Sewer Reserve	\$80	\$80	\$80	\$80	\$80
Total Transfer to Reserve Funds	\$3,589	\$3,317	\$3,300	\$3,553	\$3,724
Transfer from (to) Surplus (Own Reserves)	\$10,401	(\$566)	(\$305)	(\$1,379)	(\$1,118)
Transfer from (to) Surplus	\$1,525	\$68	\$1,501	(\$120)	(\$2,445)
Transfer from (to) Surplus	\$11,926	(\$498)	\$1,196	(\$1,499)	(\$3,563)
TOTAL INTERNAL TRANSFERS	\$22,320	\$328	\$2,896	(\$1,694)	(\$2,488)

Schedule 3: Amendments to 2008 – 2012 Financial Plan

Appendix A – Report and Bylaw

Attachment to Financial Plan Bylaw 6569-2008

Statement 2 Revenue and Property Tax Policy Disclosure

Revenue Proportions

Statement 2
Revenue and Property Tax Policy Disclosure

Revenue Proportions	2008		2009		2010		2011		2012	
	\$ ('000s)	%								
Revenues										
Property Taxes	47,654	32%	51,204	49%	54,941	42%	58,904	48%	62,718	51%
Parcel Charges	2,204	1%	2,319	2%	2,440	2%	2,571	2%	2,709	2%
Fees & Charges	26,520	18%	27,909	27%	29,412	23%	31,053	25%	32,811	27%
Borrowing Proceeds	21,766	14%	10,776	10%	8,160	6%	5,250	4%	-	0%
Other Sources	52,321	35%	11,795	11%	34,320	27%	24,454	20%	25,233	20%
Total Revenues	150,465	100%	104,003	100%	129,273	100%	122,232	100%	123,471	100%
Other Sources include:										
Development Fees Total	34,272	23%	8,024	8%	14,589	11%	16,558	14%	21,462	17%
Interest	1,695	1%	1,770	2%	1,770	1%	1,770	1%	1,770	1%
Grants (Other Govts)	16,354	11%	2,001	2%	17,961	14%	6,126	5%	2,001	2%
Property Sales	-	0%	-	0%	-	0%	-	0%	-	0%
	52,321	35%	11,795	11%	34,320	27%	24,454	20%	25,233	20%

Property Tax Revenue Distribution

The change in distribution of tax revenue in a given year will be influenced by the amount of new construction in that property class. Historically in Maple Ridge residential growth has outpaced other classes. The tax rate is set by taking last years tax rate and dividing by the percentage change in market value of the class of properties and multiplied by the approved tax increase. The largest factor in changes to multiples is the difference in change in market values for properties in each class.

Property Class	Taxation Revenue (\$'000s)		Assessed Value ('000s)		Tax Rate (\$'000s)	Multiple (Rate/Res. Rate)
1 Residential	35,529	76.9%	10,508,969	92.20%	3.3808	1.00
2 Utility	387	0.8%	9,679	0.08%	40.0000	11.83
4 Major Industry	645	1.4%	16,923	0.15%	38.1099	11.27
5 Light Industry	1,457	3.2%	130,965	1.15%	11.1226	3.29
6 Business/Other	8,045	17.4%	723,308	6.35%	11.1226	3.29
8 Rec./ Non-Profit	21	0.0%	2,379	0.02%	8.7229	2.58
9 Farm	113	0.2%	5,214	0.05%	21.7581	6.44
	46,197	100.0%	11,397,438	100.0%		

Permissive Tax Exemptions

Council has set policies around the use of permissive tax exemptions. They are Council Policies 5.19 through 5.24. The 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.

Council has adopted a revitalization tax exemption bylaw. The revitalization area and objectives for designating that area are noted in the bylaw 6402-2006, and the exemption program is detailed in bylaw 6412-2006. This tax exemption provides a financial incentive for higher density residential buildings, with an enhanced exemption if the building is 'green' (LEEDS Silver or better). For more details on what may qualify please refer to bylaws noted above.

Schedule 3: Amendments to 2008 – 2012 Financial Plan

Appendix B – Carryforwards

Carryforward Amounts:

Office of the CAO			
Administration	Studies & Projects (10000-6380)	Carbon Emissions Inventory	5,000
		Citizen's Satisfaction Survey	9,700
		Performance Reporting - Trailblazer	12,344
		Silver Valley Land Sale Strategy	48,000
		Sustainability Initiative	26,900
Legislative Services	Conventions & Conferences (13000-6051) Grants & Donations (13000-6180) Training (13000-6400)	2007 funds for 2008 FCM conference	7,047
		MRSS Running Track Expansion	406,742
		Training: Council 2007 as per Policy 3.05	30,276
Communications	Advertising (12105-6010)	Program to increase voter turnout	10,000
Economic Development	Studies & Projects (12106-6380)	Trade show graphics	5,277
		Entry signage	25,000
		Identity Study - Branding Initiative	20,000
Human Resources	Recruiting Costs (12102-7065)	Recruiting cost	22,644
	Studies & Projects (12102-6380)	Succession Planning	474,536
Community Development Parks & Recreation Services			
CDPR - Admin	Special Projects (40000-6385)	Fraser Riverfront Master Plan	28,191
Marketing & Cust. Serv.	Supplies - Software (41100-6280)	Self scanning stations	10,000
Comm. Recreation	Pub & Promotions (46000/46005-6330)	Festivals Trailer Signage	2,000
		New highway banners	4,000
		Promotional items	20,000
		Rereg4U Site Redesign	2,000
		Retractable Indoor Signage	6,000
		Walking Map publications	4,200
		Special Events	Special Events (45030-6360)
Special Services	Program Costs (45015-6325/6326)	Equipment from Rick Hansen Foundation	2,107
		Fraser Health grant	733
		Ministry of Children grant	7,799
Community Services	Special Prom. Projects (52500-6331)	Hub & Satellite Sites Neighbourhood Development	5,000
		Neighbourhood Building Initiatives	10,000
		Quality of Life Planning	5,000
	Studies & Projects (52500-6380)	SPAC Projects - Affordable Housing Workshops	1,000
		SPAC Projects - Building Community Solutions	3,500
		SPAC Projects - Celebrating solutions Projects	2,400
		SPAC Projects - Community Spirit Awards	1,500
		SPAC Projects - CYFN Coordinator Contribution	2,500
		SPAC Projects - Resource Fair	1,000
		SPAC Projects - Resource Inventory/Website	4,000
		SPAC Projects - Strategic Plan & Comm. Profile Update	8,500
		SPAC Projects - Substance Misuse Prevention	4,000
Youth	Salaries (multiple)	MCFD grant - Active Kids	9,183
	Wages (41250/45025-5600)	MCFD grant - Active Kids	10,200
Emergency Services	Program Costs (23000-6325/6326)	Roof Antennae	11,000

Schedule 3: Amendments to 2008 – 2012 Financial Plan

Appendix B – Carryforwards

Carryforward Amounts:

Corporate & Financial Services

Clerks	Advertising (12103/13500-6010)	Elections	30,000
Finance	Salaries (multiple)	Fixed Assets (Inventory Valuation & Depreciation)	165,000
		Succession Planning provision	50,000
		Actuarial evaluation of benefits	5,000
		Time duration position to address TCA	50,000
Fin. Serv. Transfers	Contingency (multiple)	Funding from RCP	212,070
		Provision for contract settlements	600,000
		Succession Planning	125,000
Information Services	Consulting (12310-7005)	Amanda Licensing (10 additional licences)	30,000
		Project assistance (from staff shortage)	10,000
		Fibre Optics Design Review	10,000
		Intrusion Detection Software	5,000
		IS Computer Lab Enhancements	8,000
		Library Computer Lab Network Equip & Design	8,000
		Remote Computer Pilot Project	10,000
		Security Penetration Testing	8,000
		VMS upgrade - Phase 2	5,000
	Salaries (12310-5500)	GIS & Project Assistance	20,000
Fire Department	Contract (22000-7007)	Contract (Emergency 911) - FDM software	10,000
	Equipment Maintenance (22000-8030)	Replacement pagers	2,475
	Professional Fees - Other (22000-7050)	Medical/fitness testing for career firefighters	5,000
	Special Projects (22000-6385)	Lifecycle assessment	16,520
	Supplies (multiple)	Firefighters protective gear (16 New Recruits)	40,000
		Firefighters uniforms (16 New Recruits)	12,500
Police Department	Court Time (Aux RCMP) (21120-7015)	Auxilliary Training	23,500
	Wages (multiple)	Victim Services contract	2,100

Public Works & Development Services

Engineering	Consulting (32100-7005)	Fraser River Embankment Study	160,000
Licenses & Bylaws	Studies & Projects (25000/53300-6380)	Animal shelter study	12,500
		Sign bylaw, Bucolic bylaw development	11,775
Planning	Committee Costs (53110/53120-6045)	Heritage - Street Naming Program	9,100
		Heritage Publication Grant (historical places)	11,017
		Statement of Significance	2,000
	Consulting (53120-7005)	Agricultural Plan	50,000
		OCP - implementation of initiatives	15,000
		Silver Valley Consulting - Zoning & Implementation	35,000
		Town Center Plan	29,000
	Salaries (multiple)	Extra staff for workload/projects, overtime	123,444
	Studies & Projects (multiple)	Downtown parking strategy	50,000
		Environment related work	38,770
		Planning - Tree Study	20,000
		Zoning Bylaw Review	80,000
Operations	Committee Costs (33100-6045)	Bicycle Advisory Committee	1,200
	Maintenance - General (multiple)	West Nile Virus - Mosquito Control	35,310
		Patch 232 St South of DTR, 124 Ave from 224 St to Edge	60,000
	Special Projects (33100-6385)	Fuel Storage Study	10,000
		S Alouette Rvr Bridge Study	44,770

Schedule 3: Amendments to 2008 – 2012 Financial Plan

Appendix C – Capital Program Including Work-in-Progress

Drainage Projects	Account #	2008	2009	2010	2011	2012	Funds
108 Ave (248 - 249)		-	-	-	49,983	-	GCF
123 Ave (214 - 216)		-	-	-	-	133,100	GCF
205 St (Lorne Westfield) *	06035-000	44,319	-	-	-	-	RCP
217 St Creek (126 - 128)		-	-	-	20,000	-	GCF
227 St @ 250M South Of Lougheed *	00902-000	-	259,600	-	-	-	DCC
240 St (102 - 100M N 102) *	08045-000	50,000	-	-	-	-	RCP
240 St (DTR - 124) *	08100-000	12,000	-	-	-	-	RCP
240 St (Lougheed - 102) *	00675-000	883,659	-	-	-	-	DCC, RCP
240 St (Lougheed - 102) Phase 2 *	00675-000	1,388,888	-	-	-	-	CWR, DCC
240 St @ DTR *	08307-000	100,000	-	-	-	-	CWR
248 St (108 - 220M N 108)		-	-	-	-	64,241	CWR, DCC, GCF
287 St - storm main @ Watkins (PROJECT)		-	-	250,000	-	-	CFO, GCF
287 St - storm main @ Watkins (Study)		-	-	75,000	-	-	GCF
Abernethy Way (224 - 227) *	08253-000	32,000	-	-	-	-	RCP
Albion Dike - Dock Street to 240 Street	00316-000	3,750,000	-	-	-	-	GRA
Albion Dike - KCRP to Dock Street	00334-000	3,200,000	-	-	-	-	GRA
Albion Park Detention Pond (244/102) *	01614-000	12,056	152,888	-	-	-	DCC, RCP
Albion Stormwater Management Update *	07934-000	60,000	-	-	-	-	DCC
Alouette River hydrotech review & model	09520-250	100,000	-	-	-	-	CFO, GCF
Best St (Dyke and Pump Station)	00659-000	400,000	-	-	-	-	GRA
Brown Ave (227 - 228)		-	-	-	-	416,556	CWR, DCC, GCF
Culvert Replacement Program - 2008, 2011	08097-000	200,000	-	-	200,000	-	CWR
Culvert Replacement Program - 2009	08097-000	-	200,000	-	-	-	CWR, ISR
Ditch Enclosures - 2008 - 2012	06648-000	17,829	18,243	18,730	19,255	19,700	GRF
Donovan Ave (216 - 80M E Hall)		-	66,000	-	-	-	GCF
Donovan Ave @ 21530	00948-000	36,000	-	-	-	-	CWR
Drainage Upgrade Program - 2009		-	200,000	-	-	-	GCF
Drainage Upgrade Program - 2010 - 2012		-	-	200,000	200,000	200,000	GCF, ISR
Escarpment Drainage Design	09520-300	100,000	-	-	-	-	GCF
Escarpment Drainage Improvements Phase 1		-	-	-	5,000,000	-	CFO
Escarpment Drainage Improvements Phase 2		-	-	-	-	5,000,000	CFO
Integrated Stormwater Strategy lsm * *	06300-000	50,000	-	-	-	-	RCP
Liquid Waste Management Plan C38 Policy *	01580-000	30,000	-	-	-	-	RCP
Liquid Waste Management Plan C39 Wsplan *	01581-000	30,000	-	-	-	-	RCP
Local Improvement Projects - Drain 2008 - 2012	08154-000	250,000	250,000	250,000	250,000	250,000	CFO
Lougheed Hwy (223 - 224) *	08098-000	66,686	-	-	-	-	RCP
Lower Hammond Pump Station	01112-000	603,030	-	-	-	-	GRA
N Alouette River Detention Pond 232/132		-	-	-	-	196,469	CWR, DCC, GCF
River Rd (Darby - Carshill) Predesign *	08189-000	50,000	-	-	-	-	RCP
River Rd Drainage Improvements	08306-000	2,675,000	-	-	-	-	DBT
Sediment Control and Enforcement *	06512-000	20,000	-	-	-	-	RCP
Selkirk Ave (226 - 227)		-	-	-	151,833	-	CWR, DCC
Selkirk Ave (226 - 227) Phase 2		-	-	72,000	-	-	GCF
Silver Valley Stormwater Phase 2 *	07917-000	30,000	-	-	-	-	RCP
Source Control Bylaw and Enforcement *	06511-000	34,000	-	-	-	-	RCP
South Cottonwood Stormwater Improvement *	00670-000	-	175,000	-	-	-	CFO, DCC
Storm main replacement program - 2008	00355-000	80,000	-	-	-	-	GCF
Storm Management Update *	06227-000	30,000	-	-	-	-	DCC
Storm Sewer Connections - 2008	06659-000	19,295	19,792	20,376	21,006	21,540	GRF
Storm Water Monitoring *	06108-000	5,000	-	-	-	-	RCP
Storm Water Monitoring Cottonwood *	01156-000	5,000	-	-	-	-	RCP
Storm Water Monitoring Cottonwood *	06408-000	5,000	-	-	-	-	RCP
Storm Water Monitoring Silver Valley *	06506-000	46,000	-	-	-	-	CFO, GRA, RCP
Stormwater Management Albion *	02921-000	25,000	-	-	-	-	RCP
Tamarack - raise dyke elevation	00383-000	80,000	-	-	-	-	CFO
Tamarack Lane reconstruction	00480-000	600,000	-	-	-	-	GRA
Video & spot repairs storm sewer - 2008 - 2009	09520-200	65,000	65,000	-	-	-	GCF
Video & spot repairs storm sewer - 2011	09520-200	-	-	-	65,000	-	ISR
Wicklow - DTR Drainage Study *	00402-000	15,000	-	-	-	-	RCP
Drainage Total		15,200,762	1,406,523	886,106	5,977,077	6,301,606	

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Government Services Projects	Account #	2008	2009	2010	2011	2012	Funds
Animal Shelter New Building *	06303-000	1,500,000	-	-	-	-	CFO, CWR, DBT
Animal Shelter Servicing Costs *	06303-000	28,887	-	-	-	-	RCP
Automated Data Collection (Engineering) *	07927-000	14,650	-	-	-	-	RCPS, RCPW
Communication Tower (Grant Hill) *	01925-000	250,000	-	-	-	-	CWR
Development Equity & Zoning Plans (S.V.) *	06285-000	20,000	-	-	-	-	DCC
Document Management Review *	01792-000	35,000	-	-	-	-	RCP
Environmentally Sensitive Area Implement *	08183-000	75,000	-	-	-	-	RCP
Equipment Purchase - Copiers *	08228-000	355,000	-	-	-	-	ERR-IS, RCP
Equipment Purchase Permits Vehicle *	08242-000	40,000	-	-	-	-	RCP
Orthophoto Updating *	07926-000	30,000	-	-	-	-	RCP
Park/School Site 231/137	00542-000	3,276,075	-	-	-	-	DBT
Park/School Site 241/112 - Site 2	00544-000	2,779,698	-	-	-	-	DBT
Park/School Site 248/108 - Site 2	00561-000	4,615,412	-	-	-	-	DBT
Recycling Depot - Apartment Collection *	08216-000	30,000	-	-	-	-	REC
Recycling Depot (Apt. Collection Equip)		-	-	-	-	55,000	REC
Recycling Depot (Bluebox Collection)	00956-000	25,000	-	65,000	-	-	REC
Recycling Depot (Build. Expansion)		-	-	30,000	-	-	REC
Recycling Depot (Build. Expansion, 2005) *	06202-000	50,000	-	-	-	-	REC
Recycling Depot (Collection Bluebox/bag)		-	-	-	-	40,000	REC
Recycling Depot (Collection Equipment)	00956-000	130,000	85,000	150,000	30,000	-	REC
Recycling Depot (Collection Truck Upgr)	01004-000	100,000	-	-	200,000	-	REC
Recycling Depot (Collection Truck Upgr) *	08217-000	250,000	-	-	-	-	REC
Recycling Depot (Leasehold Improvement)		-	30,000	-	100,000	-	REC
Recycling Depot (Leasehold Improvement) *	06210-000	20,000	-	-	-	-	REC
Recycling Depot (Process Equipment)	01207-000	10,000	100,000	-	60,000	-	REC
Recycling Depot (Process Improvement)		-	15,000	-	-	-	REC
Recycling Depot Expansion *	07924-000	200,000	-	-	-	-	REC
Recycling Depot Expansion *	07925-000	100,000	-	-	-	-	REC
Government Services Total		13,934,722	230,000	245,000	390,000	95,000	

Highway Projects	Account #	2008	2009	2010	2011	2012	Funds
104 Ave (240 - 244) *	01577-000	380,000	-	-	-	-	DCC, RCP
112 Ave (232 - 240) Final Lift		-	-	242,434	-	-	CWR, DCC, GCF
112 Ave (236 - 236B) *	07037-000	163,496	-	-	-	-	DCC
119 Ave (226 - 227) *	02763-000	532,830	-	-	-	-	CWR, DCC, RCP
121 Ave @ 214 St		-	-	-	-	9,347	CFO
128 Ave highway widening predesign		-	-	50,000	-	-	GCF, TL
132 Ave (203 - Neaves) Resurface		-	-	442,800	-	-	CFO, GCF
132 Ave (216 - 224)		-	-	-	-	200,000	ISR
132 Ave (232 - 235) *	00080-000	2,188,315	-	-	-	-	CWR, DCC, GRA, TL
201A St (113B - 100M North 113B)		-	-	-	-	3,159	CFO
203 St (123 - Powell)		-	-	1,360,824	-	-	CWR, DCC
203 St (Dewdney Trunk - 123)		-	-	2,793,159	-	-	CWR, DCC
203 St (Lougheed - Dewdney Trunk)		-	-	-	-	584,216	CWR, DCC, GCF
203 St @ Lougheed inters. upgrade - 2008	01015-000	50,000	-	-	-	-	CWR
203 St @ Lougheed inters. upgrade - 2009	01015-000	-	200,000	-	-	-	CWR
216 St @ 121 Intersection Upgrade		-	75,000	-	-	-	GCF
223 St (Dewdney Trunk - Brown)		-	-	-	-	48,650	ISR
223 St (Mcintosh - Dewdney Trunk)		-	-	-	-	27,720	CFO
224 St - 144 (Timberline) Green infra	00624-000	100,000	-	-	-	-	CFO, GCF
224 St (132 - 136)		-	-	-	-	180,000	ISR
224 St (Lougheed - Dewdney Trunk)		-	-	80,000	-	-	GCF
224 St @ 121 Ave Ped Signal		-	-	220,000	-	-	GCF
224 St @ 124 Ave Intersection Phase 2 *	08907-000	150,000	-	-	-	-	CWR
224 St @ 124 Ave Intersection Safety *	01735-000	191,151	-	-	-	-	DCC, GRA, RCP
224 St @ 132 Ave (N Alouette Bridge)		-	-	-	-	450,000	GCF
224 St @ Abernethy (Traffic Signal)		-	-	-	-	260,458	CWR, DCC, GCF
227 St (650M N Of Bypass - Lougheed) *	01720-000	385,466	-	-	-	-	DCC, RCP
227 St @ Bypass (Traffic Signal)		-	-	241,342	-	-	CWR, DCC, GRA
232 St (112 - 114)		-	-	-	-	155,000	ISR

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Highway Projects (cont)	Account #	2008	2009	2010	2011	2012	Funds
232 St (116 - Slager)		-	-	2,031,786	-	-	CWR, DCC, GCF
232 St (132 S - S Alouette Bridge)	01017-000	1,271,453	-	-	-	-	DCC, GCF, TL
232 St (DTR - Abernethy) *	08003-000	41,250	-	-	-	-	RCP
232 St (Silver Valley - 141)		-	-	-	-	218,122	ISR
232 St @ 128 (Signal)	01288-000	250,000	-	-	-	-	CWR
232 St @ 132 Ave (Traffic Signal)		-	287,079	-	-	-	CWR, DCC, GCF
240 St (113 - DTR) *	02830-000	5,545,220	-	-	-	-	CWR, DCC
240 St (Kanaka Creek Bridge S - McClure)		-	-	-	3,022,725	-	CWR, DCC, GCF
240 St (Lougheed - 102) *	01790-000	82,800	-	-	-	-	RCP
240 St (Lougheed - 104) *	02827-000	1,756,507	-	-	-	-	DCC, RCP
240 St (Lougheed - 104) Phase 2 *	01790-000	3,610,064	-	-	-	-	CWR, DCC, GRA
240 St @ Kanaka Creek (Bridge)		-	8,106,657	-	-	-	CWR, DBT
240 St @ S Alouette (Bridge)		-	-	24,082,416	-	-	CWR, DBT, GRA
240 St Bridge Design		-	-	-	-	100,000	GCF
241 St @ S Alouette Ped Crossing		-	-	-	-	75,000	GCF, WCF
241A St (100M S 102 - 102)		-	-	-	-	100,000	CFO
244 St (50M S 104 - 104)		-	-	-	-	49,970	CFO
245 St (104 - 220M N 104)		-	-	-	-	26,148	CFO
280 St (Lougheed - 98)		-	-	-	250,000	-	GCF, GRA
284 St - slide repair	00628-000	175,000	-	-	-	-	GCF
Abernethy corridor - 256 concept study	09520-350	100,000	-	-	-	-	GCF, TL
Abernethy Way (210 - 500M E Blackstock)		-	3,297,101	-	-	-	CWR, DCC, TL
Abernethy Way (500M E Blackstock - 224)	01023-000	1,771,811	-	-	-	-	CWR, DCC, TL
Abernethy Way Acq. (210 - 224) *	02905-000	1,329,999	-	-	-	-	CWR, DCC, TL
Abernethy Way Phase 3		-	5,527,500	-	-	-	CWR, DBT, TL
Abernethy Way Phase 4		-	-	-	14,552,500	-	CWR, DBT, GRA, TL
Access Culverts - 2008 - 2012	06661-000	24,761	25,341	26,022	26,757	27,380	GRF
Accessible Sidewalks - 2008 - 2012	01657-000	86,000	86,000	86,000	86,000	86,000	ISR
Albion Industrial Park Crossing *	04193-000	1,095,422	-	-	-	-	DCC, GRA
Audible signals - 2009 - 2011		-	10,000	10,000	10,000	-	GCF
Bikeway Program - 2009 - 2012	08200-000	-	100,000	100,000	100,000	100,000	GCF, TL
Blaney Bridge Replacement *	01001-000	260,000	-	-	-	-	RCP
Boulevard Improvement Program		-	-	-	30,000	-	GCF
Bridge Repairs / Struct Upgrade - 2008 *	08128-000	230,000	-	-	-	-	RCP
Bridge Repairs / Struct Upgrade - 2009		-	100,000	-	-	-	GCF
Bridge Repairs / Struct Upgrade - 2010 - 2012		-	-	100,000	100,000	100,000	ISR
Bridge Study Update *	01465-000	45,000	-	-	-	-	RCP
Brown Ave (227 - Fletcher) *	08312-000	387,683	-	-	-	-	CWR, DCC, RCP
Cliff Ave @ Haney Bypass *	01778-000	7,000	-	-	-	-	RCP
Cottonwood Dr (115 - 116) *	07555-000	117,172	-	-	-	-	DCC
Cottonwood Dr (115 - 116) Phase 2 *	07555-000	232,859	-	-	-	-	DCC, RCP
Cottonwood Dr (118 - 119) Phase 3	01793-000	606,060	-	-	-	-	CWR, DCC
Cottonwood Dr (118 - 119) Phase 3 *	01793-000	190,131	-	-	-	-	CWR, DCC, RCP
Cottonwood Dr (118 - 119) Phase 4	01793-000	-	666,666	-	-	-	CWR, DCC
Create x2 Standby snow removal SADs	00518-000	50,000	-	-	-	-	GCF
Dewdney Trunk Rd (232 - 240) Resurface	01401-000	384,326	-	-	-	-	CFO, GCF
Dewdney Trunk Rd (250 - 256) Resurface	01401-000	-	-	350,000	-	-	ISR, SOIL
Dewdney Trunk Rd @ 210 St Traffic Signal *	07269-000	201,277	-	-	-	-	CWR, DCC, GRA, TL
Dewdney Trunk Rd @ 256 St Phase 1 *	06186-000	137,500	-	-	-	-	SOIL
Dewdney Trunk Rd @ 256 St Phase 2	06186-000	250,000	-	-	-	-	SOIL
Dewdney Trunk Rd @ Kanaka Creek (Bridge)		-	-	-	-	700,000	ISR
Edge St @ McIntosh Intersection *	01290-000	235,176	-	-	-	-	CWR, RCP
Emergency traffic pre-empt - 2008 - 2012	00679-000	25,000	50,000	50,000	50,000	50,000	GCF
Equipment Purchase - Hybrid Vehicles	00955-000	70,000	-	-	-	-	GCF
Equipment Purchase - Pickup Truck		-	-	-	37,000	-	GCF
Equipment Purchase - Road Temp. Sensor *	07777-000	12,000	-	-	-	-	RCP
Equipment Purchase - Signal Push Buttons		-	40,000	-	-	-	GCF
Equipment Replacement - Fleet 2008 - 2012	09918-000	648,000	759,558	1,391,452	860,692	284,079	ERR-PW
Equipment Replacement - upgrade 15 passenger van *	09918-000	40,000	-	-	-	-	RCP
Fraser Bridge Traffic Impact Study *	07894-000	50,000	-	-	-	-	DCC, RCP
Gravel Site Startup		-	-	-	-	-	SOIL
GVTA Special Project *	01781-000	533,057	-	-	-	-	GRA

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Highway Projects (cont)	Account #	2008	2009	2010	2011	2012	Funds
Illuminated Crosswalk Signs		-	-	76,000	-	-	GCF
Illuminated Street Signs Program - 2008 - 2011	01486-000	10,000	10,000	10,000	10,000	-	ISR
Integrated Survey And Documentation *	01644-000	4,500	-	-	-	-	RCP
Kanaka Flood Access (STUDY)	09520-400	40,000	-	-	-	-	GRA
Kanaka Way Traffic Safety Improvements *	00081-000	25,000	-	-	-	-	GRA, RCP
Lane E 207 St (Camwood - 100M N Camwood)		-	-	-	-	4,578	CFO
Lighting Improvements *	01884-000	38,250	-	-	-	-	RCP
Local Improvement Projects - Road 2008 - 2012	03652-000	250,000	250,000	250,000	250,000	250,000	CFO
Lougheed @ Burnett Pedestrian Sign	01110-000	25,000	-	-	-	-	CFO, GCF
Lougheed Corridor Coordination *	01739-000	12,000	-	-	-	-	RCP
Lougheed Hwy (223 - 224) *	01605-000	24,000	-	-	-	-	RCP
Macfarlane Ave (Graves - 209)		-	-	-	-	23,100	CFO
Owens St (200M N Camwood - Lougheed)		-	-	-	-	14,020	CFO
Pavement Management *	07737-000	55,026	-	-	-	-	RCP
Pavement Management PCMS *	06145-000	10,000	-	-	-	-	RCP
Ped safety/access improv - 2008 - 2012	00566-000	45,000	50,000	86,000	90,000	90,000	GCF
Private Driveway Crossings - 2008 - 2012	03290-000	35,618	35,854	36,131	36,431	36,684	GRF
River Rd Road Improvements	00584-000	2,975,000	-	-	-	-	GRA
Roadworks S/D 3/03 *	00082-000	58,100	-	-	-	-	CFO
Safer School Travel Program - 2008 - 2012	01877-000	25,000	35,000	40,000	50,000	50,000	ISR
Safety Enhancements (224th) *	08907-000	140,000	-	-	-	-	CORE, GRA, RCP
Short Block Paving Program - 2008 - 2012	00642-000	223,640	200,000	200,000	200,000	200,000	ISR
Spilsbury St Slide Repair *	08271-000	200,000	-	-	-	-	CWR
Spirit Square	00644-000	500,000	-	-	-	-	GRA
Streetlight Pole Replace Program - 2008 - 2010	01111-000	50,000	50,000	50,000	-	-	ISR
Thermo plastic road markings		-	-	-	50,000	-	GCF
Traffic calming program - 2008 - 2012	00596-000	80,000	45,000	45,000	45,000	45,000	GCF
Traffic Signal Electrical Upgrades	01117-000	30,000	-	-	-	-	ISR
Traffic Signal Integration	01913-000	-	-	-	-	325,000	GCF, TL
Transit Pad Program *	07988-000	50,000	-	-	-	-	RCP
Urban Area 2nd Lift Paving *	08281-000	40,000	-	-	-	-	RCP
Wheelchair Ramp Upgrades *	01651-000	38,000	-	-	-	-	CFO, RCP
Highways Total		30,977,920	20,006,756	34,451,366	19,857,105	4,873,631	

Miscellaneous Capital Projects	Account #	2008	2009	2010	2011	2012	Funds
Misc Capital Engineering - 2008 - 2012	06657-000	15,015	15,015	15,015	15,015	15,015	GCF
Misc Capital Gen Govt - 2008 - 2012	08304-000	15,015	15,015	15,015	15,015	15,015	GCF
Misc Capital Gen Rec - 2008 - 2012	08805-000	15,015	15,015	15,015	15,015	15,015	GCF
Miscellaneous Capital Total		45,045	45,045	45,045	45,045	45,045	

Park Acquisition Projects	Account #	2008	2009	2010	2011	2012	Funds
23681 128 Crescent *	00632-000	735,000	-	-	-	-	PAR
Cemetery Expansion	01014-000	1,520,000	-	-	-	-	DBT
Greenbelt Acquisition - 2007 *	06192-000	200,000	-	-	-	-	PAR
Greenbelt Acquisition - 2010 - 2012		-	-	200,000	200,000	200,000	PAR
Park (231/137) *	00626-000	2,314,756	-	-	-	-	CWR, DCC, RCP
Park (241/112)	01012-000	1,853,132	-	-	-	-	CWR, DCC
Park (248/108)	01013-000	3,076,941	-	-	-	-	CWR, DCC
Silver Valley Neigh Park Acq		-	-	-	-	1,133,160	CWR, DCC, GCF
Silver Valley Neigh Park Acq *	01927-000	1,178,890	-	-	-	-	DCC, RCP
Silver Valley Neigh Park Acq SE Horse		-	-	1,331,999	-	-	CWR, DCC, GCF
Silver Valley Neigh Park Phase 1		-	-	-	1,682,980	-	CWR, DCC, GCF
Silver Valley Neigh Park Phase 2		-	-	-	-	1,682,980	CWR, DCC, GCF
Whispering Falls Park (264/126)		-	-	-	-	1,160,993	CWR, DCC, GCF
Whonnock Lake Acquisition *	01948-000	1,843,257	-	-	-	-	CWR, DCC, RCP
Park Acquisition Total		12,721,976	-	1,531,999	1,882,980	4,177,133	

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Park Improvement Projects	Account #	2008	2009	2010	2011	2012	Funds
Albion Sport Complex - Lighting		-	-	-	198,785	-	GCF
BMX Skills Development Area	01113-000	20,000	-	-	-	-	GCF
Boulevard Improvement		-	-	-	-	30,000	GCF
Boulevard Improvement Program *	07910-000	28,191	-	-	-	-	RCP
Cemetery Caretaker House		-	115,000	-	-	-	CEM
Cemetery Niche *	08144-000	100,000	-	-	-	-	CWR
Core Infrastructure *	08198-000	36,000	-	-	-	-	CORE
Cottonwood East Park Development *	06018-000	304,344	-	-	-	-	DCC, RCP
Cottonwood West Park Facilities		-	615,339	-	-	-	CWR, DCC, GCF
Davison Pool Slide *	08141-000	6,000	-	-	-	-	RCP
Dog Parks *	08140-000	20,000	-	-	-	-	RCP
Downtown Beautification *	08146-000	40,000	-	-	-	-	RCP
Downtown Beautification Support *	08199-000	565,000	-	-	-	-	RCP
East Cottonwood Park Plan *	07942-000	15,000	-	-	-	-	DCC
Equipment Purchase - GEWC Elevator	01124-000	150,000	-	-	-	-	GCF
Equipment Purchase Special Event Trailer *	02874-000	9,397	-	-	-	-	RCP
Facilities division tradesman truck	00538-000	30,000	-	-	-	-	GCF
Firefighters' Park Development *	06021-000	250,000	-	-	-	-	DCC
Fraserview Park Development		-	-	-	-	305,096	CWR, DCC, GCF
Industrial Ave Park Environment Remediation *	01951-000	200,000	-	-	-	-	CWR
Jerry Sulina Park Washroom *	08139-000	10,010	-	-	-	-	RCP
Maple Ridge Entry Sign East *	08190-000	35,000	-	-	-	-	RCP
Maple Ridge Entry Sign West *	08142-000	46,985	-	-	-	-	RCP
Park Development (232/132) *	01303-000	201,818	-	-	-	-	DCC, RCP
Park Development (236/137) *	00304-000	310,488	-	-	-	-	CWR, DCC
Park Development (241/104)		-	-	-	-	310,643	CWR, DCC, GCF
Park Development Albion Elementary		-	-	333,000	-	-	CWR, DCC, GCF
Parks Master Plan	09540-100	88,444	-	-	-	-	CWR, DCC, GCF
Port Haney Park Development		-	-	-	22,782	-	GCF
Public Art Program *	08145-000	10,000	-	-	-	-	RCP
Silver Valley Park Improvement 239A/130A *	08297-000	166,667	-	-	-	-	CWR, DCC
Sport Field Renovations	06102-000	250,000	319,793	-	-	-	GCF
Trail Improvement - 2008, 2010, 2012	06125-000	30,016	-	29,298	-	28,701	GCF
Trail Improvement *	06125-000	60,000	-	-	-	-	RCP
Webster's Corner Park Development *	01074-000	240,000	-	-	-	-	DCC, RCP
Whonnock Lake Improvement (Weir) *	08298-000	374,605	-	-	-	-	CWR, DCC, RCP
Whonnock Lake Phase 1		-	235,000	-	-	-	GCF
Whonnock Lake Phase 2 Parking		-	290,000	-	-	-	GCF
Whonnock Lake Phase 3 Path/Light		-	-	-	297,330	-	CWR, DCC, GCF
Whonnock Lake Phase 4 Beach/General		-	-	-	356,243	-	CWR, DCC, GCF
Whonnock Lake Phase 5 Washrooms/House		-	-	-	-	624,000	CWR
Whonnock Lake Phase 6 Canoe Facility		-	-	-	-	1,980,000	CFO
Park Improvement Total		3,597,965	1,575,132	362,298	875,140	3,278,440	

Protective Services Projects	Account #	2008	2009	2010	2011	2012	Funds
Comm. Wildfire Protection Plan Phase 1	01402-000	146,500	-	-	-	-	FDR
Courthouse Renovations *	07753-000	2,663,848	-	-	-	-	CWR, PSR
Equipment Purchase - Fire Hall Sign *	01934-000	60,000	-	-	-	-	FDR
Equipment Purchase - Firehall #1 Pumper *	01476-000	500,000	-	-	-	-	FDR
Equipment Purchase - Firehall #4		-	-	70,000	-	-	FDR
Equipment Purchase - Furniture *	01932-000	27,000	-	-	-	-	FDR
Equipment Purchase Mobile Dispatch Units *	01449-000	239,600	-	-	-	-	FDR
Equipment Purchase RCMP *	08055-000	65,000	-	-	-	-	CFO, RCP
Equipment Replacement - Rescue One *	01477-000	400,000	-	-	-	-	ERR
Equipment Restoration - 1946 Fire Truck *	01938-000	50,000	-	-	-	-	ERR-FD
Equipment Upgrade - Telephone System *	01931-000	27,500	-	-	-	-	FDR
Fire Equipment Engine 1-1 Replacement	00958-000	625,000	-	-	-	-	ERR-FD
Fire Equipment Engine 2-2 Replacement		-	-	-	-	705,000	ERR-FD
Fire Equipment Engine 3-2 Replacement *	08336-000	555,000	-	-	-	-	ERR-FD
Fire Equipment Engine accessories	00526-000	25,000	-	-	-	-	FDR
Fire Rescue Boat w/Trailer	00532-000	37,000	-	-	-	-	FDR

Schedule 3: Amendments to 2008 – 2012 Financial Plan

Appendix C – Capital Program Including Work-in-Progress

Protective Services Projects (cont)	Account #	2008	2009	2010	2011	2012	Funds
Firehall #1 Engine *	01476-000	55,000	-	-	-	-	FDR
Firehall #1 Expansion *	01935-000	2,000,000	-	-	-	-	FDR
Firehall #1 Expansion Phase 2 *	01935-000	2,200,000	-	-	-	-	FDR
Firehall #1 Expansion Phase 3	01935-000	1,575,000	-	-	-	-	FDR
Firehall #1 Training Expansion *	03645-000	325,000	-	-	-	-	FDR
Firehall #3 Expansion		-	750,000	-	-	-	FDR
Firehall #4 Air Lighting Truck	00978-000	325,000	-	-	-	-	FDR
Firehall #4 Computer Training Centre *	01453-000	45,000	-	-	-	-	FDR
Firehall #4 Construction Phase 2	07054-000	5,500,000	-	-	-	-	DBT
Firehall #4 Construction Train Ground	07051-000	500,000	-	-	-	-	DBT
Firehall #4 Design *	01016-000	15,000	-	-	-	-	FDR
Firehall #4 Engine New		-	-	-	-	625,000	FDR
Firehall #4 Protective & Safety Equip		-	83,960	-	-	-	FDR
Firehall #4 Rescue 4		-	-	-	-	325,000	FDR
Firehall #4 Site Surveys *	03646-000	372,000	-	-	-	-	CWR
Firehall #4 Technical & Furnishings		-	200,000	-	-	-	FDR
Firehall #5 Engine 1-2 Replacement	01123-000	625,000	-	-	-	-	ERR-FD
Firehall #5 Engine 2 Replacement		-	-	425,000	-	-	ERR-FD
Firehall #5 Land Acquisition		-	-	-	350,000	-	FDR
Randy Herman envelope and roof *	07756-000	500,000	-	-	-	-	CWR
RCMP - Furniture *	08229-000	100,000	-	-	-	-	RCP
RCMP - Furniture Replacement - 2008 - 2012	08229-000	63,000	10,000	10,000	10,000	10,000	CFO, PSR
RCMP - Offices for GIS staff	07753-300	50,000	-	-	-	-	PSR
RCMP - Probation Space Costs	07753-200	20,000	-	-	-	-	PSR
RCMP - Proxima projector	08229-000	10,000	-	-	-	-	CFO, PSR
RCMP Bldg - storage *	08053-000	150,000	-	-	-	-	CFO, PSR
RCMP Building Exhibit Drying Room *	08054-000	20,000	-	-	-	-	CFO, RCP
Rescue 2 Replacement		-	-	-	375,000	-	ERR-FD
Traffic Control Pre-Emption Devices *	08049-000	25,000	-	-	-	-	RCP
Protective Services Total		19,896,448	1,043,960	505,000	735,000	1,665,000	

Recreation Services Projects	Account #	2008	2009	2010	2011	2012	Funds
Cemetery Master Plan *	01939-000	30,000	-	-	-	-	CEM
Equipment Purchase - Mower		-	-	80,000	-	-	GCF
Equipment Purchase - Vehicle		-	-	40,000	-	-	GCF
Equipment Upgrade - Tractor	00996-000	20,000	-	-	-	-	GCF
Leisure Center - Active studio reno	08244-000	-	-	55,000	-	-	GCF
Leisure Centre - Spray Pool	01115-000	50,000	-	-	-	-	GCF
Leisure Centre Workout Equipment *	01952-000	150,000	-	-	-	-	CIR
Lifecycle Program Assessment Leisure Cen *	01780-000	30,981	-	-	-	-	RCP
Natural Gas & Co2 Control		-	-	-	14,000	-	GCF
Recreation Vehicle (shared vehicle)	00539-000	30,000	-	-	-	-	GCF
Skate Board Park *	01437-000	423,222	-	-	-	-	CWR, DCC, RCP
Youth Ctr Kitchen Equip *	01254-000	8,535	-	-	-	-	YCR
Recreation Services Total		742,738	-	175,000	14,000	-	

Sewage Projects	Account #	2008	2009	2010	2011	2012	Funds
101A Ave @ 243A St		-	-	-	-	1,500	CFO
108 Ave (248 - 249)		-	-	36,547	-	-	DCC, SCF
116 Ave @ 238A St Pump Station Upgrade *	08225-000	100,000	-	-	-	-	RCPS
136 Ave (230 - 231)		-	-	-	31,739	-	DCC, SCF
223 St (119 - Dewdney Trunk)		-	-	87,733	-	-	SCF
224 St (Dewdney Trunk - Brown)		-	-	32,568	-	-	SCF
224 St (Lane N North - Lougheed)		-	-	18,416	-	-	SCF
225 St Pump Station pump upgrade		-	-	135,000	-	-	SCF
225 St Pump Station Upgrade Phase 2		-	-	1,118,878	-	-	DCC, SCF
225 St Pump Station Upgrade Phase 3		-	-	-	-	400,000	SCF
239 St sewer P/S: up to 3-phase power	00683-000	75,000	-	-	-	-	SCF
Albion Master Plan update	09510-200	60,000	-	-	-	-	SCF
Chlorine Storage Room	00686-000	27,000	-	-	-	-	SCF
Cliff Ave @ Cliff Place Pump Station *	01592-000	95,000	-	-	-	-	RCPS

Schedule 3: Amendments to 2008 – 2012 Financial Plan

Appendix C – Capital Program Including Work-in-Progress

Sewage Projects (cont)	Account #	2008	2009	2010	2011	2012	Funds
Cottonwood Dr (115 - 116)		-	-	-	-	60,655	SCF
Cottonwood Landfill Methane Assessment *	07628-000	285,000	-	-	-	-	SSR
Downtown Core Sanitary Sewer Repairs *	00678-000	100,000	-	-	-	-	RCPS
Equipment Purchase - Sewage Flush Valves *	08259-000	46,000	-	-	-	-	RCPS
Inflow, Infiltration & Condition Assess	09510-100	60,000	-	-	-	-	SCF
Kanaka Creek Rd (232 - 240) *	01865-000	40,000	-	-	-	-	RCPS
Lane N 119 (222 - 224)		-	-	110,487	-	-	SCF
Lane N McIntosh (223 - 224)		-	-	73,658	-	-	SCF
Lane N Selkirk (222 - 224)		-	98,212	-	-	-	SCF
Lane N Selkirk (223 - 224) *	08110-000	181,500	-	-	-	-	RCPS
Lane N Selkirk (226 - 227)		-	-	44,000	-	-	SCF
Lane S Lougheed (223 - 224)		-	-	94,120	-	-	SCF
Lane S Selkirk (222 - 223)		-	73,658	-	-	-	SCF
Liquid Waste Management Plan C19 Eval *	01578-000	40,000	-	-	-	-	RCPS
Local Improvement Projects - Sewer 2008 - 2012	03656-000	250,000	250,000	250,000	250,000	250,000	CFO
Lower Hammond Sewage system upgrade plan	09510-250	100,000	-	-	-	-	SCF
Meadowbrook Place (12600 Block)		-	120,000	-	-	-	SCF
One Work Vehicle	00697-000	17,500	-	-	-	-	SCF
Princess St (Wharf - Lorne) *	08262-000	102,520	-	-	-	-	RCPS
Private Sewer Connections - 2008 - 2012	05540-000	79,445	81,517	83,951	86,575	88,800	SRF
Provide extra storage for Guns P/S	00694-000	55,000	-	-	-	-	SCF
Raise Wharf St sew P/S to dyke elevation	00682-000	100,000	-	-	-	-	SCF
Replace force main (225 pump station)		-	-	-	-	-	SCF
River Rd (232 - McKay) Phase 1 *	06181-000	-	-	754,683	-	-	DCC, RCPS
River Rd (McKay - 236) Phase 2 *	06152-000	-	-	-	177,166	-	DCC
Royal Cres (225 - 226) *	01892-000	281,120	-	-	-	-	RCPS
Sanitary Network Subcatchment A To Gis		-	-	35,000	-	-	SCF
Sanitary Network Subcatchment J Study		-	-	-	150,000	-	SCF
Sanitary Network Subcatchment K Study		-	150,000	-	-	-	SCF
Sanitary Network Subcatchment T Study		-	-	150,000	-	-	SCF
Sanitary Sewer Modelling Update - 2006 *	03062-000	9,000	-	-	-	-	RCPS
Sanitary Sewer Modelling Update - 2010 - 2012		-	-	9,000	9,000	30,000	SCF
Sanitary Sewer Repair Program Area B *	08107-000	66,500	-	-	-	-	RCPS
Sanitary Upgrades Catchments B And J *	01862-000	120,000	-	-	-	-	RCPS
Sewage System Rehabilitation - 2008 - 2012	01118-000	250,000	250,000	287,500	287,500	250,000	SCF
South Slope Interceptor Repair		-	-	400,000	-	-	SCF
South Slope Interceptor Study *	09510-300	25,000	-	-	-	-	RCPS
Steeves St (118 - Camwood) *	08256-000	37,000	-	-	-	-	RCPS
Steeves St (River Rd - 117) *	01648-000	225,435	-	-	-	-	RCPS
Steeves St (River Rd - 117) Stage 2 *	01648-000	100,000	-	-	-	-	RCPS
Tamarack Lane (23400 Block) *	08257-000	25,000	-	-	-	-	RCPS
Upgrade SAD to TAD	00705-000	50,000	-	-	-	-	SCF
Upgrade/update elec equipment in sew P/S	00695-000	49,000	-	-	-	-	SCF
Video & spot repairs sewer - 2008 - 2012	09510-150	65,000	65,000	65,000	65,000	65,000	SCF
Sewage Total		3,117,020	1,088,387	3,786,541	1,056,980	1,145,955	

Technology Projects	Account #	2008	2009	2010	2011	2012	Funds
Amanda Cemetery Records Management	08094-000	34,000	-	-	-	-	CEM
Amanda GIS Interface Upgrade *	08239-000	27,750	-	-	-	-	RCP
Amanda Phase 4 Dogs & Excess Capacity	01703-000	18,000	-	-	-	-	SCF, WCF
Amanda Phase 4 Dogs & Excess Capacity *	01703-000	12,000	-	-	-	-	RCP
Amanda Web-Enablement *	01618-000	43,120	-	-	-	-	RCP
ArcGIS extension licenses	00307-000	13,500	-	-	-	-	GCF, SCF, WCF
Broadband Wireless Connection *	01617-000	60,700	-	-	-	-	RCP
Business System Analysis *	01136-000	59,000	-	-	-	-	RCP
Capital Works Program Replacement Study *	07928-000	15,000	-	-	-	-	RCPS, RCPW
Computer Room Upgrades		-	-	-	41,221	-	GCF
Council Chamber Multimedia Upgrade		-	-	25,000	-	-	GCF
Desktop growth (reduced to 5 laptops)		-	7,500	-	-	-	GCF
Document Processing System - 1		-	75,000	-	-	-	GCF, SCF, WCF
Document Processing System - 2		-	-	63,000	-	-	GCF

Schedule 3: Amendments to 2008 – 2012 Financial Plan

Appendix C – Capital Program Including Work-in-Progress

Capital Program

Technology Projects (cont)	Account #	2008	2009	2010	2011	2012	Funds
Document Processing System *	03633-000	50,000	-	-	-	-	RCP
Equipment Purchase - Blade Server		-	-	-	21,000	-	GCF
Equipment Purchase - Council Media Upgr		-	-	25,000	-	-	GCF
Equipment Purchase - Load Balancer		-	-	42,500	-	-	GCF
Equipment Purchase - New Web Server		-	-	-	25,245	-	GCF
Equipment Purchase - San Hard Drive		-	-	-	-	42,262	GCF
Equipment Purchase - Sms Redundancy		-	-	38,225	-	-	GCF
Equipment Purchase - Streaming Video *	08086-000	-	-	26,650	-	-	RCP
Equipment Purchase - Terminal Services *	08233-000	12,000	-	-	-	-	RCP
Equipment Purchase - UPS Upgrade		-	-	-	16,170	-	GCF
Equipment Purchase - Wireless Data Sys.		-	-	-	22,100	-	GCF
Equipment Purchase Web Security Filter *	08079-000	18,205	-	-	-	-	RCP
Equipment Replacement - Info Serv 2008 - 2012	03610-000	291,358	965,477	837,165	499,433	1,170,186	ERR-IS
Fibre Optic *	06486-000	15,000	-	-	-	-	RCP
Fibre Optic Network Phase 1 *	01556-000	50,000	-	-	-	-	RCP
Financial Systems Study	08235-000	33,250	-	-	-	-	GCF, SCF, WCF
Fire Training On Line Learning		-	-	-	-	42,000	GCF
GIS Application Development - Water *	01125-000	-	-	-	60,000	-	RCPW
GIS Spatial Data Engine Sde Server *	01700-000	88,000	-	-	-	-	RCP
GPS Receiving Station Phase 3 *	01121-000	15,000	-	-	-	-	RCP
HP Open View System Management *	08234-000	40,000	-	-	-	-	RCP
Information Services Backup Device *	02361-000	38,000	-	-	-	-	RCP
Infrastructure growth	02361-000	41,500	-	-	-	-	GCF
Infrastructure Management Phase 1		-	50,000	-	-	-	GCF, SCF, WCF
Internet Mapping Phase 2 *	08030-000	43,490	-	-	-	-	RCP
IS Dept Large Format Plotter *	01846-000	20,340	-	-	-	-	RCP
IT Caseware Working Papers *	08092-000	10,431	-	-	-	-	RCP
IT Disaster Recovery Infrastructure		-	-	-	-	97,275	GCF
IT Disaster Recovery Plan		-	-	60,000	-	-	GCF
IT Fibre Optic - #0699 (224 St)		-	-	-	32,967	-	CWR
IT Fibre Optic - #1189 (224 St)		-	-	29,023	-	-	CWR
IT Fibre Optic - #1565 (224 St)		-	-	-	13,137	-	CWR
IT Fibre Optic - #2830 (240 St)	00205-000	129,412	-	-	-	-	CWR
IT Fibre Optic - #7074 (Kanaka - 240)		-	-	27,433	-	-	CWR
IT Fibre Optic Conduit Phase 2, Pt 1 *	01556-000	74,000	-	-	-	-	RCP
IT Fibre Optic Conduit Phase 2, Pt 2	01556-000	75,000	-	-	-	-	GCF, SCF, WCF
IT Strategic Plan Update		-	-	-	50,000	-	GCF
Management Reporting Software Phase 1 *	01849-000	-	-	13,000	-	-	RCP
Microfiche readers	08400-000	31,000	-	-	-	-	GCF
Miscellaneous Capital *	02361-000	100,000	-	-	-	-	RCP
Network Monitoring		-	-	17,325	-	-	GCF
Oracle Licences - SDO Review *	07987-000	41,200	-	-	-	-	RCP
Oracle Performance Monitor *	01463-000	8,000	-	-	-	-	RCP
Payroll System Replacement		-	-	-	150,000	-	GCF
Performance management software	00211-000	31,500	-	-	-	-	GCF
Project Management Job Cost Study Ph 2 *	04113-000	50,000	-	-	-	-	RCPS, RCPW
Property - Taxation, Utility Billing *	04141-000	250,000	-	-	-	-	RCP, RCPS, RCPW
Public Access Community Kiosks		-	-	38,750	-	-	GCF
ROSS financials upgrade		-	138,600	-	-	-	GCF, SCF, WCF
ROSS HR System *	04155-000	65,500	-	-	-	-	RCP
Server Consolidation		-	-	-	-	44,700	ERR-IS, GCF
Software - Payment Server Tender Retail *	08052-000	6,435	-	-	-	-	RCP
Spatial Data Engine Server *	07613-000	18,000	-	-	-	-	RCP
Strategic IT Alliance Study *	01135-000	23,000	-	-	-	-	RCP
Systems Management Server Phase 2		-	-	-	10,000	-	GCF
Tax And Utility Software *	04141-000	75,000	-	-	-	-	RCP
Tax, Utilities, Integrated Cash Study *	08028-000	40,000	-	-	-	-	RCP
Wide Area Network Phase 2 *	01138-000	20,000	-	-	-	-	RCP
Windows VMS Migration Phase 1	00947-000	50,000	-	-	-	-	GCF
Technology Total		2,137,691	1,236,577	1,243,071	941,273	1,396,423	

Schedule 3: Amendments to 2008 – 2012 Financial Plan

Appendix C – Capital Program Including Work-in-Progress

Water Projects	Account #	2008	2009	2010	2011	2012	Funds
104 Ave @ 249 St Reservoir Stage 2 *	08286-000	466,666	-	-	-	-	DCC, RCPW
104 Ave @ Mceachern St Prv *	08263-000	60,000	-	-	-	-	RCPW
112 Ave (240 - 245)		-	-	-	644,043	-	DCC, WCF
116 Ave (232 - Cottonwood)		-	-	47,946	-	-	WCF
116 Ave (Steeve St - 210 St) *	01404-000	43,200	-	-	-	-	RCPW
117 Ave (Darby - 216)		-	-	56,000	-	-	WCF
118 Ave (Steeves - 210)		-	-	43,200	-	-	WCF
119 Ave (227 - 228)		-	-	-	-	143,765	WCF
125 Ave (241 - Ansell)		-	-	331,200	-	-	WCF
136 Ave (236 - 240)		-	-	-	-	855,480	DCC, WCF
136 Ave @ 232 St PRV		-	-	160,000	-	-	WCF
136 Ave @ 24200 Rockridge Res. Phase 2		-	-	649,985	-	-	DCC, WCF
141 Ave @ 232 St PRV		-	-	-	100,000	-	WCF
203 St (Thorne - Lougheed)		-	-	-	364,135	-	WCF
210 St (116 - 118)		-	-	218,900	-	-	WCF
216 St (124 - 128)		-	-	-	-	740,677	DCC, WCF
224 St (116 - North)		-	-	-	182,400	-	WCF
224 St (119 - Dewdney Trunk) *	03625-000	-	-	230,000	-	-	RCPW
224 St (North - 119)		-	-	-	254,277	-	DCC, WCF
232 St (136 - Silver Valley)		-	-	-	-	163,218	DCC, WCF
232 St (Slager - Dewdney Trunk)	01119-000	184,473	-	-	-	-	WCF
233 St (132 - 150M N 132)		-	-	-	30,000	-	WCF
240 St @ DTR GVWD Connection *	08063-000	100,000	-	-	-	-	RCPW
241 St - new water main		-	20,000	-	-	-	WCF
248 St (116 - Dewdney Trunk)		-	-	-	216,000	616,942	DCC, WCF
256 St Reservoir Seismic Review *	07726-000	-	35,750	-	-	-	RCPW
261 St (DTR - 260M N DTR) *	08064-000	165,000	-	-	-	-	RCPW
263 St (440/760 Pump) Sync	01122-000	56,000	-	-	-	-	WCF
264 St Electric Valve Chamber *	08117-000	35,000	-	-	-	-	RCPW
270A St @ 123 Ave P/S Phase 2		-	-	-	-	250,000	WCF
Albion & Water Model - dist upgr 2008 - 2011	09550-250	250,000	250,000	250,000	250,000	-	WCF
Ansell St (124 - 125)		-	-	-	230,400	-	WCF
Balsam St (132 - Larch)		-	-	-	44,000	-	WCF
Chlorine Storage Room	00686-000	27,000	-	-	-	-	WCF
Cottonwood Dr (115 - 116)		-	-	-	-	84,956	WCF
DCC Payment To Joint Supply System, 2012		-	-	-	-	111,357	DCC, WCF
Demolition of Industrial Ave Reservoir	09550-100	25,000	-	-	-	-	WCF
Destructive Pipe Condition Assessment	09550-150	30,000	-	-	-	-	WCF
Dewdney Trunk Rd @ 246 St GVWD P/S		-	-	56,000	-	-	WCF
Dover, Laurie, Wicklow, 218 Services		-	-	-	46,000	-	WCF
Equipment Purchase - Leak Detectors *	08264-000	40,000	-	-	-	-	RCPW
Equipment Purchase Remote Chlorine Units *	08265-000	45,000	-	-	-	-	RCPW
Exeter Ave (Spring Cres - E Of 216)		-	-	79,200	-	-	WCF
Ferguson Ave (248 - 250)		-	-	-	-	82,800	WCF
Filling Station *	08116-000	60,000	-	-	-	-	RCPW
Infrastructure Review Silver Valley *	09550-400	87,000	-	-	-	-	DCC, RCPW, RCPW
Laity St (Lougheed - Dewdney Trunk)		-	-	184,900	-	-	WCF
Laity St @ Lougheed Crossing *	08118-000	60,000	-	-	-	-	RCPW
Lane N Selkirk (223 - 224)		-	-	-	44,000	-	WCF
Lane S Lougheed (223 - 224)		-	-	-	41,400	-	WCF
Lane S St, Anne Ave (223 - 224)		-	-	-	36,000	-	WCF
Local Improvement Projects - Water 2008 - 2012	03657-000	250,000	250,000	250,000	250,000	250,000	CFO
Lome Ave (Kinston - Princess)		-	-	59,400	-	-	WCF
Lougheed @ Dewdney Trunk Rd PRV Relocate		-	352,000	-	-	-	WCF
Lougheed Hwy Hospital Crossing *	08119-000	60,000	-	-	-	-	RCPW
Non Destructive Pipe Condition Assess	09550-200	25,000	-	-	-	-	WCF
One Work Vehicle	00932-000	17,500	-	-	-	-	WCF
Ospring St (Princess - Eltham)		-	-	-	57,600	-	WCF
Pressure monitors in diff pressure zones	00719-000	17,500	-	-	-	-	WCF
Private Water Connections - 2008 - 2012	03875-000	160,465	164,147	168,463	173,114	177,068	WRF
Reloc PRV chamber @ Lougheed and Dewdney	01120-000	50,000	-	-	-	-	WCF
River Rd (216 - Carshill)		-	-	265,000	-	-	WCF

Schedule 3: Amendments to 2008 – 2012 Financial Plan

Appendix C – Capital Program Including Work-in-Progress

Water Projects (cont)	Account #	2008	2009	2010	2011	2012	Funds
River Rd (Riverbend - 223)		-	-	-	-	77,000	WCF
Rothsay Heights Reservoir Improvement		-	-	-	250,000	-	WCF
Seismic up. des - River Rd (Haney & 240)	09550-300	50,000	-	-	-	-	WCF
Seismic up. des/PRV - Loughheed @ Dewdney	09550-350	100,000	-	-	-	-	WCF
Seismic Upgrade Pump Stations		-	50,000	-	-	-	WCF
Sewage Pump Stations Backflow Prevent *	01609-000	21,000	-	-	-	-	RCPW
Silver Valley Infrastructure Update *	01488-000	70,000	-	-	-	-	DCC
Steeves St (River - Camwood)		-	-	278,400	-	-	WCF
Truck fill system: proposed reserv. site		-	65,000	-	-	-	WCF
Upgrade SAD to TAD	00945-000	50,000	-	-	-	-	WCF
Variable frequency drive for water P/S	00835-000	39,000	-	-	-	-	WCF
Video surveillance at water facilities	00847-000	140,000	-	-	-	-	WCF
Water Feed Main Stage 2 Debt Pmt - 2009 - 2012		-	111,111	111,111	111,111	111,111	DCC, WCF
Water Network Backflow Prevention *	01594-000	60,000	-	-	-	-	RCPW
Water Network Modelling - 2004 - 2006 *	03075-000	36,000	-	-	-	-	RCPW
Water Network Modelling - 2010		-	-	9,000	-	-	WCF
Water Pump Station Sync (Q3,Q4,Q5,Q6)		-	-	160,000	-	-	WCF
Water Services Replacement Program		-	-	-	-	46,000	WCF
Whonnock Water System Study		-	40,000	-	-	-	WCF
Water Total		2,880,804	1,338,008	3,608,705	3,324,480	3,710,374	
2008-2012 Capital Program		53,317,489	27,347,151	45,815,799	34,861,913	26,688,607	
* Previously Approved Capital (work-in-progress)		51,935,602	623,238	1,024,333	237,166	0	
Capital Budgets		105,253,091	27,970,389	46,840,132	35,099,079	26,688,607	
Less: Spent to Dec 31, 2007							
Capital Expenditures per May Bylaw 6569-2008		105,253,091	27,970,389	46,840,132	35,099,079	26,688,607	

Funds Glossary

CEM	Cemetery Reserves
CFO	Contribution from Others
CIR	Critical Infrastructure Reserve
CORE	Core Development
CWR	Capital Works Reserve
DBT	Debt
DCC	Development Cost Charges Fund
ERR	Equipment Replacement Reserve
ERR-FD	Equipment Replacement - Fire Dept
ERR-IS	Equipment Replacement - IS
ERR-PW	Equipment Replacement - Public Works
FDR	Fire Dept Capital Acquisition
GCF	General Capital Fund
GRA	Grants
GRF	General Revenue Fund
ISR	Infrastructure Sustainability Reserve
PAR	Parkland Acquisition Reserve
PSR	Protective Services Reserve
RCP	Committed Projects
RCPS	SRF Committed Projects
RCPW	WRF Committed Projects
REC	Recycling Reserve
SCF	Sewer Capital Fund
SOIL	Gravel Extraction Reserve
SRF	Sewer Revenue Fund
SSR	Sanitary Sewer Reserve Fund
TL	Translink (GVTA)
WCF	Water Capital Fund
WRF	Water Revenue Fund
YCR	Youth Centre Reserve